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MATERIALS MANAGEMENT REVIEW



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NATCOM 2021

Role of Disruptive Technologies in reshaping the SCM – “Atmanirbhar se Atmasanman tak”

17th and 18th December, 2021, Hotel Grand Mercure, Surya Palace, Vadodara
The first ever hybrid virtual mode NATCOM2021.



Inaugural Ceremony – Lightening of the lamp



Chief Guest - Shri P.K. Taneja IAS (Retd.), (Former Addl. Chief Secretary to Govt. of Gujarat)
Director General, Gujarat Institute of Disaster Management



Keynote Address by Shri Harendra Pandya
Joint President - Chief Project & Procurement Officer,
Aarti Industries Limited



Address by Guest of Honor - Shri Vijay Surti
Site President, Reliance Industries Limited, Vadodara
Manufacturing Division



Welcome address by Dr. Bharti Trivedi
Chairperson – IIMM Vadodara Branch



Brief on IIMM & IFPSM by Shri Lalbhai Patel
Former National President & Convention co-chairman



Convention address by Mr. Malay Mazumdar
National President and Convention Chairman



Release of Souvenir



Vote of Thanks by Mr. R. D. Desai,
Vice Chairman IIMM Vadodara



Motivational speech by Gnanvatsal Swamiji



Dr. Nikhil Zaveri, Provost, (Vice-Chancellor), GSFC
University Topic -Disruptive technologies – what is missing?



Mr. S.J.Sanghai, Executive Vice President (Group Purchase), Endurance Technologies Ltd
Topic - Building Atmanirbhar culture and response in Supply chain

From the Desk of Chief Editor & National President



Dear Members,

Covid 19 surprised even some of the world's richest and powerful nations. It caught them unprepared while revealing lack of emergency preparedness. India is no exception and since then, India has witnessed three waves of Covid 19 pandemic and each wave with some or other variant brought its own set of implications leading to various restrictions including nation wide lockdown, barring economic and social activities besides losing near and dear ones. Neither Individual Governments nor the global community could do much to stop the spread of Covid 19 virus.

However, with vaccine development, experience of handling previous two Covid 19 outbreaks (covidwaves), co-operation at national & international level and now available large pool of data about Covid 19, we got better understanding of it & its mutants, which in turn helped us in combating the third wave of Covid 19 pandemic in an efficient and effective manner.

Nothing to take away from Pharmaceutical Supply chain, the medical fraternity has made this humongous task of vaccinating people possible within relatively shorter span of time which once was looking to take several years given the size of population of India, in spite of numerous challenges be it cold supply chain, storage of vaccination at particular temperature, logistical challenges or availability of vaccination at remote places, pharma supply chain has executed its plans to perfection.

The experience and fewer restrictions also helped manufacturers to manage their supply chain issues in a better manner so that economic activities keep ticking though with lesser workforce. From being under one of the strictest lockdowns imposed across the globe to cautious restrictions that ensure daily livelihood is impacted the least, the administration's handling of Covid-19 too, needs to be applauded.

Over the course of the pandemic, many valuable adaptations in essential health services have been made to address disruptions. Reviewing and institutionalizing these adaptations can result in a more resilient path to the goal of universal health coverage on which socioeconomic recovery depends. The world now has an opportunity to build on progress made in 2020 and move towards a sustainable future of emergency preparedness and readiness built on a foundation of strong and resilient health systems.

Much Less disruptions in Supply Chain have been witnessed in the third wave. This is largely as a result of experience gained in earlier two waves and innovations & adaptations for resilient and digitalized supply chain. Use of data analytics and new technologies have helped improve effectiveness of Supply Chains. We shall see more and more adoption of digitalization and data analytics and newer technologies in future and would be in a better position to face supply chain risks on account of such pandemics in future.

It is better to "BE PREPARED RATHER THAN BEING PREPARED"

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MATERIALS MANAGEMENT REVIEW

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CONTENTS

PAGE NO.

■ PUBLIC PROCUREMENT POLICIES AND PROCEDURES IN PHARMA INDUSTRIES	5
■ CARBON TAX	9
■ DEMAND FORECASTING – AN ART TO SEE THE FUTURE OF BUSINESS	11
■ FINANCE MINISTRY RELEASES REVISED GUIDELINES USHERING IN REFORMS IN PUBLIC PROCUREMENT	15
■ PUBLIC PROCUREMENT: TRANSPARENCY & ACCOUNTABILITY TO JUSTIFY SPENDING OF TAXPAYERS MONEY	16
■ HOW TO IMPROVE THE FUNCTION OF MATERIALS MANAGEMENT IN THE CONTEXT OF UPCOMING EPC BUSINESS	21
■ HOW LONG IS THE CORONAVIRUS INFECTIOUS WHEN IT'S IN THE AIR?	23
■ TACTICAL BUYING – SO FAR AND HOW FAR!	25
■ DISHA REPORT	27
■ TRENDS FOR THE FUTURE: PUBLIC PROCUREMENT PROFESSIONALS ADAPT TO THE CHANGING AND CHALLENGING TIMES AHEAD	40
■ YOUTH DEFINING THE FUTURE	43
■ WTO UPDATE : GENERAL COUNCIL DISCUSSES INDIA'S CALL FOR VIRTUAL MINISTERIAL MEETING ON PANDEMIC RESPONSE	45
■ GO-TO-MARKET STRATEGY IN SUPPLY CHAIN	46
■ POST-PANDEMIC SUPPLY CHAIN SUSTAINABILITY	48
■ SUSTAINABLE PROCUREMENT AND SUPPLY CHAIN MANAGEMENT	49
■ 'TO BOLDLY GO' — AN ANALYST'S VIEW OF THE 2022 VENDOR WISHES FOR THE PROCUREMENT SOLUTIONS AND SERVICES MARKET	50
■ SUSTAINABLE PUBLIC PROCUREMENT	52
■ BRANCH NEWS	54
■ NATCOM REPORT	57

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PUBLIC PROCUREMENT POLICIES AND PROCEDURES IN PHARMA INDUSTRIES

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Introduction to Pharma industry :

According to a Market Watch report, the sales of the global pharmaceutical industry are expected to reach USD 1567 billion by 2023. The main drivers of this growth are the rise of the aging global population, increase in per capita income, better access to quality healthcare, and the emergence of new diseases. The top contributors to this sales growth are Pfizer, Roche, Johnson & Johnson, Sanofi, Merck, Novartis, and other pharmaceutical organizations that produce pharma products on their own or through contract manufacturing. Those are then distributed through exclusive distributors in different parts of the world to the end-consumers through wholesalers, traders, pharmacies, hospitals, supermarkets and governments, and non-government organizations. The manufacturing and distribution of these pharmaceuticals are regulated by some regulating authorities such as the Food and Drug Administration, Ministry of Health, Department of Health, Saudi Food and Drug Authority. The main categories of pharmaceutical products are human pharma that covers the prescription and over-the-counter drugs, consumer healthcare that is considered fast-moving consumer goods, animal healthcare covering equine, dairy, and poultry products, and other clinical and hospital consumable, and medical equipment. Besides procurement, there are different stakeholders in the manufacturing and distribution of pharmaceutical products. Those are research and development (R&D), production, marketing, sales and operations, logistics, and distribution.

Pharmaceutical procurement :

Procurement is the term that is used to refer to the process or the act of sourcing or obtaining services or goods for a business. Some businesses use the term procurement only to refer to the actual buying while others refer to the entire process that leads up to the purchase as procurement. The word procurement is used to refer to buying for a business and is customarily performed on a large scale. Procurement involves two companies; the buyer and the seller. But it is the act of buying that is labeled procurement and not the activities of the seller. Pharmaceutical procurement is a complex process that involves many steps, agencies, ministries, and manufacturers. Existing government policies, rules, and regulations for procurement as well

as institutional structures are frequently inadequate and sometimes hinder overall efficiency in responding to the modern pharmaceutical market. Market constraints differ from country to country. Public sector drug procurement must take place in the context of both the local pharmaceutical market and the international market. In many countries, public health officials have limited experience in designing an optimal procurement system to fit their market context. An increasing number of countries have moved, or are moving, away from a pharmaceutical procurement and distribution system which is operated by the public sector, and are investigating various options for involving the private sector to enhance public health.

Main problems in the pharmaceutical procurement process/issues:

- Inadequate rules, regulations, and structures
- Public sector staff with little experience in responding to market situations
- Absence of a comprehensive procurement policy
- Government funding which is insufficient and/or released irregularly
- Donor agencies with conflicting procurement regulations
- Fragmented drug procurement at provincial or district level
- Lack of unbiased market information
- Lack of trained procurement staff

Direct Procurement	Indirect Procurement	Service Procurement
Acquisition of goods, materials, and/or services manufacturing Purposes	Sourcing and purchasing materials, goods, or services for internal use	Procuring and managing a contingent workforce and consulting services
Ex: Raw materials, machinery, and resale items	Ex: Utilities, facility Management, and travel	Ex: Professional services, software subscriptions, etc
Drives external profit and continuous growth in revenue	Takes care of day-to-day operations	Used to plug process and people gaps
Comprises of stock materials or parts for production	Used to buy consumables and perishables	Used to purchase external services and staff
Establish long-term collaborative supplier relationships	Resort to a short-term transactional relationship with suppliers	Maintain one-off, contractual relationships with suppliers

Stages of the procurement:

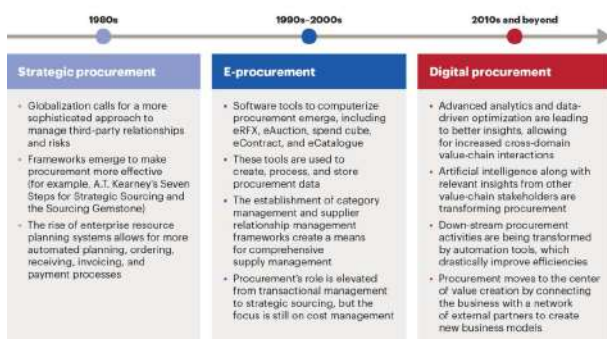
- Identification of Requirement

- Determination of the Specifics of the Requirement
- Sourcing
- Negotiation and Finalization of Price and Terms
- Purchase Requisition and Order
- Delivery of the Purchase Order
- Expediting
- Product/Service Supply And Inspection
- Payment Process
- Record Keeping And Review

Procurement Challenges

One of the challenges that procurement professionals in the pharma industry face are to deliver the right product, with the right quantity and at the right time across 150 countries around the world. The increasing mergers and acquisitions have made the supply chain more complex that requires close coordination and collaboration with other stakeholders. The procurement cost of indirect material such as overheads, IT, stationery, and other indirect material covers more than 50% of the overall supply chain cost. The cost optimization of indirect material in pharma procurement can be managed through strict purchasing policies, procedures, and proper tools. Another challenge in pharma procurement is to establish strategic partnerships with key suppliers to bring innovation and collaboration through performance rewards and service value to enhance supply chain performance. Lastly, the procurement strategies based on sustainable policies are quite a challenge that can manage and control supply chain risk, human resources and at the same time create value-added tasks.

In the evolution of procurement, digital is the next wave



Source: <https://www.selecthub.com/eprocurement/what-is-digital-procurement/>

Procurement vs purchasing:

Procurement is the entire process of identifying a need within the organization, obtaining the requirements, and maintaining a good relationship with the vendors. When a need is confirmed, procurement research identifies likely suppliers. Purchasing, on the other hand, is a sub-function in the process of **procurement**. It only deals with receiving the purchase requisition,

evaluating the RFQs, making a purchase order, receiving the ordered goods/services, verifying the quality of the goods/services, and processing the payment.

Procurement models:

- **Local procurement model:** The local department or division would enjoy complete control over procurement decisions. The logic behind this model is that it is the local management that would better understand the exact needs of the department.
- **Centralized procurement model:** absolute control over the procurement decisions lies with central management.
- **Hybrid model:** This model has the advantages of both models and gives all the local departments a measure of autonomy within the organizational control.

Components of an effective medicine procurement policy:

- Effective and efficient agency to handle procurement, storage, and distribution
- Adequate budgetary allocation
- Essential drug list and its periodic review
- Scientifically designed warehouse with facilities for proper storage
- Effective logistics & management information systems
- Efficient quality assurance setup
- Facilities for periodical training

Procurement methods adopted in Government hospitals in India:

- Direct purchase from the manufacturer.
- Purchase through bids
- Competitive negotiation where the buyer approaches a limited number of suppliers for their price quotation and then bargains with them to fix the deal.
- Purchase through a contract
- Local purchase

Four strategic objectives of pharmaceutical procurement:

- Procure the most cost-effective drugs in the right quantities
- Select reliable suppliers of high-quality products
- Ensure timely delivery
- Achieve the lowest possible total cost
 - \$ The actual purchase price of drugs
 - \$ Hidden costs due to poor product quality
 - \$ Poor supplier performance or short shelf-life
 - \$ Inventory holding costs at various levels of the supply system

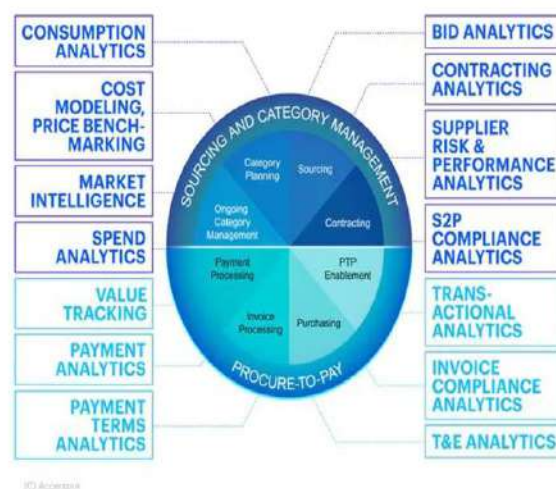
§ Operating costs and capital loss by management and administration of the procurement and distribution system.

Operational principles for good pharmaceutical procurement:

- O1: Different procurement functions and responsibilities (selection, quantification, product specification, pre-selection of suppliers, and adjudication of tenders) should be divided among different offices, committees, and individuals, each with the appropriate expertise and resources for the specific function.
- O2: Procurement procedures should be transparent, following formal written procedures throughout the process and using explicit criteria to award contracts.
- O3: Procurement should be planned properly and procurement performance should be monitored regularly; monitoring should include an annual external audit.
- O4: Public sector procurement should be limited to an essential drugs list or national/local formulary list
- O5: Procurement and tender documents should list drugs by their International Nonproprietary Name (INN), or generic name.
- O6: Order quantities should be based on a reliable estimate of actual need.
- O7: Mechanisms should be put in place to ensure reliable financing for procurement. Good financial management procedures should be followed to maximize the use of financial resources.
- O8: Procurement should be effected in the largest possible quantities to achieve economies of scale; this applies to both centralized and decentralized systems.
- O9: Procurement in the public health sector should be based on competitive procurement methods, except for very small or emergency orders.
- O10: Members of the purchasing groups should purchase all contracted items from the supplier(s) which hold(s) the contract.
- O11: Prospective suppliers should be pre-qualified, and selected suppliers should be monitored through a process that considers product quality, service reliability, delivery time, and financial viability.
- O12: Procurement procedures/systems should include all assurances that the drugs purchased are of high quality, according to international standards.

Why analytics is so important in procurement: A common misconception is that analytics in procurement only relates to spending analysis. In reality, analytics touches all activities from strategic sourcing to category management and procure-to-

pay processes.



Source: <https://sievo.com/resources/procurement-analytics-demystified#value-of-analytics-in-procurement>

Procurement software tools:

- **Precoro**:-total purchasing control
- **Promena e purchasing**:- helps businesses handle sourcing and manage suppliers
- **Trade gecko**:- helps you connect your supply chain with your customers.
- **Orderhive**-tool is aimed specifically at e-commerce retailers - companies selling goods online directly to consumers.
- **Oracle procurement cloud**-ERP solution
- **Spendsk**- more control over all company spending
- **Planergy**-full command on company payments
- **Gatekeeper**- vendor and contract management
- **Veeqo**- inventory management for retail brands

Classification of E-procurement systems:

Type of e-procurement system	Main function of the system	Impact on direct/indirect costs of purchase	Impact on the organisational aspects
e - MRO	Acquisition of services of maintenance, repairs and operations	Low/elevated	Extended to the entire organisation
Web - based ERP	Integration of the process of purchase in the ERP of the agency	Low/limited to the operative phase	Extended to the entire organisation
e - sourcing	Singling out of the providers through internet technologies	Low/limited to the tactical phase	Limited to the purchasing department
e - tendering	Sending requests for information and prices to the providers and the collection of offers via internet	Low/limited to the tactical phase	Limited to the purchasing department
e - reverse - auctioning	On - line auctions	Relevant/low	Limited to the purchasing department

Source: Bruno et al. (2004).

Procurement process comparison parameters:

Overall	• Legal Status of the Procurement Organization; Drug Procurement Budget; Per Capita Drug Procurement Budget;
Essential Drug List	• EDL Customization; EDL Committee Composition; Frequency of EDL Revision; Time for EDL Preparation/ Revision; EDL Categorization; Third Party Review of EDL.
Demand Estimation & Forecast	• Demand Estimation Process; Frequency of Demand Estimation; Methodology for Estimation (Facility Level)
Procurement Process	• Procurement mechanism in the state; Financing of Drug Procurement; Emergency Drug Budget Allocation; Bidding Process
Prequalification Criteria	• Min. Turnover Criteria; GMP/WHO-GMP/US-FDA; ISI/BIS/ISO/CE; Assurance of a/vbl. Production Capacity; Market Standing; Exclusion Criteria; Price Relaxation; Product Reservation; EMD (%); Tenders with no bidders; Supply Schedule
Quality Control	• External Quality Testing Of Every Consignment; Testing Before Distribution; Testing Before Distribution
Payment Mechanism	• Payment Department Status; Lead Time For Payment; Prerequisites For Payment Disbursement
Inventory Management & Distribution	• Facilities Per Warehouse; Scientific Warehousing Practices; Supply Chain Management; Inventory Management; Scientific Forecasting; Flexibility to Alter Indent; Tracking dispatched drugs; Scientific Inventory Mgmt. at Facility.
Penalties	• Supply Default; Quality Failure; Blacklisting Criteria
IT Systems Enablement (of)	• Demand Estimation & Forecasting; Tendering Process; Quality Control; Payment Disbursement; Inventory Management (Warehouse); Inventory Management (Facility)

Source: <https://bmjopen.bmj.com/content/3/2/e001987>

Conclusion:

Procurement analytics provide organizations and firms with better visualization into their procurement spending using quantitative methods to derive actionable insights and outcomes from data. Predictive analytics software collects data, internal and external, from various sources and compiles it in procurement dashboards. They allow companies and organizations to leverage procurement data to support fact-based decision-making and gain strategic, competitive advantages. Regardless of the industry, applying procurement analytics is key to gaining a strategic, competitive edge and complete oversight into buyer and supplier functions. When applied correctly in the organization, it can help you achieve key KPIs and exceed optimal business operation metrics. Every organization can expect better material management, diverse supplier portfolios, more purchasing options, and greater agency in procurement efforts. Procurement analytics or Purchase Analytics is also invaluable during volatile times, such as the COVID-19 pandemic. Various industries rely on procurement data and analysis to guarantee supply and inventory during shortages. Costs and suppliers are easily tracked, helping organizations keep their supply bases secure and incoming orders flowing while managing unexpected costs.

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Minimizing-Logistics-Costs-for-Procurement-by-over-35-for-Pharmaceutical-Companies-SpendEdge

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(Footnotes)

- ¹ ICAI BUSINESS SCHOOL,POWAI,Mumbai.

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CARBON TAX

SREELAKSHMI KUMAR



What do we feel when we hear Tax? ‘Extra money’ is the phrase that immediately pops into our head and it causes you to have a tiny knot in your stomach! When we receive the final check or a bill, after we are done eating from a restaurant or shopping from our favourite clothing store, the first thing that we look at is of course the final amount. Before you get the time to get some relief, immediately you notice that there is another final amount. What sorcery! Well this is the actual ‘final amount’ after the addition of the tax. The difference in the two final amounts is so much that you kind of wonder, with the tax amount you actually could have gotten another dessert or drink!

Nobody likes to pay extra, of course! Well, if that’s the case, then why don’t we add these taxes for something that we would like to control the usage of, which causes distress?

We already have one which isn’t very familiar to many people and is only successfully implemented in some countries in the world. This is the Carbon Tax.

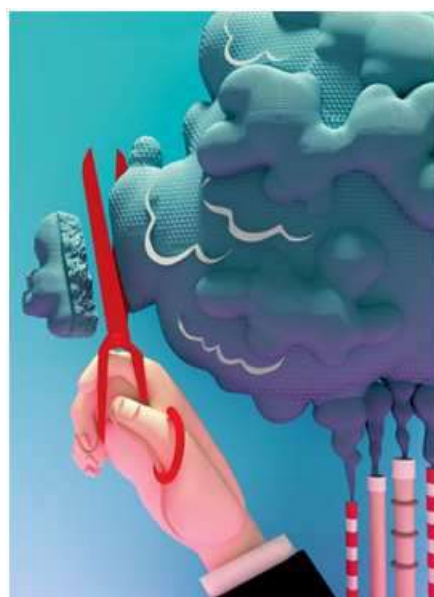
What is Carbon Tax? In simple terms, it is the tax that is imposed on any corporation/company that burns fossil fuels, such as coal, oil, gasoline, and natural gas.

A price is directly set on the carbon by defining a tax rate on greenhouse gas emissions or on the carbon content of fossil fuels.

It reflects the true cost of burning these fuels that produce harmful gases such as carbon dioxide and methane. What this means is that it makes the external costs, those that are borne by the public who suffer from the effects and pay for through damage to crops and health care costs from heat waves and droughts or to property, from flooding and sea level rise, of carbon emissions through transport.

The tax aims to reduce emissions, when businesses are obliged to pay at least part of the cost of the externality they have created. It will then be used as an incentive to bring down emissions from economy-wide usage of high-carbon fuels and to protect the environment from the harmful effects of excessive carbon dioxide emissions.

Furthermore, such tax has the potential to encourage firms to invest in environmentally friendly renewable energy and reduce the economy-wide reliance on fossil fuels.



I know this definitely sounds very promising and the

immediate thought is ‘Why is this not implemented in every country, especially in India, then?’

Well, the implementation isn’t as easy as it sounds and it comes with certain challenges, as in the case with any new taxes or new policies. It involves the complexities of economics, parameters of policy-making and all that.

A country of 1.3 billion plus people with multiple corporations and organizations that depend on carbon-intensive products will oppose the introduction of this tax, such as oil producers and refiners, large electric utilities with carbon-heavy fleets, large energy-intensive manufacturers, and others.

Some of the notable trade offs of this tax implementation are:

- An increase in the prices of commodities, which will drastically affect the public, especially the low-income societies.
- Dwelling on few perceptions such as the low utilization of the commodities will eventually lead to unemployment (manufacturing, packaging etc).
- A country with a proper carbon tax in place could add additional border adjustments for the goods coming in from countries with a lesser carbon tax or no carbon tax at all, so as to ensure equal preferences for local and imported goods, which in turn is a liability for the latter mentioned category of countries.
- There are other emissions apart from carbon dioxide such as methane, nitrous oxide etc which are more harmful than carbon and are not accounted for.

Trade offs will always exist and there will always be solutions that can be implemented to tackle these, gradually. From my research and readings, I have found that there are multiple ways, out of which two are easier to implement, by which this system can be made circular, so that all the parties involved is benefitted.

- **Using the funds to invest in clean energy and other green initiatives**

The basic motive behind a carbon tax is not to just attach an economic penalty to pollution or emissions, but also to channelise the proceeds generated for investment in renewable energy projects and green jobs. It is vital to identify viable areas or projects to efficiently invest and also to ensure judicious use of carbon pricing

revenues which will make climate policy more inclusive and effective while containing the costs of clean energy transitions to the economy.

- **Recycling to firms and households**

The recycling means that the proceeds from the taxes are used to pay dividends to the households, which in turn will maximize welfare. It can be distributed on a per capita basis or in any mixed denominations.

The key here is that the tax increases can be very gradual, to allow people and businesses to adjust each step of the way. The important point to note here is that the public (which is us), is more likely to accept a carbon price if they understand how the revenues would be deployed, which will need a robust system of communication, public dialogue and social deliberation to be established.

Existing literature on climate policy shows that carbon pricing is likely to work well in countries with a high level of political trust and low levels of perceived corruption.

Some countries such as Canada, Ireland, Sweden, Denmark, Finland and Indonesia were able to implement the tax in ways which will benefit their society, with various incentives and systems in place which appeal to unique cultures in each country.

Carbon pricing in India has frequently met with political and public opposition, like in the case of introduction of various schemes and mechanisms such as PAT (Perform, Achieve and Trade) scheme, Coal Cess, ICP (Internal Carbon Pricing) and others.

In the short term, India can focus on phasing out fossil-fuel subsidies and improving the efficiency of existing policies that place an implicit price on carbon. Recent advancements in renewable technology and a decline in the cost of renewables provide a conducive policy environment to scale up renewables. This opportunity can be capitalized to accelerate the decline of the fossil-fuel industry and catalyse the economy’s green transition.

On a positive note, with the rise of electric vehicles, renewable energy such as solar, wind etc., we could be seeing a drastic change in the coming years!

Source: bare necessities.in

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DEMAND FORECASTING

– AN ART TO SEE THE FUTURE OF BUSINESS

CHIRAG KALARIA, PROCUREMENT PROFESSIONAL - AMUL INDIA

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To see the future is mankind's old wish and ambition to become more powerful and take correct decisions in the present time to make the future bright. It is equally applicable for business decisions, wherein all top executives want to forecast the demand accurately and practically to align their activities in such a manner, so businesses can cater to the maximum possible demand of customers and increase revenue by reducing inventories. It is most important to know future demand as it is the foundation stone for business planning.

Under "Demand Management Trilogy", I have already published the first article on "Demand Planning" wherein you can understand it very comprehensively. In this raw, I am publishing the second article on "Demand Forecasting" which is a buzzword in the Sales and Marketing industry, and give insights to top-management for all important business decision making which helps the business to meet future customer demand.

WHAT IS DEMAND FORECASTING?

Demand forecasting is the process of estimating consumer demand for particular goods or services by using historical sales data, market conditions, competitor's strategies and plans the production activities accordingly to meet the expected demand. It affects critical business assumptions like turnover, profit margins, cash flow, capital expenditure, risk assessment, and mitigation plans, production capacity planning, etc. Demand forecasting is important for industrially empowered countries where ample supply is available but demand is uncertain, but it is more important in developing countries like India where supply is limited and demand is more but fluctuating frequently. It is dependent on the marketing plan, environmental conditions, competition from similar products, and economic conditions of customers.

DEMAND FORECASTING OBJECTIVE

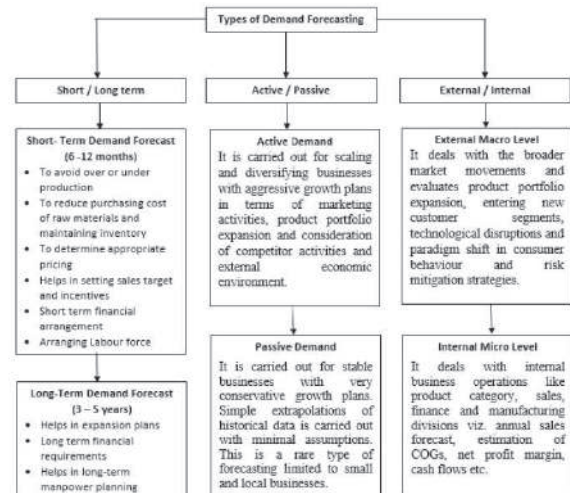
Objectives of Demand Forecasting include Financial planning, Pricing policy, Manufacturing policy, Sales and Marketing planning, Capacity planning and expansion, Manpower Planning, and Capital expenditure.

DIFFERENCE BETWEEN DEMAND PLANNING AND DEMAND FORECASTING

Demand forecasting is merely one of several

components of demand planning. Whereas Demand planning is defined as using forecasts and experience to estimate the demand for various items at various points in the supply chain. Demand planning uses the forecasts provided by demand forecasting to adjust the supply chain to accommodate fluctuations in demand.

TYPES OF DEMAND FORECASTING



FACTORS AFFECTING DEMAND FORECAST BASED ON NATURE OF PRODUCT CATEGORY

Types of Goods	Meaning	Factors affecting demand
Non-Durable Consumer Goods	It is single use consumer demand for perishable products like food, milk, medicines, fruits etc	Household Disposable income, Population, Price of the commodity and related goods.
Durable Consumer Goods	Such goods can be consumed or used a number of times or repeatedly without much loss to their properties and utilities. I.e. TV, Refrigerator etc	Social status, level of money income, taste and fashion etc. It is commonly used by household members, so demand is dependent on a number of households with family members and sex composition & age groups rather than individuals. It is also depending on the availability and price of allied facilities like fuel for the car. It is price sensitive and highly influenced by discounts and credit facilities like EMI.
Capital Goods	These goods are used for further production, its demand is derived one and depends upon the profitability of industries. This demand is derived from the end product produced by capital goods.	Growth prospectus of user industry, the requirement of capital goods based on the capacity of the same considering end product demand, Velocity of their use.
New Products	It is different than the demand for established products.	It requires an intensive study of the product and its likely impact upon other products of the same group provides a key to an intelligent projection of demand.

GENERAL APPROACH TO DEMAND FORECASTING:

1. Identify and clearly state the objectives of forecasting—Short-term or long-term, market share or industry as a whole.
2. Select a suitable method of forecasting.
3. Identify the variables affecting the demand for the product.
4. Collect and gather relevant data and approximations to relevant data to represent the variables.
5. Determine the most probable relationship between dependent and independent variables through the use of statistical techniques.
6. Prepare the forecast and interpret the results. Interpretation is more important to management.
7. For forecasting the Company's share in the demand two different assumptions can be made:
 - (a) The ratio of the company sales to the total industry sales will continue as in the past.
 - (b) On the basis of an analysis of likely competition and industry trends, the company may assume a market share from that of the past.
8. Forecasts may be made either in terms of physical units or in terms of the currency of sales volumes.
9. Forecasts may be made in terms of product groups and then broken for individual products on the basis of past percentages. These products groups may be divided into individual products in terms of sizes, brands, labels, colours etc.
10. Forecasts may be made on an annual basis and then divided month-wise or week-wise on the basis of past records.
11. For determining the month-wise break-up of the forecast sales of a New Product, either use may be made of other firm's data is available or some survey may be necessary.

DEMAND FORECASTING METHODS

One of the most important steps of the Demand Forecasting process is the selection of the appropriate method for Demand Forecasting. Demand can be forecasted using (A) Qualitative methods or (B) Quantitative methods as explained below:

A. Qualitative methods:

The Delphi Technique: A panel of experts is appointed to generate a Demand Forecast. Each expert is asked to generate a forecast of their assigned specific segment. After the initial forecasting round, each expert reads out their forecast and, in the process, each expert is

influenced by other experts. A consequent forecast is again made by all experts and the process is repeated until all experts reach a near consensus scenario.

SalesForce Opinion: The Sales Manager asks for inputs of expected demand from each Salesperson in their team. Each Salesperson evaluates their respective region and product categories and provides their individual customer demand. Eventually, the Sales Manager aggregates all the demands and generates the final version of the Demand Forecast after management's judgment.

Market Research: In the market research technique, customer-specific surveys are deployed to generate potential demand. Such surveys are generally in the form of questionnaires that directly seeks personal, demographic, preference, and economic information from end customers. Since this type of research is on a random sampling basis, care needs to be exercised in terms of the survey regions, locations, and demographics of the end customer. This type of method could be beneficial for products that have little to no demand history.

B. Quantitative methods:

Trend projection method: The trend projection method can be effectively deployed for businesses with a large sales data history of typically more than 18 to 24 months. This historical data generates a "time series" which represents the past sales and projected demand for a specific product category under normal conditions by a graphical plotting method or the least square method.

Barometric technique: Barometric technique of Demand Forecasting is based on the principle of recording events in the present to predict the future. In the Demand Forecasting process, this is accomplished by analyzing the statistical and economic indicators. Generally, forecasters deploy statistical analyses like the Leading series, Concurrent series, or Lagging series to generate the Demand Forecast.

Econometric forecasting technique: Econometric forecasting utilizes autoregressive integrated moving-average and complex mathematical equations, to establish relationships between demand and factors that influence demand. An equation is derived and fine-tuned to ensure a reliable historical representation. Finally, the projected values of the influencing variables are inserted into the equation to generate a forecast.

CRITERIA OF A GOOD FORECASTING METHOD

Each demand forecast has its own Pros and Cons. Hence, it is very important to choose wisely based on the product, market size, competitor's stand, and cost factor. However, irrespective of a Demand Forecasting method, there are some criteria that need to be taken care of.

- **Accuracy:** Accuracy is the first and foremost criteria for good forecasting and to obtain an accurate forecast, it is essential to check the accuracy of past forecasts against present performance and of present forecasts against future performance.
- **Acceptability:** The executive should have a good understanding of the technique chosen and they should have confidence in the techniques used. Acceptability and understanding of the technique will improve the confidence of executives and improve the accuracy of the forecast.
- **Durability:** Frequently used forecasts based on past data have a short life cycle and cannot be used for a long time. The durability of the forecasting power of a demand function depends partly on the reasonableness and simplicity of functions fitted, but primarily on the stability of the understanding relationships measured in the past. The higher cost can be affordable for the method which has high durability.
- **Flexibility:** The flexibility of the demand function makes it more generic and could be set up easily for a variety of forecasting requirements. A set of variables whose coefficient could be adjusted from time to time to meet changing conditions in a more practical way to maintain intact the routine procedure of forecasting.
- **Availability:** Immediate availability of data is a vital requirement. The techniques employed should be able to produce meaningful results quickly. Delay in result will adversely affect the managerial decisions.
- **Economy:** Cost is a primary consideration that should be weighed against the importance of the forecasts to the business operations.
- **Simplicity:** Statistical and econometric models are certainly useful but they are intolerably complex. To those executives who have a fear of mathematics, these methods would appear to be like Chinese. The procedure should, therefore, be simple and easy so that the management may appreciate and understand why it has been adopted by the forecaster.
- **Consistency:** The forecaster has to deal with various components which are independent, therefore he has to make an adjustment in one component to bring it in line with a forecast of another, so the outcome will be consistent.

The ideal forecasting method is one that yields returns over cost with accuracy, seems reasonable, formalized for reasonably long periods, adapts to new circumstances, and can give up-to-date results. The method may be different for different products. The forecaster may try one or the other method depending upon his objective, data availability, the urgency with which forecasts are needed, resources he intends to devote to this work, and the type of commodity whose demand he wants to forecast.

IMPORTANCE OF DEMAND FORECASTING

Demand Forecasting is the pivotal business process around which strategic and operational plans of a company are devised. Based on the same, strategic and long-range plans of a business-like budgeting, financial planning, sales and marketing plans, capacity planning, risk assessment, and mitigation plans are formulated. It is helpful in the following manners.

1. **Essential to Produce the Required Quantities at the Right Time:** Accurate demand forecasting is essential for a firm to enable it to produce the required quantities at the right time and arrange well in advance for the various factors of production. The producer can frame a suitable production policy. The firm can reduce the costs of purchasing raw materials.
2. **To Adopt Suitable Price Policy:** It also enables the firm to adopt a suitable price policy. It is on the basis of demand and sales forecasts that arrangements are made for raw materials, equipment, machine, accessories, labour and buildings well in advance and at the right time.
3. **It is Helpful in the Maximisation of Profit:** A firm can maximise its profits only when it produces on the basis of the demand for its products. There will be no problem of over and under production and it will reduce or have control over costs, the profits will certainly go up. The importance of sales forecasting is much more on a large scale or seasonal industries.
4. **Importance from National Point of View:** On the national level, demand forecasts of particular products may provide a guideline for demand forecasts for related industries. i.e. A demand forecasts for cotton textile may provide an idea of probable demand for textile machinery, readymade garments, dyestuff industries. The government on the basis of sales forecasts may decide whether imports are necessary to meet the deficit in the domestic demand or may provide export incentives for any surplus. Thus, demand forecasts are useful to the firm, industry and also to the government.

Demand Forecasting in Supply Chain Management

In the field of Supply Chain, there are mainly 3 types of forecasting:

- **Demand forecasting:** Investigation of the companies demand an item or SKU, to include current and projected demand by industry and product end use.
- **Supply forecasting:** Collection of data about the current producers and suppliers, as well as technological and political trends that might affect supply.
- **Price forecast:** This is based on information gathered and analysed about demand and supply. Provides a prediction of short- and long-term prices and the underlying reasons for those trends.

All the above three forecasts help in the following manner to improve Supply Chain.

1. **Increased Customer Satisfaction:** Customer is the **center** point for the Supply Chain and it is the prime responsibility of the supply chain to provide them with the right product at the right time. This advantage of forecasting in business will help predict product demand so that enough product is available to fulfill customer orders on a timely basis. The importance of Demand Forecasting is much higher in Made-to-Order (MTO), Assemble-to-Order (ATO), or JIT Supply Business.
2. **Reducing inventory stockouts:** In any format either Just In Time (JIT) or long lead time, accurate demand forecasting and material requirement planning are important to be given to supplier, so that they can plan their production activities and inventories at their end. It will help them to supply materials on time as per requirement and can potentially reduce the inventory stockout incidents. The less time inventory spends in the warehouse, the less cost impact on the balance sheet.
3. **Effective Production Scheduling:** Effective demand forecasting can help S&OP and the Production team to plan their activities in an effective and efficient manner as they get ample lead-time to deliver the product to the market.
4. **Lowering safety stock requirement:** A good demand forecasting process will have a direct impact on the planning of inventory levels like developing production requests for manufacturing operations, planning for new product launches, planning for a promotional activity, and planning for seasonal variations in demand. If a business is

using forecasting to plan these scenarios then there is no need to carry high safety stocks to manage those events.

5. **Reducing product obsolescence costs:** If the demand forecast is effective and accurate then there will not be any undesired inventory pile up at any point of the Supply Chain and chances of obsolesced inventory will be greatly reduced. This closely links to reduced order sizes as a smaller volume of the inventory will be in stock and demand forecast accuracy.
6. **Better Shipping or Logistics Management:** Shipping or Logistics shall be the most important function in the supply chain which delivers ready product from the manufacturing point to the customer's hand. Hence, we should consider them as a part of the forecasting team and proper forecasting will help the shipping team to better align transportation of products from the production plant to market.

FORECASTS IN INDIA

In most of the industrially advanced countries, there are specialized agencies who are looking after demand forecasting activities. In India, businessmen are not interested in making scientific forecasts and they are more dependent on previous data, word of mouth, and chance. Looking at this attitude, sufficient data are not available to make reliable forecasts. Statistics alone do not forecast future conditions. Judgment, experience, and knowledge of the particular trade are also necessary to make proper analysis and interpretation and to arrive at sound conclusions. However, in recent years after the introduction of Industry 4.0 and the "Make in India" concept, there is a shift in the mindset of Indian businessmen which gives importance to Demand Forecasting in the coming years.

CONCLUSION:

Thus, Demand Forecasting is enjoying prime importance for Business activity planning and it can become a game-changer for any industry. Effective demand forecasting will help the company to effectively manage Inventory Planning, production planning, Sales and Marketing activities, Promotional schemes, and customer satisfaction. It gives the edge to any firm over a competitor's firm and helps to go closer to the endpoint of the supply chain – The King Customer.

Source: sourcingandsupplychain.com

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FINANCE MINISTRY RELEASES REVISED GUIDELINES USHERING IN REFORMS IN PUBLIC PROCUREMENT

Synopsis

In appropriate cases, quality parameters can be given weightage during evaluation of the proposal in a transparent and fair manner, through a Quality cum Cost Based Selection (QCBS) as an alternative to the traditional L1 system, the ministry said.

The finance ministry on Friday released revised guidelines on public procurement and project management which outline innovative rules for faster, efficient and transparent execution of projects. The guidelines also permit alternative methods for selection of contractors, which can improve speed and efficiency in execution of projects.

In appropriate cases, quality parameters can be given weightage during evaluation of the proposal in a transparent and fair manner, through a Quality cum Cost Based Selection (QCBS) as an alternative to the traditional L1 system, the ministry said.

Finance Secretary and Secretary Expenditure, T V Somanathan released the guidelines to usher in reforms in public procurement and project management here on Friday, a finance ministry statement said.

The formulation and release of these guidelines are part of the continuous process of review of existing rules and procedures.

“These guidelines attempt to incorporate into the realm of Public Procurement in India, innovative rules for faster, efficient and transparent execution of projects and to empower executing agencies to take quicker and more efficient decision in public interest,” the ministry said.

Some of the improvements include prescribing strict timelines for payments when due. Timely release of ad hoc payments (70 per cent or more of bills raised) is expected to improve liquidity with the contractors, especially micro, small and medium enterprises (MSMEs), it added.

As part of the government’s digital thrust, electronic measurement books have been prescribed as a means of recording progress of works.

This system, along with other IT based solutions proposed in the guidelines, will help in realising the dream of efficient Digital India, facilitate faster payments to contractors and reduce disputes.

“Executing public projects on time, within the approved cost and with good quality has always been a challenge. As the

pace of economic development steps up careful examination of procedures and rules is essential to ensure unwarranted roadblocks are removed and new innovations utilised for increasing value for money of the taxpayer,” the ministry added.

The Central Vigilance Commission (CVC), the Comptroller & Auditor General (CAG) and the National Institution for Transforming India (NITI) Aayog had carried out detailed analysis of the procedures and rules for public procurement and project management and had suggested changes in strategies to meet challenges of present and future public procurement.

The draft of the guidelines was prepared under the aegis of the Central Vigilance Commission (CVC) after a detailed consultative process involving experts from various fields of public procurement and project management.

The Department of Expenditure (DoE), Ministry of Finance, was nominated to issue the guidelines after soliciting and detailed consideration of the comments of ministries/ departments.

Besides, Model Tender Documents (MTDs) for procurement of goods and non-consultancy services were also released on Friday as part of the continuous process of review of existing procedures.

MTDs specifically cater to needs relating to e-procurement thereby easing the process for adoption of e-procurement and furthering the ambition of convenient and efficient e-governance.

Such initiatives shall help in achieving the goal of Digital India by easing and standardising the digitisation process of public procurement.

These MTDs rationalise and simplify the structure of tender documents. Besides aligning provisions with various procurement policies of the government, like policies related to micro and small enterprises, preference to Make in India and benefits to startups, MTDs incorporate national and international best practices.

The MTDs have been developed after a two-stage, extensive consultation with ministries/ departments/ central public sector undertakings, other organisations and individual experts, the ministry said.

Source: economictimes.indiatimes.com

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PUBLIC PROCUREMENT: TRANSPARENCY & ACCOUNTABILITY TO JUSTIFY SPENDING OF TAX PAYERS MONEY

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Abstract : Public Procurement is a key economic activity of governments that represents a significant percentage of the Gross Domestic Product (GDP) generating huge financial flows. Thus, an effective procurement system plays a strategic role in governments for avoiding mismanagement and waste of **Public Funds – Tax Payers Money**. Establishment of a Regulatory Bodies and Comprehensive, Transparent Legal and Institutional Framework in Public Procurement activities as one among the most important activities guarantees **Transparency and Accountability** in the use of public funds. While drafting Regulatory Framework more emphasis shall be made for procurement ethical practices towards achieving the obligation of providing goods, works and services to meet a variety of citizen needs.

In this this article let's now discuss Public Procurement Regulatory Framework in India.

Keywords : Public Procurement; Legal and Regulatory Framework, GFR, Transparency, Accountability, Good Governance.



Introduction : Public Procurement refers to the Purchase by Governments and State-Owned Enterprises of Goods, Services and Works. The goal of Public Procurement is to award Timely and Cost-effective contracts to Qualified Contractors, Suppliers and Service Providers for the provision of goods, work and services to support government and public services operations, in accordance with Principles and

Procedures established in the Public Procurement Rules & Guidelines. These Rules Govern the way public authorities and certain public utility operators purchase goods, works and services. Procurement of goods and services is carried out by various ministries, departments, municipal and other local bodies, statutory corporations and public undertakings both at the Centre and at the State level.

Examples of public procurement may include buying computers for a police station, providing water, gas and electricity to people, and building a hospital or a road.

The average share of public procurement to GDP is over 14 percent in high accountability countries, 13 percent in medium accountability countries and less than 12 percent in low accountability countries. European countries tend to have a large share of public procurement in GDP: 25 percent in Switzerland, 20 percent in the Netherlands, 19 percent in Finland, and 16.5 percent in Sweden, for example. So do a number of large emerging economies: Brazil, Egypt, India, Pakistan, South Africa, Turkey and Vietnam all procure over 20 percent of GDP. The size of procurement expenditure in these groups of countries reflects a larger engagement by the government in providing goods, services and works. **Public Procurement amounted to \$11 trillion out of global GDP of nearly \$90 trillion in 2018.**

United Nations Convention against Corruption : The **United Nations Convention against Corruption (UNCAC)** came into force on **14th of December 2005**. It is the first global anti-corruption instrument that urges States Parties to create legal and policy frameworks in accordance with globally accepted standards and to create an international regime to effectively tackle corruption. Recognizing the importance of procurement in every country and its vulnerability to corruption, the UNCAC contains a specific article i.e. **article 9: Public procurement and the management of public finances.**

Text of this article is as follows:-

Article 9: 1. Each State Party shall, in accordance with the fundamental principles of its legal system, take the necessary steps to establish appropriate systems of

procurement, based on transparency, competition and objective criteria in decision making, that are effective inter alia, in preventing corruption. Such systems which may take into account appropriate threshold values in their application, shall address, inter alia:

- A) The **public distribution of information** relating to procurement procedures and contracts, including information on invitations to tender and relevant or pertinent information on the award of contracts, allowing potential tenderers sufficient time to prepare and submit their tenders.
 - B) The establishment, in advance, of conditions for participation including **selection and award criteria and tendering rules**, and their publication.
 - C) The use of **objective and predetermined criteria for public procurement decisions**, in order to facilitate the subsequent verification of the correct application of the rules or procedures.
 - D) An **effective system of domestic review, including an effective system of appeal, to ensure legal recourse and remedies** in the event that the rules or procedures established pursuant to this paragraph are not followed.
 - E) Where appropriate, **measures to regulate matters regarding personnel responsible for procurement**, such as declaration of interest in particular public procurements, screening procedures and training requirements.
2. Each State Party shall, in accordance with the fundamental principles of its legal system, take appropriate measures to promote transparency and accountability in the management of public finances. Such measures shall encompass, inter alia:
- A) **Procedures for the adoption of the National Budget**
 - B) **Timely Reporting on Revenue and Expenditure**
 - C) **A System of Accounting and Auditing Standards** and related oversight
 - D) **Effective and efficient systems of Risk Management and Internal Control** and where appropriate, corrective action in the case of failure to comply with the requirements established in this paragraph.
3. Each State Party shall take such civil and administrative measures as may be necessary, **in accordance with the fundamental principles of its domestic law, to preserve the integrity of accounting books, records, financial statements** of other documents related to public expenditure and revenue and to prevent the falsification of such documents.

Principle underlying India's Public Procurement :

In India Procurement by the government accounts for around 30% of the GDP.

As public procurement accounts for a substantial portion of the taxpayers' money, governments are expected to carry it out efficiently and with high standards of conduct in order to ensure high quality of service delivery and safeguard the public interest.

The principle underlying India's public procurement regime is the acquisition of materials and services of specified quality at the most competitive prices, in a transparent and non-arbitrary manner. The public procurement regime comprises a framework of overlapping administrative **Rules and Guidelines, Sector-Specific Manuals and State-Specific Legislation.**

Legal and Regulatory Public Procurement Framework in India

The Legal and Regulatory Public Procurement Framework in India broadly comprises the following elements:

Constitutional Provisions: The Constitution of India under **Article 282 provides for financial autonomy in public spending** thereby authorizes the Central and State Governments to contract for goods and services in the name of the President of India or the Governor of the State (respectively), and directs autonomy in public spending. However, there are no further provisions that address any guidance on public procurement principles, policies, procedures or for grievance redress.

Nonetheless, various other procurement rules and policies provides comprehensive provisions for Public Procurement.

The **General Financial Rules (GFRs) – 2017** are the general rules of Government of India (GOI) which are applicable to all Government Ministries / Departments. Exceptions are provided in the Rules. These rules were **first introduced in 1947 and modified thereafter in 1963, 2005 and 2017.**

Additionally, the **Manual for Procurement of Goods, 2017** contains guidelines for the purchase of goods.

Public Procurement Bill 2012 : The Bill seeks to **Regulate and ensure Transparency in Procurement by the Central Government** with some Exemptions.

The **Delegation of Financial Powers Rules, 1978 ("DFPR")** delegate the government's financial powers to various ministries and subordinate authorities.

These are supplemented by **Manuals and Policies Governing Procurement by Individual Ministries / Departments** such as Defense and Railways.

In 2017, the government issued the **Public Procurement (Preference to Make in India) Order 2017** which grants purchase preference to local suppliers based on certain conditions so as to promote manufacturing and production of goods and services in India.

The Rules on procurement apply to all the contracts offered by government bodies at the central, state or local level like **Public private partnership (PPP) contracts; Engineering procurement and construction (EPC) contracts; Concession Agreements; Operation and Management (O&M) Contracts etc.**

Special Rules in Relation to Procurement in Specific Sectors or Areas

- i. **Defense:** Governed by the **Defense Procurement Procedure, 2016 ("DPP")** and the **Defense Procurement Manual 2009** (as amended from time to time) which envisage various modes of procurement including indigenous, capital, local purchase, etc.
- ii. **Railways:** Governed by a number of specific laws and uses the Indian **Railway e-Procurement Systems ("IREPS")** for procurement.
- iii. **Energy: New Exploration Licensing Policy ("NELP")** under the **Petroleum and Natural Gas Regulatory Act, 2006**, provides for the evaluation of bids according to a quantitative bid evaluation criteria.
- iv. **Electronics:** The **Preference for Domestically Manufactured Electronic Products Policy (2013)** applies to all ministries/departments (except the Ministry of Defense) for electronic product procurement for government purposes.
- v. **Electricity: Electricity Act, 2003** provides for the determination of tariffs through bidding processes by distribution licensees for the procurement of power.
- vi. **Telecoms:** Guided by the **National Digital Communications Policy – 2018**.
- vii. **Renewables:** The Ministry of **New & Renewable Energy** has released a National Policy on Biofuels and a Strategic Plan for New and Renewable Energy Sector. In 2017, the government issued guidelines for wind power procurement to enable the distribution licensees to procure wind power at competitive rates in a cost-effective manner.
- viii. **Micro, small and medium-sized enterprises ("MSMEs"):** Under the **Public Procurement Policy for Micro and Small Enterprises Order 2012**, a minimum of 20% of annual value of goods/services of the Central Government and public sector undertakings ("PSUs") must be procured from micro and small enterprises (with further reservation of 4% in favour of MSMEs owned by 'backward classes').
- ix. **Pharmaceuticals:** **Pharmaceutical Purchase Policy**

2013 reserves the procurement of certain medicines from Central Public Sector Enterprises.

- x. **Government e-market (GeM) Platform:** This more Transparent E-Platform Replaced Century old DGS&D

Other Relevant Laws to Public Procurement

Transparency, competition and curbing of probity issues is further ensured through:

- i. **Competition Act, 2002:** Penalizes anti-competitive activities such as bid rigging, collusive bidding, cartelization, and abuse of dominance.
- ii. **Right to Information Act, 2005:** Promotes transparency in government dealings by entitling Indian citizens to expeditiously procure information from the government through a "right to information" application.
- iii. **Integrity pact under the GFR and CVC guidelines:** Addresses probity in procurement activities including through the appointment of an external monitor to mitigate corruption and ethical risks.
- iv. **Prevention of Corruption Act, 1988 and Prevention of Money Laundering Act, 2002:** Penalize bribery and money-laundering and provide for confiscation of property derived from money-laundering and other illicit activities.

Investigating Authorities

The framework is bolstered by authorities including:

- v The **Central Vigilance Commission ("CVC")** tasked with increasing transparency and objectivity in public procurement;
- v The **Competition Commission of India ("CCI")** which checks anti-competitive elements; and
- v The **Central Bureau of Investigation ("CBI")** engaged for investigation and prosecution of the criminal activities in the procurement process such as probity issues.

State Specific Legislations: In addition, certain states, like Tamil Nadu, Karnataka, Andhra Pradesh, Assam and Rajasthan have enacted state-specific legislation such as the Tamil Nadu Transparency in Tenders Act, 1998, Karnataka Transparency in Public Procurement Act, 1999, the Rajasthan Transparency in Public Procurement Act, 2012, etc., that govern procedure for procurement in these states.

Ethics in Public Procurement : Ethics are a set of Moral Principles and Ground Rules that deem a person's or organization's behaviour as appropriate and Fair. The ground rules for **Good Ethics in Public Procurement** are: Professionalism with **Integrity in Public Spending. Practices & Transparency**, Impartiality and does Not Indulge in Unfair Practices, Avoid Conflicts of Interest and Personal Enrichment, Treat Suppliers Equally and

Fairly, and Comply with Legal and other Obligations.

Ethical practice in procurement **ensures Value for Money, Accountability to the Public, and Efficiency; Good Governance & Sustainability Goals** as the primary drivers for Public Procurement practice in public.

Examples include the **monitoring of unethical or illegal supplier business procedures and practices** that can impact your organization's procurement efficiency and reputation.

Good Governance

Good governance is the **respect for the rule of law, openness, transparency and accountability to democratic institutions**; fairness and equity in dealings with citizens, including mechanisms for consultation and participation; efficient, effective services; clear, transparent and applicable laws and regulations.

Responsibility, Accountability and Efficiency in the Public Procurement

India's regulatory and institutional framework seeks to ensure responsibility, accountability and efficiency in the public procurement regime. The underlying principle is to procure materials/services of specified quality at the most competitive prices in a transparent and non-arbitrary manner.

This is evident in the GFR which declares that all authorities delegated with the financial powers of procuring goods in public interest will be responsible and accountable to **ensure efficiency, economy and transparency, fair and equitable treatment of suppliers, and the promotion of competition in public procurement**. To this end, specific measures have been set out under the GFR including requirements pertaining to contents of the bidding documents, description of the subject matter, quality and quantity specifications, preparation of an annual procurement plan by all ministries/departments, adherence to a code of integrity to address probity issues, etc.

Transparency in Public Procurement: Transparency provisions enable processes and decisions to be monitored and reviewed, helps ensure that decision-makers can be held accountable and also helps open public procurement to more competition. Transparency needs to pervade all steps in the procurement cycle, from the earliest decisions on needs assessments, to the development of procurement plans and budget allocations, to bid evaluations, to implementing the contracts (and any contract amendments) and auditing performance.

Public Procurement Bill 2012 (Bill). The Bill has been introduced in the Parliament of India for the Legislature's approval and derives its essence from the

UNCITRAL Model Law of July 2011. It seeks to regulate public procurement to:

- Ø ensure **Transparency, Accountability and Probity** in the process;
- Ø ensure the **Fair & Equitable Treatment** of bidders;
- Ø **Promote Competition**;
- Ø enhance **Efficiency and Economy**;
- Ø maintain **Integrity and Public Confidence** in the public procurement process.

Transparency in Public Procurement	
Transparency	Transparency in public procurement is important. Information on the public procurement process must be made available to all public procurement stakeholders. Public procurement requirements should be open to all qualified organizations and individuals . The public should also have access to information pertaining to public procurement requirements.
Accountability	Accountability in public procurement means that anyone involved in the procurement process is responsible for their actions and decisions with respect to the public procurement process. As public servants, procurement practitioners, and others involved in the public procurement process, are accountable and exposed to sanctions as a remedy for any behavior that contravenes the public procurement rules.
Probity	Probity can be defined as Righteousness, Correctness, Complete and Honesty . Upholding the highest standards of probity enables Government to safeguard procurement activities to ensure those activities and processes are robust and can withstand scrutiny .
Fairness & Equitable Treatment	Impartiality - Decision-making and actions must be unbiased . All offers must be considered on the basis of their compliance with the stipulations of the solicitation documents right to challenge the procurement process whenever they feel they were unfairly treated or that the procuring entity failed to carry out the procurement process in accordance with the public procurement rules.
Promote Competition	Competition - Public procurement requirements should be widely disseminated to increase the chances of a good market response, leading to the award of competitively-priced contracts .
Efficiency and Economy	Efficiency means Value for Money, and Commercially Reasonable Price : the Principle of Economy Emphasizes the need to manage public funds with care and due diligence so that prices paid for goods, services and works are acceptable and represent good value for the public funds expended on them.
Integrity and Public Confidence	Integrity is all about Honesty, Truthfulness, Veracity & Reliability . In public procurement integrity is twofold. There is the integrity of the procurement process, and that of public procurement practitioners. Access to public procurement information is not absolute with Exceptions to Confidential and Proprietary Information .

SN Panigrahi

The Bill covers procurements for goods, services, works, procurements by PPPs, special purpose vehicles (SPVs) for execution of contracts awarded through the procurement process, and others as notified by the Central Government.

Revised Guidelines on Public Procurement and Project Management

The Finance Ministry released revised guidelines on public procurement and project management - **General Instructions on Procurement & Project Management; Dated 29th Oct'2021 (File No : F.1 / 1/2021 – PPD)** which outline **innovative Rules for Faster, Efficient and Transparent Execution of Projects**. The guidelines also permit **alternative methods for selection of contractors**, which can **improve speed and efficiency** in execution of projects.

In appropriate cases, **Quality Parameters** can be given weightage during evaluation of the proposal in a transparent and fair manner, through a **Quality cum Cost Based Selection (QCBS)** as an alternative to the traditional **L1 system**

The formulation and release of these guidelines are part of the continuous process of review of existing rules and procedures.

Some of the improvements include prescribing **strict timelines for payments** when due. Timely release of ad hoc payments (**70 per cent or more of bills raised**) is expected to improve liquidity with the contractors, especially micro, small and medium enterprises

(MSMEs), it added.

As part of the **government's digital thrust, electronic measurement books** have been prescribed as a means of recording progress of works.

This system, along with other **IT based solutions** proposed in the guidelines, will help in realizing the dream of efficient **Digital India**, facilitate **faster payments to contractors and reduce disputes**.

Executing public projects on **Time, within the approved Cost and with Good Quality** has always been a challenge. As the pace of economic development steps up careful examination of procedures and rules is essential to ensure unwarranted roadblocks are removed and new innovations utilised for increasing value for money of the taxpayer.

The **Central Vigilance Commission (CVC)**, the **Comptroller & Auditor General (CAG)** and the **National Institution for Transforming India (NITI) Aayog** had carried out detailed analysis of the procedures and rules for public procurement and project management and had suggested changes in strategies to meet challenges of present and future public procurement.

The draft of the guidelines was prepared under the aegis of the **Central Vigilance Commission (CVC)** after a detailed consultative process involving experts from various fields of public procurement and project management.

The **Department of Expenditure (DoE)**, Ministry of Finance, was nominated to issue the guidelines after soliciting and detailed consideration of the comments of ministries/ departments.

Besides, **Model Tender Documents (MTDs)** for procurement of goods and non-consultancy services were also released as part of the continuous process of review of existing procedures.

MTDs specifically cater to needs relating to **e-procurement** thereby easing the process for adoption of e-procurement and furthering the ambition of convenient and efficient e-governance.

Such initiatives shall help in achieving the goal of **Digital India** by **Easing and Standardizing the Digitization Process** of public procurement.

These MTDs **Rationalize and Simplify the Structure of Tender Documents**. Besides aligning provisions with various procurement policies of the government, like policies related to micro and small enterprises, preference to Make in India and benefits to startups, MTDs incorporate national and international best practices.

The MTDs have been developed after a two-stage, extensive consultation with ministries / departments

/ central public sector undertakings, other organizations and individual experts.

Comments & Conclusion:

The principle underlying India's public procurement regime is the acquisition of Goods and Services of specified Quantity & Quality at the most Competitive Prices, Delivered at Right Place at Right Time, in a Transparent and Non-arbitrary Manner. Despite many Provisions Regulating and Guiding the Public Procurement, there are many Lapses that opens up Opportunities to bypassing the provisions through Blind Spots.

There is no comprehensive central legislation exclusively governing **all Public Procurement** for the Federal Union, States, and Local Governments. Many State Governments have their own Legislations. Similarly, Ministries and Departments have their own Guidelines. Many a Times Provisions are bypassed or Payments are Deliberately Delayed on some pretext of Technicalities.

Government Procurement Processes, no matter what the Nature of Spending, demands a high level of Transparency and Accountability through its purchasing of goods and services for Public Good Justifying the Spending of Tax-Payers Money.

However, it is appreciated that the union Government is Continuously thriving for Improvements in Public Procurement.

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HOW TO IMPROVE THE FUNCTION OF MATERIALS MANAGEMENT IN THE CONTEXT OF UPCOMING EPC BUSINESS

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We all in this profession, work hard every day but sometimes project owners are not satisfied due to different reasons. This has to be kept in our mind that this is the source of resource, source of fund generation, source of quality improvement, source of relation development of individual with the outside world, source of reputation development for the organisation, source of confidence development for the stake holder. There should not be any frustration, any reason of demotivation for the work in procurement function. Basically, this is the function where individual can develop himself technically, commercially and managing the people of the outside organization with different technique giving confidence to the management. People of this multifunction group can supersede the capability of all other function. In modern world director materials plays a vital role in decision making of the organisation. This is the function where we may not be able to satisfy in full as there is a scope to improve the function and continuous development needs to be done for improvement of the organisation. We now have certain advantage certainly with the development of digital era. Now the question is how we can be methodical in each compartment of our function to satisfy our self and also to other supporting group. To start with this it is suggested in case of EPC organisation every individual of procurement department should perform three following procedure systematically to manage the procurement function.

Procurement (P)= f (variables)

$P = f(\text{Engineering, Manufacturing, Quality, Logistics, Finance})$

Engineering = f {Own & Vendor action(I) ,Outside(O) of client}

Manufacturing = f { I (internal manufacturing), Outside(O) of sub vendor}

Quality(Q) = f {(Internal (of vendor), Outside(external sub vendor))}

Logistics = f {Internal (by vendor) ,Outside(by our transporter)}

Finance= f{Internal Fund from (I), Outside (Payment from Customer)}

' P=E M Q L F

Internal Internal	Internal	Internal	Internal
External External	External	External	External

This is a closed chain and any breakage of chain anywhere may disturb the whole operation.

Our main target is to reduce the time of activity in every step, so that delivery can be made in time with correct specification and at correct price.

STEP 1 : Kick off meeting has to be attended by purchase which is usually done.

STEP 2 : Business development/ marketing should immediately send the tender documents/LOP/ order copy to the procurements.

STEP 3 : Delivery schedule for the milestone activities should be intimated to procurement immediately after kick off meeting.

STEP 4 : Every buyer should immediately study the basic technology and steps for the ultimate product for which we are doing the project of ultimate product.

STEP 5 : Every buyer should isolate the individual items from the tender and start to indicate the delivery schedule and study the basic technical parameters of the items. If we can once go through the technical , it will remain in our mind at least for specific parameter.

STEP 6 : Based on the schedule of delivery prepared by the project , we have to ask the project to send the formal requirement.

STEP 7 : Sending of formal enquiry and order finalization

to be done with priority basis based on the lead time identified already in earlier steps.

STEP 8 : Based on the technical skill of individual buyer of course after consultation with the manufacturer. they can identify the lacuna in the requisition forwarded by the project.

STEP 9 : Priority to be fixed by the buyer based on the urgency or use of particular items. All enquiry cannot be sent at a time. All P.O cannot be placed within a particular date. Normally sometimes we miss this to take this decision. Priority should be listed out in a place either in Excel/MS sheet or in a diary so that planning and placement of order can be done in each day and cross checked next day.

STEP 10 : Placement of order and close end commercial terms can be decided based on our SOP and benefit of the company for different items differently.

STEP 11 : Agreed terms and condition should be accepted from both side.

STEP 12 : We should strictly cover the following Acts while placing the order.

1. Sale of good Act
2. Act of transportation
3. Act of GST
4. Act of arbitration
5. Act of force majeure
6. Act of import/export, if required
7. Act of customs

STEP 13 : Submission of Drawing/ Datasheet/ QAP(wherever required) has to be submitted by the vendor within a specific date otherwise delay will be counted and buyer should maintain a work book in excel showing items, PO NO, vendor name and due date of submission of drg and this should be checked every day for follow up with vendor either over phone or through expeditor. Every morning it should be checked.

STEP 14 : Similarly approval of drg/ documents from our side/client should be checked and to monitor work book in excel to be maintained before starting the other job and follow up with the project/client. Everyday project should be intimated their pending approval and not in a piece meal manner.

STEP 15 : Approval of QAP should be checked and Work book should be maintained to follow up with QA deptt, client and vendor. In case of pending, same to be intimated to Project owner.

STEP 16 : Vendor should be followed up starting from the procurement function of their raw material/ components. We have to ask them to provide unpriced order copy and vendor details to start follow up for certain major items used for the product. We have to arrange meeting with the vendor through VC periodically for this based on the delivery schedule of each item.

STEP 17 : Based on the production cycle we have to ask the supplier to inform the steps in their manufacturing and breakdown the sequence of assembly/stages. Planning of vendor for this to be collected for each step and to be followed sequentially with the vendor through personal visit/through VC/ photographs.

STEP 18 : Obstruction point to be identified and sorted out immediately at this step. If not, this is to be highlighted to the concerned authority.

STEP 19 : Inspection call of the items to be asked at least 4 days in advance and follow up with TPI has to be done by purchase and QA department both to know the documentation requirement and follow up with the vendor for submission.

STEP 20 : For Despatch arrangement by vendor or by us, same work book is to be maintained by us for logistics operation and tracking for logistics is to be followed up repeatedly. First two hours we should do our follow up activity for transported materials in each day.

STEP 21 : After reaching the materials we should check weather GRN has been made within 2/3 days otherwise we have to inform project to get it done.

All the above activity is based on indigenous and imported items. Besides this, for imported items , advance intimation to be collected for vessel schedule and ETA of the vessel. After arrival of the vessel Import General Manifest to be filed . Liner and CHA is to be followed up for import clearance. Of course duty has to be paid in time. Before importation necessary permission for Project Import with concessional duty ,if applicable or Advance License for specific project is to be obtained from Customs /DGFT as per their norms and procurement.

For steel items advanced planning from project is very very essential in todays scenario of volatile market and follow up with prime manufacturer in advance is required for timely delivery.

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HOW LONG IS THE CORONAVIRUS INFECTIOUS WHEN IT'S IN THE AIR?

New research sheds light on the length of time the coronavirus remains infectious after becoming airborne.

- **A new study found the coronavirus loses most of its ability to be transmitted from person to person 20 minutes after becoming airborne.**
- **The findings emphasize that close contact for a prolonged duration is still going to be the highest risk of transmission.**
- **Vaccination, mask wearing, and physical distancing are still the best ways to protect yourself against COVID-19.**

As the fast-moving Omicron variant of the coronavirus continues to sweep across the United States, scientists are learning more about the virus and how it spreads.

A new study from the University of Bristol in England determined that the novel coronavirus, SARS-CoV-2, loses most of its ability to transmit from one person to another 20 minutes after becoming airborne.

At this point, the virus was found to lose 90 percent of its potency.

"A decrease in infectivity to approximately 10 percent of the starting value was observable for SARS-CoV-2 over 20 minutes, with a large proportion of the loss occurring within the first 5 minutes after aerosolisation," scientists wrote in the paper, which has not yet been published or peer-reviewed.

The research suggests the coronavirus does not survive for long outside of the human host's body and loses its infectiousness rather quickly.

How does COVID-19 spread?

So, how can we use this information to evaluate our risk in different situations?

First, it's important to understand how COVID-19 spreads.

The primary way the coronavirus is transmitted from person to person is through respiratory droplets.

"Those are large water droplets that are expelled when people cough or sneeze, and they have virus inside of them," said Taylor Nelson, DO, an infectious disease specialist at University of Missouri Health Care.

When someone is in close contact with a person with an infection who expels these droplets, they can contract an infection if those droplets reach their eyes, mouth, or nose.

How long is the coronavirus infectious when it's in the air?

How long the coronavirus is infectious when it's in the air is a question scientists have been trying to pinpoint since the beginning of the pandemic.

Previous studies relied on spraying virus into rotating sealed chambers to create an aerosolized environment.

Using this technique, researchers determined that the virus could still be detected for 3 hours. However, such experiments do not accurately replicate what happens when a person with an infection exhales.

For the new study, scientists developed a device that uses an electric field to levitate tiny, virus-containing droplets. While controlling for temperature, humidity, and UV light intensity, researchers tested the infectiousness at various lengths of time from 5 seconds to 20 minutes.

"That's far more representative of a close contact exposure where an infected person next to you talks or coughs," explained Herek Clack, PhD, associate professor of civil and environmental engineering at the University of Michigan. "That control of precision is something that had not been available using established techniques prior to this."

The study found that in air with 50 percent humidity — similar to what would be circulating in large buildings or offices — there is "a near instant loss of infectivity in 50–60% of the virus."

At 90 percent humidity (think a shower or steam room), the virus remained stable for longer and sustained its infectiousness for 2 minutes. There was a gradual decline in infectiousness after this, reaching 10 percent after 10 minutes.

Evaluating your risk of exposure

The results of the study emphasize the importance of physical distancing to prevent infection.

"Close proximity for a prolonged duration is going to be still the highest risk of transmission from another person, especially someone who's coughing or yelling," Nelson said.

When it comes to evaluating your risk in different situations, experts say there are a number of factors to weigh.

"If you're in a confined space with people in very close contact for a long time, that's going to be the highest risk, especially if you're not wearing a mask," Nelson said, "versus if you're walking through Walmart for 5 minutes and not really close to someone, generally speaking, that's lower risk."

Clack likens exposure risk to being around someone who is smoking.

"If I'm walking behind or close to someone, I think to myself, based on where they are and my relationship to them, would I expect to smell the smoke of their cigar or cigarette?" he said. "If so, take a step to the side, slow down, and then allow yourself to be a little further behind them to avoid walking through that plume of smoke."

When it comes to dining at a restaurant indoors, the new research demonstrates that, generally speaking, the greatest risk of exposure would come from the

people you're sitting at a table with or those closest to you, rather than someone across the restaurant.

However, Clack cautions this may not always be the case depending on ventilation.

"If somehow the configuration is that in this restaurant, the ventilation system is blowing infectious aerosols from an infected person over to you, then I would not say the risk is lower than anything else," he said.

Vaccination is still the best to protect yourself from COVID-19

Ultimately, the best way to protect yourself from COVID-19 is to get vaccinated and boosted.

"Right now, we're dealing with a really transmissible, really infectious variant," Nelson said. "Luckily, in a lot of people, it seems to be a relatively mild infection if they're vaccinated and boosted. So that's really the best way to protect yourself from severe infection that would require hospitalization or worse."

Additionally, the tried-and-true measures we've come to rely on throughout the pandemic still hold up.

"All of the things that we've been talking about from day one, so masks, social distancing, good ventilation systems," she said. "If you're going to meet up with others, meet up outdoors. It's a combination of all these things that will help to protect you."

A new survey finds that many Americans don't believe life will ever be like it was before the arrival of COVID-19, but health experts say they believe brighter days are ahead. wundervisuals/Getty Images

- **Many Americans feel society will never return to the way things were before COVID-19.**
- **However, health experts say they have a brighter take on returning to "normal."**
- **There are ways to cope as you wait for the return of life as we know it.**

As Omicron continues to sweep across the United States, and the pandemic feels more like a permanent challenge, many people wonder if society will ever return to the way it was before COVID-19.

Many Americans have lost hope for a return to "normalcy," according to a 2022 survey by HealthCareInsider.

Of the more than 1,180 U.S. adults polled, 39 percent think regular life will return in the coming year, down from 61 percent in 2021.

"Many people have what's called caution fatigue, where they're tired of hearing about imminent threats. They become dulled by the inconsistent news stories and contradictory health recommendations. This is a form of desensitization, which can flatten a person's ability to feel hopeful for the future," Deborah Serani, PsyD, psychologist and professor at Adelphi University, told Healthline.

Lack of control over COVID-19 may also contribute to these feelings, Serani added, as the pandemic is a traumatic event that pushes adults and children into a stressed state of hopelessness, helplessness, and anxiety.

"Helplessness is a reaction many of us experience in the face of traumatic stress... feeling like you can't keep yourself or loved ones safe can elevate anxiety about finding safety in the future," she said.

Will we ever be able to fully return to 'normal'?

Many important events in American culture have been interrupted by the pandemic. For instance, the HealthCareInsider survey found:

- People ages 18 to 29 are especially likely to report delaying plans to attend college (20 percent) or get married (19 percent).
- 37 percent say they limit travel when a new variant like Omicron is present.
- 34 percent limit live entertainment like concerts or sporting events.
- 64 percent report increasing their health precautions because of the Omicron variant.

Christine Haines, an emergency room doctor at Lenox Hill Hospital in New York, said that while many people are experiencing pandemic burnout, society will eventually return to "normal."

"Being in healthcare, I am the first to understand what this means. We need to hang in there a little longer. I feel like we are at the beginning of the end," Haines told Healthline.

She points to vaccines, which decrease hospitalizations and death from COVID-19, and believes higher vaccination rates and more mask-wearing will decrease future mutations and reduce spread.

Most share her optimism about vaccines. According to the HealthCareInsider poll, 61 percent believe the vaccine will help end the pandemic, up from 51 percent in 2021.

"In addition, the newest Omicron variant has mutated to now cause much milder symptoms, especially amongst the vaccinated. This is exactly what we have been waiting for. Having most people become positive with this variant but not get sick gives us the opportunity to establish a higher percentage of people with natural immunity," Haines said.

"This brings us closer to returning to normal as this becomes more likely to be a virus causing a common cold or flu," she added.

Everyone plays a part in getting back to 'normal'

Thinking collectively is the way to getting back to traditional life, said Haines.

"I understand Americans might be frustrated and disheartened because they are vaccinated and still getting infected, but it is necessary to keep the more important point in mind: We are not dying nearly at a rate we would be if we didn't have a vaccine," she said.

The vaccine is the way out of the pandemic, or at least for it to become endemic, she added.

"The data does not lie. There is a huge gap between what happens to people who are vaccinated and unvaccinated. The Omicron variant has caused more infections, even amongst the vaccinated, but the hospitalizations and deaths are still significantly higher amongst the unvaccinated," Haines said.

She stressed the need to increase the percentage of vaccinations globally.

"This is the quickest way to get back to normal," Haines said.

Source: Healthline



TACTICAL BUYING – SO FAR AND HOW FAR!

BALANARAYANAN N.K.



Right from the evolution of procurement, till the 1950s and '60s, procurement was perceived as a cost-cutting function. The view, in fact, the underlying visibility of procurement changed from the early 1970s, when the oil crisis of that decade brought in widespread economic and Industrial challenges. Businesses found it back-breaking to obtain raw materials, satisfy customer requirements, and minimize the escalating inflation of goods and services.



This situation resulted in the businesses and organizations enforcing procurement as a distinguished team aiming to secure goods and services by tactical approaches. This work will outline the rise of tactical buying towards a significant outburst of how to sustain and secure materials in a short period. Also, it will describe the opportunities, approaches, the variety of tools, and its growth in the industry.

Saying so, to expound tactical buying, let's divide this

article into sub-topics and derive the partnership of tactical Buying in the industry.

Let's touch base some key points before we deep-dive

Stats

Total Jobs Created: 2, 00,000 as per NASSCOM in the year 2019.

Key Players: Infosys, IBM, TCS, CTS, GENPACT, GEP, Accenture etc.

Tactical Buying: More than 45 % of the total jobs created

Salary: As per Experience / Industry.

Trends & Technology: Biggest Impact in future.

Over a while, the above numbers are exceeding the industry benchmark, but at the same time, it's scary to watch our market becoming more technology-driven, which may bring down the percentage of tactical hires.

The most interesting part is that around 65 % of the employee force doesn't understand that the underlying principle of tactical buying is supply chain distribution. Sad, but who is to be blamed?

Difference between Strategic Sourcing and Tactical Buying

Do Strategic and tactical buying complement one another? The answer is yes! To be a successful strategic Sourcing leader, how one understands and analyzes the tactical buying record and history is important. The primary difference between strategic and tactical buying is: tactical buying is a short-term victory but Strategic Sourcing is long term decision-making for the organization. Tactical buy in other words simply satisfies the requirements by requesting a quote, placing an order, and expediting deliveries to ensure the presence of materials for production. There is no streamlined approach to render services and products. In short, buying just implies supplying to the organization. When a business needs a product, it raises an Indent and the procurement department procures those goods / Services.

Tactical Buying – Role In & Roll Out

The Role-in of tactical buying is very simple, but Roll

out requires an imperative strategic approach by companies to eliminate cost, workforce, and to sustain in the Industry. The intermediate performance of tactical buying creates an impact on the organization in terms of cost and ethics of buying. Since there was no streamlined process when it all started, every company's primary focus was to record a benefit to the organization. This was purely to track down the expenses since there was no ERP system in the industry back then.

Later, when most of the mid-sized manufacturing organizations adapted the technique of tactical buying, the inflow of materials was intact with the production scheduled, but organizations faced a severe impact due to uncontrollable cost, inappropriate supplier sections, etc.



Industry Lookout : When the Manufacturing organizations were adapting to the new way of buying, technology in the industry observed difficulties, process flows, and incompetency of buying professionals in terms of record-keeping and analysis. Then to capture the market, various technology companies came with an Enterprises Resource Planning system, shortly termed ERP by Gartner in the 1990's. This software mainly focused on enterprise-wide such as Inventory, Invoicing, sales, production, purchase, etc. The initial flow of the software-enabled most of the Tier 1 manufacturing organizations to understand a steady and streamlined way of enabling requirements for the organizations. This was a tremendous mark in the Industry.

Different Technology experts came up with different software to overcome the market difficulties and ease the process for Multinational production companies.

Companies look out : When the technology Industry was busy in capturing the trend, companies started analyzing the pitfalls in the tactical buying nomenclature. Companies wanted an institutional procurement process that continuously improves and re-evaluates the purchasing activities and that's where the "Strategic" term evolved. Most of the blue-chip companies wanted to enable a strategic partnership with the supplier base. So the aim of tactical buying is to support the day-to-day transactions such as issuing purchasing orders, following delivery with suppliers, whereas strategic sourcing focuses on strategic planning, supplier development, contract negotiation, supply chain infrastructure, and outsourcing models.

How Far – Tactical : What exactly are the companies doing to waive off the traditional buying system, in

order to reduce the workforce, and increase better transparency in the system? As per the data, most of the employees are engaged in transactional work and hence companies have decided to automate the repetitive tasks and some of the transactional tasks using automation software.

As per statistics, Technology has taken over the commercial way of doing business through automation, by which industry witnessed higher production rates and increased productivity, increased quality, and decreased human intervention. In our context, the industrial terminology is Robotic Process Automation. In simpler words, these are computer Bots.

Below is the list of Top Ten RPA Softwares



1. Automation Anywhere
2. Jacada
3. Open Connect
4. Pegasystems
5. Blue Prism
6. UI Path
7. NICE
8. Kryon System
9. Kofax
10. Softomotive

The best thing about this software is these are "No code, low Code "and closely work with process owners for determining the automation ideas.

Conclusion : The go-to strategy is "Be migrant". Most of the significant and well-established companies have already been taken over by RPA software's and there was a constructive burn down of workforce of about 20 % in the market, which means that 30 % of the transactional activity is automated. This is a warning, but, if you want to be sustainable in the industry, then along with the process knowledge, seek anyone RPA Tool to be very relevant. Moving to a strategic part of buying /procurement will not be very easy in today's market, but keeping the options open is the best bet. Being Techno-Commercial is always a better choice in any unprecedented situation

Source:sourcingandsupplychain.com

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DISHA - REPORT

Fourteenth edition of Disha - annual signature event of IIMM, Mumbai, was held virtually from 9th to 11th in December 21, with the theme of 'Aligning Supply Chain to the Global Transitions-Technology, Resilience, Sustainability, Supply Strategy'.

It was loaded with several features like opinion poll, exhibition booths, leader board challenge etc, making it value enriching and exciting experience for participants. The event had total 58 speakers with 5 keynote addresses, 34 topic specific speakers, and 3 panel discussions with 13 panellists presenting from across the world. These were covered through 4 simultaneous tracks - main auditorium, Public procurement, EPC, health sector as well as focus areas like digitalisation, energy transition, logistics.

This episode, which was extremely well received by the delegates, was made possible by tireless efforts of Mumbai team for weeks before & during the event, shaped under constant guidance & motivation provided by Disha 21 convenor, past national president Mr Bala Iyer and Disha co chairman, past branch chairman Salish Palekar.

Day one of Disha21 started with national anthem, virtual lamp lightening & Ganesha prayer in main auditorium, with anchoring done by **Surendra Deodar** in his characteristic articulate & engaging style.

Animesh shah, Chairman, Mumbai Branch, set the context in his opening speech by focussing on Disha 21 theme rationale by emphasising on Digitalisation, technology adoption, Resilience, disruptive innovation, sustainability, green transitions imperatives for supply chain fraternity. He also urged participants to join IIMM and its courses for self as well as industry advancement.

Bala Iyer, Disha Convenor & Past National President compared the findings of survey of senior supply management professionals done in 2nd half of 2021 vis a vis one done 12 months before or May 2020 to highlight how they are evolving and adapting to the disruption like earlier 90% indicating more focus on agility & resilience, now 92% have said that they have already taken steps towards better resilience. Similarly Risk Management, Inventory build up, diversified supplier base, Localisation analytics as some of the critical strategies. Survey also revealed

that sector to sector differences exist on strategies like regionalisation of supply base, owing to their structural differences. In the end he urged participants to become IIMM members for continuous knowledge upgrade and explore networking opportunities provided by Institute.

MR H. K. Sharma, Sr, Vice President of IIMM (and now National president) highlighted disruptive impact of pandemic on logistics, while stressing the resilience imperative. He looked at pandemic in positive light of benefits - expedition of supply chain improvement initiatives like technology adoption, more localisation, impetus to make in India, cold chain development, digitalisation, use of technology in PSU purchases etc.

Key Note addresses- After inaugural speeches by IIMM fraternity, **Mr T G Vekentesh, MP (Rajyasabha), chairman standing committee Transport, tourism & culture** spoke about **infrastructure developments in India in shipping industry, Sagarmala project & use of river connectivity for transport of bulk and containerised cargo in future**. He underlined importance of maritime logistics development and in turn ports & its management for exports as well as inland shipping. His speech also highlighted productivity improvements done in Indian ports over last 5 years like modernisation, mechanisation, digitalisation, end to end digitisation etc. to improve turnaround times & ports output in line with global bench marks. The decision to promote container manufacturing in India was also shared by him.

Second Key note was Chaitanya Kalia .Partner, EY India on 'Decarbonisation and Net 0'

While emphasising decarbonisation imperative, he explained concept of NET 0 and shared India's '**Panchamrit**' "like 50% of India's energy needs through RNE by 2030, 1 billion tons of carbon reduction, Net 0 by 2070 etc. Using illustrative PPTs, he enlightened on levers of decarbonisation like acting on emission, Investing in carbon sinks etc., while also highlighting how energy transition from non renewable to Full RNE would happen in systematic way with first coal phase out, followed by liquid fuel and then finally natural gas would go.

Mr Aswani Narang, VP Intelligent spend group, SAP

Indian subcontinent delivered brilliant keynote on **digital transformation**, using results of joint IIMM-Oxford economics survey, well designed PPTs.

He shared on 4 broad outlines- Digital outlook, trends on future of procurement, framework for sustainable procurement and Reimagining role of procurement leaders. Also explained '**Digital at the core**' for back office, '**Digital relationship**' for business partner engagement and '**Digital transformation**' for Reimagining business like OLA..Some of the challenges to digital transformation, are revealed by survey-like only 51%of executives said are using AI for analytics, with almost 40% saying that their procurement processes are still manual. Similarly as per survey on digitisation, 80% CPOs saw operational efficiency improving, with similar proportion of CPOs experiencing improvement in supplier performance management and risk.

On day 2, **Mr Satish Palekar, EVP & Head, New Energy business, L& T** delivered key note on '**Green Transitions- In Global Perspective**'. He gave very succinct overview on green energy transition using diagrams, figures in his articulate words. 1 How oil price drop, geopolitical shift and pandemic etc has accelerated green energy developments & its transition in addition to climate change, 2 Emerging themes of hydrogen economy, bio fuels use, batteries for green energy storage, carbon capture and circular economy. 3 Brief overview of hydrogen technology, its value chain and milestones for hydrogen journey in India, while also highlighting how 'speed of change is countered by stubbornness of status quo' In the end he urged participants to 'read futuristic book' or see U tube on 'Clean disruptions' of thought leader Tony Selba whose many prediction like drastic drop in prices of solar cells etc. has come true.

Day three started with key note on "**Driving Supply Chain Resilience - Strategy, Process, Technology, People**" by **Mr Tarandeep Ahuja, Asia head of product development & procurement practice, Mackinsy & co** his crisp & riveting presentation, Mr Tarandeep first explained, 3 major trends - 1 accelerating industry disruptions like use of connected devices, pace of innovation etc 2. Evolving global growth out of changing geopolitics etc. 3. New societal deal like sustainable value chain. Then went on to enlighten on five themes for procurement transformation with examples on developing sustainable advantage like Tata steel through digitally enabled value chain.

Fire Side Chat

Mr Amitava bakshi, CPO, Tata Steel shared his excellent insights on Leadership during his chat on '**Top 5 Questions Board should ask CEO**' with Mr

Ravindra Sharma, Director Procurement adoption, SAP ARIBA. Some of the points –For digital transformation leadership to lead on digital way through simultaneous changes in business process along with digital tools, capability building, defining set of KPIs, developing clear plan for transformation etc. Similarly for ensuring availability of right talent, leadership to listen to talent, give more attention to subtle aspects of stake holders through bottom up communication. For tackling emerging disruptions on ongoing basis, to have future scene to foresee 2/3 scenarios on what could be customer expectations and developing capability for scenario planning for each likely scene.

Other presentations

Day 1 Main Auditorium

Dr R Vasant Kumar, Professor, University of Cambridge gave concise but superb overview on sustainable energy & batteries systems technologies and its supply chain perspective, while expounding on '**Energy storage system paradigm in India in global context**'. While highlighting that with zero carbonisation as driving force, 75% of global investments in recent past has been in Renewable energy as against bare 12% in natural gas and key to transition to sustainable energy lies in energy storage systems like batteries. Whether one uses solar, wind or hydrogen power, it needs to be stored for uninterrupted supplies in batteries or fuel cells or liquid gas storage. Some key takeaways -1. Immediate target for LI ion battery charging time of 12min, 2. LI ion battery cost has dropped from 3000\$/KWH to 120 \$ with target being 100\$, 3. LI-Sulphur, LI Air or Na ion could be game changers being much lighter, smaller and less costly, 4 In view of growing projected demand over next 10 years, commodities like Ni, Li, Co, Manganese, Si, Al & Graphite etc. need to be watched as strategic and much focus need to be on recycling through circular supply chain, 5 India being 2nd largest recycler of lead acid batteries, should continue focus on its innovative recycling methods as well as on innovative design to upgrade its output, in addition to its thrust on Aluminium or Na batteries and green hydrogen.

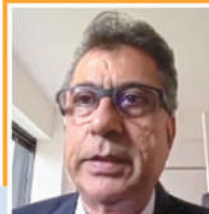
Mr Rajiv Mukherji, Vice President Group Strategic Procurement, Tata Steel gave wonderful overview of Tata steel way of working on **supply chain transformation & optimising procurement cost**. After describing purchase function of Tata steel, multi location, 9000 vendors, huge number of skus, major commodities, 30 ware houses, 100+ delivery points etc. some of the key points shared-1 procurement regarded as visible value chain, 2 vendor capability building with collaboration at strategic level with supplier management framework defined using



INDIAN INSTITUTE OF MATERIALS MANAGEMENT

MUMBAI BRANCH

DAY 1 - 9 DEC, 2021

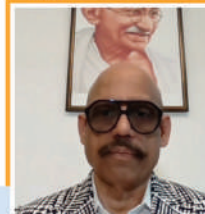


Mr. Animesh Shah
Chairman, IIMM, Mumbai



Mr. Bala Iyer
Convenor, Disha 2021
Past National President, IIMM

Keynote Address



Mr. T.G. Venkatesh
Member of Parliament, Rajyasabha,
India, Chairman, Standing Committee
on Transport, Tourism & Culture

Keynote Address



Mr. Chaitanya Kalia
Partner, EY India

Keynote Address



Mr. Ashwani Narang
Vice President- SAP India



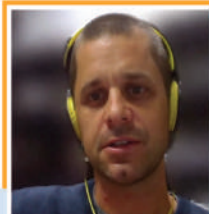
Mr. H. K. Sharma
Senior Vice President, IIMM



Prof. Dr. R Vasant Kumar
University of Cambridge, UK



Mr. Rajiv Mukerji
Vice President Tata Steel
"Optimising Procurement Cost
Using Technology"



Dr. Roger Moser, Australia
Director, ASIA CONNECT Center
(ACC-HSG) & India Competence Center,



Mr. Pradeep Mishra
Senior Vice President -VE commercial
VE Commercial Vehicles Ltd.
(A Volvo Group and Eicher Motors)



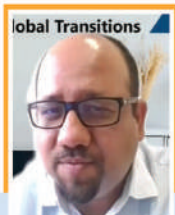
Mr. Girish Bhatnagar
General Manager (Retd), Indian Railways



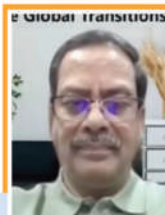
Mr. Deepak Kumar
Joint Secretary .CEO, (GeM)



Mr. Swapn Malpani
Executive Vice President and
Global Head Supply Chain,
Cipla Ltd



Mr. Rajkul Fulzele
Sr. GM-Strategy and
Analytics, Lupin Ltd



**Mr. Arunabha Roy
Choudhary**
Executive Vice President,
Dr. Reddy's Laboratories



Mr. Aseem Joshi
CEO, GMM Pfadler Ltd



Mr. P. K. Solanki
GM (Legal), GAIL

DAY 2 - 10 DEC, 2021



Mr. Somit Mukherjee
Vice-President, Dabur India Ltd



Mr. Malcolm Harrison
Group Chief Executive Officer,
(CIPS), UK



Mr. M. Jayakumar
Vice President Procurement,
Bosch India



Mr. Vikas Arora
Chief Commercial Officer,
Rhenus Logistics



Mr. Satish Palekar
Executive Vice President & Head -
New Energy, L&T



Prof. Dr. Lydia Bals
,Germany
Professor Supply Chain & Operations
Management,



Mr. Mahesh Pratap Singh
Head - Sustainability and Social
Responsibility, Flipkart Group



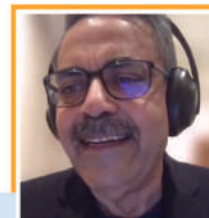
Mr. Sanjay Gandhi
Senior Vice President, Appliances
Division, Godrej & Boyce Ltd,



Mr. Ganesh Apte in conversation with
Sanjay Agarwal,
Advisor, Procurement Policy Division,
Ministry of Finance, Government of India



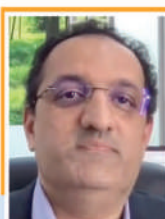
Mr. Shailendra Singh
CTE, CVC of India



Mr. Tushar Jani
Chairman, Cargo Services Centre



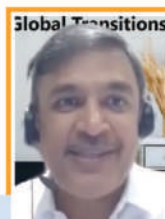
Mr. R K Jain
Managing Director,
DFCC of India,



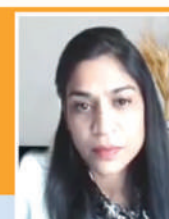
Mr. Sojwal Vora
Vice President,
Manipal Hospitals



Mr. Srivatsa Anchan
CTE, CVC of India Partner
Consulting, EY India



Mr. Manish Chandra, Managing Director,
& **Shruti Goel**, Senior principal,
Accenture (strategy)





INDIAN INSTITUTE OF MATERIALS MANAGEMENT MUMBAI BRANCH

DAY 2 - PANEL DISCUSSION



Supply Risk & Sustainable Growth in Green Energy

Moderator: Mr. Sanjay Joshi, Former Country Head, Aker Solutions

Distinguished Panelists:

Mr. Rajat Seksaria, CEO, ACME Group

Mr. Albert Sreshta, Project Director GE Renewable Energy, Offshore Wind

Mr. Kowtham Raj, FEL Fellow, World Energy Council

Anchor: Mr. Suahant Roy



Mr. Shailendra Sharma, Associate GM Systems, Asian Paints

in conversation with

Mr. Siddarth Hosangadi, Founder, GoPush Consulting

Mr. Pramod Agarwal
Regional CTO,
Automation Anywhere

DAY 3 - 11 DEC, 2021

Keynote Address



Mr. Tarandeep Ahuja

Asia Head of Product
Development and
Procurement Practice,
McKinsey & Company,
Australia

Mr. Sanjay Sanghai

Executive Vice President
Endurance Technologies Ltd

**Mr. Thomas
Udesan**

EVP & CPO, Bayer AG,
Germany

**Mr. Rangarajan
Vijayaraghavan**

Vice President - Strategy
& Chairman's Office, Adani
Group

Mr. Sothi Selvam

Director General, Indian
Chemical Corporation,

DAY 3 - FIRESIDE CHAT



Mr. Amitava Bakshi, CPO, Tata Steel,
conversation with
Mr. Ravindra Sharma, Procurement Adoption Director, SAP Ariba

DAY 3 - PANEL DISCUSSION



Ease of Business in Govt Procurement

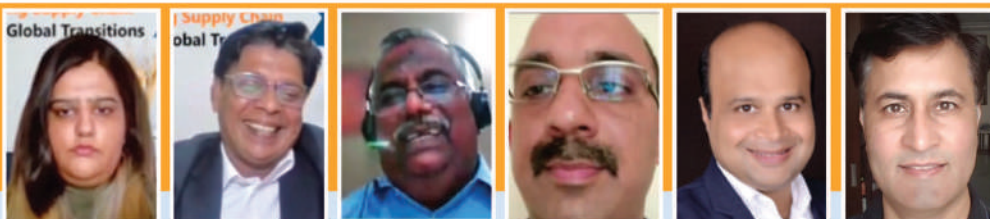
Moderator: Mr. H.K. Sharma, Former Additional Director General (Supply), Indian Supply Service

Distinguished Panelists:

Mr. Ambika Prasad Tripathi, Executive Director and Chief MM Services, ONGC

Mr. Joydeep Roy, Chief GM & CPO (Marketing), HPCL

Mr. Rajesh Gupta, Director (DPIIT Department of Industry & Internal Trade), Ministry of Commerce, Government of India



Logistics Challenges in Changing Times

Anchor: Ms Simaran

Moderator: Mr. Dharmendra Gangrade, Head Logistics, L&T Hydrocarbon

Distinguished Panelists:

Mr Sunil Bharadwaj, Principal, Qwixpert Consulting

Mr. Prasad Nair, Lorry Circle

Mahesh Khetan, VP & Global Head - Supply Chain, Grasim Industries Limited (AM)

Shammi Dua, Lead - Supply Chain (Customer Service and Logistics), HUL



INDIAN INSTITUTE OF MATERIALS MANAGEMENT MUMBAI BRANCH

DAY 3

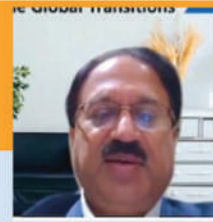


Mr. Jaydeep Sagare
Director – Purchasing India,
Volvo CE India Private



Mr. Samir Pathak
Head Instrumentation, ONGC
Petro Additions Ltd

CLOSING CEREMONY



Animesh, Mumbai branch chairman | **Surendra Deodhar**, VP(West) | **Bala Iyer**, Past NP, Disha convenor
Satish Palekar, Past chairman, Disha co-convenor | **Sachin Akude**, Mumbai EC member | **Veer Sidwani**, branch treasurer
Swapnil Dubey (branch vice chairman)



krailjik matrix ,3 vendor productivity improvement program ,4 price bench marking ,5,working capital optimisation led through finance department 6,focus on low cost sourcing,7 catalogue buying for MRO, 8 data base for past failures (failure tracking system for learning from what went wrong),9 Digital negotiation.

Dr Roger Moser, Director, ASIA CONNECT Centre (ACC-HSG), University of St.Gallen, Switzerland elucidated on **Decision Model Innovation in the Context of Commoditization & Decreasing Profits.**

After highlighting on cognitive automation (Digitisation) vs. physical automation (robotic) he spoke on how product innovation or process innovation or decision model innovation helps in avoiding commoditisation. Also cognitive automation enables quality improvements to overcome market imperfections. Decision model innovation helps in differentiating product from customer perspective and in turn its commoditisation. So understanding decision making requirements of your customer is the key.

Last presentation for the day, in main auditorium was by **Pradeep Mihsra , Senior Vice President – Purchasing & Supply Chain, VE commercial vehicles Ltd** on **How to Map your Muti-tier Supply Chain Monitor Supplies for Risks & Proactively Address the Vulnerable.** With excellent PPTs & examples, Mr Mishra elaborated on how disruptions though natural calamities like tsunami, covid19 ,Global crisis of semi conductors etc & their associated butter fly effects (volatilities), transformed total supply chain ecosystem from deterministic supply chain to agile,

connected & probabilistic supply chain. Key points shared on organisation focus areas-1 building structural resilience ,through probabilistic planning, contingency planning 2 AI based predictive planning and prompts for adjusting volatility 3 Through digitisation building connected community with end to end transparency for holistic decision making 4 Use of tools like cognitive planning, data analysis, predictive analytics ,chat bots, SCM forecasting tools, wearable technology, block chain etc. Further he explained on seriousness of cyber threat through glaring examples on breaches on critical assets like Data though data breach, data theft, data corruption etc, or people through say their ID theft or digital infra through denial of services .Prevention, Preparedness, Response and Recovery are the main takeaways.

Public Procurement –

Mr Girish Bhatnagar, Ex GM(Rlys) spoke brilliantly on **Procurement of Non consultancy services** like Logistics & Travel, Event management, Maintenance

& testing, HRD & Training ,Facility Management etc., in detail using PPTs, simple illustrations ,diagrams ,as current procedures for Non- Consulting services were sketchy and No Standard Bidding documents were available . Using Tangible (complex to simple) vs. Intangible (Intellectual skills to physical skills) matrix, the difference in non consultancy & consultancy services was vividly shown. Consultancy services are more creative in nature ,non repetitive which no standard methodology could capture as against NC service which are of routine ,repetitive nature using established methodologies He also spoke about Finance Ministries Customisable model Tender Documents for Goods & Non Consulting Services which were issued in October 2021. Mr Girish Bhatnagar also shared details of his free You Tube channel on “Mastering Public Procurement”. Next speaker was **Mr Deepak Kumar, Joint Secretary & CEO, Government e-Marketplace (GeM)**, who enlightened participants, in very lucid manner on **Government e Marketplace: Reimagining Public Procurement In India.** Starting with rationale or genesis of GeM he covered , Basis of GeM(Rule 149 of GFR), Multiple Procurement Modes in GeM like direct procurement ,E auction etc, Advantages for Buyers vs. Sellers , Key features & Functionalities .He also highlighted how GeM is integrated with Diverse external agencies like UDI ,Income tax, FCA. Also shared on growth of GeM over last 5 years in no’s of vendors(3M) ,buyers(56k) etc., how it is promoting success for MSME sector (57% share in FY 2021-2022), Cost saving achieved through GeM(60% as per world bank study)..The talk also mentioned about 2500 new Features & Functionalities, rolled out in last two years. Further additional 280 No’s are in the Pipeline and expected to be rolled out by March 2022.,and the plan to leverage AI/ML & emerging technologies across Business processes of GeM is also on anvil .

EPC- Mr Aseem Joshi, CEO, GMM Pfaudler Ltd delivered nice presentation on **Economic Viability of sourcing Capital Equipments from India** drawing upon examples from own company. As per Aseem, capital goods exports from India presently are very small@ 1.5% of its GDP, compared to 5%+ from Korea, China. Similarly India’s own capital goods market is small comparatively .Both needs to be increased in India .Some of the constraints for export from India as per him are 1.lack of technology, 2. poor access to overseas market due to lack of market intelligence 3 Inability to meet customer requirement in terms of even packaging ,adequacy of communication etc. 4 Inadequate finance 5Trade barriers & policies. GMM has focussed only on operational efficiency improvement and low cost sourcing as they already have technology.GMM advises corporate to invest in technology, quality

,invest in international certification for processes & products, ensuring strong aesthetic appeal for product, packaging and website and timely deliveries.

Next presentation was on **Dispute Resolution through Arbitration - Best Practices** by **Mr. P. K. Solanki, GM (Legal), GAIL**. He touched upon arbitration laws since 1899 to 1996 and major amendments in arbitration law 1996 in recent years, questions like why arbitration? Is it mandatory? What are the usual issues /disputes? Etc. Mr Solanki also enlightened on some of the initiatives like administrative mechanism for arbitration, structure for advocates fees linked to milestones in arbitration, avoiding faulty arbitration, conciliation policies.

Health care - Mr. Swapn Malpani, Executive Vice President and Global Head Supply Chain, Cipla Ltd gave a comprehensive presentation covering Disha 21 Theme on **“Transitions in Pharma, Biotech, Healthcare and their Influence on Supply Chains”**. After pointing out that over last 2 decades severity & frequency of supply chain disruptions is increasing, he elaborated on post covid supply chain strategies like collaborations, capability building, supply chain digitisation, building resilience, risk mitigation & sensing for supply chain sustainability. Cipla has moved from novice to digital follower and plan is to become digital champion over 12-18 months. Some of the actions for enhancing resilience are manufacturing network diversification, multi sourcing & near shoring, net working, platform, product, plant harmonisation. For risk sensing they use probability & impact matrix. Supply chain sustainability direction is through becoming **Best in Industry to Best in the world to best for the world**.

Mr Rajkul Fulzele, Sr. GM-Strategy and Analytics, Lupin Ltd was next to share us with his insights on Digital

Transformation-Data analytics in Pharma. After sharing some mindboggling facts like daily 294 Bn mails or 4TB data on cards, 95% of data ever created was in last 2 years alone, 2 Zeta Bytes have become 50 in last 10 years. Using case study & PPTs, he narrated digitisation journey in pharma and cases like use of predictive analysis for drug discovery & clinical trials, patients health data, consumption pattern for targeted treatment, competitive intelligence through dynamic review of market, supplies & development benchmarks.

Day2 –Main auditorium

Mr. Somit Mukherjee Vice-President, Dabur India Ltd enlightened on **supply strategies for commodities in turbulent Times**. Sometimes even derivative or intermediary behave like commodities, so until value is added, everything one uses becomes

commodity .some key point of his talk: 1Rate of inflation is more than Repo rate 2.Commodity index is 1.5 x compared to previous peak3.Global input prices are moving much faster than output prices .So as cost cannot be controlled, value drivers have become more important, 4.Identify medium term demand allocations, 5.Plan for end to end supply chain, 6 Focus on disruptive procurement innovation as well as product innovation from demand perspective.

Mr. Malcolm Harrison Group Chief Executive Officer, CIPS), UK gave us insights on **Building resilient and responsible supply chains fit for future**. Some trends on the globe are Going more lean, Increased collaborations, Deep emphatic relationships ,more agile, greater innovation ,better visibility through digitisation to manage risks, moving from Just in time to just in case, equal & inclusive profession etc.

Next was **Mr. M. Jayakumar Vice President Procurement, Bosch India** on **Technology in supply chain in Bosch , a case study** .Bosch focuses on developing digital fluency in supply chain personnel which is planned in 3 phases over 9 months with connected networking .Also Bins tracking through RFID, Milk van tracking ,early& smart warning systems. Similarly they have project resilience for developing resilience model along with IIM, Bangalore.

Sharing on **‘forward looking logistics in digital transformation with sustainable approach’** by **Mr Vikas Arora, Chief commercial officer, Rhenus Logistics** was next. Some of the key initiatives in Indian logistics sector are –creating strong infra like ports, highways, rail transport to reduce logistics cost towards global benchmark, using more environment friendly& cheaper transport alternatives, digitalising customs process , use of big data analytics, WMS, IoT, Robotics etc. Emerging trends is to develop in house technologies through more investments. Standardisation in different sectors & processes needs to be taken up. At Rhenus Control towers have been launched to provide better & real time visibility to customers. Also it facilitates for Partner integration, business intelligence, data analytics, 4PL platforms, Single portal for all service like KPIs, inventory tracking, yard management, dock management etc. They also have digital tools like knowledge platform for Tariffs, TMS, CRM, Sales app, Rhenus **‘Track & Trace’**. Currently they already have climate neutral ware houses with target of becoming carbon neutral by 2030.

Dr Lydia Bals, Professor Supply Chain & Operations Management, Hochschule Mainz - University of Applied Sciences School of Business, Germany then

delivered her presentation on **‘Implementing Responsible Supply Chains – Which Competences Do Procurement Professionals Need for Sustainable Sourcing’**. She gave over view of 26 competencies – 1.Functional competencies like demand management ,category strategy etc which calls for base individual knowledge of the work area, 2.Cognitive oriented competencies like system orientation, consciousness, SRM etc.3.Social oriented competencies like communication skills, cross functional working skills, interpersonal skills 4.Meta oriented like commitment to change, confidence, 5 political savvy. Training design is validated by incorporation in Bachelors and master class students courses.

Towards Carbon Neutral Internally and Externally through Suppliers & Logistics Partners was the next topic shared by **Mr. Mahesh Pratap Singh, Head - Sustainability and Social Responsibility, Flipkart Group**. After explaining what is net zero and near term goal of 1.5 Deg temperature reduction, also shared data on emissions due to Raw material & end products, areas of impact for decarbonisation like ,packaging waste, transport, preservation or restoration of nature eco system, product design etc. Some of the challenges like fragmented supplier base, lack of good data, knowledge gap amongst suppliers, procurement cost concerns vs. low carbon design, lack of government regulations, and Difficulty in switching to green technology without interrupting in line production. Possible solutions as per Mahesh are creating transparency by setting up ambitious targets, engaging suppliers, Redesign products for optimising for Co2 and scale up ‘buying’ groups to amplify demand side etc.

Next was **Sanjay Gandhi, Senior Vice President & Head Sourcing, Appliances Division, Godrej & Boyce Ltd** on **‘Unlocking Value through Supplier Collaboration’**. He shared GAD strategy on supplier relationship Management relation through many vivid case studies, like how they developed and then ramped up capacity for producing WHO/PQS certified deep freezers for vaccine storage after overcoming challenges like putting up infrastructure, managing working capital, manpower etc Similarly on how they are driving technology through suppliers, such as miniaturisation of compressor to reduce weight or up gradation of star ratings. He also enlightened on their **‘Operate lean and lead Green’** Cluster approach to drive best practices and plan for having 13/14 clusters over next 3 years ,Godrej approach is patience & perseverance in supplier development as growth takes time like bamboo tree which flowers only after 5 years

Dedicated Freight Corridor - Transforming Supply Chains in India” by **Mr. R K Jain, Managing Director,**

Dedicated Freight Corridor Corporation of India was next on Agenda.

Mr Jain gave complete over view of the ongoing project .He explained quite vividly on how dedicated freight corridor being put up at cost of Rs100000crs would be game changer for transport in India, by providing reliable transit time, service quality & cost.He also explained rationale of golden quadrilateral, to have diagonal routes and how dedicated rail corridor would help not only in increasing speed of freight trains to 60KMPH, but also to have much taller and longer trains. It is estimated that daily 3 lakh truck loads of freight would be taken off the roads.

PP

Mr. Sanjay Agarwal, Advisor, Procurement Policy Division, Ministry of Finance, Government of India gave excellent overview on **“Transformation of Public Procurement in India - in Making”**

His session covered aspects like, Global Tenders Restriction on procurement from countries sharing land borders and general Instructions on Procurement & Project Management, Substitution of Key Staff in Consultancy Contracts. He also elaborated on quality & cost based selection (QCBS) for works & non consultancy services, Debarment guidelines like No debarment without giving reasonable opportunity.

Mr. Shailendra Singh, Chief Technical Examiner (CTE), Office of Chief Vigilance Commissioner of India delivered extempore talk on **Reforms in Public Procurement in India - CTO Perspective** .Some of the key learning are – procurement policy is in sync with reality of day as its amended from time to time, covered QCBS introduction. He also covered steps necessary to ensure for that both the senior and junior partners contribute equally in contract awarded to JV. Real time training from top to bottom is must .He urged participants to refer to e-Vigilance; a vigilance manual put on website .He answered various queries from virtual participants to give full clarity.

Health Care Mr. Tushar Jani, Chairman, Cargo Services Centre presented on **“Evolving Infrastructure to Tackle Logistics Challenges in Moving Pharma / Biotech**. He described key features like infrastructure with empathy with full service orientation, digitally controlled, mobile connected, temperature controlled with unit load device and excellence centre. Also as per Tushar, digital information helps in optimal loading of aircraft. Some of the future plans are delivery by Drones, cold chain capable with -90 deg centigrade for biopharma
Mr. Sojwal Vora, Vice President & Group Head, Supply Chain & Procurement, Manipal Hospitals

spoke on **“Unlocking Value Based Healthcare through Procurement”**. While differentiating between procurement by hospital and other businesses, like highly time conscious in deliveries, business partnering, or adaptive purchases to serve. or digitisation to enable nurses focus on nursing job than on chasing

Green Transition

Mr. Srivatsa Anchan, Partner (Consulting), EY India covered on **“Green Transition and the Impact on SCM”** He described 4 levers towards carbon neutrality,¹ Renewable, energy storage and hydrogen, ² carbon emission reduction ³ carbon capture,⁴ Recycling or circular economy. He also gave good overview of hydrogen ecosystem. Green transition would create huge growth opportunities for supply chain as per him.

Mr. Manish Chandra, Managing Director, & Shruti Goel, Senior principal, Accenture(strategy) gave excellent overview on **“Enabling Green Transition”** As per them sustainable SCM is not only fundamental to business ,but it also create right opportunities.50% consumers want sustainable foot print, with 72% investors also now look at sustainable cause. Further they described orchestration of sustainable SCM practices with KPI designed for each stage. Business can unlock commercial value up to 40% on energy cost through circular economy .As per survey 49% CEOs are already engaged on green energy, with 77% focussing on circular economy. Traditional KRAs of top line growth has to change to Net zero, circular economy to reduce value leakages, become trusted to reduce social risks. Some of key challenges are Poor Data transparency, weak supplier engagements, low technology maturity & affordability, organisational readiness etc.

Digitalisation

Mr. Shailendra Sharma (Associate GM Systems, Asian Paints) in conversation with Mr. Siddharth Hosangadi (Founder, GoPush Consulting) elaborated on **“Evangelizing & Building Digital Capabilities in Supply Chain leveraging Advanced Analytics & IOT”** For managerial conviction first it is essential to demystify analytics and IoTs. As per Mr Shailendra, successes of Asian paints in digitalisation can be attributed to managerial conviction as well as due to SCM and IT working as a team for co creation. He shared some examples like use of, blue tooth network with analytics for getting visibility in entire company.

Mr. Pramod Agarwal, Regional CTO, Automation Anywhere spoke on **Robotic process automation in supply chain** Some of key points are-1 blurring of lines between physical, digital and biological spheres

with 4th industrial revolution already occurring ² Common business processes still take too long despite digitalisation as manual intervention required at each interfaces to connect information highlighting need for RPA(Robotic process automation)³ For further improvements , turn complexities into simplicity. He also shared few examples from industry automation where automation has helped larger returns or to streamline procurement operation streamlining line new supplier selection and on boarding

Day 3 – Main Auditorium

Mr. Sanjay Sanghai, Executive Vice President (Group Purchase), Endurance Technologies Ltd” presented on **Auto Components - Calibrating Supply Strategy to Build Resilience and Sustainability.** Sanjay elaborated on collaboration and networking in supply chain for building resilience & sustainability, stressing collaboration across tier 1 to tier 2 to tier 3 as well as internal networking. Some of areas of improvement as per him are to have synchronised planning, Automation and digitalisation, focus on quality, Inventory control with buffer management .Importance of trust- collaboration& net working results into, supplier providing enriching total solution and when needed could become enabler for you.

Mr. Thomas Udesan, EVP & Chief Procurement Officer, Bayer AG, Germany spoke eloquently on **Sustainable Procurement. People, Planet, Profit.** Thomas delivered a comprehensive lecture on sustainable procurement and sought emotional commitment through the sustainable procurement pledge urging participants to sign up and become sustainable procurement ambassador. According to Mr Thomas, 2020 is historic turning point, and businesses to make decisions for social results which will impact generations, rather than pure business results and for those taking integrated strategies, science based targets, science for better life and through innovations with purpose. As per him sustainability and resilience go hand in hand ,for building future capabilities ,investing for innovations, eliminating complexities, developing trust and transparencies. The aim should be to drive towards zero impact company running on circular business model.

Mr. Rangarajan Vijayaraghavan, Vice President - Strategy & Chairman’s Office, Adani Group spoke eloquently on **“Manoeuvring through the Maze of Strategic Choices in Supply - Building Resilience.** After Pointing out on how supply chain uncertainty, volatility had already become norms due to many reasons, geopolitical, political, climate change, technology and new consumer behaviour. But pandemic has structurally changed the world, with

digital adoption accelerating disruption to create huge opportunities. In his characteristic little humorous way, he shared many facets of resilience to overcome disruption, as shown by some Indian companies like Bicon through indigenisation & digitisation or Tata Motors riding chip crisis through supplier collaboration and Bajaj Auto overcoming disruptions through local cluster centricity etc. Five principles of resilience as per him are workforce resilience, product asset resilience, Eco system resilience, learning resilience, and design resilience.

Mr. Sothi Selvam, Director General, Indian Chemical Corporation gave compact and insightful presentation on **“India as a Global sourcing Hub for Chemical Industry”**. Using data & figures he emphasised that chemical industry in India has a huge opportunity, as all overall growth factors are favourable. Some of growth drivers are China+1 Strategy, domestic demand, import substitution, Availability of key building block, ease of land acquisition, fast tracking of logistics infra, circular supply chain & sustainability, having large scale plant through thinking global. He also narrated about transportation security through **NICER GLOBE**.

Mr. Jaydeep Sagare, Director – Purchasing India, Volvo CE India Private Limited, enlightened on **“A New Paradigm in Supplier Management - Trust, Transparency, Resilience** based on his Volvo experience. Some highlights – a. 3 Rs for Volvo are right supplier, right relationship, right first time b. 3 Ks for supplier selection – know your component, know your supplier, know your risk (for supplies as well as supplier stability) c. 4 focus areas of Volvo are 1- people & culture – develop competencies etc. 2 Flow & collaboration- cross functional working, involvement of stake holders etc. 3 supplier relationship-code of conduct, transparency, trust, early supplier engagement, continuous Improvements 4 Responsible purchasing – sustainability. As per Jaydeep Indian suppliers would take some time to reach to maturity level of global suppliers in terms of transparency, Quality etc, but are on track.

Mr. Sameer Pathak, Head instrumentation, ONGC Petro Additions Ltd spoke on **“Risk Mitigation in Automated Manufacturing Processes”**. After elaboration on process safety, what is hazard? – potential source of harm to people or environment, what is risk? – combination of frequency (likelihood) of hazard occurring and its severity and what leads to accident, he spoke on **Dow union model** on layers of protection like control, prevention and mitigation. He also

touched upon hierarchy of design safety to functional safety to emergency response, hazard &

risk assessment or **PHA** technique, safety instrument system (**SIS**), safety integrity level (**SIL**) and **RRF** or risk reduction factors etc.

PP

Dr Ishita Tripathy, Addl Development Commissioner, Ministry of Micro, Small & medium Enterprises, Govt of India delivered brilliant presentation on **MSME s Energising Indian Economy** “She spoke eloquently to give holistic but crisp presentation. Some of points shared by her 1 MSME contributing 30% of GDP while employing 11 cr. Indians, 2 Now in Udyam Register, traders, retailers or even street vendors are allowed to register 3 facilities on credit line, technology upgrade, procurement & market support schemes etc. 4. Cluster development scheme for regeneration of traditional industries in micro & small category, 5. Udyam register and GeM linkage means any one registered on Udyam can go live on portal. 6 Champion Portal, sambandh portal for redressal of issues.

Panel Discussions-

On Day2, under Green transition category a Panel Discussion on **Supply Risk & Sustainable Growth in Green Energy** was moderated nicely by **Mr. Sanjay Joshi, Former Country Head, Aker Solutions** with distinguished panellists being **Mr. Rajat Seksaria, CEO, ACME Group, Mr. Albert Sreshta, Project Director GE Renewable Energy, Offshore Wind, Mr. Kowtham Raj, FEL Fellow, World Energy Council**, was held on 2nd day. After nice overview on topic for discussion by Sanjay Joshi, Albert elaborated on COP26 and the way industry is going & opportunities being created like, GE targeting 2000 Giga watt wind energy alone by 2050. With wind turbines becoming very large, transportation of parts as well as storage has become big challenge. Prices have been linked to commodity indices. Localisation and /or off shore wind to floating wind power are some solutions to mitigate transportation issues. Rajat highlighted that solar energy production, cost is lowest in India but non availability of energy storage medium like suitable batteries forced to look for hydrogen. He described pilot green ammonia plant set up in Rajasthan. The challenge is to bring together solar grid, electrolyser, and ammonia plant together at competitive prices. Reimagining of energy business by going for fundamental change rather than incremental is necessary. Kowtham described multiple countries having multiple strategies on battery & hydrogen. India has single minded focus on hydrogen but little slow on batteries. Challenge on hydrogen apart from huge investment is to bridge viability gap from 5\$/kg to 1/1.5\$/per kg cost. On circular economy he highlighted about committee formed by each of all

10 relevant ministries of GOI

On 3rd day ,a Panel Discussion on **Ease of Business in Govt Procurement** was moderated adroitly by **Mr. H.K. Sharma, Former Additional Director General (Supply), Indian Supply Service** with Distinguished Panellists being **Mr. Zambia Prasad Tripathi, Executive Director and Chief MM Services, ONGC, Mr. Joydeep Roy, Chief GM & CPO (Marketing), HPCL, Mr. Rajesh Gupta, Director (DPIIT Department of Industry & Internal Trade), Ministry of Commerce, Government of India.** Mr Sharma opened the discussion after brief introduction on Public procurement contribution to GDP and challenges & actions like change in L1 syndrome through recent introduction of quality + cost based purchases (QCBS), Budget based selection of consultancy services guidelines for make in India etc. The questions were made considering panellists domain expertise. Mr Rajesh started with overview on salient features of latest make in India policy. He outlined public procurement preference order which allots preference to local vendors over imports based on local content, preference to MSME etc. He stressed that considering India's demographics in terms of working population, like median age being 28 years with 1 cr getting added every year and 45% of agrisector workers are underemployed , prime objective of GOI is to generate gainful employment with initiatives like start up India, make in India, productivity incentives .Ambika prasad.spoke about use of technology for ease of doing business ,like E procurement, E tendering with earnest money deposit through only RTGS /NEFT etc, which has been great enabler having generated transparency. He also highlighted bottleneck for E change both within and outside ONGC, which was addressed through training and education to both employees and vendors. Mr Joydeep enlightened on contracting with balance of both buyer and seller interests through clauses like price variation or market driven price corrections, clause for items with known price volatility, force measure clause, bonus clause, delayed delivery clause etc. He also pointed that to curtail delayed payments; HPCL ensures payment with 15 days from bill submission.

Logistics

Panel Discussion: "**Logistics Challenges in Changing Times**" was brilliantly moderated by **Mr. Dharmendra Gangrade, Head Logistics, L&T Hydrocarbon** along with Distinguished Panellists, **Mr. Shammi Dua, Lead Supply Chain CSL**

Distribution, HUL, Mr Mahesh Khetan, Global Supply Chain Head, Grasim Industries Ltd, Epoxy Division, Mr Sunil Bharadwaj, Principal, Qwixpert Consulting, Mr. Prasad Nair, Lorry Circle . For

starting meaningful discussions ,Dharmendra explained vividly how multiple geopolitical reasons like US china trade war, Suez canal crisis ,black swan event ,China's personal protection law etc and Covid19 pandemic ,later zero covid policy of some countries cumulatively led to logistic chaos of skyrocketing prices, shortages of containers, ports congestions ,erratic delivery schedules etc..As per Shammi Dua, last entire year had been learning phase as consumer has become very fickle on supplier choice and more inclined for on line buying .So to overcome paucity of forecasts, they are using more data analytics, smaller lots, IT enabled ware houses etc, As per Mahesh, huge imbalance in trade between US and China which leads to container traffic mismatch had further worsened the situation. As per him ,out of box thinking like use of combined transport modes of ship, air ,rail towards partial mitigation. Mr Sunil highlighted how supply chain, risk management, Technology adoption has been brought to centre stage , while suggesting localisations, near shoring as a strategy .He also stressed for more sustainable shipping for reducing green house gases. Mr Prasad narrated issues of internal transport and need for UBER like market platform for better efficiencies and 'win win' for customer as well as transporter .He elaborated on how they are enabling small. Medium as well as large fleet owners visibility etc through lorry circle platform.

The event proceedings were anchored brilliantly by Surendra along with Animesh shah, Ms Simaran Matharu, Sushanta Roy, Ganesh Apte to ensure event flowed as per schedule.

Disha closing ceremony was in main auditorium. Disha Souvenir was released at the hands of Mumbai Branch Chairman, Mr Animesh Shah. Disha 21 co chairman, Mr Satish Palekar announced results of survey on **Aligning Supply Chain to the Global Transitions-Technology, Resilience ,Sustainability, Supply Strategy**, done along with McKinney. Bala Iyer highlighted on the extent of knowledge dissemination enabled by this mega event. Branch treasurer, Veer Sidwani and EC member Sachin Akude announced leader Board awards winners and their respective awards. The winners were Mr Devendra Kumar Choudhary @ no1 winning Rs 10000, Mr Anup Gopalkrishnan @no2 winning Rs 4000 and Mr Krishna Chand@No3 won Rs 2000. Vice Chairman Mr Swapnil Dubey profusely thanked all speakers, Panellists, Delegates, Sponsors, Disha 21 various organising committee members, and IIMM Mumbai team. The event concluded with the national song,

Vande Mataram



TRENDS FOR THE FUTURE: PUBLIC PROCUREMENT PROFESSIONALS ADAPT TO THE CHANGING AND CHALLENGING TIMES AHEAD

TAMMY RIMES

This article originally appeared in the Q4 issue of Government Procurement. The recent pandemic demonstrated the importance of supply chain management, as well as the need for flexibility in adapting to changing demands and inventory. Public procurement teams rose to the challenge of the pandemic by leveraging their knowledge, partnerships with suppliers and collaboration across the profession, while maintaining core values of transparency and ethical practices.

On the other side of the procurement table, suppliers responded with changes of their own. Bringing in subject matter experts, additional sourcing resources and consultative services, they expanded beyond their contract offering with newly value-added features. The relationships between suppliers and procurement teams were strengthened to successfully address the non-stop influx of challenges.

Automation takes huge leap forward

Governments often rely on internal proprietary systems or manual, paper-intensive processes. However, when teams were forced to move to off-site locations during the pandemic, automation took a huge leap forward.

The Capital Metropolitan Transportation Authority, known as CapMetro, is a public transportation provider, operating bus services and a commuter rail system in Austin and suburbs in Travis and Williamson, Texas. Maintaining 2,300 bus stops across 83 routes; 17 Park & Rides/transit centers, nine commuter rail stations, electric trains, hundreds of paratransit vehicles and Metrobuses, there is a pressing demand to keep operations in constant motion.

In 2018, all bid opportunities were published manually, and interactions were conducted via mail and email exchanges, creating a lengthy paper process. The Authority began a significant push toward automation, by contracting with PlanetBids, a nationally recognized eProcurement company tailored toward government procurement.

Fast forward to 2020, when the remaining unautomated portion became a higher priority. Muhammad Abdullah, CapMetro's senior director notes, "when our workforce transferred to off-site environments, our entire process needed to quickly move to 100 percent electronic." Working with

Planetbids on a fast-tracked implementation plan, CapMetro's needs were quickly addressed.

Julia A. Wilkes, executive assistant for CapMetro's procurement department shares, "procurement actually became busier while telecommuting, as procurement's role became critical to the Authority's emergency response." Alan Zavian, co-founder of PlanetBids concurs, "with an almost overnight transition to remote working environments, our team had to quickly respond by helping multiple public agencies stay productive. Many discovered that a cloud-based platform, available 24/7 and from any location, quickly solved many of their challenges. We envision the use of eProcurement systems growing over the next few years."

Data security needs strengthening

Working in government office with a maintained network makes it easy to control access. However, keeping the IT environment secure within a decentralized working environment becomes a bigger undertaking. According to Sharp Corp., a designer and manufacturer of electronic products, the requirement to update procedures, security protocol and maintain confidential data will be an increasing future challenge. One way to ensure consistency is to equip employees with specified equipment with encrypted hard drives—as well internet endpoint protection to defend against intrusion and cyberattacks.

Unfortunately, home users do not always use best practices when configuring their Wi-Fi networks where default passwords are not changed, firmware isn't updated and important settings are ignored. Shane Coffey writes in Sharp's The Simply Smarter Blog, "one of the first steps for teleworking is to disable the ability to automatically add new devices in a security-first configuration. A correctly provisioned router will add a layer of protection to government data by protecting not only the individual device, but the entire network, as a hacker may gain access through one computer."

Coffey continues, "human error is a common factor in many security breaches, so it's essential all employees are also trained on cybersecurity issues. Phishing, a popular technique for hackers, involves sending texts or emails that look legitimate, with the goal of getting the recipient to offer up some personal information or click on a link that installs malware."

The distributed workforce seems to be here to stay. Claudia Leon, director of procurement for 1GPA, a cooperative organization, states, “extreme flexibility and creative problem solving with the vendor community and key stakeholders will continue to be vital for procurement professionals in 2022. Over the past 18 months, we have encountered unprecedented challenges and facing the imminent reality that virtual work in all aspects of public procurement is here to stay.”

Rebecca Seifert, 1GPA’s procurement specialist in technology, elaborates further, “a fully integrated, virtual procurement system has never been more critical, and virtual security will be at the forefront as cybersecurity opportunities and threats increase.”

Workplace expectations

As workers have proven the capability to meet workload demands and performance measures, research supports the move to a hybrid work solution—blending office and home. Microsoft research reports that 41 percent of global workers are considering leaving their jobs this year, which is fueling conversations about how to create a new hybrid work experience to retain those employees. In turn, those companies who provide office equipment and furniture are innovating to meet changing expectations.

Steelcase, a leading manufacturer of furniture for offices, hospitals and classrooms, recognizes evolving client expectancies with new creations on the horizon. Arriving in 2022, their Flex Personal Spaces will provide highly flexible workstations that can quickly and easily adapt orientation to achieve the level of privacy needed—whether it’s for a video call or sustained heads-down focus time. When visiting a restaurant recently, many have experienced scanning a QR code to view an on-line menu. Similar technology is now coming to the office. When reserving shared workspaces or conference rooms, a newly developed Steelcase DeskWizard provides the ability to scan a QR code to make reservations through the convenience of a mobile device.

Chris Congdon, Steelcase director of brand management states, “people will want to see and feel their organization is taking action to meet their new needs. It may be challenging initially, but there’s never been a greater opportunity for organizations to reset their culture to connect employee needs, in conjunction with the entity’s operational requirements.”

Supply chain management requires updated vision

Many governments built their supply chain strategy on “next-day” delivery from suppliers and minimized warehouse operations over the past decade. The new challenges presented throughout the pandemic provided extremes in supply chain disruptions with entities—private and public—bidding on the same supplies. While supply chain is often forecasted by past data, during unprecedented times, old data couldn’t

predict the new normal.

UC Berkeley supports a program called Student Technology Equity Program (STEP) that provides technical equipment—laptops, webcams, USB microphones, hotspots—to financially disadvantaged students. Quickly deploying B&H, a technology reseller, using the OMNIA Partners cooperative contract, allowed UC Berkeley to place large bulk orders for desperately needed equipment quickly, without having to issue their own solicitation.

Amidst global supply chain shortages, B&H’s in-house experts worked with the UC Berkeley team to source thousands of webcams, laptops, mics and other supporting equipment at a time when massive shortages were rampant. “On behalf of the university, B&H worked with existing and new distributors to find inventory wherever possible to garner the equipment so desperately needed” says, Ariel Sobin, West Coast sales manager for B&H.

When an item was no longer available, B&H’s subject matter experts were on hand to make recommendations for alternatives to the UC Berkeley team. Maintaining clearer insight into the supply chain process, Sobin notes, “our buyers provided real time updates on which products were in transit to our warehouse to ensure a seamless transition without a lapse in inventory.”

To assist further, B&H occasionally maintained the university’s inventory within their own warehouse location to ensure supplies would be on hand when the orders were eventually received. B&H’s Sobin continues, “with students and faculty working and learning remotely, we coordinated shipping directly to student’s homes. Despite early shortages of webcams, and more recently with computer chips, we shipped hundreds of items for this crucial program.”

Further south in California, the County of San Diego’s Department of Purchasing & Contracting (DPC) served in the San Diego County Emergency Operations Center (EOC). Jack Pellegrino, the DPC director was assigned the role of EOC logistics chief, which was critical in acquiring the PPE needed throughout the emergency. Taking the logistics challenge even further, the county was one the first counties in the nation with the capability for public COVID testing with results returned within one business day. This effort allowed the county to achieve over a 75 percent county vaccination rate by mid-2021.

With San Diego County warehouse operations reduced in previous years, there was an increasing need for storage capacity. The county used local distributors through its existing contracting relationships. Pellegrino shares, “two examples of successful partnerships were with Waxie Sanitary Supply and Corodata Moving and Storage, both local San Diego companies. Waxie provided sanitizer products and gloves and managed storage and transportation as the county’s needs evolved. Corodata provided additional

storage space at their own warehouse locations as well inventory handling and distribution services throughout the pandemic.”

Comprehensive cleaning approach

Before the pandemic, Steve Gerszberg, principal at Johnson Business Products, didn’t know much about MERV ratings, which stands for Minimum Efficiency Reporting Value as a measurement scale designed to report the effectiveness of air filters. However, once the impacts were being felt across the nation, and understanding that clients needed immediate answers to new questions, “we rolled up our sleeves and dove in,” said Gerszberg.

Jersey City Public Schools (JCPS), comprised of 39 schools and serving almost 30,000 students, sought a solution to drive higher air quality for their New Jersey school district. At the same time, Trendway announced they would begin distributing the patented and well-established Fellowes AeraMax Pro air purifiers was released. “As I started learning about this innovation, I knew it was the right product for this project” Gerszberg said.

Working with the school district, Gerszberg’s team used school site operational plans and walked the buildings with the JCPS senior electrician to select best locations for installation. The team also helped determine what filter purchases would be needed throughout the fiscal year to balance the need for clean air with the budget to support that ongoing effort. Rob Day, executive vice president of customer experience for Fellowes Contract Interiors, states “it’s a basic premise that healthier workspaces start with clean air.”

While janitorial services concentrate on the cleaning of restrooms, floors and open surfaces, it might overlook the cleaning of shared equipment. To make facilities healthier for the future, a broader vision is now being taken with cleaning service contracts. According to StaplesWorklife.com article “3 Steps to a Healthy and Safe Workplace,” the “perception of ‘clean’ needs to evolve from cleaning for appearance to cleaning for health.”

Staples recommends partnering with an industry expert to identify gaps by comparing the current workplace health to best practices and guidelines. This assessment evaluates indoor air quality, placement of hand sanitizers and touchless fixtures, restroom disinfection, individual and common area sanitation. In addition, collaboration with facilities teams can provide physical distancing guidelines, cleanliness signage, review of room capacities, re-configuring seating areas and using physical barriers in waiting rooms or customer counters. As people become more attuned to the importance of sanitation, expectations for new rules of engagement will evolve as well.

Cooperative contracts playing bigger role

Just as many consumers appreciate the savings when

shopping at a warehouse store, the concept of leveraging combined spend is a growing government contracting trend. Known as cooperative procurement, it combines the procurement requirements and purchasing power of multiple municipal entities. Having a ready-to-go contract allows government teams to garner supplies and services quickly.

According to Sean Behan, chief of purchasing and contracting for County of San Diego, “beyond using our own solicitation efforts, San Diego County’s use of cooperatives was critical to fill-in gaps in supply availability during the pandemic. Because cooperatives have a regional and national reach with established vendors and products, they were able to secure needed supplies and services which were not within our local solicitation outreach. The pandemic affirmed the importance of cooperative procurement organizations and contracts.”

Many companies are realizing this type of resource commitment can make better business sense. Concentrating resources toward one process results in a cooperative contract that can then be offered across a greater number of public entities. By not responding, and ultimately managing, hundreds of individual contracts, suppliers can offer advantageous pricing with value added services.

Element Corp. recently entered the cooperative world with the award of two cooperative contracts for fleet management and financing. Ken Fosina, Element’s managing director of government and Mega, acknowledges, “our client service to the public sector is in its early stages and not yet very well known. A cooperative contract provides widespread visibility and transaction opportunities for Element, as we are able to support governments of all levels.”

Future for procurement

One positive outcome of the pandemic? Many organizations have a greater appreciation for their procurement professionals who served admirably during the pandemic. Looking to the future, procurement teams must continue adapt, navigate and rely on innovations to meet the changing needs of any new environment.

Tammy Rimes is the executive director of the National Cooperative Procurement Partners (NCPP). She formally served as purchasing agent for the City of San Diego, the ninth largest city in the nation, and emergency logistics chief during the 2007 Witch Creek Fires. Under her leadership, the City consolidated its warehouse operations, centralized all purchasing and contracting operations, and moved to a more customer focused approach

Source: www.americancityandcounty.com



YOUTH DEFINING THE FUTURE

INGER ANDERSEN

Your excellency Abdel Fattah Al-Sisi, President of the Arab Republic of Egypt

Your excellency Mostafa Kamal Madbouly, Prime Minister of the Arab Republic of Egypt

Your excellency Sameh Shoukry, Minister of Foreign Affairs of the Arab Republic of Egypt,

Ministers, ambassadors, ladies and gentlemen

My thanks for the invitation to speak to you at the World Youth Forum.

We start the year, as we often do when the calendar turns, by looking forward. To how we can be better. Be stronger. Create a better future for ourselves and those we love. This year, it is ever more important that we stay positive and find new solutions to the challenges facing our planet and peoples.

We expected much of the COP26 climate summit in Glasgow. We got some of what we were looking for. Promises were made on reducing coal use and ending fossil fuel subsidies. More climate finance to adapt to the impacts of climate change. Support for vulnerable countries that have suffered climate damage. Ending deforestation. Reducing methane emissions.

But when we add everything up, the world is still on a path to a temperature rise well above 2 degrees Celsius. This will mean more of the climate impacts we are already seeing. Storms. Floods. Wildfires. Displacement. Damage to human health, economies and businesses. It will mean the warnings outlined in the Intergovernmental Panel on Climate Change's recent assessment report will come true.

To avoid this bleak future, the world must almost halve greenhouse gas emissions over the next eight years. This is what we need to have a shot at holding temperature rise to below 1.5 degrees Celsius. And we must not forget that the climate crisis is one prong of an interconnected triple planetary crisis that also includes nature and biodiversity loss, and pollution and waste. We need to change our entire systems to be green, sustainable and in harmony with the planet.

Friends, we can still change.

We can still – with the determination, activism, ideas

and energy of youth at the forefront – build a greener, more prosperous future. Now, I mention youth at the forefront not to let other generations abscond from their responsibility. I mention youth to encourage the continued brave and powerful voices of young people around the world, to reverberate in social, economic, political, and environmental spheres.

Youth leadership will be the difference between success and failure across the triple planetary crisis of climate change, nature and biodiversity loss, and pollution and waste. Youth leadership will also be essential to translate into action, the recent decision by the UN Human Rights Council to recognize the right to a clean, healthy and sustainable environment.

This work starts now. UNEP is shifting into emergency gear – including through major events that seek to create new momentum and bring people together in this fight. We have the resumed fifth United Nations Environment Assembly this year. This is the world's highest decision-making body on the environment. Important resolutions are being put forward to safeguard our natural world.

We have UNEP@50 in March, then Stockholm+50 and World Environment Day in June, all of which will mark fifty years since the global environmental movement was born. Only One Earth is the tagline for World Environment Day this year. It was also the slogan for the 1972 Stockholm Conference. Fifty years on, this truth still holds – planet Earth is our only home. Humanity must work together to safeguard Earth's finite resources and urgently protect and restore the natural world on which our societies and economies depend.

We do not have another 50 years to solve our environmental challenges. We do not even have five. We need global engagement, and indeed global youth engagement, at and beyond these events – such as through the Youth Task Force for Stockholm+50, launched at the Glasgow climate summit in November.

Friends,

We have seen the energy and righteous anger of youth, most recently on the streets of Glasgow. You are right to be angry. Previous generations have failed you. Now you can channel that energy into showing the world how it should be done. Now you can join the changemakers.

There are many ways that you can channel this energy. Many ways to be the changemakers. Become the brave voices inside corporates to force them to move beyond lip service to sustainability. Use your vote to put in place the leaders who will do the right thing by the planet, and your future. Push for your schools, faith groups and organizations to move their finances and pension funds into initiatives that back solutions and environmental sustainability. Start your own green business to displace old companies that will not change. Mobilize and organize in your community, your city or your neighborhood. Bring your ideas and innovations to the table – because we need new technologies and new ways of living to replace our outdated and harmful practices.

But also consider your own footprint. And re-evaluate the type of life choices that you make daily. Individual lifestyle choices do make a difference. It's important to choose greener forms of transport, swap the protein in your diet, and repair, reuse and recycle. But when we move from individual actions to collective action, this is when we make big leaps.

Friends,

We clearly have work to do. We must all play our part. Egypt has shown leadership by holding the presidency of the Convention on Biological Diversity's 14th Conference of the Parties. The nation will also lead on the next Conference of the Parties on climate change, to take place in Sharm El-Sheikh later this year. We need more such leadership. Together, working across generations, fired up by the energy of youth, we can change the world. Youth are not willing to settle into the same groove that has worn deep wounds into our planet. You are not willing to just be part of the future. You can, and must, define the future. For it is yours.

Allow me to close in the words of Archbishop Desmond Tutu whose passing we mourn this month. "Do your little bit of good where you are; it's those little bits of good put together that overwhelm the world."

Thank you

Source: UNEP



GRIHA EXEMPLARY AWARD 2021



Mr. Prem Narayan, IRSS, Deputy Director General, UIDAI, HQ, New Delhi received GRIHA Exemplary Performance Award 2021 for UIDAI HQ Building from Hon'ble Shri Bhupendra Yadav, Union Cabinet Minister of Labour and Employment, Environment, Forest and Climate Change, Government of India during GRIHA Event held in New Delhi on 10th December 2011. He is Life Fellow member of IIMM and also Executive Committee member IIMM Delhi Branch. Green Rating for Integrated Habitat Assessment (GRIHA) Council is an autonomous, not for profit society established to promote and administers the development of sustainable buildings and habitats in India through GRIHA rating. GRIHA Council is joint initiative of Ministry of New and Renewable Energy and The Energy and Resources Institute (TERI), New Delhi. IIMM takes this opportunity to congratulate Mr. Prem Narayan for the achievement and wish him all the very best to bring such proud moments in near future.



WTO UPDATE

GENERAL COUNCIL DISCUSSES INDIA'S CALL FOR VIRTUAL MINISTERIAL MEETING ON PANDEMIC RESPONSE

General Council Chair Ambassador Dacio Castillo (Honduras) convened the 10 January meeting in response to India's recent proposal to hold a virtual Ministerial Conference on the WTO's response to the COVID-19 pandemic, including a proposed waiver of relevant intellectual property protections. At the meeting, Director-General Ngozi Okonjo-Iweala urged WTO members to urgently step up their efforts, suggesting that with the requisite political will, members can in the space of the coming weeks reach multilateral compromises on intellectual property and other issues so that the WTO fully contributes to the global response to COVID-19 and future pandemics.

India on 23 December 2021 sent a letter to the General Council Chair calling for a virtual ministerial meeting to be held on the issue of the WTO response to the pandemic, including the proposal to waive certain provisions of the TRIPS Agreement for COVID-19-related vaccines, therapeutics, and diagnostics (IP/C/W/669/Rev.1). The same day, Ambassador Castillo circulated the letter to all delegations, indicating that he would "conduct consultations and convene an open-ended informal General Council meeting" on the matter during the week of 10 January.

In her remarks, DG Okonjo-Iweala called for urgent action towards a comprehensive WTO outcome on pandemic response. "More than two years have passed since the onset of the pandemic. The emergence of the Omicron variant, which forced us to postpone our Twelfth Ministerial Conference, reminded us of the risks of allowing large sections of the world to remain unvaccinated."

"We at the WTO now have to step up urgently to do our part to reach a multilateral outcome on intellectual property and other issues so as to fully contribute to the global efforts in the fight against COVID-19," she added.

DG Okonjo-Iweala updated members on her efforts, together with Deputy Director-General Anabel González, "to support an informal group of members to converge around a meaningful acceptable outcome that can be built upon by the wider membership to bring a successful conclusion to the IP issue." Work had continued over the holidays, she said. "It is slow but steady progress, and we are hopeful that this approach can help us together find the direction we need."

"There is no better time to build convergence than now," the Director-General added, urging all members to participate actively and constructively in the ongoing processes at the General Council and the TRIPS Council.

She noted that while pandemic response remained the most urgent endeavour facing WTO members, not least given the spectre of even newer coronavirus variants, many members had reached out to her to emphasise the importance of other items on the WTO agenda, including fisheries subsidies, agriculture and WTO reform. She stressed that these areas remained priorities for outcomes, and expressed hope "that we can all agree on getting results as soon as possible."

The gathering heard a range of views on the proposed ministerial meeting, notably on timing, issue coverage, and the need to further narrow differences in Geneva ahead of ministerial engagement.

Describing the meeting as "useful," General Council Chair Ambassador Castillo said he would continue to hold consultations with members on the Indian proposal, underlining "the urgency and importance of reaching a meaningful outcome." A common WTO response to COVID-19 "remains an urgent priority for the membership," he said.

Source: WTO Website



GO-TO-MARKET STRATEGY IN SUPPLY CHAIN:

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ABSTRACT OF THE STUDY/THE REVIEW:

Supply chain strategy in Go-to-market is considered to be an action plan, that specifies how an organisation, will reach the required target, or achieve a competitive advantage, also in the process, make use of the market strategy, that will be able to deliver a product, service to the end-user or customer, taking into consideration the accounting factors, price, distribution cost in supply chain.

Markets in supply chain have many application, with programs of events, launching of new product, introducing of the existing products for better performances, or re-launching of the existing products modified with better market strategy, as this helps Go-to-market improve the strategic performance, also the products, in order to create a plan to engage the customers convenience to procure the product in supply chain.

Supply chain go-to-market, at the time when customer's expect instant favour, at the time last mile delivery, gains the importance, on on-line shopping, has already hit by the pandemic was in existence, which accelerated growth, when consumers worked indoors, with the increase in volume of global shopping, as various brands scrambled to outperform, among each other, for same day delivery, was the strategic move adopted by the wholesalers, retailers, partnering with 3PL logistic providers, warehouse adopters for faster delivery in supply chain.

Key Words: Go-to-market: Competitive advantage: Last-mile-delivery: Logistic providers: Faster delivery: Warehouse adopters:

INTRODUCTION:

Supply chain go-to-market is a similar Dark stores, of brick-mortar retail stores, designed to accommodate customers inside the stores, as Dark stores are considered to be centres exclusively dedicated to the fulfilment of the operation, of retailers, as they are located at strategic urban areas closer to customers requirement, with reduction in pick-up cost per unit, last mile costs, meeting orders on internet bring better efficiencies in supply chain.

Supply chain go-to-market should have clear definition to target customers involving demography, pitching on

logistical geographical, variables, that help to bring down, focus on the needs of customers' to create buyers' to find reasons that you want to target, that depends upon the market position, with appropriate pricing strategy in supply chain.

Supply chain go-to-market proportion value, product messaging are considered as the main concept in the go-to-market strategy whose main concepts is to help the brand, placed by saving the consumer, in proper distribution, to have become very effective distribution plan in the place of any new product in supply chain.



PURPOSE OF THE STUDY:

Market in supply chain in the go-to-market strategy is a step-by-step planning, created to be a successful launch of the product into the market, as Go-to-market is generally identified as a target, also with the consumer's, idea, which also includes marketing plans, outlining better sales strategy, as each of the product, in the market will be different in Go-to-market strategy, to identify the market problems, also the position of the product as a solution in supply chain.

Supply chain go-to-market tries to align all the functions, in execution, from product design, sales, marketing, consumer service, production, including finance, human relations, combined with information technology, thus enhancing the opportunity for collaboration, which immunizes the points required to avoid any duplication, in order to ensure the best possible outcome in the market in supply chain.

Go-to-market strategy in supply chain, brings in reduction in the market transaction, with the cost associated of the products manufactured, procured,

purchased or that may be unable to likely be launched, immediately, increasing the ability, to adopt any changes, in order to manage the challenges that innovate, so that it can be effectively used by the customer, in order to bring in an experience, also to ensure the regulatory compliances, which is likely to ensure that successful launch of new products, also to have likely an established growth, in order to avoid any proper distribution, which negotiates, also be able to clarify proper direction, in the plan envisaged in supply chain.

LITERATURE REVIEW:

A well planned go-to-market, strategy, is to identify proper customer care values, proper interest, with unique selling proposition, in order to create a comprehensive competition, of the products, so that to differentiate the different type of brands, from the products, in order to outline, the difference, in which includes the cost of production, customers' agreement to pay the price of the products, which include product development, price based, so as to dispose of the product in the market, with a target set to willing pay a higher price, from the point that is product is agile with 75% market price in supply chain.

Go-to-market strategy, needs to be developed with the involvement of each constituent products, sales, marketing, customer support, when one or more constituent gets involved in the development, implementation of go-to-market strategy, which is not cohesive, effective with strategy together collaborating with the alignment trying to increase across 60% of the entire organisation in supply chain

Supply chain products are sometimes becoming outdated, serving neither the purpose, nor the requirement of the customer's, market, despite the development of new technology, streamlined with transaction, process, which lack leadership combined with deep structure to make distribution channels, exceedingly difficult to change, with the best of the interest, to make profit, as it becomes difficult for distribution channel to adopt, a proper shape with an effective evolving beneficial of 50% of the channel strategy in supply chain

RESEARCH METHODOLOGY:

Supply chain go-to-market, orientation is a sustainable profit growth is made up of customer base, competition, value added chain, the need for an consideration in the analysis, of the customer to understand values, decisions, making the customers' value the proposition, in order to understand, the strengths, weakness, opportunities, with long capability, strategy with the future potential of the competitors, including the entire technology, also the capability on satisfying the current needs of the market, to also understand the dynamics of the value chain, both political, economic, constraints at all levels in

supply chain.

Go-to-market strategy is essentially a marketing plan, making sure that the target knows, the best launch of the product, its features as a new product, in order to bring a new market for the product, trying to reach the market, consumers' with outlining, bring structure aspects of the target value proposition with better distribution plan, to adapt any changes in supply chain.

Go-to-market strategy is considered to be a long set of rules, principles, goals set in place, to guide all the messages, information, that go into market strategy, on a short term, step-by-step, that focus on namely on the specific products, service expansion, that involve new market presentation in new market in supply chain.

RESULTS:

Go-to-market minimizes the complexity, of suppliers, on-boarding, collaborating, thus reducing the time, cost, also rich in associating with qualifying, validating, managing new suppliers, responding to suppliers, issues, quickly, even if it is necessary to get customers, what they need, when, where they need it, while preserving business continuously in supply chain.

Go-to-market enabling intelligent end-to-end, supply chain, with visibility, transparency, getting the real-time intelligence, with actual recommendation to reduce disruption thus mitigating time, (dangerous) for the days of loss in supply chain.

Go-to-market facing globalization, product complexity, with more customer demand, taking up advanced technologies, in order to transform supply chain, from an operating hub into a business oriented innovative using sensors, improving internet connectivity, on collecting data at every check-point, from the stage of raw-materials, to the state of flow to conditions of the flow of location of the finished goods in supply chain.

Go-to-market helping technological developments in automation, advanced analytics, with machine learning, artificial intelligence, driven by insights, to promote better efficiencies, with better route facilities changes, accelerating product delivery, in order to take advantage of the pricing availability in supply chain.

Supply chain go-to-market in the utilization of the dwell time, (time closely linked to detention, cost incurred) in checking progress, ensuring social distance, congestion, enhancing safety driving, use of technology to manage the appointments, collaborate between the parties have been key drivers of change, technology, in supply chain.

DISCUSSIONS AND FINDINGS:

Go-to-market rapid growth of business, for the innovation of the path, as it is critical for a growing business, but it exists in the products manufactured, as it must be produced at the right cost for an organisation to make profit, the actual cost of delivery

of the product, must be accurately monitored in order to adhere to the conditions of financial planning in supply chain.

Decisions made in Go-to-market, in the early part of the stages in product development, can ultimately determine the success, with right supply chain, strategy, design, which can be optimized for long term manufacture, in terms of long term delivery, date, price, of the raw-material, finished goods disposed, as the proposed products produced will influence the organisation, with the desire to produce, stock, thus make profit on a long term in supply chain.

Go-to-market sourcing is the process, finding evaluating, engaging suppliers in order to provide go-to-market goods, services, as procurement is the process of purchasing goods, services, in a go-to-market, business to business, procurement, which will usually manage both sourcing, procurement functions in supply chain.

FUTURE WORK AND CONCLUSIONS:

In sourcing go-to-market products, or services, in a business would generally conduct a thorough analysis, of the needs evaluating, materials planning requirement, the requirement of services, financial requirement, also find potential suppliers, with existing offering, also how the organisation is to be taken care, by selecting proper suppliers, based on the existing relationship, on the result of the analysis, as the organisation may go in for a complete bid, in order to solicit proper enquiry in supply chain.

Go-to-market resilient supply chain is the capacity, for the resistance, recovery, capability, to resist the impact of disruption, also the ability to quickly, recover from disruption, with the operational risk, interruption, that can threaten multiple areas of the supply chain.

Supply chain go-to-market disruption can also come from unexpected competitors, sudden market trends, rapid changes in customer shopping, the behaviours, also the far-reaching global impact upon logistic supplies, workforces thrust upon supply chain.

SOURCES OF INFORMATION FROM THE ELECTRONIC MEDIA:

1. **GO-TO-MARKET STRATEGY GTM STRATEGY Author John Moore Senior Feature Writer: Kate Brush Technical Writer:**
2. **GO TO MARKET STRATEGY LINKEDON San Kalp Sharma: Logistic & Supply chain management:**
3. **INTERNATIONAL BUSINESS GO-TO-MARKET STRATEGY BCI Global Agenda:**
4. **NAUNCES IN GO-TO-MARKET STRATEGY: SUPPLYCHAIN WAY It's all about Supply chain:**

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POST-PANDEMIC SUPPLY CHAIN SUSTAINABILITY

HELEN ADAMS

Post pandemic disruptive technology will continue to pull the supply chain onwards

In 2019, the supply chain was backstage, while brands and products stood in the limelight. Now, all eyes are on the durability of the global supply chain, how it can continue to provide the goods and services we need - and how the industry can grow stronger, at a lower cost and still drive sustainability.

Using technology to support supply chain durability

Disruptive technology (any innovation which changes the way consumers shop and businesses work) continues to drive the supply chain industry forward. Such disruptive technologies include:

Artificial intelligence

Automation can be led by artificial intelligence, this can be used to:

- Execute simple physical tasks, like keeping the warehouse in check
- Create optimisation of fluctuations in demand to prevent inventory deficits

Blockchain : According to Investopedia, a blockchain is: "A distributed database that is shared among the nodes of a computer network. As a database, a blockchain stores information electronically in digital format. A blockchain guarantees the fidelity and security of a record of data and generates trust without the need for a trusted third party."

In the supply chain, a blockchain is used in the logistics sector for risk-mitigation, and it has the potential to:

- Minimise costs
- Catch fraudulent activities

Cloud logistics : Alongside IoT technology, the cloud can create solutions for problems, including real-time transportation scheduling

Internet of Things (IoT) : The aforementioned IoT, according to Oracle, is: "A network of physical objects - "things" - that are embedded with sensors, software, and other technologies for the purpose of connecting and exchanging data with other devices and systems over the internet." This offers the supply chain industry:

- Connectivity between devices
- Higher security

The future of supply chain sustainability : Supply chains are now a concern for consumers and the industry must use this opportunity to create change which is both sustainable and efficient. By engaging with disruptive technologies and each other, the industry can get there.

Source:supplychaindigital.com

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SUSTAINABLE PROCUREMENT AND SUPPLY CHAIN MANAGEMENT

C K KUMARAVEL, CPM – ISM , LIFE MEMBER, IIMM CHENNAI
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Sustainability is important in procurement and supply chain management as it is important in all areas of business and life. Now companies have to look at not only their financial balance sheets and share prices but also at environmental, social and corporate governance goals or the triple bottom line of economic, social and environmental criteria to run a company satisfying all stakeholder requirements of shareholders, employees, legislation, regulatory agencies, lenders, suppliers and contractors, consultants and so on.

So the process flow chart to be followed for all procurement and contracting or acquisition operations and activities could be as given below:

- Acquisition planning with all economic, social and environmental criteria to promote circular economy and supply chain
- Drawing up product or work / service specifications and requirements with adequate consideration of sustainability criteria
- Risk planning and management
- Tendering procedures with these in-built criteria
- Selection of sources who are fully proven to be capable of meeting or exceeding these environmental and sustainability requirements and criteria
- Contracting with adequate terms and conditions designed to ensure implementation of sustainability requirements and specifications
- Contract management and administration to realize the planned levels of sustainability

Inclusion of environmental and sustainability criteria in product and service requirements and specifications:

Specifications and drawings describing product and work / service requirements in tender and request for proposal documents are to be reviewed to promote sustainability and consider adequately the following criteria and other similar criteria.

Environmental product declarations

Energy consumption and savings

Resource optimization and efficiency

Use of bio-degradable and compostable materials and packaging

Product weight reduction and optimization

Use of environment friendly and safe materials

Avoidance or minimization of consumption of hazardous materials

Sustainable source selection & contracting: Suppliers and contractors with certified quality and environmental management systems are to be given preference in sourcing decisions. To improve sustainability of supply chains, preference needs to be given to sources that are equipped

with good labour practices with fair wages, safe working practices and environment, less or zero accidents, adequate insurance coverage, trained and certified workforce, good work processes & standard operating procedures, right and effective technologies & equipment, risk planning & mitigation capabilities etc..

Quality and cost based source selection techniques have to be used for acquisition of complex goods and works. Bid or proposal evaluation criteria need to be made clear upfront in tender documents and well-designed proposal scoring systems need to be used to identify better sources and proposals. Supplier diversity is an important consideration to be fulfilled and minority and women owned enterprises are to be encouraged where possible.

OEM suppliers and contractors in certain critical areas and regions may have to be given priority to address regional development requirements and imbalances.

Sustainable implementation: In this phase, the plans made in the project & contract planning stages are to be implemented to satisfactory levels in terms of sustainable design and quality compliance, energy conservation in projects & operations, effluent treatments and controls, use of reusable packaging where possible, compliance to hazardous material handling and safety data sheets, safety in carrying out projects & operations, compliance to occupational safety and health standards, legal compliance with safety and environmental rules and laws without compromising cost efficiencies and budgets.

Oil & Gas companies are planning improvement measures like CCUS projects i.e. carbon capture, utilization and storage projects and promoting green cover through forestation to minimize their environmental impacts. Inclusive workforce with diversity is encouraged to get ideas from multi-cultural backgrounds and encourage out-of-the-box thinking. In a world of depleting resources, precious natural resources need to be used smartly and conserved at the same time and adequate planning and implementation efforts are required towards meeting these objectives.

Sustainable disposal and close-out: If products and services are well designed with adequate consideration of the concept of Repair, Reuse, Reduce consumption & Recycle materials and equipment to the maximum extent, then disposal of products and equipment at the end of useful lives becomes more structured & organized with less resource depletion and wastages. This also causes less volumes of materials to be sent to landfills and more being used for recycling or waste to energy operations.

The above sustainability plans and best practices can help us in the long run to face and overcome negative consequences of climate changes and greenhouse gas emissions and optimize creation and development of smart infrastructure and assets, minimizing and optimizing carbon footprints.

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‘TO BOLDLY GO’ — AN ANALYST’S VIEW OF THE 2022 VENDOR WISHES FOR THE PROCUREMENT SOLUTIONS AND SERVICES MARKET

BERTRAND MALTAVERNE

In my role as a Senior Analyst for Spend Matters, I see a lot of news that affects people and businesses, and I see the developments that happen in procurement technology and what procurement practitioners face on the job every day. And to start off the new year, I’m seeing more insights from the vendors in this space thanks to our “wishes” series, where vendors have shared their views for 2022.

New Year’s resolutions are a traditional means of thinking about what we would like to do differently. Whether making resolutions works or not is strongly debated!

However, looking back at 2021 and 2020, it would be futile and irrelevant to make predictions considering the world of volatility, uncertainty, complexity and ambiguity world (VUCA) we live in today. Therefore, at Spend Matters, we thought that asking fellow procurement and supply chain professionals about their wishes for the market for 2022 would be a more appropriate way to understand where the procurement world should/could/has to go. Like the Star Trek crew, the procurement world should explore and “boldly go” toward tough challenges.

Check out Spend Matters’ 5-step “Procurement Technology Buyer’s Guide” for tech-selection tips.

We were delighted to receive a massive amount of feedback from procurement tech and service providers, totaling 30+ sets of wishes, which we condensed and published in a series of articles that you can read here: **New Year wishes for the procurement solutions and services marketplace 2022.**

We are now, with the end of January looming, closing this series by providing a wrap-up, and Spend Matters has our own analyst take on the key themes that emerged.

Wishes — sustainability, resilience and supplier relationships are top-mentioned themes

It is no surprise that most of (if not all) the contributions that we received mention that the past two years are a potential tipping point for society. The magnitude of what society went through can play the role of a wake-

up call to reconsider what our world turned into. It is because we all experienced first-hand, at home and work, the consequences of the interconnectedness, interdependence and fragility of today’s world that we had, for the most part, ignored (willingly or not). The positive thing is that this creates a shared sense of urgency, a condition for genuine and sustainable change.

Looking at procurement and supply chain management, the past two years can be the catalyst that we all have been waiting for, and that will put procurement under the spotlight and fuel business cases for more recognition, resources and tools.

That explains why the most-often-mentioned theme in our series is the **global sustainability** imperative and how procurement can massively contribute to tackling the many challenges ahead of us. Supply chains shape the world we live in. They have a tremendous impact on society, beyond traditional stakeholders. It is why so many contributors to our “wishes” series highlighted that it is now the time to be really serious about ESG, that fancy pledges and ambitious and (often unrealistic) targets are not enough. Greenwashing is not the way — concrete actions are urgently needed to tackle the many aspects of ESG and daily life (emissions, labor conditions and so on).

Supply chains can be and should be used as a force for good and serve a broader purpose, changing the focus of organizations from being the best in the world to being the best for the world.

Of course, one needs to be pragmatic and root these global objectives to a company’s own performance and survival. It is why the second-most-mentioned theme in our series is **resilience**.

Business continuity took a new meaning and an organization’s ability to recover as fast as possible from a “shock” in its supply chain became paramount in 2021. Many paid the hefty price of years of “design for low(est) price.” (See our **Design for Supply [DFS] series here.**) The (hyper-)efficiencies race transformed supply chains into a global web of interconnected elements and planted the seed for (hyper-)fragility within it.

Organizations wanting to transform their supply chain from being their Achilles' heel to a strength are revisiting old ways of doing things (just-in-time, sourcing strategies, to name few) to create a certain elasticity in their supply chains by increasing flexibility and redundancies. However, elasticity has its limits. One of them is related to the fact that resilience requires knowing in advance what kind of stress/shock you will be subjected to. Therefore, we believe that the new edge that businesses need resides in **antifragility**.

Antifragility — The next level of competitive advantage

Antifragile companies thrive when unexpected events happen because they have developed an ability to adapt and turn them into opportunities for growth. Such organizations are masters at sensing, responding and learning.

Also, whereas resilience is mainly about operational strategies/playbooks put in place to cope with predictable events, and also because antifragility aims at developing innovative responses to unpredictable circumstances, antifragility is more about building the right organizational capabilities (like agility, adaptability, cognitive and ability).

Relationships play a crucial role in building resilience and antifragility because one organization's future is, more than ever, dependent on a vast network of partners. And, here again, 2020 and 2021 showed the strong correlation between how companies made it through and how they approached supplier relationships.

Such organizations go beyond the traditional spend-based (ABC, Pareto) segmentation of their suppliers. They also go beyond the golden rule of relationships (that is "me" centered) and apply the platinum rule (that is "you" centered). They understand that not all relationships are the same and that there are massive benefits to being a customer of choice, and that it requires a focus on supplier experience.

This is because relationships are two-way streets. Procurement cannot force the door open. Stakeholders, partners and suppliers will let procurement in as long as they see procurement as a customer/supplier of choice (and not a squeaky wheel).

Sustainability, resilience (and, by extension, antifragility) and supplier relationships are the three themes most often mentioned in our wishes series. The next logical question pertains to turning wishes into achievements.

Capabilities to make your wishes come true

We have already mentioned several elements that will enable organizations to evolve. And, to make their

wishes come true, all they want (and need) for 2022 revolves around enhanced capabilities. These capabilities cover many areas, but we want to highlight a couple of them that are technology-related and -enabled.

Visibility is one of them, and it is a condition to awareness which is, itself, a condition to actions. Visibility into a company's supplier base is a critical element. Business realities and increasing regulatory requirements push organizations to know their tier-1 suppliers and their tier-x. Therefore SXM (as we call the broader supplier management fields of SRM, SIM, SPM, SPRM) is, more than ever, a domain where organizations are investing resources and where technology can provide support to gain visibility into supply chains.

Decision-making is becoming more and more complex, so there are multiple trade-offs to consider. The need for fact-based, cross-functional, cross-process, cross-systems, real-time and closed-loop processes is stronger than ever before. It is also an area where technology can enable organizations to do things that were previously impossible and it can break down silos.

Technology has made such massive progress in sensing, learning and recommending that it is now possible to consider it as a colleague or consultant, not just an "admin" for simple task automation.

For example, digital twins/control towers (monitor, understand, predict, recommend, redesign/adapt, learn) are the next steps in scenario planning to continuously track (always-on) physical (goods), information (data) and financial flows to build new knowledge through analytics/AI and/or to run simulations.

Of course, it is also essential to understand the limitations of the current technology offerings and distinguish the "too good to be true" from what actually works and makes sense in a certain context. On that front, this is and has always been what we strive for at Spend Matters.

Also, like all participants of our wishes series, we believe that procurement plays a central role in shaping (saving) our world and that there has never been a better time to show what impacts we can all have. **Our recent ESG (and other) content** illustrates this, and in 2022, we will continue to cover these crucial topics.

Now is the time to make a difference.

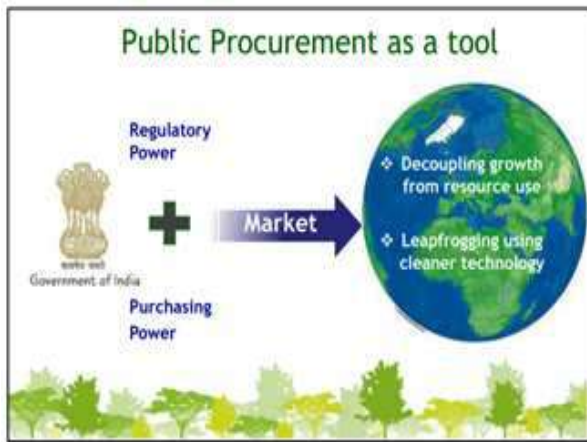
Procurement people, live long and prosper!

Source: spendmatters.com



SUSTAINABLE PUBLIC PROCUREMENT

On World Environment Day, a new product category of Green Room Air Conditioners was launched on the **Government e-Marketplace (GeM)**.



- The addition of **Green Room Air Conditioners on GeM** is an example of GeM being a futuristic and technology driven platform, focusing on environmental, social and economic pillars of sustainable public procurement.
- The GeM portal will **enable and encourage** all central and state government agencies to buy efficient and environment friendly green ACs. The purchase of Green RACs shall be a **voluntary approach**.

What is Sustainable Public Procurement (SPP)?

- **Definition:** Sustainable procurement is a process whereby public sector meets its needs for **goods, services, works and utilities** in a way that achieves value for money on a whole life-cycle basis in terms of generating benefits not only to the organization, but also to society, whilst significantly **reducing negative impacts** on the environment (UNEP, 2015).
- The **UNEP-led One Planet Network Sustainable Public Procurement (SPP) programme** is a voluntary global multi-stakeholder partnership in which various parties - governmental, non-governmental, public, and private, agree to work together in a systematic way with the aim to promote and accelerate the implementation of sustainable public procurement globally.



Need for Sustainable Public Procurement (SPP) in India

- **Fulfilling SDG targets:** One of the targets of Sustainable Development Goal 12, Sustainable Consumption and Production (SCP), is: "Promote public procurement practices that are sustainable, in accordance with national policies and priorities". Sustainable Public Procurement is therefore seen as one of SCP's vital pillars.
- **Opportunity for government:** Public procurement spend in India is nearly **15-20% of its GDP**. Introducing SPP to this huge quantum of government procurement will further complement the **country's climate policy** It can provide financial savings for government buyers and meet evolving environmental challenges by moving towards a **circular economy**.
- **Resource Efficiency:** SPP can play a large role in driving **resource efficiency** with its potential to **reduce waste** and limit energy and carbon emissions.
- **Socio-Economic benefits:** SPP is not just 'green' procurement but it involves **socially and ethically responsible procuring** while minimizing environmental impact through the supply chain and maximizing economic benefits. It supports fair and sustainable economic growth and delivers social benefits through procurement.

What has been done in India?

A **Task Force on Sustainable Public Procurement (SPP)** has been constituted by Department of Expenditure with the following targets:

- Review international best practices in the area of Sustainable Public Procurement
- Inventorise the current status of SPP in India across government organizations
- Prepare a draft Sustainable Procurement Action Plan
- Recommend an initial set of product / service categories (along with their specifications) where SPP can be implemented.

Elements for Sustainable Procurement Action Plan in India

- **Definition of Sustainable:** Understanding **relevant impacts** of a product on the environment, society and human health besides economic impact, and taking responsibility for these impacts is fundamental to begin SPP journey. The government must come out clear on these priorities **so that sustainability conveys the same meaning to all stakeholders involved** in the procurement process.
- **SPP Policy Framework:** A clear and concise SPP policy **framework legitimizes procurement** of sustainable goods by public procurers **without fear of retribution** in the future by oversight bodies. The Plan should clearly specify **national and international obligations** that apply to public bodies in the context of public procurement and internalize them in SPP policy.
- **List of Prioritised Products:** To maximize outcome, it is important to **prioritize product categories** based on **national context, spend analysis, risks**

mitigation opportunities, market readiness, degree of market influence, etc. Having prioritized them, the plan should specify product criteria for sending unambiguous signal to the market and **channelizing investment** in design, development, and manufacturing of those products.

- **Institutional Governance Mechanism:** Creation of a separate institute/cell, provided with adequate teeth and resources, both financial & human, and mandate to assign, govern and review, would go a long way in **fast-tracking implementation of SPP**.

- **Training & Capacity Building:** Identifying training needs of **different stakeholders**, designing appropriate training modules and delivering them in a **time-bound** manner are prerequisites for launching SPP.

Conclusion : Public procurement wields **enormous purchasing power**, accounting for an average of 12 percent of gross domestic product (GDP) in OECD countries, and up to 30 percent of GDP in many developing countries. **Leveraging** this purchasing power by promoting public procurement practices that are sustainable, in accordance with **national policies and priorities**, plays a key role in achieving **Sustainable Consumption and Production** (SDG 12) and in addressing the three pillars of **Sustainable Development**.

Source: edukemy

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COMMODITY INDEX

Commodities	Days's Index	Prev. Index	Week Ago	Month Ago
Index	3357.0	3379.6	3385.2	3365.5
Bullion	7213.1	7395.0	7498.2	7309.6
Cement	2563.8	2563.8	2563.8	2497.5
Chemicals	3285.9	3033.5	3033.5	2865.2
Edible Oil	2913.2	2908.6	2900.8	2828.4
Foodgrains	2523.7	2529.8	2514.4	2490.6
Fuel	3533.9	3533.9	3533.9	3533.9
Indl Metals	1920.1	1920.1	1920.1	1920.0
Other Agricom	2353.9	2353.2	2357.6	2360.4
Plastics	2415.0	2415.0	2415.0	2697.3

Source: ETIG Database dated 28th January 2022.

BRANCH NEWS

COCHIN BRANCH



Two-day Training Program on "Modern Trends in Inventory Management of Large PSUs" in Cochin Shipyard Ltd by Mr Jacob Mathew, Chairman



Two-day Training program on "Customs & Central Excise Procedures" in Cochin Shipyard Ltd by Mr T A Roby, Past Chairman

HYDERABAD BRANCH

Hyderabad branch of IIMM Conducted following Five Programs in the Month of Jan'2022.

Events Organized by Hyderabad Branch in the Month of Jan'2022

- Packaging & Distribution Management – Speaker Shree AVN Naidu on 2nd Jan'2022
- Strategic Management & Research Methodology – Speaker Shree Kuldip Rai On 8th Jan'2022
- Operations Management & Inventory Management – Speaker Dr YVS Ch Prasad on 9th Jan'2022
- World Class Manufacturing & Supply Chain Management – Speaker Shree Kuldip Rai On 9th Jan'2022
- Public Procurement – Speaker Shree Kuldip Rai on 10th Jan'2022





The Hyderabad Branch also striving hard for mobilizing Membership Drive and Student intakes. Four New Life Members are joined our Professional Fraternity. The Branch admitted 3 Students for our AICTE Recognised PG Diploma Courses and put a ambitious Target of at least 20.

THIRUVANANTHAPURAM BRANCH

IIMM Thiruvananthapuram Branch organized a Family get together on Saturday, 1st January 2022. The programme was held at IIMM Hall, Sasthamangalam , Thiruvananthapuram.

Dr. T L James currently working as Senior Consultant Surgeon in SUT Hospital, Pattom, Trivandrum was the Chief Guest of the function. He is having more than 50years experience in medical field both in Government as well as Private hospitals and has worked in various hospitals in different part of Kerala.

The programme started with a silent prayer.

Chairman Dr.Koshy M George welcomed the Chief Guest and the august gathering. In his presidential address, Chairman highlighted the major activities of the branch and placed on record the co-operation of all the members in all the activities of the branch. He also mentioned that due to the COVID-19 pandemic we are organizing such a get together after two years. During these two years we have lost so many of our relatives and friends, but at the same time we had opportunities to change our life style. He also stressed that as human being our life span is very short and we should try to do something good for the Society within this short life span. Then only our life will become meaningful. Each individual should try to do something beneficial to the Society.

Shri K G Nair, NC Member introduced the Chief Guest to the gathering. Thereafter Dr. T L James made a beautiful presentation on " Transformations in Medical Profession in Kerala over the last 50 years ". As introduction he told that 50years back the facilities in government hospitals in Kerala were very primitive. Slowly the private hospitals started coming up by which the situations changed. Over the last 50years government hospitals also improved drastically by which the common man can get better treatment. He mentioned that if the doctors are non-corrupt, faithful

and empathetic, still more changes can be made to the medical profession in the state. He shared his view that the attitude of the patients also has changed a lot. Earlier the knowledge about the rights of the patients were very limited. Now the situation has changed and the patients are vigilant now- a- days. Only after proper laboratory investigation, the doctor can start treatment. The doctor and the patient should have mutual trust. He also mentioned that the government sector still have to improve a lot. The talk was very informative and was well received by the audience.

Sri M.G.Narayanan Nair, Secretary proposed vote of thanks.

The meeting ended with Lunch. It was a memorable day for the participants.

New year gift and Pocket Diary 2022 were also distributed to the members after the function.



Chairman Dr.Koshy M George welcoming the Chief Guest and the audience



Chief Guest Dr T L James giving the presentation



Aviue of the audience



Chairman Dr. Koshy M. George handing over a memento to the Chief Guest.

PUNE BRANCH

The third session of the Knowledge Sharing session "Rise Again" was conducted by IIMM-Pune Branch on the 23rd of December 2021 in its office.

The topic for this session was Digital Transformation in supply Chain. The guest speaker was Dr. SVK. Bharathi (Professor at Symbiosis Center for Information Technology).

After attending Disha and NATCOM two major conferences on supply Chain Management back to back, where speakers after speakers deliberated on different aspects of technological disruptions and Digital Transformation to create supply chain resilience, we thought the talk by Dr. S. Vijay Kumar Bharathi would be a repetition of the same. However, Dr. Bharathi brought his over 20 years of experience in industry, teaching, researching and training to make the session a very interesting, interactive and enriching. After two hours of talk, the audience were still not in a mood to leave. They wanted more. It was a 'Dil mange more' experience for all of them. Dr. Bharathi started with a definition of a few terms such as digital, digitization, digitalization and digital transformation. Over the years without our knowledge a lot of technology have already become a part of life and business. He took us through some of these technologies that has transformed the world of supply chain and business as a whole.

Some of the highlights of the talk on digital transformation in Supply Chain by Dr. Bharathi has been:

- 1) **Digital transformation focuses on**
 - a) Creating value at the new frontiers of the business world,
 - b) Optimizing the processes that directly affect the customer experience and
 - c) Building foundational capabilities that support the entire overall business initiative
- 2) Some of the technologies that has impacted the different aspects of Supply chain such as, Design,

Planning, Execution, Control, and Monitoring has been: Mobiles, Cloud, IOT, AI/ML, Digital Twins, AR, Robotics, Additive Mfg. Dr. Bharathi discussed each of these technologies at length with latest examples from the industry.

Some of the factors according to him that will work as the reason for this transformation would be:

- 1) Digital Lifestyle drive proliferation of interaction models and willingness to share information,
- 2) Consumers expectation for seamless experience across channels,
- 3) Demand for personalized products and services
- 4) Customers expectation for order and delivery visibility and
- 5) Increased customer expectations for "instant" order fulfilment / just-in-time.

Dr. Bharathi also talked of a framework provided by European Kearney/WHU Logistics Study 2015 where the business impact will be; connected products, embedded services, shared products (as a service), and omnichannel distribution. Digital supply chain would need to adopt Digital planning, Digital supply, digital manufacturing and digital logistics. Also stressed the ever increasing role of analytics.

Dr. Bharathi also discussed some of the lessons from Covid-19, the need for being:

- 1) Always on agility,
- 2) Remaining a connected community,
- 3) Creating intelligent optimization,
- 4) Ensuring end to end transparency, and
- 5) Making holistic decisions.

This will help companies to achieve new levels of performance, improve operational efficiency and effectiveness, and create new revenue opportunities. As companies leverage their full supply networks, the traditional barriers of time and space shrink. He also demonstrated how Augmented Reality works in supply chain process as shown in the article by Michael E. Porter and James E. Heppelmann titled; Why Every Organization Needs an Augmented Reality Strategy.

The session was attended by a about 25 members mainly business leaders and consultants...



REPORT NATCOM 2021

NATCOM 2021: Role of Disruptive Technologies in reshaping the SCM – “Atmanirbhar se Atmasamman tak

17th and 18th December, 2021 Hotel Grand Mercure, Surya Palace, Vadodara

The First Ever Hybrid Virtual Mode NATCOM2021.

IIMM Vadodara, situated in the heart of Cultural and Educational city of Gujarat, successfully organized its Fifth and First ever Hybrid NATCOM21 on 17th and 18th of December 2021 at Hotel Grand Mercure, Surya Palace with its Theme “Role of Disruptive Technologies in Reshaping SCM – Atmanirbhar se Atmasamman Tak”.

In this two days Convention, IIMM Vadodara tried to bring about views of Industries and Functional Experts about the latest Global trends in the field of Supply Chain Management and making the SCM professionals gain an upper hand for being a part of a winning organization through their effective Supply Chain Management.

The IIMM Convention also emphasized the need of bringing in more SCM professionals under its umbrella so as to make how SCM Professionals together can Share, Contribute, Enhance their knowledge, Support each other and be a part of Supply Chain.

The Inaugural Ceremony of “Lightening the Lamp” which signifies purity, goodness, good luck and power was done by all the three Invited Guest namely:

1. Chief Guest Mr. P K Taneja, IAS (Retd.), (Former Addl. Chief Secretary to Govt. of Gujarat) Director General, Gujarat Institute of Disaster Management.
2. Keynote Speaker Mr. Harendra Pandya Joint President - Chief Project & Procurement Officer, Aarti Industries Limited.
3. Guest of Honor - Shri Vijay Surti Site President, Reliance Industries Limited, Vadodara Manufacturing Division.

They were also joined by Our Immediate National President Mr. Malay Mazumdar, Mr. Lalbhai Patel our Former National President and Dr. Bharti Trivedi our Chairperson. The Lightening of the Lamp was followed by Vandana and a classical dance.

Our Chairperson Dr. Bharti Trivedi who was also the host began the **Welcome Address** with a beautiful quote:

A beautiful Sunrise and a new day; Where you can have your say; Take the day as a start of another bright day; Wish you a very lovely day and a very Good Morning.

She welcomed the Esteemed Guests, Distinguished Speakers, Special Invitees and Delegates both Physical and Virtual with a positive vibe “Speed can be calculated by miles per hour and a life time can be calculated by smiles per hour”. The invited Guests were joined by Mr. Lalbhai Patel (Former National President), Mr. Malay Mazumdar (Immediate National President) and Dr.

Bharti Trivedi (Chairperson, IIMM Vadodara) on the Dais.

Convention Address by National President and Convention Chairman Mr. Malay Mazumdar started with welcoming the Invited Dignitaries and said how this Covid – 19 has affected us all. He remembered IIMM Members who left us due to this Pandemic and created a huge loss to the IIMM Family. He recollected how in February 2021 it was decided to go ahead with this Convention Physically and then nature's dramatic turn made things worse by not allowing anyone to get out of their own houses. In October 21, when things look easier, it was again planned to have the Convention but with several precaution and guidelines of the government we thought of doing this one a Hybrid module wherein we will have both Physical and Virtual Delegates. About the Topic and theme he said that India is now becoming a manufacturing hub outside China due to the initiative taken by the Central Government and accordingly moved to 69th position from 190th on Global list of doing ease of business.

Our Former National President and **Convention Co-Chairman Mr. Lalbhai Patel** briefed the house how in a short span of time IIMM, Vadodara was able to complete the preparation of Natcom 21. He informed the gathering about how Materials Management movement started in the year 1968 and IIMM involvement was done from 3 Parent bodies. He also appraised the gathering how stalwarts like Mr. K C Joshi & Late Shri R J Sarvaiya worked selflessly in the initial years without holding any Posts. He gave a brief of IIMM & IFPSM and the way IIMM has come forward in imparting quality educational courses and training the current professionals from the industries in achieving their goals. He was also of the view that more professional should be brought to IIMM fold so that the current trend that is going on can well be gauged and knowledge sharing can be done.

Shri P K Taneja our **Chief Guest** pointed out that how disaster and disruption are inter connected and how not managing SCM will be a disaster which is a very relevant Subject in current scenario. He talked about SCM 4.0 and he himself having a favour and heart for the Subject. According to him, the focus of supply chain management has shifted from advance planning process to transformation catalyst rather than an operational focus with multiple challenges in digitalization.

Keynote Address by Shri Harendra Pandya recalled his first encounter with IIMM 4 to 5 years ago and now it has become like his family. He also recalled how he keeps IIMM Schedule above all other Schedules. His point of view was that being with IIMM he can interact with Senior Members and brush his knowledge with immense and best learning in each and every meet. His optics towards the Theme for the two days session about SCM was of “**Sarwa Bhooto Hite Patha**” meaning people who are always busy serving others. He put forward a simple example of SCM during this pandemic that how not only Medical Stores but Kirana (Grocery) Stores also had a problem to operate and how SCM managed to

do it all. He also put his weight on Academicians coming with Industrialist to work together for the betterment of SCM.

Shri Vijay Surti, **Our Guest of Honour** explained how SCM functions were recognized during the initial Covid era i.e. by delivering medicines from part of the Globe to another part, how financials payments came up and how certain manufacturing sectors worked round the clock and the importance of 3D Printing. According to him digitalization and automation has improved considerably during this tough time.

The Dignitaries on the dais then launched the **Release of Souvenir** with the current Theme “Role of Disruptive Technologies in Reshaping SCM – Atmanirbhar se Atmasamman Tak”.

Late **Shri H M Bhatt Award Announcement** was done.

The Inaugural Session ended with **Vote of Thanks** by our Vice Chairman Mr. R D Desai.

Take Away Points of the Inaugural Session:

All the invited dignitaries laid the emphasis on the need for making SCM more efficient and stronger by inculcating the fundamentals of Materials Management by using technology during disruptions taking around the world. They also laid emphasis on how technologies can be used in hazardous Cargo. Mr. Harendra Pandya came out with the idea of Academician coming up with Industrialist to bring SCM to new heights. Development of technologies and its usage has to be implemented at all levels of organization. SCM professionals have to be demanding about technology rather than passive users. End to End tracking of everything through invention in technology.

Swami Gnanvatsal ji, the spiritual guru also addressed the Convention online by his motivational speech and laid emphasis on the point that if you can manage yourselves then you can manage anything in life. He talked about different kinds of Management that exists but the most important Management is Man – Management and all other Management follows it. He explained the same with some lively examples. He also named few referral books which will help you in achieving your goals. He was of the view that Altitude is always attained by Attitude. According to him every one should follow three sets of rules for success, which are:

1. Mind & Manage yourselves well.
2. Mind well & Manage Well (Your Attitude).
3. Act Right (Evaluate).

After the Inaugural Sessions, Technical Session Started. The following technical Speakers elaborated on the Topic chosen by them:

1. Dr. Nikhil Zaveri, Provost, (Vice-Chancellor), GSFC University. **(Topic -Disruptive technologies – what is missing?)**
2. Mr. S.J. Sanghai, Executive Vice President (Group Purchase), Endurance Technologies Ltd. **(Topic - Building Atmanirbhar culture and response in Supply chain)**
3. Dr. Sanjay Kumar Gupta, Sr. Vice President, Central Procurement Cell, Adani Group. **(Topic - Future Ev**

Mobility - a major feat in Logistics)

4. Dr. Pankaj Aher, Director – Procurement / Strategic Sourcing, Schneider Electric India, Vadodara. **(Topic - Building the agility and resilience in supply chain by adopting advanced technologies)**
5. Mr. Surendra Deodhar, Vice President and Head of Materials Management, Reliance Life Sciences. **(Topic - Technology for SCM in next Normal).**
6. Mr. Prasanta Gupta, Sr. Vice President – Corporate Procurement & Engineering Stores, Aarti Industries Limited. **(Topic - Sustainable procurement and supply chain practices in the 21st century).**
7. Mr. Sandeep H. Purohit, Sr. Vice President (HRS) - GSFC & Director – GATL. **(Topic - Applying ancient wisdom to Materials Management).**
8. Dr. Bharti Trivedi, Chairperson -IIMM Vadodara, Adj. Professor – M.S. University of Baroda. **(Topic- How Blockchain is reshaping SCM?).**
9. Mr. K.B.Walvekar, Materials Management Professional and immediate past chairman, Vadodara Branch. **(Topic - RPA in procurement).**
10. Panel Discussion: **(Topic - India’s potential to emerge as factory for the world).**
 - (1. Mr. Ketan Patel - Moderator, Well known Professional and Educationist)
 - (2. Dr. Saurabh Shah, Dean, School of Technology, GSFC University)
 - (3. Mr. Asit Kumar Mishra, Joint General Manager & supply chain management in onshore vertical of L&T Hydrocarbon)
 - (4. Dr. Ajay Ranka, CMD, Zydex Industries Private Limited).
11. CRIMM Presentation was done by Mr. Asok Dasgupta.
12. Valedictory was the last session conducted by Mr. K B Walvekar.
13. GDMM Student Awards given to students by Mr. Malay Mazumdar, Outgoing National President.

Lots of take away words came up like:

SCM is back bone of not only an organization but of any economy.

Best Practices in Material Procurement.

Altitude is always attained by Attitude.

Different meaning of Disruptive and meaning of Disruptive with current Theme.

Appropriateness of the Theme chosen for the Convention.

Technology demand by Purchasers instead of Passive Users.

Necessity is the mother of all Inventions.

Happiness leads to Success and not Success leads to Happiness.

Keeping Employees Happy.

Bird’s eye view of EV Sector.

Road map for SCM in coming 5 Years.

In the Evening there was Annual General Meeting of IIMM and also National Council Meeting.

Newly Elected National President IIMM Mr. H. K. Sharma facilitated by outgoing National President IIMM Mr. Malay Mazumdar.

Members present greeted the newly elected NEC IIMM under the leadership of National President Mr. H. K. Sharma. Address by Newly Elected National President IIMM Mr. H.K. Sharma and introduction of the new team was done. NATCOM 2021 Flag was handed over to Mr. H K Sharma by Mr. Malay Mazumdar.



Dr. Sanjay Kumar Gupta, Sr. Vice President, Central Procurement Cell, Adani Group
Topic - Future Ev Mobility - a major feat in Logistics



Dr. Pankaj Aher, Director – Procurement / Strategic Sourcing, Schneider Electric India, Vadodara
Topic -Building the agility and resilience in supply chain by adopting advanced technologies



Mr. Surendra Deodhar, Vice President and Head of Materials Management, Reliance Life Sciences Topic - Technology for SCM in next Normal



Mr. Prasanta Gupta, Sr. Vice President – Corporate Procurement & Engineering Stores, Aarti Industries Limited Topic - Sustainable procurement and supply chain practices in the 21st century



Mr. Sandeep H. Purohit, Sr. Vice President (HRS) - GSFC & Director – GATL
Topic - Applying ancient wisdom to Materials Management



Dr. Bharti Trivedi, Chairperson -IIMM Vadodara, Adj. Professor – M.S. University of Baroda Topic- How Blockchain is reshaping SCM?



Mr. K.B. Walvekar, Materials Management Professional and immediate past chairman, Vadodara Branch Topic - RPA in procurement.



Newly Elected National President IIMM Mr. H. K. Sharma facilitated by outgoing National President IIMM Mr. Malay Mazumdar



Greetings to the newly elected NEC IIMM under the leadership of National President Mr. H. K. Sharma



Address By Newly Elected National President IIMM Mr. H.K. Sharma and introduction of the new team



Panel Discussion Topic - India's potential to emerge as factory for the world Mr. Ketan Patel - Moderator, Well known Professional and Educationist



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CRIMM Presentation



GDMM Student Award given to students by Mr. Malay Mazumdar, Outgoing National President



GDMM Student Award given to students by Mr. Malay Mazumdar, Outgoing National President



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(Application Form can be downloaded from www.iimm.org and can be submitted to nearest IIMM Branch)



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