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IIMM, Greater Noida Branch celebrated their Foundation Day on 30th August 2026, followed by National Seminar on Supply Chain Management.

The Seminar was inaugurated by the National President, Shri P M Biddappa along with the Chief Guest, Dr. Jatinder Singh, Deputy Secretary General, PHD Chamber of Commerce and Industry (PHDCCI)

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From the Desk of National President & Editor in Chief



Greetings from your National President!!!

Dear All Members of IIMM,

India's supply chain sector is undergoing a major transformation, evolving from a support function into a **strategic driver of economic growth, competitiveness and global trade**. The focus is shifting towards integrated, technology-enabled, multimodal, resilient and sustainable supply chains. One of the most significant developments in August 2026 has been the achievement of the **Logistics Data Bank (LDB)**, which has tracked **10 crore EXIM containers since its launch in 2016**. The platform provides visibility into the movement of export-import containers across India's logistics network and enables stakeholders to monitor cargo movement through technology-based tracking.

This milestone is important because visibility is becoming one of the most valuable assets in modern supply chain management. A supply chain that cannot be seen cannot be effectively managed. Real-time and near-real-time information about cargo location, transit time, delays and bottlenecks enables companies to improve planning, reduce uncertainty and respond faster to disruptions. The next stage should be to integrate such visibility platforms more deeply with **AI, predictive analytics, IoT, digital control towers and enterprise supply-chain systems**. The objective should be not merely to know where a shipment is, but to predict where a disruption may occur and recommend the best corrective action. The continued growth of Indian Railways highlights its **increasingly important role in India's multimodal supply-chain ecosystem**. Rising freight volumes, supported by Dedicated Freight Corridors, Gati Shakti Multi-Modal Cargo Terminals and improved first- and last-mile connectivity, are helping create a more integrated and efficient freight network.

For supply-chain professionals, the expanding rail network presents an opportunity to adopt **balanced multimodal transportation strategies** by combining rail with road, coastal shipping and inland waterways. This approach can strengthen freight efficiency, connectivity and reliability while supporting India's broader objective of building a **competitive, resilient and sustainable logistics ecosystem**. India is building a **stronger and more self-reliant supply-chain ecosystem** by promoting domestic container manufacturing, improving resilience, adopting advanced technologies and accelerating green logistics. The proposed **10,000-crore Container Manufacturing Assistance Scheme** is aimed at developing domestic manufacturing, reducing dependence on external sources and strengthening India's maritime and supply-chain security.

At the same time, businesses are recognising that **resilience is as important as efficiency**. Supply chains must balance cost, speed, service, resilience and sustainability while preparing for geopolitical and transportation disruptions. Companies should therefore develop alternative suppliers and routes, strategic inventories, regional distribution centres and contingency plans. **Technology** is becoming a major driver of supply-chain transformation. AI, machine learning, IoT, digital twins and Generative AI can improve forecasting, inventory, procurement, logistics planning and risk management. However, successful digital transformation requires quality data, cybersecurity, skilled professionals and strong governance.

Green supply chains are also becoming a strategic necessity. Railways, waterways, coastal shipping, electric mobility, renewable energy, energy-efficient warehouses, route optimisation, circular-economy practices and sustainable packaging can reduce environmental impact while improving efficiency. India's supply chain in 2026 is no longer simply about moving goods from one location to another. It is evolving into an interconnected ecosystem that brings together **infrastructure, technology, manufacturing, procurement, logistics, finance, sustainability and risk management**. Initiatives such as PM Gati Shakti, the National Logistics Policy, Dedicated Freight Corridors, modern logistics terminals, port development, the Logistics Data Bank and emerging AI capabilities are laying the foundation for a more efficient and competitive supply-chain ecosystem. At the same time, challenges such as logistics costs, fragmented operations, skill shortages, last-mile connectivity, urban congestion, cybersecurity, sustainability requirements and geopolitical uncertainty will continue to test Indian businesses. The organisations that succeed will be those that move beyond **reactive supply-chain management towards predictive, agile and resilient approaches**.

India is therefore at an important turning point. The developments of August 2026 clearly indicate that **integrated infrastructure, multimodal transportation, digital visibility, domestic capability, resilience and sustainability** will shape the next generation of Indian supply chains. For supply-chain and materials-management professionals, this transformation presents both a responsibility and an opportunity. The profession must evolve beyond managing individual procurement and logistics transactions towards designing **intelligent, agile, sustainable and disruption-ready value networks**.

The ultimate objective is clear: to make India's supply chains **faster, smarter, greener, more resilient and globally competitive**. India's economic ambitions will depend not only on what the country produces, but also on how efficiently, reliably and sustainably those products reach domestic and global markets. The future of India's supply chain is therefore inseparable from the future of India's economic growth.

Thanking you and wishing all the best.

P.M. BIDDAPPA
NATIONAL PRESIDENT
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IRAN–US CONFLICT AND THE GLOBAL SUPPLY CHAIN: NAVIGATING DISRUPTION, RISK AND RESILIENCE

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Abstract : The Iran–US conflict has emerged as a significant geopolitical risk to the stability of global supply chains, particularly because of its implications for energy security and maritime trade through the strategically vital Strait of Hormuz. Disruptions to the movement of crude oil, liquefied natural gas, petroleum products and other commodities has triggered a cascading impact on freight rates, insurance costs, port operations, manufacturing inputs and consumer prices across economies.

This article examines the wider supply-chain implications of the conflict, moving beyond the immediate impact of rising energy prices to analyse logistics disruptions, shipping risks, sourcing vulnerabilities, inventory pressures and inflationary consequences. It also evaluates the potential impact on India, given its dependence on imported energy and its growing role in global manufacturing and trade.

The crisis highlights a fundamental shift in supply-chain priorities—from cost optimisation and just-in-time efficiency towards resilience, diversification, visibility and strategic preparedness. The article argues that geopolitical risk must now be embedded within procurement, logistics and supply-chain strategy. It concludes by proposing key measures—including diversified sourcing, strategic inventories, multimodal transportation, alternative trade routes, digital supply-chain visibility and scenario-based contingency planning—to build more resilient supply chains capable of withstanding prolonged geopolitical disruptions.

Keywords: Iran–US Conflict, Global Supply Chain, Geopolitical Risk, Strait of Hormuz, Energy Security, Logistics, Supply Chain Resilience, India, Strategic Sourcing, Maritime Trade.

1.0 Introduction

The escalation of armed conflict involving the United States, Israel, Iran, and certain Gulf states following coordinated U.S.-Israeli airstrikes in late February 2026 has significantly and immediately impacted international shipping and logistics. The Strait of Hormuz – a major maritime choke point for the global energy trade – has effectively been shut down, with daily vessel transits collapsing to a fraction of pre-war levels. The consequences for international shipping and logistics are

substantial, and the potential legal implications for participants across the global maritime, energy, and supply chain industries are equally far-reaching.

The Iran-US conflict had the potential to significantly disrupt global supply chains. As the Middle East being a key hub for energy production and international shipping routes, instability in the region can have widespread economic consequences. The disruption also spread to other commodities essential to the global economy, including aluminium, fertilisers, Sulfur, Urea, ethanol and helium.

From rising energy prices to disrupted shipping routes, the Iran conflict could create major challenges for supply chain professionals, procurement teams and global businesses.

The Iran–US conflict has evolved from a regional security crisis into a major global supply-chain risk, principally because of disruption around the Strait of Hormuz, a narrow shipping route between Iran and Oman. It was found to be one of the world's most important maritime chokepoints, with around a quarter of global crude oil and oil products shipments passing through it daily and alternative routes are limited. If conflict restricts traffic through this route, global energy supply can be affected almost immediately. Military escalation in the region has already led to disruptions in oil and natural gas shipments, contributing to rising energy prices.

The critical issue had been physical logistics, not merely the price of crude. If vessels cannot safely transit Hormuz, companies may have oil available at the source but be unable to move it efficiently to customers. This creates a classic “supply exists, but logistics capacity was constrained” problem.

2.0 Shipping Disruptions and Delays

Shipping routes were heavily affected by instability in the Middle East. Increased security risks and military activity in the Persian Gulf have forced many shipping companies to Suspend operations in high-risk areas, reroute vessels away from the region and take longer routes around Africa. These changes resulted in increased transit times, higher fuel consumption, delays in delivery schedules and port congestion and bottlenecks. As a result, global logistics networks became slower and less

predictable.

The knock-on effects on global container rates have been immediate. Capacity has tightened not because fewer ships exist, but because effective capacity has dropped as vessels take longer routes, spend more time at anchor or exit the trade lane entirely.

3.0 Rising Shipping Costs and Insurance Risks

The major impact had been the increase in shipping costs due to higher insurance premiums. Maritime insurers have begun raising or withdrawing war-risk coverage for vessels operating in the region. This led to increased operating costs for shipping companies, higher freight rates, cost increases passed down the supply chain. Ultimately, these costs are absorbed by businesses and consumers alike.

Insurance war-risk premiums for vessels transiting the Persian Gulf have spiked dramatically. Some carriers rerouted vessels around the Cape of Good Hope, adding 10–14 days to transit times from Asia and driving costs upward.

4.0 Rising Energy Costs and Supply Chain Impact

Energy prices play a crucial role in supply chain operations. Industries such as shipping, aviation, manufacturing and logistics all rely heavily on fuel. As oil and gas prices increase, transportation costs rise, production becomes more expensive, businesses face reduced margins and Consumers experience higher prices

For supply chain professionals, this creates pressure to optimise operations and manage cost fluctuations more effectively.

5.0 Strategic change needed in Supply-chain

The old model of “lowest cost + just-in-time inventory” becomes increasingly vulnerable during geopolitical shocks. As a strategic move, companies considered multi-country sourcing rather than dependence on one region, alternative shipping routes and ports identified in advance, strategic inventory of critical raw materials and components, dual/multiple suppliers for high-risk materials and long-term freight contracts combined with spot-market flexibility.

The companies also considered war-risk insurance assessment for critical shipments, real-time visibility of vessels, ports and inventory, supplier financial-risk monitoring, because smaller suppliers may fail under sustained cost pressure and strategic reserves of energy and critical industrial materials.

5.1 The bigger lesson for Supply Chain Management

The Iran–US crisis demonstrates that geopolitics has become an integral component of supply-chain

management. The companies accordingly reviewed and switched over to the emerging their priorities as depicted below:

The traditional priorities were:-

The emerging priorities are:-

Cost ! Quality ! Delivery

Resilience ! Security ! Visibility ! Cost

More importantly, a company may save 5% by sourcing from a single low-cost region, but a geopolitical disruption can potentially wipe out months of savings through shortages, production stoppages and emergency freight.

5.2 Building More Resilient Supply Chains

Prolonged instability forced organisations to rethink their supply chain strategies. Many businesses explored ways to improve resilience, including diversifying supplier bases, increasing inventory buffers, nearshoring or reshoring production and strengthening risk management strategies

6.0 Actions taken by Industry Participants

In light of the rapidly evolving situation, industry participants considered a number of proactive measures, including, Contract Review, Review of Insurances, Contingency Planning and Sanctions Compliance. Whether the current disruption proves to be short-lived or marks a new beginning, an early and thorough assessment of operational and legal risk was crucial to reduce commercial risk exposure and preserve potential legal rights and remedies for the future.

6.1 Contract Performance and Force Majeure

The affected companies may consider invoking force majeure provisions in their affected supply contracts, charterparties, contracts of affreightment or other applicable contracts. Whether or not the current hostilities qualify as a force majeure event under a given contract will depend on the specific contractual language at issue and each contract’s governing law. Even in situations where performance technically remains possible, a substantial increase in costs to perform or the inability to maintain required insurances could be grounds for renegotiation of certain contractual terms or lend itself to claims of commercial impracticability depending on the facts and jurisdiction.

6.2 War Risk Insurance

War risk insurance had been a specialized policy typically covering damage or losses caused by war, terrorism, sabotage, riots, insurrection, or other similar perils, which are usually excluded from standard marine insurance policies. Shortly after the conflict began, many insurers issued notices cancelling coverage for vessels transiting through the Strait of Hormuz or in other adjacent waters

or imposed substantial premium increases on such policies.

6.3 Air Freight in the Spotlight: Rates Climb, Capacity Strains

Air cargo historically served as the relief valve when ocean freight becomes unreliable or expensive. That dynamic was playing out again, but with an important constraint: air freight capacity not being infinitely elastic. Widebody belly capacity tied to passenger demand patterns whereas dedicated freighter fleets were finite and the Gulf conflict complicated flight routing for aircraft operating across certain airspace corridors. As a Strategic Move, Companies needed a rapid freight triage framework, identifying which SKUs justify air, which can tolerate delay and which should shift to sea-air hybrid routing.

6.4 Carrier Surcharges and Contract Negotiations

In response to the crisis and changes in war risk coverages, some carriers have introduced war risk surcharges and other emergency pricing adjustments. Companies should review their contract provisions to understand whether such increases are permitted and whether there are any limitations. Adding further complexity to situation, the Trump Administration has temporarily eased certain limited sanctions on oil-producing countries, e.g., Russia, Venezuela, and Iran, to stabilize global energy markets. The United Kingdom and European Union did not issue corresponding sanctions relief, creating a separation between the major Western sanctions regimes, which may result in compliance difficulties for international companies subject to multiple jurisdictions.

7.0 Impact on India

India, particularly exposed because of its dependence on imported crude and its position as a major manufacturing and trading economy. Potential Impact seen in the area of higher import cost of crude oil, upward pressure on petrol/diesel prices, higher freight and Insurance for shipping, higher Aviation Turbine Fuel (ATF) costs in aviation, higher energy costs for steel and aluminium sectors, Diesel/energy and procurement-cost pressures for Railways, Potential depreciation pressure on rupee from higher import bill. Pharmaceuticals exported from India and semiconductors and batteries exported from Asia to the rest of the world are all shipped through the region and could face delays.

India could, however, benefit partially from its large refining capacity and ability to source crude from alternative suppliers. The strategic issue will be whether alternative crude can be secured at competitive prices and transported reliably.

8.0 Impact on China's logistics

While direct effects on container freight from China to North America or Europe have varied partly because those flows don't generally transit the Gulf. However, the conflict affected China's logistics landscape in several ways:

- Energy cost implications: China sources a substantial share of its oil from the Middle East; disruptions through Hormuz elevate freight fuel costs and import bills, feeding into broader inflationary pressures.
- Export supply chain exposures: Delays and higher logistics costs for goods indirectly linked through global supply networks, including raw materials and intermediate products, ripple back into manufacturing and export competitiveness.
- Political calculus: Chinese logistics operators weigh risk and market opportunity differently amid geopolitical tension; one recent development has seen Chinese-owned vessels negotiating passage agreements with Iranian authorities for corridors under Tehran's control.

At the same time, China's broader diplomatic and economic strategy with balancing energy security with trade continuity and geopolitical positioning, indicates that logistics and supply chain resilience had been firmly part of its calculus.

9.0 Conclusions

The Iran-US conflict highlighted how vulnerable global supply chains could be to geopolitical disruption, and why resilience planning became a priority. The conflict, therefore not simply an oil-price problem. It was a test of the resilience of the entire global supply-chain architecture. For procurement and logistics professionals, the clear central lesson learnt, "The cheapest supply chain may not necessarily be the most economical supply chain; the resilient supply chain had been."

Sometimes, it won't matter how good we are at our roles in relation to supplier evaluation and negotiation, events occur and we have to rethink our strategy, pull on our risk management knowledge and rely on our Best Alternative to a Negotiated Agreements (BATNA) to keep the supply chains moving.

In conclusion, the Iran war could have a major impact on global supply chains by disrupting energy markets, delaying shipping routes, increasing transportation costs, and restricting access to key raw materials. Because modern supply chains are highly interconnected, even regional conflicts can create ripple effects that influence global trade and the price of everyday goods.

●●●



PROCUREMENT TRANSPARENCY & ESG ALIGNMENT - A GOVERNANCE IMPERATIVE

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ABSTRACT : Procurement has shifted from routine paperwork into a strategic tool that directly shapes governance, risk control and sustainability results. This article explores how open procurement processes build organizational credibility and how ESG principles can be put into action through daily purchasing operations. It highlights key governance risks, the essential role of corporate boards and the practical steps needed to bridge company policy with ground level execution.

INTRODUCTION : In today's fast-moving business world, purchasing is no longer just about cutting costs. It has grown into a core pillar of good governance and long-term sustainability. For Corporate Boards and Independent Directors, the key question has shifted from asking if we are buying at the lowest price to asking whether we are purchasing responsibly, openly and sustainably.

THE EXPANDING ROLE OF PROCUREMENT : In the past, teams evaluated purchasing purely on three factors:

- Cost savings
- Vendor selection
- On-time delivery

Today, purchasing works right at the intersection of operational ethics, compliance and sustainability.

"Opacity is risk: transparency is trust."

Every buying decision directly impacts three core areas:

- **Environment** : Sourcing methods and total product lifecycle footprint
- **Social** : Fair workplace standards, community impact and supplier diversity
- **Governance** : Open processes, clear accountability and audit readiness

"Transparency in procurement is the bedrock of governance."

WHY TRANSPARENCY IN PROCUREMENT MATTERS

Key Insight : Hidden purchasing processes are a primary source of governance risk. Open and straightforward purchasing brings clear benefits:

- Fair competition and an equal opportunity for suppliers
- Lower risk of favoritism and conflicts of interest

· Complete audit trails and clear decision tracking
Essential Enablers:

- Documented procedures
- Clear vendor evaluation rules
- Independent oversight

Openness is not just about checking a compliance box. It is the foundation of institutional trust.

PROCUREMENT AS A DRIVER OF ESG : Purchasing is the exact place where sustainability moves from board policies into real world execution.

"Procurement is where ESG becomes operational."

Environmental (E)

- Sustainable and low-carbon buying choices
- Purchasing decisions based on full lifecycle costs
- Reducing material waste and resource use

Social (S)

- Fair labor standards across supplier operations
- Diverse and inclusive vendor networks
- Positive local community outcomes

Governance (G)

- Clear, open bidding systems
- Strong anti-corruption controls
- Solid internal audit checks

KEY GOVERNANCE RISKS IN PROCUREMENT : Purchasing is a high-risk operational area in large enterprises. Key exposures include:

- Conflicts of interest
- Bid rigging and supplier cartels
- Relying too heavily on a small group of vendors
- Weak supplier due diligence
- Poor contract tracking and enforcement

Note : These issues are not just operational stumbles. They carry serious reputational and strategic risks for the enterprise.

ROLE OF THE BOARD & INDEPENDENT DIRECTORS : Boardrooms must lift purchasing oversight to the highest governance level.

Key Focus Areas:

1. **Policy Strength:** Setting clear purchasing frameworks aligned with sustainability goals.
2. **Process Integrity:** Using standardized systems to minimize personal discretion.

3. **Data-Driven Oversight:** Tracking key metrics through clear executive dashboards covering vendor concentration, ESG checks and policy exceptions.
4. **Audit & Vigilance Integration:** Aligning purchasing operations with internal audit and vigilance teams.
5. **Ethical Culture:** Ensuring doing the right thing takes priority over speed.

BRIDGING POLICY AND PRACTICE : A major governance challenge is the gap between corporate intent and ground level execution. To bridge this gap effectively:

- Train and guide purchasing teams regularly
- Use modern digital platforms
- Maintain continuous process monitoring

Technology Enabler: Digital e-procurement platforms boost visibility, improve audit tracking and drive day-to-day efficiency.

A STRATEGIC PERSPECTIVE : Forward-thinking organizations treat purchasing as a real engine for:

- Supply chain resilience
- Measurable sustainability outcomes
- Long-term stakeholder trust

Connecting purchasing rules directly with ESG goals satisfies regulatory and investor expectations while protecting corporate reputation.

CONCLUSION : Purchasing must move from the background straight to the center of boardroom discussions. Open, ethical and ESG-aligned procurement is not optional. It is a strategic requirement for every well-governed business.



INDIAS WAREHOUSING SECTOR EXPANDS RAPIDLY AS LOGISTICS INFRASTRUCTURE DEMAND SURGES

UJJWAL

Indias warehousing sector is emerging as one of the fastest-growing segments of the infrastructure industry, driven by rising e-commerce activity, manufacturing expansion and supply chain...

Indias warehousing sector is emerging as one of the fastest-growing segments of the infrastructure industry, driven by rising e-commerce activity, manufacturing expansion and supply chain modernization. As businesses seek faster delivery networks and efficient inventory management systems, demand for modern logistics infrastructure continues to accelerate across the country.

Industry experts believe the transformation of Indias logistics ecosystem is creating significant opportunities for warehousing developers, infrastructure investors and industrial real estate operators. Large-scale warehousing parks are increasingly being developed near major cities, transportation corridors and manufacturing hubs to support growing freight movement and storage requirements.

The expansion of e-commerce has become a major catalyst for the sector. Online retailers require strategically located fulfillment centers to meet rising consumer expectations for faster deliveries. As digital commerce penetrates deeper into tier-2 and tier-3 cities, logistics companies are expanding their infrastructure footprints to improve reach and operational efficiency.

Government initiatives aimed at reducing logistics costs have also contributed to growth. Investments in highways, dedicated freight corridors, industrial parks and multimodal transportation networks are improving connectivity and making warehousing operations more efficient. Industry stakeholders believe integrated logistics infrastructure will play a crucial role in supporting

Indias economic ambitions.

Technology is transforming warehouse operations as well. Automation, robotics, artificial intelligence and digital inventory management systems are becoming increasingly common within modern logistics facilities. These technologies help improve efficiency, reduce errors and enhance supply chain visibility.

Sustainability is another emerging trend within the warehousing sector. Developers are incorporating green building standards, solar energy systems and energy-efficient designs into new projects. Such measures help reduce operating costs while supporting environmental objectives.

The sector is attracting strong interest from both domestic and international investors due to its long-term growth potential. Rising consumption, industrial development and expanding trade activity continue to support demand for organized logistics infrastructure.

Experts note that efficient warehousing infrastructure is essential for strengthening supply chains, improving competitiveness and supporting future economic growth. As Indias logistics ecosystem evolves, warehousing is increasingly being recognized as critical infrastructure rather than merely a support service.

With continued investment and modernization, the warehousing sector is expected to remain a key driver of infrastructure development, enabling smoother movement of goods and supporting the countrys growing economy.

Source: xinfra.onextelcommunication.com



SUSTAINABLE PROCUREMENT THE RIPPLE EFFECT ON BUSINESS

DR. JAYANTA BISWAS, FIE

Procurement is no longer only about buying at the right price. It is about deciding what kind of supply chain — and ultimately what kind of business — we want to create.

The procurement decision travels far beyond the purchase order

For decades, procurement success was measured largely through price, quality, delivery and continuity of supply. Those remain non-negotiable. But the business environment has changed. A material bought today carries an environmental and social history behind it: where it came from, how it was produced, how much energy and water it consumed, how workers were treated, how far it travelled and what happens to it after use.

That is why sustainable procurement should not be treated as a green add-on to purchasing. It is a business decision with consequences across cost, risk, innovation, resilience, reputation, customer preference and access to markets. The source article supplied for this piece makes the same point: much of a company's environmental footprint sits upstream in its supply network, so greener sourcing can multiply impact beyond the buying organization itself.



Figure 1. Sustainable procurement can create connections across environmental, social, governance and future generations.

The ripple starts with one specification

Consider a simple procurement specification: “lowest landed cost.” Now change it to “lowest lifecycle cost, with defined carbon, resource-efficiency, labour and traceability requirements.” The second specification changes supplier behaviour. Suppliers begin looking for lower-carbon materials, cleaner processes, efficient logistics, renewable energy, better waste management and stronger labour practices. Their own suppliers are then influenced. A single buying decision starts travelling upstream.

The supplied reference identifies several practical ripple effects: preference for low-carbon materials can encourage supplier innovation; risk monitoring can strengthen resilience; and alignment with greenhouse-gas targets can produce savings through lower waste, fewer transport requirements and more efficient sourcing.

Two real business cases

1. IKEA — changing the cotton supply chain

IKEA offers a useful example because the procurement decision was connected to both supplier performance and business value. Since 2015, IKEA has stated that all cotton used in its products comes from more sustainable sources — recycled or grown with less water, chemical fertiliser and pesticide, while improving farmers’ profit margins. IKEA also works with WWF and the Better Cotton Initiative to improve farming practices and influence the wider cotton market. citeturn0search8turn0search1 ???

The important lesson is not simply “buy better cotton.” It is the mechanism behind it. Procurement criteria create a market signal; supplier capability improves; resource use falls; farmers can benefit; and the buying company gets a more resilient and credible supply base. Research on IKEA’s sustainable supply-chain practices found that such practices can generate environmental and social gains while supporting the economic bottom line, including through second- and third-tier supply chains. citeturn0search0 ???

2. Unilever — Lipton and sustainable tea sourcing

Unilever’s Lipton tea business provides another instructive case. The company worked towards sourcing tea from Rainforest Alliance Certified farms. The case, documented by IMD, examines the business case for sustainable sourcing of an agricultural raw material and the challenge of aligning a large supplier network behind a sustainable brand proposition. citeturn0search15 ???

Here procurement becomes part of brand strategy. The sourcing standard is not sitting inside a procurement manual; it supports the positioning of the product in the market and creates pressure for change across the agricultural supply chain. This is the real ripple effect: procurement, supplier development, operations, marketing and customer value begin moving in the same direction.

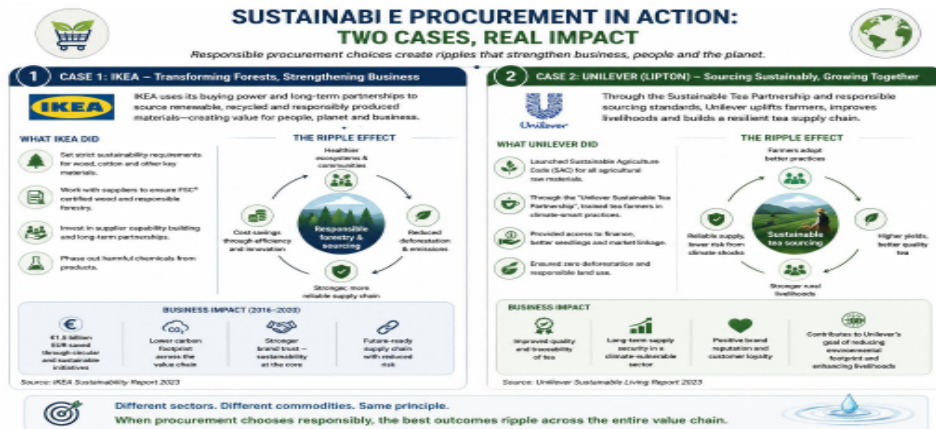


Figure 2. Two case studies of different industries

What does the ripple reach?

Procurement lever

Low-carbon / resource-efficient sourcing

Supplier ESG screening and audits

Local / regional sourcing where viable

Circular procurement

Supplier capability building

Traceability and data

Business effect

Lower energy, waste and lifecycle cost; progress against climate targets

Lower compliance, reputational and supply disruption risk
Shorter supply lines, resilience and potentially lower logistics exposure

Less virgin material, new recovery/reuse opportunities and innovation

Better quality, productivity and long-term supply security

Stronger decision-making, reporting and early risk detection

The practical test for a procurement leader

The question I would put before a procurement team is simple: “If we change this specification, what changes elsewhere?” If the answer stops at the supplier gate, the opportunity is probably being missed. A good sustainable procurement programme should be traceable from specification to supplier behaviour, from supplier behaviour to operational performance, and from operational performance to business value.

There will be resistance. The supplied article highlights familiar barriers — supplier resistance, data gaps, initial cost, competing cost/quality priorities, limited resources and the difficulty of enforcing standards over time. It also points to practical responses: supplier scorecards, third-party audits, sustainability reporting, technology platforms, onboarding data, supplier segmentation, joint target setting and relevant certifications.

The real shift, therefore, is from “sustainable purchasing” to “sustainable value creation through procurement.” Once procurement starts pulling suppliers, operations, finance, risk, engineering, HR, marketing and customers in the same direction, the ripple becomes much larger than the original purchase order.

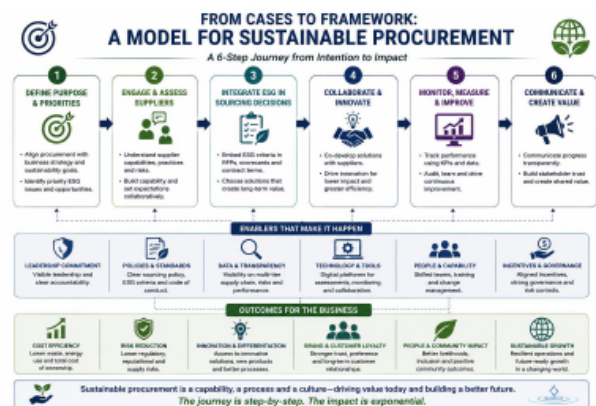


Figure 3. Model for Sustainable Procurement

The strategic opportunity: make sustainability a criterion in the buying decision — then measure what changes because of that decision. That is where procurement begins to create business value, not merely document compliance.

Selected sources: Amira Fouad, “Making Waves: How Sustainable Procurement Creates Ripple Effects Across Business” (2023); Laurin & Fantazy, “Sustainable supply chain management: a case study at IKEA” (2017); IMD, “Unilever tea (A): Revitalizing Lipton’s supply chain”; IKEA sustainability disclosures.

APPLICATION OF AYURVEDA PRINCIPLES IN SUSTAINABILITY SUPPLY CHAIN MANAGEMENT

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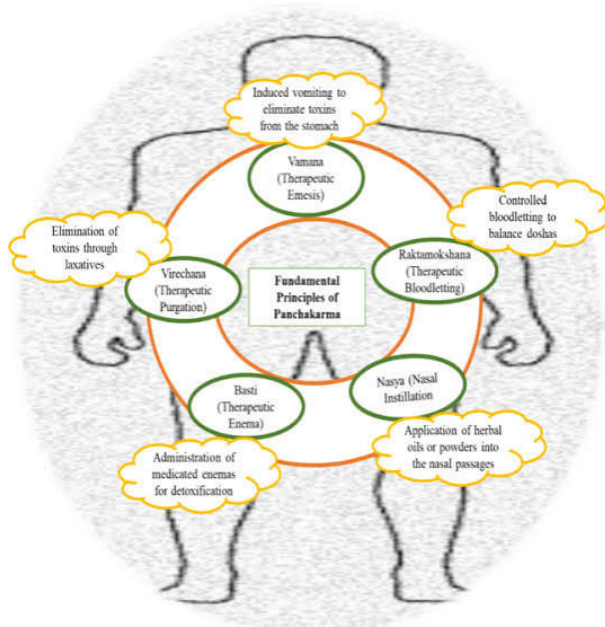


FIG 1 AYURVEDIC CONCEPTS:

Abstract: Modern operations becoming ethical application in the Ayurvedic concepts is the **Prakriti** (material flow, physical inventory, raw material, natural resources, and warehousing transportation) **Purusha** (representing data, artificial driven visibility, human oversight, strategic intent to guide supply network) aligning with traditional herb cultivation, seed conservation, seasonal harvesting to prevent any depletion in supply chain.

Green manufacturing leads to process of utilising bio-gradable formulations, preparation, energy efficient, lower waste management in Ayurvedic preparation, using the best technique derived from the traditional pharmacopeia, thus minimizing toxic chemicals inputs, prioritising in sourcing of organic raw materials, that is likely to maintain ecological balance in supply chain.

Adoption on the needs of principle adopted in Ayurvedic moderation is to curb on the products of waste accumulation, with the incorporation of reverse logistics, recycling, bio-degradable (designing eco-friendly products), on the principle of utilising the traditional 4D framework (**reduce, reuse, recycle, retain**) in supply chain.

Tracking, traceability(**origin of cultivation harvesting, processing of medicinal plants**) of herbs from farm to the processing, manufacturing, warehousing, distribution of products, customer service in Ayurvedic products, is the compliancy of using Block-chain, Quick Response codes that can help in verifying the originality, authenticity of the products in supply chain

Raw material selection in Ayurvedic is priority given to sustainability given to full traceable harvesting botanicals, into commercial network, so as to maintain bio-diversity, (**cultivate multiple medicinal plants preserve indigenous species**) soil health from wild to farm replacing aggressive wild harvesting of rare medicinal herbs, with dedicated cultivation to prevent any species extinction in supply chain.

Natural crop rotation in Ayurvedic, using the best organic farming methods, so as to avoid any synthetic input chemicals, keeping soil conservation fertile, (**maintain soil fertility through organic matter, crop rotation**) having seasonal alignment, giving priority to natural sourcing of herb plants, during the natural harvest season, avoiding local ecosystem to cut down transportation in supply chain.

Introduction: Sourcing of natural sustainable cultivated collection of medicinal plants, fresh, dry herbs roots (**Ashwagandha**) leaves, **Tulsi** (immunity boosting, thrives on organic soil) **Neem**, (having high value traditional medicine) **barks**, (Arjuna, is tonic for heart), **Cinnamon for metabolism**, **Ashoka** (for women health) **Flowers**.; **Shankhpushpam** or **Aparajita** (**butterfly pea flower**,) **Butterfly pea flower** (**for cognitive support deep blue flower**, **traditional support memory considered as Medhya intellect supporting herb, promotes relaxation**,) **Pushpa Flowers** (therapeutic nutritional properties (known as **Pushpayurveda** floral therapy) **Silk cotton tree flowers** (**for digestion utilised as powder**) **Red hibiscus** (**for hair, heart health**) **Fruit** (**Bael for digestion**), **Plant fruit** (**Phala as a primary healing seeds**),) **Amla**,(**Indian gooseberry for immunity**) **Haritaki**, (a powerful rejuvenating fruit) **Bibhilaki**, (a fruit that takes away fear of the disease) **Gums**, (herbal pastes anti-inflammatory plant extracts to reduce swelling) **Resins**, (plant, mineral resins agents for natural defence, responses) **Aloe Vera** (used for skin care nutraceuticals [dietary supplement functional food from natural raw materials] **Moringa** (rich in vitamin high demand as health supplement) **Turmeric** (high yellow compound having high active content) **Dadima** (pomegranate, **Punica**

granular dietary staple) are some of the natural plants used to achieve compound binding agents, supporting Ayurvedic demand forecasting, seasonal demand for wellness, indigenous procurement, optimising inventory control, warehousing, transportation, distribution, using artificial intelligence, machine learning in supply chain.



FIG 2 SUSTAINABILITY:

Purpose of study: Cultivation of medicinal plants is transitions in herbal plantation, depilating wild resources of plants to a reliable, traceable resource cultivation, so as to prevent raw-materials traceability, eliminate any adulteration in the products cultivated to protect the bio-diversity so as to secure fairness in supply chain.

Stability in market pricing, prevent volatility, defects, high demand in plants, such as Tulsi, Neem Ashwagandha, calibrated pricing (strategic price increase) on the domestic supply, against cultivation need, quality, standardisation, so as to ensure chemically pure free authenticated high potency raw materials, controlling the inputs, which is to minimise adulteration on Ayurvedic medicines in supply chain.

Hypothesis: 1. Significant impacts on the principles of Ayurvedic medicines have positive impact on the sustainable performances in supply chain. 2. Sustainable sourcing of medicinal plants to improve significantly the environment in Ayurvedic medicines in supply chain. 3. Technology traceability signifies the improvement, transparency, sustainability in Ayurvedic medicines in supply chain. 4. Positivity influences, economic social performances, in sustainable Ayurvedic medicines in supply chain.

Study: In view of the increase in cultivation of medicinal herbal plants, **Willow** (shrubs growing in water) **Populus** (shrubs crops) **Shallaki Nirgundi** (reduce joint swelling) refers to logistic harvest processing, inventory, long term crops, as many of these plants entities may not be feasible to expect that cultivation, will significantly shift the sourcing of raw materials, from local sourcing (**source herbs, raw materials from local growers**) so it can reduce transportation cost, distance, emission, also provide better opportunities to rural entities in supply chain.

Natural manure by using organic compost manure does become a practice to preserve active medicinal herbs, on applying drip irrigation to keep deep roots of

Ayurvedic medicinal herbs moist, without having flooded region, entices the Plant protection, having high demand in growth on profitable species **Aloe Vera**, (skin irritation minor burns) **Eucalyptus ginger** (associated with swelling, arthritis) **Tulsi, Neem**, on the quality control, so as to avoid any synthetic pesticides, enabling to test the crops so as ensure safety, purity, standards in supply chain.

Literature: Challenges in raw-material authenticity in Ayurvedic medicinal plants, herbs, **Brahmi** (a staple herb, brain tonic) also **Dosha** balancing oils is one of the three vital energy:: **Vata** oils (reduce anxiety, rose, geranium) **Pitta** oils (cool sweet calm, soothes irritation, anger) **Kapha** oils (warm stimulating clears sluggishness, Eucalyptus, rosemary, camphor, clove,) constituting 80% of solutions on ecological sustainability governing body mind, (conserving natural resources) market transparency, standardisation, botanical identification, eliminating integrity, traceability, technology to protect herbal products, therapeutic efficiency, timely delivery for treatment to patients, minimising waste minimisation, (**reuse plant residues for compost, bio-products for other applications**) cost transit time, eliminating critical highlights in supply chain.

Sourcing ethical sustainable medicinal plants, (**avoid overharvesting, encourage responsible procurement**) herbs in Ayurvedic to promote decision making into eco-friendly sourcing network, advocating seeds to prevent over harvesting in green procurement sourcing, (**overharvesting of wild plants by cultivating demand on raw materials medicinal herbs,**) on 75% of the green processing minimising in traditional low energy, manual waste preparation, technology aligning with modern circular economy reducing ecological footprints during the measure of the total natural resources of water required in supply chain.

Emphasis on ethical responsibility for the use of resources in Ayurvedic procurement, farmers, tribal communities should receive fair value on medicine plant, herbs, collection, as contributions supported by Social community, as plants, herbs **Guduch (Tinospora Cordifolia)** (**traditionally used for digestive system, as a rejuvenating preparation**), **Shatavari (Asparagus) (racemosus)** (**traditional used in women's wellness preparation**) are the plants, herbs connected with 60% of the ethical buying in supply chain.

Discussions: Sourcing of raw materials in Ayurvedic, medicinal herbs, depend mainly on natural resources, sustainable procurement is to be encouraged for better cultivation, harvesting, replenishment, thus reducing exploitation of natural resources, so as to balance between economic, environmental social obligation, as the concept of Ayurvedic balances, the economic cost efficiency, long-term profitability, environmental conversion, bio-diversity, reduction in waste, better treatment on the social activity of the farmers treatment in supply chain.

Findings: Sustainable sourcing can reduce the responsibility of cultivation, exploitation on natural resources of Ayurvedic plants, herbs, such as **Ashwangadha, Amla, Turmiric, Neem, Tulsi**, on reduction of waste, thus bringing in minimisation of re-use, recycling, as herbal, medicinal plants can utilise appropriate adopted methods, giving preference to the ideal recovery systems in supply chain.

Importance to sustainability, greater use to cultivation practices, can be given to priority to soil, water biodiversity medicinal plants, as local sourcing can potentially reduce the transportation cost, related to environmental impact in supply chain.

Future: Systematic identification, traceability of raw materials, Quick Response codes, bar coding, Block chain, and digital records can improve the cultivation of the finished product, as Ayurvedic medicines, herbs benefits from identification, which has become a loss in supply chain.

Forecasting, inventory control planning, in many Ayurvedic medicinal plants, herbs, cultivation are seasonal, needs better forecasting, sustainable

procurement, resilience towards long term supply, having economic stability, better management, quality control, so as to reduce category cost (**break down of total operational expenses into functional areas**), carrying cost, calibrated cost (**data based historical cost**) in supply chain.

Conclusions: Natural resources conservation in Ayurvedic medical plants, herbs is responsible for consumption, local sourcing, reduction of waste, circular economy, (take-make-dispose) with nature as a guide on the sustainable practices, so as to promote ethical cultivation, harvesting medicinal plants, reducing dependence on synthetic inputs, encouraging local farmers, for sustainable research, to which the oils are grouped into sourcing **Mahanarayan Taila** (for massage) **Dhanwantharam Taila** (postnatal care) **Bala Taila** (massage) **Bhringraj oil** (hair, scalp care) **Neelibhringadi Taila** (hair care) **Bringamalakadi Taila** (hair care) **Sahacharadi Taila** (external application) for raw material sourcing cultivation, oil extraction, formulation, distribution, consumption in supply chain.

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LOGISTICS PORT PERFORMANCE INDEX (LPPI) 2024-25: INDIA'S NEW BENCHMARK FOR PORT EFFICIENCY AND MARITIME GROWTH

India's maritime sector has taken another significant step towards modernization and efficiency with the release of the Logistics Port Performance Index (LPPI) 2024-25 by the Ministry of Ports, Shipping and Waterways (MoPSW). The index serves as a comprehensive framework to evaluate and improve the operational performance of Indian ports while supporting the country's ambition to become a global logistics and maritime hub.

What is the Logistics Port Performance Index (LPPI)?

The Logistics Port Performance Index (LPPI), also known as Sagar Ankalan, is an indigenous benchmarking and assessment framework developed by the Ministry of Ports, Shipping and Waterways. The primary objective of LPPI is to measure and compare the efficiency, productivity, and logistics performance of ports across India. The framework promotes transparency, competitiveness, service quality enhancement, and

the adoption of global best practices within the port sector. The index acts as a performance-monitoring tool that encourages ports to improve operational standards and logistics integration.

Key Announcement Along with LPPI

The LPPI was officially launched by the Union Minister for Ports, Shipping and Waterways as part of a broader package of maritime digital reforms aimed at enhancing governance, transparency, and ease of doing business.

Four Major Digital Initiatives Launched

1. **e-Samudra:** A digital platform providing online ship registration services, reducing paperwork and streamlining administrative procedures.
2. **e-Navik 24x7:** Grievance Redressal Module An online grievance management system designed to ensure faster resolution of issues faced by stakeholders in the maritime sector.

3. Digital Medical Practitioner Module: A digital platform aimed at improving healthcare-related services for maritime professionals and seafarers.

4. Ship Recycling Credit Portal: A specialized portal to support sustainable ship recycling practices and facilitate compliance with environmental regulations.

Alignment with National Maritime Initiatives

The LPPI and associated digital reforms support several flagship government programmes, including:

Maritime India Vision 2030

A strategic roadmap focused on transforming India's maritime sector through modernization, capacity enhancement, and technological innovation.

Sagarmala Programme

A port-led development initiative aimed at reducing logistics costs and promoting industrial growth through improved port infrastructure.

PM Gati Shakti National Master Plan

An integrated infrastructure development programme that seeks to strengthen multimodal connectivity and streamline logistics networks across the country.

Cargo Segments Evaluated Under LPPI

The Logistics Port Performance Index assesses port performance across three major cargo categories:

- 1. Dry Bulk Cargo:** Includes commodities such as coal, iron ore, fertilizers, grains, and minerals transported in large quantities.
- 2. Liquid Bulk Cargo:** Consists of petroleum products, chemicals, liquefied natural gas (LNG), and other liquid commodities.
- 3. Container Cargo:** Refers to goods transported through standardized shipping containers, a key component of international trade.

Performance Indicators Used in LPPI

The index evaluates ports based on several operational and logistics parameters, including:

- Vessel Turnaround Time
- Pre-Berthing Detention Time
- Berth Productivity

- Cargo Handling Efficiency
- Cargo Evacuation Performance
- Logistics Integration and Connectivity
- Operational Productivity Metrics

These indicators provide a holistic view of port efficiency and logistics effectiveness.

Significance of the Logistics Port Performance Index

- 1. Enhances Logistics Competitiveness:** Efficient port operations reduce transportation costs, improve cargo movement, and strengthen India's position in global supply chains.
- 2. Improves Ease of Doing Business:** Performance benchmarking and digital governance reforms help minimize delays, increase transparency, and facilitate smoother trade operations.
- 3. Supports Port-Led Economic Development:** The LPPI complements initiatives such as Sagarmala and PM Gati Shakti by enhancing multimodal transport networks and logistics efficiency.
- 4. Strengthens India's Maritime Position:** Improved cargo-handling capacity and world-class port infrastructure can help India emerge as a major player in global maritime trade.
- 5. Encourages Performance-Based Governance:** By linking rankings with measurable performance indicators, LPPI promotes accountability, continuous improvement, and the adoption of international best practices.

Conclusion : The Logistics Port Performance Index (LPPI) 2024-25 represents a major step towards improving India's maritime infrastructure and logistics ecosystem. By introducing a transparent performance assessment mechanism and integrating digital governance reforms, the government aims to create more efficient, globally competitive ports. The initiative is expected to reduce logistics costs, enhance trade facilitation, and support India's long-term economic growth and maritime ambitions. For competitive exam aspirants, LPPI is an important current affairs topic that connects infrastructure development, logistics reforms, maritime governance, and economic growth.

Source: currenthunt.com



INDIA MUST BUILD RESILIENT SUPPLY CHAINS TO LEAD THE GLOBAL ENERGY TRANSITION: HD KUMARASWAMY

Green Steel, Advanced Manufacturing Key to India's Energy Security Vision: HD Kumaraswamy
Energy Security Today is Defined by Manufacturing Capability, Not Just Resources: HD Kumaraswamy
India Must Become a Global Producer of Clean Energy Technologies: HD Kumaraswamy
at CII Energy Conference
Steel, Supply Chains and Self-Reliance to Drive India's Clean Energy Future: HD Kumaraswamy

Union Minister for Steel and Heavy Industries H.D. Kumaraswamy on Thursday asserted that the definition of energy security has undergone a fundamental transformation, stating that in today's rapidly evolving global landscape, a nation's strength is determined not merely by access to energy resources but by its ability to manufacture, innovate and build resilient supply chains for the technologies that will power the future.

Delivering the keynote address at the Special Plenary Session on "Energy Security & Supply Chains" during the 7th CII International Energy Conference & Exhibition in New Delhi, the Minister outlined India's strategy to emerge as a global manufacturing hub for clean energy technologies under the leadership of Prime Minister Narendra Modi, emphasising that industrial capability and energy security are now inseparable.

"Today, under the visionary leadership of Hon'ble Prime Minister Narendra Modi, India's energy security is no longer defined solely by access to energy resources. It is increasingly determined by our ability to manufacture, innovate and build resilient supply chains for the technologies that will power the future," the Minister said.

He noted that recent geopolitical developments, supply chain disruptions and growing competition for critical minerals have reshaped global industrial priorities, making manufacturing resilience and technological capability central to national economic security.

Kumaraswamy said India is responding to these global shifts through the vision of Aatmanirbhar Bharat, building globally competitive domestic manufacturing capabilities while remaining deeply integrated with trusted international value chains.

"India should not merely become one of the world's largest consumers of clean energy technologies. India must become one of the world's leading producers of the equipment, materials and technologies that will drive the global energy transition," he said.

Highlighting the role of the Ministry of Steel and the Ministry of Heavy Industries in this transformation, the Minister said that the country's energy ambitions would be realised only through a strong manufacturing ecosystem encompassing steel, heavy engineering, batteries, transformers, power equipment, electric mobility, construction equipment and advanced industrial technologies.

Describing steel as the backbone of the clean energy transition, Kumaraswamy said every major investment in renewable energy infrastructure, from solar parks and wind turbines to transmission networks, battery manufacturing facilities, ports and green hydrogen projects depends fundamentally on steel.

He observed that India, as the world's second-largest steel producer, is well positioned to support the country's expanding infrastructure and manufacturing requirements, while simultaneously meeting the growing global demand for sustainable steel.

The Minister reiterated India's aspiration of achieving 300 million tonnes of steelmaking capacity by 2030, stressing that this growth must be achieved through sustainable and environmentally responsible production practices.

"Steel has become the backbone of the global energy transition. The future of the steel sector will not be defined only by production capacity but by sustainability, competitiveness and technological advancement," he remarked.

Emphasising the importance of Green Steel, Kumaraswamy said the transition to low-carbon steel production has become both an environmental necessity and an economic imperative.

He said the Government is promoting greater deployment of renewable energy in steel manufacturing, adoption of energy-efficient technologies, improved resource efficiency and accelerated decarbonisation across the steel value chain to ensure Indian steel remains globally competitive.

Turning to the Heavy Industries sector, the Minister underlined that India's clean energy transition requires far more than increased renewable energy generation.

According to him, the country must simultaneously strengthen domestic manufacturing across the entire industrial value chain, including advanced batteries, heavy electrical equipment, construction equipment, automotive manufacturing and energy storage systems.

Kumaraswamy highlighted the Government's initiatives to promote indigenous manufacturing of advanced construction equipment and strengthen domestic industrial capability through targeted policy interventions.

Referring to India's rapidly expanding electric mobility ecosystem, the Minister said the PM E-DRIVE Scheme, with a financial outlay of 10,900 crore, reflects the Government's integrated approach towards building complete industrial ecosystems rather than simply encouraging vehicle adoption. He noted that the initiative is simultaneously generating demand while strengthening domestic manufacturing capabilities, localisation and supply chain resilience.

The Minister further highlighted the Production Linked Incentive (PLI) Scheme for Advanced Chemistry Cell Batteries, under which the Government has committed 18,100 crore to establish 50 GWh of domestic battery manufacturing capacity.

He said these investments are laying the foundation for India's long-term energy security by reducing dependence on imported battery technologies and creating globally competitive manufacturing capabilities.

Recognising that access to critical minerals has emerged as a strategic necessity, Kumaraswamy said India is actively strengthening domestic capabilities while expanding international cooperation in areas such as rare earths, advanced materials and mineral processing.

He also referred to the Government's 7,280 crore Scheme for Promotion of Manufacturing of Sintered Rare Earth Permanent Magnets, describing it as a major step towards reducing import dependence and securing critical supply chains for sectors including automotive, defence, renewable energy and aerospace.

Calling for deeper collaboration between Government, industry, academia, research institutions and financial organisations, the Minister said resilient supply chains cannot be built through policy interventions alone.

"Our objective is to build complete domestic manufacturing ecosystems that create value and generate employment. This is the essence of resilient supply chains in the twenty-first century," he said.

Inviting industry to actively participate in India's industrial transformation, Kumaraswamy expressed confidence that the deliberations at the conference would generate meaningful partnerships to strengthen India's manufacturing ecosystem and accelerate its clean energy ambitions.

"I invite industry and all stakeholders to come forward and work with the Government to make India Aatmanirbhar and realise the vision of Viksit Bharat by 2047," the Minister said, concluding his address.

Source: PIB



Indian Institute of Materials Management

MISSION

- To promote professional excellence in Materials Management towards National Prosperity through sustainable development.

OBJECTIVE

- To secure a wider recognition of and promote the importance of efficient materials management in commercial and industrial undertakings.
- To safe guard and elevate the professional status of individuals engaged in materials management faculty.
- To constantly impart advanced professional knowledge and thus improve the skill of the person engaged in the materials management function.
- Propagate and promote among the members strict adherence to IIMM code and ethics.

CODE OF ETHICS

- To consider first the total interest of one's organisation in all transactions without impairing the dignity and responsibility of one's office :
- To buy without prejudice, seeking to obtain the maximum ultimate value for each rupee of expenditure.
- To subscribe and work for honesty and truth in buying and selling; to denounce all forms and manifestations of commercial bribery and to eschew anti-social practices.
- To accord a prompt and courteous reception so far as conditions will permit, to all who call up on legitimate business mission.
- To respect one's obligations and those of one's organisation consistent with good business practices.

SMART SUPPLY CHAIN RISK ASSESSMENT FOR STRONGER RESILIENCE

DAVID YOUNG, GROUP MARKETING DIRECTOR,
GLOBAL SOURCING AND PROCUREMENT

Supply Chain Risk Assessment: How Resilient Procurement Teams Stay Ahead of Disruption

Supply chain disruptions are inevitable but expensive ones aren't. Learn how proactive risk assessment gives procurement teams the visibility to identify threats months early, maintain supplier resilience, and outperform competitors when disruptions hit.

The Risk & vulnerability is Already in Your Supply Chain, You Just Haven't Found It Yet

Let's be direct: if your **sourcing & procurement** team isn't actively hunting for supply chain risk right now, it's finding you instead. Global supply chains have never been more exposed to geopolitical tensions, climate-related disruptions, single-source dependencies, and financial instability among suppliers the list of potential threats is long, and it's getting longer.

The good news? The most effective procurement teams aren't just reacting to crises. They're building the visibility, the processes, and the supplier relationships that let them spot problems months before they escalate into expensive emergencies. That's the difference between a supply chain sourcing strategy that bends and adapts and one that breaks.

This article walks through the practical ways sourcing & procurement leaders are doing exactly that and why investing in proactive supply chain risk and vulnerability assessment is one of the smartest commercial decisions a business can make right now.

What Do We Actually Mean by Supply Chain Risk?

Supply chain risk refers to any event, condition, or vulnerability that could disrupt the flow of goods, materials, or services from supplier to customer. That sounds broad because it is. Supply chain risk covers everything from a single factory fire in Vietnam to a macroeconomic shift that doubles freight costs overnight.

For procurement teams, the risks worth tracking generally fall into a handful of categories:

Supplier risk — financial instability, quality failures, capacity constraints, or over-reliance on a single source for a critical component.

Geopolitical risk — trade policy changes, tariffs, sanctions, or regional instability affecting key sourcing markets.

Operational risk — logistics delays, port congestion, raw material shortages, or factory capacity issues.

Compliance risk — suppliers failing to meet ethical, environmental, or regulatory standards, creating legal and reputational exposure.

Concentration risk — too much of your supply base sitting in one geography, one supplier, or one logistics route.

None of these are hypothetical. Every procurement leader reading this has felt at least one of them in recent years. The question is whether you had the early warning systems in place, or whether you found out the hard way.

Why Early Detection Is Where the Real Value Lives

The cost of a supply chain disruption is rarely just the cost of the disruption itself. It's the emergency air freight. It's the production line sitting idle. It's the customer order you couldn't fulfil and the contract penalties that followed. It's the reputational damage with key accounts who started looking at alternatives.

Research consistently shows that the earlier a risk is identified, the cheaper it is to manage. A supplier showing early signs of financial stress can be dual-sourced over a period of months. A supplier in sudden administration gives you days. The commercial difference is enormous.

This is why leading procurement functions treat supply chain risk assessment not as an annual audit box-ticking exercise, but as an ongoing, embedded part of how they manage their supply base. It's about building a live picture of where the vulnerabilities are — and acting on that picture before events force your hand.

How Smart Global Sourcing & Procurement Teams Actually Do It

1. Map the Supply Chain Beyond Tier 1

Most businesses have reasonable visibility of their direct (Tier 1) suppliers. Far fewer have mapped their Tier 2 and Tier 3 suppliers, the companies supplying their suppliers. Yet some of the most damaging supply chain shocks in recent years have originated deep in the supply chain, well beyond what most businesses could see.

Proper supply chain mapping, understanding who supplies your suppliers, and where those dependencies concentrate is the foundation of effective supply chain risk assessment. You can't manage a risk you don't know exists.

2. Build Financial Health Monitoring Into Supplier Management

Supplier financial instability is one of the most predictable and yet commonly missed supply chain risks. By the time a supplier enters administration, the warning signs have usually been visible for months, declining credit scores, overdue payments to their suppliers, changes in payment terms demanded.

Global Sourcing & Procurement teams that integrate credit monitoring and financial health checks into their regular supplier review cadence catch these signals early. Automated alerts when a key supplier's credit rating changes or when they flag payment issues can give you the lead time to find alternatives before you're left exposed.

3. Diversify Geographically — and Keep Reviewing That

Diversification

The “China +1” conversation has been running for several years now, and for good reason. Heavy concentration in a single sourcing geography creates systemic risk that no amount of good supplier management can fully offset. Tariffs, geopolitical events, or even a pandemic-scale disruption can take out your entire supply base in one move if it’s all sitting in the same country.

Global sourcing partners like **ET2C International**, with long established operations and on-the-ground teams across China, India, Vietnam, and Turkey are helping global sourcing & procurement teams build exactly this kind of geographic diversification into their supply strategy. The goal isn’t to abandon proven manufacturing hubs; it’s to build a supply base resilient enough that no single disruption can bring operations to a halt.

4. Conduct Structured Factory and Supplier Audits : There’s no substitute for boots on the ground. **Factory audits** proper, structured on-site evaluations of a supplier’s operations, quality systems, compliance posture, and actual production capacity, give procurement teams information they simply can’t get from a questionnaire or a website. For businesses sourcing from Asia, in particular, having a team with genuine on-the-ground presence to conduct audits, follow up on corrective actions, and monitor supplier performance over time is a significant competitive advantage. It’s also one of the core things a trusted sourcing partner can provide removing the risk of working in unfamiliar markets while preserving the commercial benefits.

5. Set Up Risk Scorecards and Review Them Regularly : A supply chain risk assessment isn’t a one-time project. It’s a living process. The procurement teams that do this well typically maintain dynamic **risk scorecards** for key suppliers rating them across dimensions like financial health, geographic concentration, quality performance, compliance status, and strategic importance. These scorecards allow procurement teams to prioritise where attention and resource should go, to escalate risks before they become crises, and to have evidence-based conversations with senior leadership about where the vulnerabilities in the supply chain actually sit.

6. Stress-Test Your Supply Chain Scenarios : What happens if your primary supplier in a key market is unavailable for 60 days? What’s your fallback for your single-sourced critical component? What’s your plan if freight rates double again?

Scenario planning and stress testing, running through “what if” situations systematically, forces global sourcing & procurement teams to identify gaps in their contingency planning before those gaps matter. It’s uncomfortable, but it’s far less uncomfortable than discovering those gaps during an actual crisis. A practical starting point is ET2C International’s **Sourcing Stress Test** a free diagnostic tool that takes under five minutes to complete and gives you a personalised score across five critical dimensions of sourcing performance:

- Margin leakage
- Supply risk exposure
- Coordination burden
- Quality and compliance
- Strategic agility

It’s designed specifically to surface the profit leakage and vulnerabilities that are often hidden in Asian supply chains the ones that don’t show up in quarterly reports but

absolutely show up in your P&L when something goes wrong. If you’re not sure where your supply chain is most exposed, it’s a genuinely useful place to start. You get a pillar-by-pillar breakdown that gives you an immediate, evidence-based view of where to focus attention first without commissioning a lengthy consulting engagement to find out.

Building Supply Chain Resilience for the Long Term : Supply chain resilience isn’t about eliminating all risk, that’s neither possible nor commercially desirable. It’s about building a supply chain that can absorb shocks, adapt quickly, and recover faster than competitors when disruptions hit. That means investing in supplier relationships, not just supplier transactions. It means building geographic and supply diversity into your sourcing strategy as a deliberate commercial decision, not an afterthought. It means investing in the visibility tools and partnerships that give you real-time intelligence about what’s happening in your supply chain, not just quarterly reports.

It also means working with partners who have genuine on-the-ground expertise. Businesses that partner with experienced sourcing organisations teams with deep supplier networks, in-country quality control capabilities, and a track record of managing complexity in challenging markets consistently demonstrate stronger supply chain resilience than those trying to manage everything remotely. **ET2C International** has been helping businesses build exactly this kind of resilient, ethical, and cost-effective supply chain for over 25 years, across some of the world’s most important manufacturing markets.

The Commercial Case for Getting This Right : It’s worth being clear about the commercial upside here, not just the risk downside. Businesses with genuinely resilient supply chains don’t just avoid expensive disruptions; they outperform competitors when disruptions hit the industry. While competitors are firefighting, they’re fulfilling orders. While others are scrambling for alternative suppliers, they already have them. That’s a real and sustainable competitive advantage. And the cost of building that resilience, in terms of better supplier management processes, geographic diversification, and in-country partnerships, is almost always a fraction of the cost of a single major supply chain failure.

The Bottom Line : Supply chain risk isn’t going away. If anything, the conditions that create it geopolitical uncertainty, climate pressure, shifting trade policies, increasing supply chain complexity are intensifying. The procurement teams that will define best practice over the next decade are the ones treating supply chain risk assessment as a core commercial capability, not a compliance exercise. Building that capability takes investment in processes, in people, and in the right partnerships. But the return on that investment, in terms of supply chain resilience, competitive advantage, and avoided costs, is among the highest available to any procurement function right now.

If you want to understand where your current supply chain vulnerabilities actually lie, a good first step is ET2C’s free **Sourcing Stress Test** a five-minute diagnostic that scores your supply chain across five key risk dimensions and gives you a clear, actionable starting point. And if you want to go deeper, **ET2C International** has the expertise, the in-country presence, and the 25-year track record to help you build a supply chain that’s genuinely resilient not just on paper.

Source: et2c.com



HIGH VALUE INFRASTRUCTURE CONTRACTS MANAGEMENT AND SCM

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Infrastructure contracts management is the end-to-end process of drafting, negotiating, executing and administering legally binding agreements for large scale, mission-critical public or private works. Infrastructure projects are large public or private works in different sectors like Data Centres, Energy and Renewable Energy Projects, Recycling Facilities, Transport Projects, Pipeline Projects, Water Networks etc. Many high value infrastructure projects in different sectors are getting delayed due to various problems like design issues, quality issues, disputes, land acquisition issues, environmental issues, EOT i.e. Extension of Time claims etc.

The Deming cycle i.e. Plan – Do – Check – Act or Adjust is applicable to infrastructure construction in a similar way to its applications in manufacturing. The quality of a project or program is as much or more dependent on planning and design phases as on execution phase. The core steps in project planning and management are

Define concept – PPR i.e. preliminary project report

Define objectives and scope including sustainability criteria – DPR i.e. detailed project report

Identify stake holders

Create a WBS – work breakdown structure

Develop a project schedule

Resource planning - Allocate resources – materials/ equipment and workforce and power and water etc

Assess and mitigate risks

Tendering and award Contracts

Execute and fine-tune at every stage

Commissioning and Project Handover

Defect Liability period

Lessons learned documentation preparation

Define objectives and scope: The exact issue or need of the project is to be identified. Clear high-level objectives and outcomes need to be set and defined.

The stakeholders that will be benefited and will use the facility or project need to be identified. Concept paper and justification documents may have to be prepared and submitted for approval. These may be part of PPR i.e. preliminary project report.

After concept evaluation and approval, DPR i.e. detailed project report has to be prepared for detailed evaluation and approval. DPR is a complete blueprint used in business and government to plan a project's cost, design and construction or execution phases. It also includes the project risk identification and management plan. Upfront risk planning is very useful to eliminate many of the problems typically faced in the execution stages of high-value and critical projects.

WBS i.e. work breakdown structure is also a part of DPR. It is a very useful tool used in project or program management to break a large, complex project down into smaller easy-to-manage parts. It looks like a family tree chart. The topmost level is the main goal of the project. Lower levels split the work into smaller work packages or tasks for better focus and easier management.

The WBS must include 100 percent of all the work defined by the project scope and capture all the deliverables without extra or hidden tasks. Work packages may be assigned to different contractors for execution after documented and structured tendering and contracting processes and procedures are executed.

A project or program schedule is a timeline that outlines all project tasks, activities, deliverables, start and end dates, dependencies and assigned and responsible team members. This schedule is a very useful document used as a roadmap for guiding a project team from start to finish and measuring ongoing progress, performing earned value or billing calculations for monthly invoicing towards monthly client payments to sustain the project progress etc.

Project contract is a legal and business agreement where a project owner or client hires an outside contractor through a structured tendering process to deliver specific work, goods or services. It sets the

price / item rates, schedule / milestones, quality / testing and acceptance criteria & rules, documentation to be submitted by contractor, warranty requirements, defect liability period at project completion when contractor needs to rectify defects free of cost etc.

Project installation and commissioning is the systematic process of physically placing equipment and systems in position as per approved layouts, assembling these equipment and systems and then testing and validating their performance to ensure that they operate safely and efficiently according to the design specifications before final handover of the same to the client.

Types of Contracts: Major types of contracts are

EPC – Engineering, Procurement & Construction (Single point of responsibility - Turnkey delivery),

PPPs – Public-Private Partnerships etc..Different types of PPP contracts may be used like – BOT i.e. Build-Operate-Transfer, BOOT i.e. Build – Own-Operate-Transfer and Annuity / Hybrid Annuity (semi -annual payments over time by client) etc. PPP contracts split and share financial and operational risks between governments and private companies.

The different types of pricing models are

Lump Sum – Fixed Price, where the contractor takes financial risk for over-budget costs

Unit Price – Work is broken into measurable blocks or units such as cubic meters of concrete etc. and payment is based on the final count of units used.

Cost Plus – Used in projects where scope is not clear upfront like development contracts and client reimburses contractor for all material and labour expenses and pays an extra percentage fee on total cost.

Time & Materials – The client pays an hourly labour rate plus the actual cost of materials used. This model is more suitable for early-stage and emergency scopes of work.

Contractor Pre-Qualification: A contractor pre-qualification form is a screening document organizations use to evaluate a contractor's background, financial stability, performance history, safety record, technical capacity and capability, equipment availability, workforce training etc. before adding them to an approved supplier list and / or tendering short list. For complex projects, this process may be supplemented by supplier visits or audits to the contractor's facilities and other

reference checks etc.

Some of the critical steps in a project life cycle are design review & optimization and supplier pre-qualification & selection. These two critical processes when properly carried out help to optimize and maximize chances of project success and on-time completion, managing various risks, supply chain disruptions, delays, scope changes etc.

Best Practices: Set smart, achievable and realistic goals in project planning. Write a detailed and comprehensive project charter at the start of the project. Control scope creep as this can delay timelines and push up costs. Use centralized information repository for timely and periodic project status updates. Clarify roles for each team member with defined responsibilities and accountabilities. Align clients and stakeholders and update them periodically so that everyone has his or her expectations satisfied and fulfilled. Plan for risks upfront and have well-thought- out and structured and comprehensive risk response plans in place. Monitor project and contract progress in a detailed way every week and month through review meetings and status reports with the participation of all relevant stakeholders and team members. Review what went wrong and what went right and the timely corrective and preventive actions taken in the lessons learned documentation prepared at project completion.

Claims and disputes avoidance: This can be achieved by

Clear and unambiguous contracts

Early and proactive communication and timely notifications

Clear and adequate supporting documentation

Clear cost and time baselines or schedules

Tracking Site progress daily

Managing risks in a proactive way

Etc

Conclusion: High value infrastructure contracts and projects when executed well contribute towards sustainable and efficient infrastructure creation that can contribute towards sustained and faster economic growth and prosperity of the country. Countries with better infrastructure consistently perform well in terms of sustainable economic growth and employment generation.





THE WAR ROOM: TURNING PROJECT ISSUES INTO DAILY DECISIONS

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A project can have enough people, enough systems and enough meetings, and still leave a surprising number of issues unresolved for a long period of time.

I saw this on one of my earlier assignments in project procurement, in the oil and gas sector. We had separate Planning, Design, Procurement and Finance teams, and each was doing its job well enough on paper, but issues kept travelling between departments instead of getting closed. Planning needed something from Design. Procurement was stuck waiting on that before it could move. Finance wanted a commercial clarification before releasing an approval. The response, every time, was another email, then a reminder, then one more name added to the CC list.

Communication kept growing. The list of open issues didn't shrink.

Our VP tried something almost embarrassingly simple.

There was an old cabin in the office that nobody used much anymore. He had it cleared out and boards put up along the walls. Any department could write a pending issue on a sticky note and stick it up, any time of day. At a fixed time every day, Planning, Design, Procurement and Finance, along with their heads, would sit in that room and work through whatever was on the wall, taking decisions on the spot instead of scheduling another follow-up.

The objective was straightforward: close as many open issues as possible before the room emptied out.

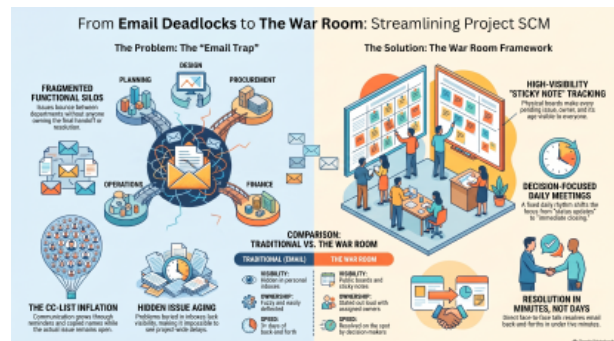
I suggested calling it the **War Room**. Someone laughed and asked why we'd call a discussion room a war room when there wasn't any war going on.

Our VP's answer was simple: "A war room is where war strategies are discussed. It doesn't mean a war is happening."

The name stuck.

More than the name, though, the room turned into a genuinely practical fix for one of the most common problems in project SCM — issues getting stuck between functions, with nobody quite owning the handoff.

When the issue belongs to everyone

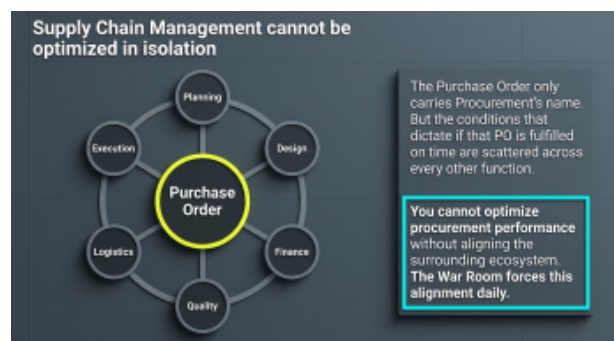


Project procurement touches almost every other function involved in execution. Planning decides what's needed and when. Design supplies the drawings and technical clarifications. Procurement turns all of that into purchase orders and manages the supplier relationship. Finance signs off on the commercial side. And the supplier, sitting outside all of this, ends up depending on inputs from every one of these functions before it can actually deliver.

So an issue that starts in one department often doesn't show up as a procurement problem until several steps later: a drawing clarification holding up an RFQ, a pending approval delaying a PO, a shift in project priority throwing off a supplier's production plan, a commercial hold-up delaying dispatch. When every function chases its own piece independently, you end up with three or four separate conversations happening about the same underlying issue, none of them talking to each other.

That's the gap the War Room was built to close.

The sticky note changed the conversation



The most basic part of the system turned out to be the most useful: every open issue got a sticky note on the wall, in plain sight, with an owner attached to it. Anyone walking into the room could see what was pending, who

owned it, and, as the days went by, exactly how long it had been sitting there.

It made more difference than it sounds like it should. An issue buried in an inbox is just one more email among hundreds. The same issue on a board that Planning, Design, Procurement and Finance are all looking at becomes part of the conversation everyone is already having. The board also made workload visible in a way a status report never quite manages. If six notes were piling up in front of Design, or Procurement had four items stuck waiting on commercial approval, nobody needed to present that — you could just look at the wall.

The daily meeting was about closing issues, not discussing them

The meeting ran at a fixed time every day, which gave the whole exercise a rhythm. The team would go around the open issues one by one, what's pending, who needs to act, can it close today or does it need someone senior to make the call and the conversation stayed direct, because the people who could actually answer those questions were sitting in the room. A back-and-forth that could take several days over email often got settled within minutes once the right two or three people were talking to each other instead of typing to each other.

The target was simple: close as many issues as possible before the meeting ended. Having one clear goal kept the conversation from drifting into status updates and pushed it toward decisions instead.

Procurement became part of a larger project conversation

For Procurement specifically, the biggest change was being able to see the dependencies sitting around its own work. If Procurement was stuck waiting on a final drawing, the issue on the board wasn't just "Procurement pending", the Design could see, in real time, that its clarification was the thing holding up the purchase. If Planning changed a requirement or a delivery priority, Procurement heard the reasoning directly and could raise the supplier implications on the spot, instead of finding out three weeks later when the delivery slipped. Finance could watch a pending commercial approval ripple straight into the procurement schedule.

This kind of connection matters more than people usually give it credit for, because procurement performance depends heavily on what happens before and after the purchase order is placed. A supplier can do everything exactly as committed and the material can still arrive late, because the requirement, the drawing, the approval, or the delivery priority reached them late. The War Room put all of that in one conversation instead of four separate ones.

A simple system created real visibility

None of this needed complicated technology, just boards, sticky notes and a fixed meeting time. What made it work was that every issue went through the same cycle: get written down the moment it came up, sit somewhere visible to the people who could actually influence it, get

discussed at a set time each day, get handed to someone as the next action, and get checked again the next morning to see what had actually moved.

Why email tracking structurally fails project management		
	The Inbox	The Shared Wall
Visibility	✗ Hidden in two people's inboxes	✓ Instantly visible to the entire cross-functional team.
Ownership	✗ Fuzzy, constantly waiting on "someone"	✓ Explicitly named out loud in front of peers.
Ageing	✗ Buried dynamically by new incoming messages	✓ Physically aging in plain sight on a shared board.
Action	✗ Endless forwarding, typing, and CC'ing	✓ On-the-spot verbal decisions by leaders in the room.

The cycle did two things almost without anyone planning for it. It created ownership without anyone having to enforce it. And it made ageing visible you could tell at a glance whether a note had gone up that morning or had been sitting on the wall for a week, which told the team exactly where to put its attention next.

Put simply: issues that used to live inside individual mail chains, chased separately, with ownership that stayed fuzzy and ageing nobody could see, moved onto a shared board where the actual decision-makers discussed them, responsibility got said out loud, and escalation happened the next morning instead of after the fifth reminder.

The real value was in bringing the right people together

Looking back, the boards and sticky notes were really only half of it. What made the room work was having the people who could actually resolve an issue sitting in the same place at the same time: a Procurement executive who knew the supplier situation, someone from Design who could clarify a technical point on the spot, Planning explaining why a priority had shifted, Finance addressing a commercial hold-up, and the functional heads available to make the call when something needed escalating rather than more discussion.

Each of them was holding a different piece of the same picture, and the daily meeting was really just a way of putting those pieces next to each other instead of passing them around by email. It also did something less obvious: departments started understanding each other's constraints. Procurement began to see why a design input was taking as long as it was. Design saw what a delayed drawing actually did downstream to a supplier's commitment. Planning started noticing the commercial and manufacturing cost of changing a priority at short notice. Once you're looking at the whole project together, it gets a lot easier to make sense of.

What I learned from the War Room

A few things stayed with me from that experience.

Visible issues get attention faster than hidden ones, which is almost too obvious to say, except that most organisations still run their tracking through inboxes where nothing is actually visible to anyone but the two

people on the thread. Ownership matters more than most process documents give it credit for; once an issue clearly belongs to someone, following up on it stops being a chase. Decisions need decision-makers in the room — a discussion can go in circles forever if nobody present actually has the authority to close it, and no amount of email traffic fixes that. A fixed daily rhythm does more for discipline than any tracking software, because a recurring slot on the calendar forces the issue back into view whether anyone feels like dealing with it or not.

And underneath all of it is something specific to project SCM: procurement doesn't sit in isolation from Planning, Design, Finance, Quality, Logistics and Execution, even though the purchase order carries only Procurement's name. The conditions that decide whether that PO actually gets fulfilled on time are scattered across every one of those other functions.

What the War Room name really meant.

The name sounded dramatic at first for what was, underneath it, just a project meeting room with a slightly better setup than the rest. It made sense soon enough — the room was where the team actually looked at what was happening, instead of reading about it in an inbox, and worked through it together instead of separately.

There was nothing elaborate about it. A board, some sticky notes, a fixed time on the calendar, and people willing to sit in a room and actually solve a problem instead of forwarding it to someone else. That's the part I've carried into every procurement role since: When an issue keeps bouncing around in email, the answer may simply be to get the people who can resolve it into the same room, at the same time, looking at the same wall.

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PROCUREMENT LEADERS URGED TO MANAGE AI AS ITS OWN CATEGORY

Gartner says scattered AI purchases are making it harder for companies to track spending, protect data, and manage risk

Chief procurement officers should manage artificial intelligence as its own purchasing category rather than treating it as another part of IT spending, according to Gartner. The research firm said companies are now buying AI through software, cloud platforms, consulting services, infrastructure, embedded applications, and stand-alone tools. Individual business units may also make purchases, leaving companies without a clear picture of how much they spend or how the tools fit together.

Gartner said procurement leaders can bring more visibility and control to those purchases while helping companies decide which AI tools to build internally, buy from suppliers, or handle through a mix of both.

AI purchases spread across the business : "Organizations are no longer acquiring AI through a single supplier market or spend category," said Katarzyna Fonteyn, director analyst, IT services, in Gartner's Supply Chain practice. "AI capabilities are being purchased across the enterprise, often without a unified view of how those investments relate to one another. Treating AI as a dedicated category management domain helps organizations improve visibility, strengthen governance and make more deliberate decisions about where critical capabilities should reside."

Traditional category management generally organizes purchasing around specific supplier markets, contracts,

and areas of spending. Gartner said that structure becomes harder to use when AI is built into products and services purchased throughout a company. AI assistants and autonomous agents are also starting to take on work previously handled by employees or outside suppliers. That gives procurement a role in decisions involving not only cost and contracts, but also where work is performed and how company knowledge is stored and used.

Gartner calls for companywide AI standards : Managing AI as a separate category will require procurement to work closely with IT, legal, security, risk, human resources, data governance teams, and business leaders, Gartner said. Companies face several obstacles, including scattered spending, unclear pricing, uneven protections for company data, and AI use that may grow faster than internal rules can keep up. Some companies may also invest in AI before they have the staff or processes needed to manage it effectively.

Gartner recommends that procurement leaders:

- Track AI spending, suppliers, tools, and uses across the company.
- Create companywide standards for purchasing AI, handling data, and managing risk.
- Measure investments against business results and their effect on employees.
- Decide which AI tools to build internally, purchase, or manage through a blended approach.

Source: www.supplychain247.com

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MANUFACTURING MOMENTUM: BUILDING A SELF-RELIANT INDIA

Introduction : As India celebrates its 80th Independence Day, the nation's manufacturing sector stands as a pillar of self-reliance and progress. Over the past 12 years, bold reforms under the Make in India vision have reshaped industries, positioning the country as a global hub. Defence equipment, textiles, pharmaceuticals, medical devices, and heavy machinery are now produced at world-class standards, serving both domestic and international markets. To further accelerate this momentum, the Government has introduced several initiatives like the **Production Linked Incentive (PLI) scheme, PM GatiShakti, the National Logistics Policy, BHAVYA, and programmes for the electronics and MSME sectors.**

Strengthening India's Manufacturing Ecosystem : The manufacturing sector now contributes about **16–17 percent of GDP** and employs **over 27 million workers**. The compounded annual growth rate (CAGR) of Manufacturing GVA at constant prices (2022-23 base) as per the revised series during 2022-23 to 2025-26 is **10.88%**. Merchandise exports in July 2026 reached **USD 44.24 billion**, compared to USD 36.98 billion a year earlier, while manufacturing output grew **7.8 percent** in June 2026. These indicators show manufacturing as a central driver of India's economic growth.



India's Defence Transformation: From Self-Reliance to Global Exports : India's defence industry has undergone a remarkable transformation in the past decade. Focused policies, targeted investments, and a strong push for self-reliance have turned the country into a significant

producer and exporter of defence equipment.

Key Facts:

- The value of indigenous defence production reached a record **1.78 lakh crore** in FY 2025–26. This marked **15.6% growth** from 1,54,071 crore in the previous fiscal and 46,429 crore in 2014–15.
- Defence exports surged from 686 crore in 2013–14 to **38,424 crore in 2025–26**.
- Indian defence products are now exported to 80+ countries, showing over **5,500% growth** in the last twelve years.
- Defence PSUs and other PSUs contributed around **76% of total production** in FY 2025–26. The private sector's share rose to **24%**, reflecting greater industry participation.
- Till May 2026, 10 **Positive Indigenisation** lists, five each of DMA & DDP, covering 5,521 items, were notified, resulting in increased Aatmanirbharta in defence production.
- Srijan Defence Equipment Empowerment Platform (DEEP)** is a digital repository promoting indigenous defence sourcing. As of May 2026, it listed over 41,000 vendors and 2.7 lakh products, strengthening domestic supply chains.

India's Electronics Boost : India has rapidly evolved into a major centre for electronics production, achieving exceptional growth in both output and exports. Successive policies like the National Policy on Electronics, SPECS, EMC 2.0, and PLI have reshaped electronics manufacturing. Schemes such as Electronics Components Manufacturing Scheme (ECMS) further strengthened India's Electronics System Design and Manufacturing (ESDM) ecosystem, driving growth and competitiveness. Electronics production rose from **11.32 lakh crore in FY 2024–25 to 13.11 lakh crore in FY 2025–26**, a **15.8% year-on-year increase**.

Indicator	2014–15	2025–26	Growth
Production of electronics goods	~Rs 1.9 lakh crore	~Rs 13.11 lakh crore	7 times
Exports of electronics goods	~Rs 38,000 crore	~Rs 4.24 lakh crore	11 times
Mobile phone production	~Rs 18,000 crore	~Rs 6.27 lakh crore	33 times
Mobile phone exports	~Rs 1,500 crore	~Rs 2.59 lakh crore	165 times

Semicon Manufacturing : India's emergence as a semiconductor destination has been built on sustained reforms across the electronics sector. The **Semicon India Programme (Semicon 1.0)** was approved in December 2021 with an outlay of **76,000 crore**. It was launched to build a domestic semiconductor and display manufacturing ecosystem. Building on it, **Semicon 2.0** has been approved in July, 2026 with a total budget outlay of **1,27,500 crore**.

Progress Under Semicon India Programme 1.0 : As of July 2026, twelve manufacturing units have been approved with investments **exceeding 1.64 lakh crore**. These include one silicon fab, one silicon carbide fab, an integrated Gallium Nitride Micro LED display fab, and nine packaging units. Together, they are expected to meet chip requirements across consumer appliances, industrial electronics, automobiles, power electronics, telecommunications, and aerospace.

Out of the twelve approved proposals, three companies, Micron, Kaynes, and CG Semi have already started commercial production. One more company is expected to begin operations in 2026, further strengthening India's semiconductor manufacturing base.

India's Mobile Manufacturing Rise

India's mobile manufacturing sector has grown rapidly, strengthening domestic production, exports and value addition.

- **99.2%** of mobile phones used in India are now made domestically.
- India is the **world's second-largest mobile phone manufacturer** by volume.
- India has shifted from a net importer to a **net exporter** of mobile phones since 2014.
- PLI scheme for **Large Scale Electronic Manufacturing (LSEM)** has attracted around 96,000 crore in investments across the mobile manufacturing ecosystem.
- Domestic value addition reached **23%** in FY 2023–24, alongside strong growth in production and exports.
- Smartphones became India's top individual exported commodity in FY 2025–26, surpassing petroleum, gems and jewellery.

Mobile Phone Manufacturing Scheme: This scheme was approved on July 15, 2026, with a **62,500 crore** budget. It focusses on boosting production, domestic value addition, supply chain resilience and global competitiveness. The five-year scheme will run from **FY 2026–27 to FY 2030–31**. Incentives range from

2.25% to 5%, with additional support for local sourcing, Indian brands, design and R&D.

India's Pharma Edge: Scaling Manufacturing and Exports

India ranks 3rd in volume and 11th in value in the global pharmaceutical industry. It plays a crucial role in ensuring affordable healthcare worldwide by supplying 20% of the world's generic medicines and a large share of vaccines. Steady growth in production, exports, and domestic innovation has reinforced its position as a trusted global supplier.

Key Facts:

- In **2024–25**, the sector's annual turnover reached **Rs. 4.72 lakh crore**.
- **Three PLI schemes** under the sector have a total budgetary outlay of **25,360 crore** and have attracted over **51,997 crore in investments**.
- The schemes have achieved **3.88 lakh crore in cumulative sales**, including exports exceeding **2.43 lakh crore**.
- Manufacturing capacity has been created for **218 APIs/KSMs/drug intermediates** and **57 medical devices**, including CT, MRI, ultrasound and critical implants.
- Medical device exports increased from **26,915 crore in 2019–20 to 42,360 crore in 2024–25**. Domestic manufacturing rose from **28,000 crore to 41,500 crore during** the same period.
- **Scheme for promotion of Bulk Drug Parks**: The scheme was approved in 2020 to establish three Bulk Drug Parks with world-class common infrastructure to reduce the cost of manufacturing of bulk drugs. Three parks were approved in Andhra Pradesh, Gujarat and Himachal Pradesh in FY 2022–23.
- **Biopharma SHAKTI (Strategy for Healthcare Advancement through Knowledge, Technology and Innovation) Scheme**: The scheme was announced in Union Budget 2026–27, with an outlay of 10,000 crores over the next 5 years.

Textiles& Apparel on the Rise: Building Global Competitiveness

India's textile and apparel industry is one of its most important manufacturing sectors. It is the **second-largest employer** after agriculture, providing livelihoods to **over 45 million people** and supporting MSME-led industrial development.

- India has several natural and structural advantages in the sector, such as a strong raw

material base, manufacturing capabilities for the complete value chain, and a sizeable domestic market. Additionally, the country is among the **world's largest cotton producers** and the largest exporter of cotton yarn.

- Textiles and apparel contribute **~2% to national GDP, 11% to manufacturing GVA, and 9% of merchandise exports**.
- In FY2025, India exported textile products worth **USD 37.7 billion**. It accounted for **4.1% of global textile and apparel exports**, making it the sixth-largest textile exporter globally.
- Government initiatives such as the **PLI Scheme for Textiles, PM MITRA Parks, the National Technical Textiles Mission, Textiles Export Promotion Mission, National Fibre Mission** and the recently announced **Mission for Cotton Productivity** are likely to strengthen manufacturing capabilities further and improve sector competitiveness.

India's Maritime Push: Making Ships and Containers

Several initiatives in the maritime sector have been introduced to strengthen domestic manufacturing and enhance India's competitiveness globally.

In September, 2025, a comprehensive package of 69,725 crore was announced to strengthen domestic shipbuilding capacity, maritime financing and skilling. It has the following three components:

Shipbuilding Development Scheme (SbDS)

- This scheme has an outlay of **19,989 crore** and aims to increase India's **annual shipbuilding capacity to 4.5 million Gross Tonnage (GT)**.
- Greenfield shipbuilding clusters will receive 100% capital support for common maritime and internal infrastructure through a 50:50 Centre-State Special Purpose Vehicle.
- Existing shipyards will receive 25% capital assistance for brownfield expansion and upgradation of critical infrastructure, including dry docks, ship lifts, fabrication facilities and automation systems.
- Greenfield shipbuilding clusters are proposed in **Andhra Pradesh, Gujarat and Tamil Nadu**. Three brownfield expansion projects have also received in-principle approval.

Maritime Development Fund

- The Maritime Development Fund has a corpus of **25,000 crore** to support longterm financing in the maritime sector. It includes a **20,000 crore**

Maritime Investment Fund with 49 percent Government equity participation. Also, it has a **5,000 crore Interest Incentivization Fund** to reduce borrowing costs for shipyards.

Shipbuilding Financial Assistance Scheme (SBFAS)

- **24,736 crore** has been allocated under the SBFAS to address cost disadvantages and strengthen financing, capacity, and infrastructure. Its guidelines were issued on **26 December 2025**.

Container Manufacturing Assistance Scheme (CMAS)

CMAS was announced in **the Union Budget 2026-27** to expand domestic container manufacturing capacity and strengthen India's position in global container supply chains.

- **10,000 crore** has been allocated under CMAS over five years.
- CMAS targets annual domestic capacity of up to **7.5 lakh TEUs**. This is around **10 times the existing capacity**.
- In **July 2026**, India rolled out its **first domestically manufactured EXIM shipping container** for A.P. Moller-Maersk. The container was unveiled at the **Maersk-CONCOR Inland Container Depot in Dadri, Uttar Pradesh**.

Automobiles: Manufacturing Strength : India has a strong automobile industry, supported by extensive manufacturing capabilities and a large auto-component ecosystem. It is the **world's largest market for two-wheelers and three-wheelers**, and the **third-largest** for passenger and commercial vehicles globally. The sector is also advancing electric mobility, supported by rising EV adoption and government initiatives.

- The sector provides direct and indirect employment to over 30 million people across India.
- Vehicle production increased from 22.65 million units in FY21 to **31.03 million units in FY25**. Overall production grew by nearly **33%** between FY15 and FY25.
- **PLI Scheme for Automobile & Auto Components Industry**: The scheme was approved in September 2021 with an outlay of **25,938 crore**. It promotes high-value Advanced Automotive Technology vehicles and products. It attracted **44,326 crore** in investment by March 2026. It also generated **67,820 jobs** during the same period.
- **PM E-DRIVE Scheme**: Launched in September 2024, the scheme has an outlay of **10,900 crore**

to support electric mobility. It provides incentives for around 28.30 lakh EVs, including e-2W, e-3W, e-trucks, e-buses, and e-ambulances. 4,391 crore has been allocated for 14,028 e-buses, out of which 14,000 e-buses have already been deployed. 2,000 crore has also been allocated for EV public charging stations across India.

India's Solar PV Manufacturing: Rapid Growth and Expansion

India's solar PV manufacturing sector has expanded rapidly, strengthening domestic production of solar cells and modules. The domestic PV market is valued at around **32,400 crore** and is expected to grow strongly through 2030.

- The domestic PV market is expected to grow at a **17–20% CAGR** between FY23 and FY30.
- Approved List of Models and Manufacturers (ALMM) listed solar module capacity reached **100 GW** in August 2025. This increased sharply from nearly 2.3 GW in 2014.
- Solar cell manufacturing capacity reached **25 GW** in March 2025. This Capacity increased from less than 1.2 GW in 2014.
- The government introduced the PLI scheme for high-efficiency solar PV module manufacturing. The scheme has two tranches with total funding of **24,000 crore** and awarded **48 GW** integrated PV capacity.
- PV exports in FY25 were **eight times higher** than in FY18. Higher cell-to-module capacity under the PLI scheme supported this growth.

The Road Ahead : India's manufacturing sector today reflects steady progress, deepening capability and growing confidence across industry. Sustained policy support and rising private participation continue to strengthen this foundation year after year. As new capacities mature, the sector is well placed to expand its global role. The coming years promise wider opportunity, greater value creation and a stronger self-reliant economy.

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WHY ECOMMERCE FULFILLMENT SOFTWARE IS CRUCIAL FOR SCALING INDIAN DIGITAL RETAIL IN 2026

As you scale your digital retail business in India, investing in ecommerce fulfillment software in 2026 is no longer optional its strategic. With rapid expansion into tier-2 and tier-3 cities, along with heightened consumer expectations, the efficiency and intelligence of your fulfillment operations will define your growth trajectory. Fulfillment software is your linchpin that integrates inventory management, order processing, and last-mile delivery, delivering a competitive edge that impacts costs, customer experience, and retention.

Why This Matters to You : Your customers expect seamless delivery faster than ever and you need to meet and exceed these expectations to build lasting loyalty. Ecommerce fulfillment software empowers you to reduce delays, optimize costs, and manage complex regional supply chains effortlessly. Without it, scaling operations risks inefficiencies that erode margins and damage your brand reputation. For founders, marketplace leaders, and D2C brands, mastering fulfillment technology means transforming logistics from a cost center into a growth enabler.

Current Landscape: Ecommerce Fulfillment in India : Indias e-commerce market is evolving beyond metro-centric ecosystems, driven by rising online demand in smaller cities. This geographical diversification demands sophisticated logistics solutions able to handle tiered inventory distribution, dynamic assortment, and last-mile complexity. Quick commerce players further intensify these requirements by setting delivery speed and reliability as baseline expectations rather than differentiators. At the heart of this transformation, ecommerce fulfillment software integrates various operational layers from warehouse management to real-time delivery tracking creating end-to-end visibility and automation needed for scale.

Strategic Impact on Your Business and Broader Market : For your business, the right fulfillment software significantly impacts unit economics by driving operational efficiency and lowering delivery costs. Through AI-driven features such as demand forecasting and route optimization, you gain sharper inventory insights and more responsive last-mile execution. This directly translates into better contribution margins and higher repeat purchase rates by enhancing customer trust and experience.

Moreover, platforms increasingly embed financial capabilities like real-time settlements, supporting cash flow agility essential for fast-scaling e-commerce ventures. On the market side, as regulatory frameworks like ONDC (Open Network for Digital Commerce) mature, fulfillment software must adapt to promote interoperability and compliance without compromising speed or service quality.

Insightful Thought : "In e-commerce, growth matters but retention is what turns traffic into a business."

"When logistics, customer trust, and unit economics align, digital commerce growth becomes far more durable."

Deeper Strategic Perspectives : You should view ecommerce fulfillment software not just as a tool but as a strategic asset that unlocks multiple growth levers. It empowers you to personalize customer experiences by leveraging predictive analytics while balancing inventory allocation intelligently

across channels. You can enhance omnichannel capabilities by integrating fulfillment and returns, thus improving your brands credibility and customer lifetime value. This technology also enables agile responses to market shifts be it evolving consumer behavior, new category expansions, or changing regulatory demands ensuring your supply chain resilience.

Practical Takeaways for E-Commerce Leaders

- **Understand** the growing complexity of Indian digital retail logistics beyond metros.
- **Monitor** the capabilities of fulfillment software platforms, especially AI features and payment integrations.
- **Prioritize** platforms that facilitate omni-channel fulfillment to support diverse sales strategies.
- **Invest** early in adaptable systems to stay ahead of ONDC-related interoperability and policy changes.
- **Seek** fulfillment technologies that enhance unit economics by reducing delivery times and cost-to-serve.

Balancing Opportunity with Caution : While ecommerce fulfillment software presents remarkable benefits, you must navigate implementation challenges carefully. Inadequate integration with existing systems can cause disruptions. Over-reliance on automation without contingency planning may reduce flexibility. Data security and regulatory compliance remain critical as these platforms handle sensitive consumer and payment information. A thoughtful vendor selection process considering scalability, customization, and ongoing support is vital to mitigate risks and realize your strategic objectives.

What You Should Watch Next: Keep a close eye on emerging retail-tech developments such as AI-enhanced personalization, machine learning for demand sensing, and embedded finance models within fulfillment solutions. Additionally, monitor ONDCs evolving regulatory landscape, as compliance and interoperability will soon be non-negotiable across digital commerce ecosystems in India. Partnerships between fulfillment software providers and logistics or fintech companies will likely accelerate, creating powerful integrated platforms that transform how you operate and scale.

Conclusion: Ecommerce Fulfillment Software as Your Growth Catalyst in 2026

Positioning your e-commerce business for success in 2026 requires embracing ecommerce fulfillment software as a strategic growth lever. By doing so, you optimize delivery speed, cost efficiencies, and customer satisfaction keys to sustainable profitability and competitive differentiation. Whether you lead a marketplace, manage a D2C brand, or operate a quick commerce venture, your investment in leading-edge fulfillment technology will future-proof your supply chain and empower you to meet the evolving demands of Indias diverse and expanding digital retail market.

"The real edge is not only in selling faster, but in building a brand, a system, and a customer relationship that lasts.

Source: ecommerce.theceo.in

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MATERIAL FLOW INDEX (MFI): A PRACTICAL WORKSTATION LEVEL TOOL FOR MEASURING AND REDUCING MATERIAL FLOW WASTE

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Abstract: Material flow efficiency directly influences productivity, inventory levels, material handling costs, workplace safety, and overall operational excellence. While organizations routinely check performance indicators such as inventory turnover, Overall Equipment Effectiveness (OEE), and Value Stream Mapping (VSM) metrics, there is still a lack of a simple workstation-level measure that quantitatively evaluates the effectiveness of material flow for individual components. IATF 16949:2016 in 7.1.3.1 asks for “optimized material flow and synchronized movement” so automobile company going for certification need to practice and find new ways to improve overall supply chain material flow from point of supply to consumption to end customer.

This article proposes the Material Flow Index (MFI), a straightforward practitioner-oriented metric that combines three critical dimensions of material movement which are handling method, quantity transported per trip and transportation distance. The given framework helps production, materials managers and shop-floor person to find 7 types of waste in process. By comparing alternative supply methods and prioritize improvement opportunities without requiring advanced analytical tools, specialized software or simulations.

Keywords Material Flow, Lean Manufacturing, Waste Reduction, Material Handling, Inventory Management, Logistics Management, Workstation Optimization, IATF 16949

Introduction : Optimized material flow is the foundation for lean manufacturing and supply chain efficiency. In manufacturing environments managers are tracking several KPI such as material handling costs, inventory turnover ratio, OEE, warehouse utilization, line stoppages and Space Index. But when evaluating a specific workstation, an important question often stays unanswered.

“How effective is the material handling for this particular part supplied online or workstation?”

Traditional tools give only restricted or incomplete answers.

1. Spaghetti diagrams visualize movement but do not provide a quantitative score.
2. Value Stream Mapping shows process delays but is not designed for part-level comparison.
3. Inventory metrics focus on stock levels rather than movement efficiency.
4. Material handling cost reflects monetary impact but does not offer operational insight at workstation level.

Therefore, material flow improvement decisions frequently depend on subjective conclusions rather than an objective measurement system. To bridge this practical gap the given article presents the Material Flow Index (MFI) as a simple and actionable workstation-level system of measurement.

Material Flow Index (MFI) Conceptual Framework

The Material Flow Index is labelled as

$$MFI = M \times Q \times D$$

Where,

Handling Method (M) is the efficiency of the material transportation method.

Quantity per Trip (Q) is the material batch or lot size supplied per trip.

Transportation Distance (T) is the distance travelled from source to workstation.

Ranking and Interpretation:

MFI Score	Mode	Quantity	Distance Travelled	MFI Value	InterpretationFrom MFI Value
1	Conveyor/Gravity Flow	Single piece flow - 1	Less than 25 m	1x1x1=1	Ideal /Lean material flow Condition
3	Trolley /Material on wheels	Small lot 6-24 nos	50-100 m	3x3x3=27	Significant waste present
5	Manual Handling	Bulk – >100	More than 150 m	5x5x5=125	High waste and huge score for improvement

Table-1: MFI score for each factor and interpretation from MFI value

We can define MFI Score from 1 to 5 numbers as per company policy and management goals. Lower MFI values show good material flow and higher represent need improvements.

Distinctive Features of MFI:

The given framework offers several practical benefits.

1. Simplicity and Accessibility : MFI can be calculated using simple mathematical calculations or excel format. There is no need of specialized software or analytical tools.

2. Workstation-Level Measurement : MFI primarily focus on workstation or part level wise measurement. Overall department, process or plant level MFI can be calculated by adding individual MFI and can be tracked at plant level KPI.

3. Integration of Multiple Lean Wastes : The MFI all together captures three major categories of waste.

- Transportation Waste (Distance)
- Motion Waste (Handling Method)
- Inventory Waste (Batch Quantity)

4. Decision Support Capability : MFI can be used as tool for comparing alternative material supply approaches such as

- Kitting versus direct line feeding
- Manual handling versus mechanized transport
- Centralized storage versus point-of-use inventory

5. Alignment with Operational Excellence : The given framework supports Kaizen Activities of plant (continuous improvement initiatives) and aligns with industry expectations about optimized and synchronized material flow.

Illustrative Example

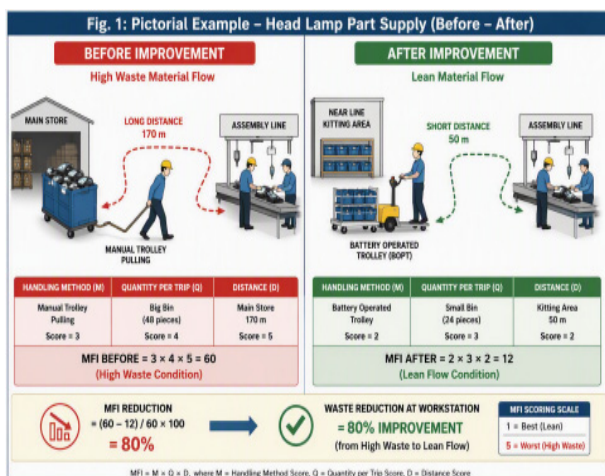


Fig-1: Pictorial view of before and After scenario of material handling and MFI calculations

This example shows how relatively simple Kaizen can

considerably improve material flow efficiency.

Practical Applications for Materials Managers : Following approach shows MFI can be used as routine shop floor improvement tool for continuous improvement.

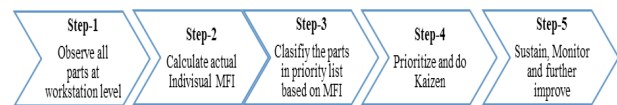


Fig2- Steps for Improvement Approach

Managerial Implications:

The MFI tool presented gives practical solution and bridge the gap between lean manufacturing principles and day-to-day shop floor materials management activities. Instead of solely relying on qualitative findings managers can use simple numerical framework of MFI for finding process waste, prioritizing, taking corrective actions and evaluating improvement outcomes at workstation level.

MFI can be implemented in manufacturing, automotive industry, engineering, electronics, process industries and assembly operations because of its simplicity.

Conclusion:

Material flow improvement initiatives often fail because organizations lack a simple workstation-level measure that can objectively quantify waste. The Material Flow Index (MFI) addresses this gap by integrating handling method, transportation distance, and batch quantity into a single actionable metric.

The framework offers a low-cost, easy-to-implement approach for evaluating material movement efficiency and supporting continuous improvement initiatives. Future research may focus on empirical validation, statistical assessment, and benchmarking across different industrial sectors.

Declaration and Academic Note:

Material flow index (MFI) is introduced as novel concept in this article as a practical framework constructed to support industrial decision making and encourage professional discussion on material flow optimization. No confidential industrial data were used in the preparation of this article nor external funding was received.

The authors declare no conflict of interest and provide their consent for publication in MMR of IIMM publication. As the framework is presented from a practitioner perspective, further research on its development, validation and practical evaluation is currently being undertaken as part of the author's MTech research program in Government College of Engineering Chhatrapati Sambhajinagar.

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MAN INDUSTRIES: PROCUREMENT SHIFTS TO BUSINESS VALUE

ANDRE ELLINGTON

Manish Lunker, President of Group Procurement and Strategy at Man Industries India, says procurement must balance risk with business continuity

Procurement is moving further away from its traditional role as a cost-saving function, with businesses now relying on the function to manage risk, protect continuity and support broader strategic decisions.

This is the view of Manish Lunker, President of Group Procurement and Strategy at Man Industries India, who has more than 30 years of experience across steel, infrastructure and the wider value chain.

Man Industries India, is headquartered in Mumbai, with Nikhil Rameshchandra Mansukhani serving as the Managing Director and Chief Executive Officer of Man Industries.

Under the visionary leadership of the Mansukhani family since the 1970s, MAN Industries has grown into a dynamic, diversified organisation. It specialise in delivering end-to-end solutions for the line pipe sector, with a primary focus on high-performance, large-diameter carbon steel SAW pipes.

Manish explains how geopolitical uncertainty, commodity volatility and changing supplier relationships have altered the way procurement teams approach sourcing.

"A GOOD PROCUREMENT LEADER ACTUALLY SAVES COST. A GREAT PROCUREMENT LEADER PROVIDES VALUE AND ENSURES THE BUSINESS CONTINUITY."

Procurement takes on a strategic role

According to Manish, the role of procurement has transformed significantly over the last 20 to 30 years. It has transitioned from an area focused mainly on cost savings into a key component of corporate growth.

"Today it's measured in terms of business continuity, in terms of risk management and strategic enablement of the growth," Manish told Aaron McMillan, host of the Procurement Uncut podcast.

"Having a seat at the table in 2026 means procurement is involved upstream in decision making and not downstream in execution alone."

That involvement can extend into market entry strategies, supplier ecosystem design and capital allocation, according to Manish.

He says procurement is now helping shape the business rather than simply supporting it after strategic decisions have been made. This is supported by Amazon Business 2025 State of Procurement report, which states that 64% of procurement decision-makers now rank building resilient and agile supply chains as a top priority over the next one to two years.

Cost is no longer the only sourcing measure : The shift is particularly visible when procurement teams have to balance cost optimisation against supply risk. Manish describes this as one of the central challenges facing modern procurement, arguing that organisations need to move away from selecting suppliers based solely on the lowest price. Instead, he advocates a risk-adjusted approach that considers the total cost of ownership and the potential impact of disruption.

"The cheaper supplier with high disruption, risk is no longer viable," Manish adds.

"A slightly higher cost, actually within a short supply, often delivers much better value to the organisation."

Man Industries India partners

Aramco Asia India - MAN Industries (India) Limited works with Aramco Asia India Pvt to explore long term supply of MANs Product Range and Develop Local Manufacturing Capabilities in the Kingdom of Saudi Arabia through MAN Industries or Its subsidiaries.

QatarEnergy - listed on QatarEnergy's Preferred Manufacturers List (PML) as an eligible bidder for carbon steel LSAW pipes, coatings and bends.

National Pipe Company (NPC) - Acquired by MAN Industries in a US\$102m transaction to establish its flagship manufacturing and operational headquarters within Saudi Arabia.

AI supports more informed procurement decisions

Technology is another area where Manish finds new ways to approach procurement. Man Industries has been moving from reactive sourcing towards

predictive procurement, using real-time market intelligence, freight and commodity tracking and specified risk indicators to support decisions. Manish believes the biggest change is not one individual technology, but the ability to bring data together across the value chain.

“Technology does not replace your judgement,” Manish says. “It augments your judgement with the foresight which has been never before perfect.”

KEY PROCUREMENT PRIORITIES

- Shift from lowest-price sourcing to risk-adjusted total cost of ownership
- Greater upstream involvement in market entry and capital allocation decisions
- Integration of real-time commodity, freight and geopolitical risk data
- Predictive rather than reactive supplier and disruption management
- Leadership development focused on commercial and risk fluency, not just functional KPIs

- Stronger alignment between procurement strategy and enterprise-wide business continuity planning

The next generation of procurement leaders

For Manish, procurement leaders will need to combine commercial understanding with a stronger awareness of risk, markets and geopolitics.

He says the defining trait for the next generation should be “business thinking with a risk mindset,” with leaders expected to consider enterprise-wide outcomes rather than functional targets alone.

“A good procurement leader actually saves cost. A great procurement leader provides value and ensures the business continuity,” he states.

The Procurement Uncut podcast explores how procurement leaders are approaching cost, risk, technology and value creation.

SOURCE: procurementmag.com



SUPPLY CHAIN AI NEEDS MORE THAN AUTOMATION IT NEEDS GUARDRAILS

EMILY BURROWS AND THAD MCBRIDE, BASS, BERRY & SIMS

A I can strengthen procurement, logistics, and compliance, but only when companies put the right governance and human oversight in place

As artificial intelligence reshapes global supply chains, the challenge is no longer simply adopting the technology. It is making sure AI is used in ways that protect the business while improving procurement, logistics, trade compliance, and supplier management.

Supply chains underpin the global economy, and AI is rapidly changing how companies manage them. From supplier screening and procurement to inventory planning and logistics, AI is helping organizations make faster decisions and respond more quickly to disruptions. But as AI moves beyond supporting decisions to making them, companies face greater operational, financial, and legal risks if those systems are not properly governed.

Today's supply chains already operate in an increasingly complex environment. Disruptions from

natural disasters, pandemics, cyberattacks, shifting tariffs, and expanding economic sanctions all require companies to make informed decisions quickly. Suppliers must be evaluated for potential ties to terrorist organizations, cybercrime, forced labor, corruption, and other regulatory concerns, as well as traditional measures such as quality, reliability, and cost. AI can help navigate this complexity, but companies remain responsible for the decisions it makes on their behalf.

The scale of the risk is already becoming clear. Industry reporting shows that more than 70% of organizations experienced at least one material cybersecurity incident in the past year, according to SecurityScorecard. Kaspersky reports that 31% of enterprises experienced a supply chain attack in the past 12 months, while 30% reported exposure to AI-powered attacks.

While AI adoption has accelerated, governance has not always kept pace. That gap is creating a new risk landscape as AI systems increasingly perform tasks that once required direct human oversight.

The liability problem

One of the biggest changes is the rise of AI agents that can independently perform tasks such as selecting suppliers, approving shipments, placing purchase orders, or rerouting freight. These systems move beyond recommending actions and instead make decisions on behalf of the business.

That raises an important question: who is responsible when AI gets it wrong?

Consider a retailer whose AI system autonomously selects a supplier that fails to meet regulatory requirements. Even if no employee approved the decision, the retailer may still face enforcement actions, penalties, or contractual disputes resulting from that choice.

Regulators increasingly expect companies to demonstrate that AI operates under meaningful human oversight with documented policies, testing, and audit trails. The question is no longer whether AI can improve supply chains, but whether organizations can show they are governing those systems responsibly.

Regulators are focusing on companies using AI

The regulatory landscape suggests responsibility is increasingly falling on the organizations deploying AI rather than the companies that developed it.

The European Union's AI Act adopts a risk-based framework that places obligations on both developers and deployers of AI systems. Under that approach, companies using AI in their supply chains are responsible for ensuring those systems comply with applicable requirements.

The United States has taken a different path, but the practical outcome is similar. Rather than creating a single AI law, agencies such as the Federal Trade Commission have made clear that existing consumer protection laws still apply to AI-driven business decisions. Companies remain responsible for exercising reasonable diligence when selecting, testing, and overseeing AI systems, including those provided by third-party vendors.

The message from regulators is straightforward: using AI does not reduce an organization's compliance responsibilities.

Building better AI governance

Organizations should begin by understanding exactly where AI is being used across the supply chain. Many companies have deployed AI in multiple

departments without maintaining a complete inventory of those systems. Without that visibility, it becomes difficult to monitor performance, identify failures, or demonstrate appropriate oversight.

Companies should also establish clear guardrails around AI-driven decisions. High-risk activities such as approving suppliers, executing contracts, or making significant purchasing decisions should include defined approval thresholds and human review. Organizations should also regularly test AI outputs to identify model drift, bias, or declining performance before problems spread through the supply chain.

"Companies that pair AI with thoughtful governance, meaningful human oversight, and strong documentation will be better positioned to reduce risk while capturing the benefits of greater automation."

Equally important is preparing for failures. Incident response plans should address situations in which AI contributes to a supply chain disruption, a compliance violation, or a cybersecurity event. Organizations should also define contractual responsibilities with AI vendors so liability is clearly understood if problems occur.

Documentation matters

Strong documentation remains one of the most effective ways to reduce regulatory and litigation risk.

Companies should maintain records of human reviews, approval thresholds, model testing, vendor due diligence, and any decisions that override AI recommendations. If regulators, customers, or business partners later question an AI-driven decision, those records can help demonstrate that appropriate governance procedures were followed.

AI will continue to play a larger role in global supply chains, but accountability will remain with the businesses that use it. Companies that pair AI with thoughtful governance, meaningful human oversight, and strong documentation will be better positioned to reduce risk while capturing the benefits of greater automation.

Emily Burrows leads the AI practice at Bass, Berry & Sims. Thad McBride leads the firm's international trade practice. The authors thank summer associate Adley Ragan for her assistance with this article.

Source: www.supplychain247.com

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WTO UPDATE

UPDATED WTO-IMF TPA INDEX SHOWS CONTINUED RISE IN GLOBAL TRADE POLICY ACTIVITY

A new Trade Policy Activity (TPA) index by WTO and IMF economists shows a marked rise in trade policy activity during 2025-26, alongside heightened trade policy tensions among large economies, against the backdrop of an overall upward trend.

The index shows that facilitating measures - those that ease trade by reducing barriers or improving customs procedures - have lost relative momentum in recent years (with an exception during the Strait of Hormuz crisis, where they represent over two-thirds of all measures taken) while other trade measures, including restrictive ones, have pulled ahead, with the 2025 surge extending well beyond the largest economies. Understanding these shifts is increasingly important, as trade policy plays a growing role in shaping global supply chains, economic resilience and geopolitical dynamics.

This news item presents an update of the WTO-IMF Trade Policy Activity (TPA) Index, now extended through May 2026. The Index, developed in joint research by WTO and IMF economists, draws on a wide range of information on trade policy measures across a large number of economies and products. The underlying paper (Centorrino et al. 2025), recently summarized here, explains the methodology and sets out a framework for regular updates.

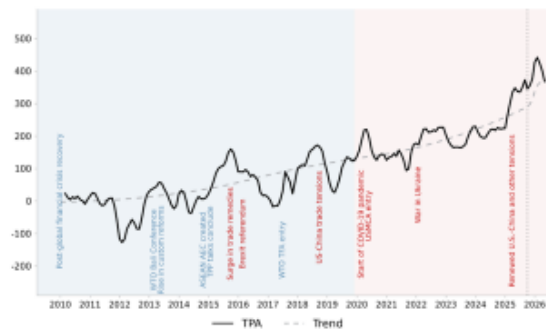
The Index captures global trade policy dynamics since the Global Financial Crisis in a timely and comprehensive way, at monthly frequency. It treats records of a wide range of policy measures as imperfect signals of global trade policy activity and, using a Dynamic Factor Model, extracts their common dynamics. By tracking actual policy changes by governments, it complements existing broader indicators of trade policy uncertainty and geopolitical risk. The data draw primarily on two complementary trade policy monitoring sources: the WTO's own Trade Monitoring Database (TMDB) and the Global Trade Alert (GTA).

Figure 1 shows that trade policy activity rose gradually for over a decade before accelerating from around 2020 onwards, reflecting heightened use of trade policy for broader objectives, such as industrial policy or security. Distinct peaks are visible around the escalation of US-China tariffs (2018-19), the onset of the COVID-19 pandemic (2020), the war in Ukraine (2022), and renewed trade tensions (2025), with trade policy activity remaining high and on an upward trend over the years between. The updated data extend this

picture through mid-2026 and show that the 2025 surge has continued.

The index continued to climb to a new high for the series in early 2026, the most pronounced since the aftermath of the Global Financial Crisis, when data collection began. Averaged over January-May 2026, global trade policy activity ran nearly twice its 2024 level, and about a quarter above its 2025 average, pointing to a marked intensification of trade policy activity globally.

Figure 1 Trade Policy Activity Index



Note: Trade-Policy Activity (TPA) Index (solid black line) refers to the global factor estimated using a dynamic factor model with a block structure. The index is normalized so that its average equals zero over January 2010-December 2011. Positive values indicate heightened activity and negative values reduced activity relative to the baseline. The dashed line shows the estimated trend, and the indicator is smoothed using a three-month moving average. The vertical dotted line marks the end of the baseline sample (October 2025); data through May 2026 are added using the rolling-window approach (see the paper).

Source: Authors' calculations based on Centorrino, Diakantoni, Keck, Rula, Sztajerowska, and Wei (2025).

Figure 2 decomposes the Index by measure category, distinguishing facilitating measures from other measures and further separating the latter into strictly restrictive measures - following Deardorff (2014), such as tariff increases, import bans, and quantitative restrictions - and remaining other measures, composed mostly of subsidies.

The decomposition shows that the recent rise in activity is driven predominantly by restrictive measures, which have climbed the most steeply of any category through 2025 and into 2026. Together with a more gradual but steady increase in subsidies and remaining other measures, this contributed to the overall acceleration in non-facilitating measures in the latest period. Facilitating measures, by contrast, accelerate more modestly, extending the divergence between policies that restrict trade and those that ease it that the index first registered in 2025.

Figure 2 The Role of Facilitating, Restrictive and Remaining Other Measures



Note: The figure shows counterfactual indices for facilitating, restrictive, and remaining other measures. Facilitating measures refer to actions that reduce restrictiveness, or ease trade; restrictive measures include tariff increases, bans, quotas and similar measures, following Deardorff (2014), while remaining other measures are composed largely of subsidies. Each line reflects the global factor estimated using baseline loadings for one category only. The level and scale are normalized for comparability across the indices (average equals zero in January 2010–December 2011). Series are smoothed using a three-month moving average. The vertical dotted line marks the end of the baseline sample (October 2025); data through May 2026 are added using the rolling-window approach (see the paper).

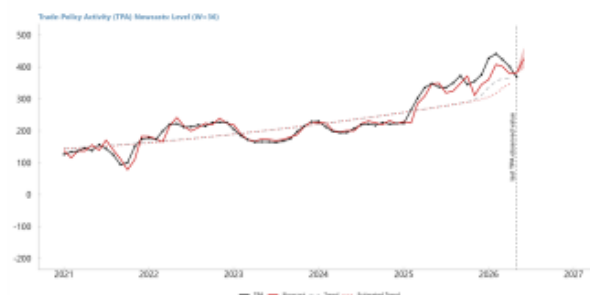
Source: Authors' calculations based on Centorrino, Diakantoni, Keck, Ruta, Sztajerowska and Wei (2025).

Importantly, the rise in trade policy activity is not driven by the largest economies alone: while the most pronounced peaks tend to appear among G20 economies, the upward movement is broad-based, with non-G20 economies also rising markedly in the most recent period (see the working paper).

The TPA Index can also support real-time trade policy monitoring to gauge the direction of policy activity. An exploratory nowcasting exercise applies a MIDAS mixed-frequency model (see here), combining monthly indicators, such as commodity prices and uncertainty indices, with weekly text-based measures from Google Trends to produce one-step-ahead nowcasts of the TPA Index.

Figure 3 presents the nowcast through June 2026, pointing to a further potential increase in trade policy activity despite some slowing earlier this year. While preliminary and subject to further testing and extension, the exercise illustrates the potential of the TPA Index as a timely monitoring tool for global trade policy.

Figure 3 Trade-Policy Activity Nowcasting



Note: The figure shows data from January 2021 onwards. Commodity and uncertainty indices, along with the three most relevant weekly series, are used to produce the one-step-ahead nowcast shown by the solid red line. The dashed grey line shows the estimated trend extracted from the index, while the black line shows the actual Trade-Policy Activity (TPA) index. The dashed red line represents the estimated trend, recursively estimated using the previous 38 observations of the trend. The light red shaded area represents the 95 per cent prediction interval constructed using a bootstrap procedure.

Source: Authors' calculations based on Centorrino, Diakantoni, Keck, Ruta, Sztajerowska and Wei (2025).

Disclaimer

For IMF authors: The views expressed in this paper are those of the author(s) and do not necessarily represent the views of the IMF, its Executive Board, or IMF management.

Source: WTO Website

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WHY AI SUPPLY CHAIN ROI FAILS AT THE HANDOFF BETWEEN PLANNING AND EXECUTION

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The model usually works. The handoff between what the model recommended and what execution can actually do is where the value disappears.

Executive takeaways

- **AI supply chain ROI depends on execution, not just model accuracy.** Even an accurate AI planning recommendation loses value when the assumptions behind it no longer reflect real-time supplier, inventory, transportation, or warehouse conditions.
- **Data latency can undermine AI planning decisions.** Batch updates, delayed supplier data, and periodic system synchronization can leave AI models optimizing against outdated information, forcing execution teams to override recommendations manually.
- **AI exception management needs clear ownership.** Organizations should define who makes decisions when an AI recommendation cannot be executed,

how exceptions are classified and resolved, and how those decisions are captured for future planning.

- **Execution fidelity should become a core supply chain AI metric.** Measuring how often AI recommendations are followed, overridden, or modified—and why—helps companies identify where data, processes, and feedback loops are preventing AI investments from delivering expected ROI.

Supply chain AI investments are generating a familiar pattern. A planning system demonstrates impressive optimization results in a controlled evaluation: better demand forecasts, improved inventory positioning, reduced safety stock requirements, more accurate supplier lead time predictions. The business case is approved. The system goes live. And then, somewhere between the planning recommendation and the execution of that recommendation, the ROI calculation quietly unravels.

This is not primarily a model quality problem. It is a handoff problem. The handoff between planning and execution in supply chains was already difficult before AI entered the picture. AI makes it faster, more consequential, and harder to diagnose when it fails.

What the handoff actually involves

A planning AI recommendation is a set of conclusions drawn from aggregated data about demand signals, inventory levels, supplier capacity, lead times, transit constraints, and cost parameters. That data is never perfectly current. It is a representation of reality as of the last update from each contributing system.

The execution environment, on the other hand, is operating in real time. A distribution center is running against actual pick rates and actual dock schedules. A supplier is operating against actual production constraints that may have changed since the last portal update. A transportation lane is subject to conditions the planning model's data did not capture. When a planning recommendation reaches execution, the question is not only whether the recommendation was mathematically optimal. It is whether the assumptions the model used still hold in the environment where execution has to act. When they do not, the recommendation creates work rather than value. Someone in execution has to recognize the gap, decide whether to follow the recommendation anyway or deviate, document or not document the deviation, and absorb the consequences if the deviation creates a downstream problem. That recognition-decision-documentation loop is invisible to the planning system and often invisible to the leaders who approved the AI investment.

Three places where AI supply chain ROI actually disappears

Data latency at the decision point. AI planning systems are typically fed from batch ETL processes, nightly file transfers from suppliers, or periodic data syncs from warehouse management systems. When those feeds are delayed, the AI operates on a version of reality that is hours or days old. A demand spike, a supplier disruption, a quality hold, or a transportation disruption that happened after the last data sync will not appear in the planning model's recommendation. Execution teams discover the gap and compensate manually, which means the AI recommendation is ignored for the cases where it most needed to be right. A concrete version: a planning system recommends accelerating a purchase order for a component supplier, based on a lead-time value last updated in the supplier portal three weeks ago. The supplier's actual lead time has extended by 10 days because of a production line change. The execution team learns this only when the order is placed. The AI recommendation was mathematically optimal against data that no longer reflected reality. That gap, multiplied across hundreds of SKUs and dozens of suppliers, is where AI supply chain ROI quietly disappears.

Ownership gaps at the exception. When a planning recommendation cannot be executed because a supplier cannot deliver on the committed date, or because a product attribute has changed, or because a customer entitlement rule creates a conflict, someone has to

decide what to do. In many organizations, the exception handling process for AI-generated recommendations was never defined. The recommendation was built. The exception path was not. Execution teams route around it, create informal workarounds, or escalate to the planning team, which re-runs the model with manually corrected inputs. The result is a combination of AI-generated recommendations and human-corrected exceptions that is harder to manage than either pure approach would have been.

Feedback loops that do not close. The planning model does not learn from execution deviations unless those deviations are captured, classified, and fed back into the model's training or parameter set. In most deployments, deviations are captured informally or not at all. The model continues to recommend based on parameters that do not reflect what execution actually experiences. Over time, the gap between what the model recommends and what execution can actually achieve grows, and the business attributes the problem to model quality when the real issue is a feedback loop that was never designed.

What to build before expanding AI planning autonomy : Supply chain leaders who want to protect their AI ROI should treat three capabilities as prerequisites before expanding planning autonomy. Data contracts between the planning system and each contributing source: a defined freshness standard, an owner for each data class, and a specified behavior for the planning system when the data does not meet the standard. A formal exception taxonomy: a classification of the types of deviations that occur at the planning-execution handoff, ownership assignments for each, and a structured path from exception to resolved record to model feedback. A measurement framework that captures execution fidelity, not only planning accuracy: how often did execution follow the recommendation, how often did it deviate and why, and how did the deviations affect actual outcomes versus the model's projection?

A measurement framework that captures execution fidelity is the third prerequisite, and it is the one most often skipped. Execution fidelity measures how often the AI recommendation was followed, how often it was overridden and why, and how the actual outcome compared to the model's projection. Those numbers are not a report card for the AI. They are a signal for where the handoff infrastructure needs investment. High override rates in a specific product category usually indicate a data freshness problem in that category. High deviation rates on a specific supplier usually indicate a service-level metadata gap. Measuring fidelity gives the planning and execution teams a shared language for improving the system rather than arguing about whose number is correct.

The organizations that extract durable value from supply chain AI are the ones that invest as seriously in the handoff infrastructure as in the model itself. Planning AI is valuable. Planning AI that closes the loop between its recommendations and execution reality is compoundable.

Source: SCMR

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HOW BIG BOX RETAILERS ARE USING TARIFF REFUNDS

Walmart is investing its \$2.9 billion return into price cuts, while Target plans for additional reimbursements and Home Depot as well as Lowe's offset higher costs. Several major big box retailers are recouping substantial returns for defunct tariffs they paid last year, but how they are utilizing the refunds varies.

Rivals Walmart and Target have reported some of the largest windfalls among the many companies that have received money back for President Donald Trump's International Emergency Economic Powers Act tariffs that the Supreme Court invalidated earlier this year. Meanwhile, home improvement retail giants The Home Depot and Lowe's have both clawed back funds but on different ends of the spectrum, with Home Depot landing \$730 million so far, while Lowe's reporting \$80 million.

Customs and Border Protection launched its dedicated system for returning IEEPA levies in April. Known as Consolidated Administration and Processing of Entries, or CAPE, the system has paid out \$106.6 billion in IEEPA tariff refunds, as of Aug. 21. Companies across numerous sectors, such as Amazon, Nintendo, Caterpillar and Kimberly-Clark, have all received some level of refund for the invalidated levies. With Walmart, Target, Home Depot and Lowe's all joining the fray, here's a look at what these retail giants received and how they are incorporating the returned funds into their plans.

Walmart lowers prices with massive return : Before it ever received tariff refunds, Walmart said it planned to use any reimbursements to lower prices, joining other retailers such as BJ's Wholesale Club and E.l.f. Beauty. Thus far, the company has received "substantially all" of the \$2.9 billion in IEEPA tariff refunds, EVP and CFO John Rainey said on the company's Q2 earnings call last week. With the funds in hand, Walmart has begun investing the capital into "customer experience and price leadership," Rainey said, noting that it has prioritized investments in grocery and general merchandise. "Looking forward, our Q3 guidance reflects the continued impact of pricing actions taken in Q2 alongside continued prioritization of tariff refunds and the price investment," Rainey said.

Target expects additional refunds : Target has also secured the "significant majority" of IEEPA tariff refunds it has applied for, accounting for just under \$1 billion, EVP and CFO Jim Lee said on the retailer's Q2 earnings call last week. The company recorded the \$994 million as a reduction in cost of sales.

While Target did not share specific plans for the returned funds beyond that, Lee said the company was expecting

more refunds in the future. In the meantime, the company is focusing on its financial performance outside any tariff refunds, whether realized or potential. "The way I would look at the underlying performance is we are trying to focus on adjusted EPS, excluding the tariff refunds," Lee said. "We think that's a better measurement, just especially given the timing of how the refunds are coming through our P&L."

Home Depot lines up refunds to fight rising costs : Home Depot has also reported the majority of the \$730 million in tariff refunds it has received as a reduction in cost of goods sold, EVP and CFO Richard McPhail said on a Q2 earnings call last week. The remaining funds of \$45 million "will hit the P&L" as the home improvement turns inventory over the rest of the year, McPhail added. The \$730 million return landed near the end of June, according to McPhail, who noted that any additional refunds would be "immaterial."

All told, Home Depot is using the reimbursements to fully offset unplanned cost pressure on fuel, energy and product inputs the rest of the year. "If you think about it, tariff refunds are a market-borne benefit, they're not unique to The Home Depot," McPhail said. "And so you would expect when you see market-borne benefits or market-borne pressures, we are using those benefits to offset costs and the market is seeing that in the form of values that have been maintained through the quarter in the face of a pressured cost environment."

Lowe's offsets cost hikes while planning for more refunds : Lowe's has received \$80 million in IEEPA tariff refunds, far below the amount recouped by rival Home Depot. However, the company is filing for additional refunds, according to EVP and CFO Brandon Sink, who noted that the current total represents "a smaller portion" of IEEPA tariffs it paid. "So we're pursuing all of that, all that we're eligible to collect, and anticipate any further benefits are going to be reinvested in customer-facing actions that are going to continue to reinforce our value prop[osition]," Sink said on a Q2 earnings call last week.

In the more immediate term, Lowe's has utilized the funds it has secured to offset fuel and transportation cost pressure, opting not to immediately follow competitors who lowered prices to drive units or clear seasonal inventory. "We did not choose then to match some of those promotions because they were not in our financial plan nor did we think it was financially prudent to match them," President and CEO Marvin Ellison said on the call.

Source: www.supplychaindive.com

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DIRECT VS INDIRECT PROCUREMENT: WHAT’S THE DIFFERENCE?

MICHELE KERR

Procurement usually falls into two categories: **direct** spend (what you need to produce what you sell) and **indirect** spend (what you need to operate the business).

Direct procurement includes raw materials, components, and production services. Indirect procurement includes software, facilities, supplies, equipment, and professional services.

They don't just show up in different budget lines—they follow different buying patterns and carry different risks. Direct spend is driven by demand and production schedules. Indirect spend is distributed across departments and easier to lose track of. Managing both the same way often leads to weaker forecasting, inconsistent approvals, and limited spend visibility.

That gap shows up earlier in a growing company than in an enterprise one. Larger organizations usually already have category managers and a governance layer built to catch indirect spend before it sprawls. A scaling company usually doesn't have that yet. Indirect purchases get initiated by whoever needs them, in whatever tool is closest, and nobody notices the pattern until finance is reconciling five line items for the same subscription. The fix isn't treating indirect spend like direct spend. It's giving indirect spend the same before-the-fact visibility, without the enterprise overhead.

The table below compares direct and indirect procurement across the dimensions that matter most for planning, control, and oversight.

Direct vs. Indirect Procurement: Understanding the Differences

Dimension	Direct Procurement	Indirect Procurement
Purpose	Enables production or delivery of what you sell	Supports day-to-day business operations
What's being bought	Raw materials, components, production services	Software, services, supplies, facilities
Connection to revenue	Directly tied to revenue and delivery	Indirect; supports operations, not sales
Financial impact	Impacts COGS	Impacts operating expenses (OpEx)
Demand driver	Production volume or sales forecasts	Headcount, projects, and operational needs
Budgeting approach	Forecast-driven, planned in advance	Often distributed across departments
Approval model	Centralized and tightly controlled	Decentralized unless standardized
Supplier strategy	Fewer, long-term, strategic suppliers	Larger supplier base, more variability
Risk of disruption	High — stops production or delivery	Moderate — slows operations
Spend behavior	High value, predictable, repeatable	High volume, fragmented, harder to track
Common challenges	Supply continuity, lead times, cost volatility	Rogue spend, poor visibility, budget leakage
Typical controls	Contracts, volume commitments, production planning	Intake workflows, approval rules, catalogs

What is direct procurement?

Direct procurement is the process of purchasing materials, goods, or services that are incorporated into a final product or service offering. Essentially, these are the raw materials and components that a business requires to manufacture its products. For instance, in manufacturing, consider the list below.

Examples of direct

- Raw materials (steel, aluminum, plastics, chemicals)
- Components and parts (engines, circuit boards, fasteners)
- Subassemblies (wiring harnesses, frames, molded parts)
- Production packaging (boxes, labels, inserts used for shipping the product)
- Contract manufacturing or assembly services

These purchases are closely linked to production quantities, and fluctuations can directly impact the final products manufacturing. Efficient direct procurement is crucial because it affects cost of goods sold (COGS) and directly affects a company's profitability. Because it's tied to output, direct procurement is usually forecasted and planned to avoid production disruption.

What is indirect procurement?

Indirect procurement covers the goods and services an organization needs to operate, but that do not become part of the product or service it sells. Although these purchases are less directly connected to revenue than raw materials or production costs, they still affect operating expenses, productivity, risk, and the employee experience.

Unlike direct procurement, indirect purchases aren't driven by production volume. They typically hit operating expenses (OpEx), not cost of goods sold (COGS). Because this spend is spread across teams and initiated in more places, it's harder to standardize and easier to lose visibility without clear intake, approval paths, and supplier controls. Those differences show up quickly in the **procure-to-pay process**, especially in how requests are routed, coded, approved, and tracked.

Because indirect purchases originate across departments, locations, and budgets, they tend to be difficult to standardize and monitor. According to the Centerpoint Group, indirect spend typically represents 15% to 40% of total organizational expenditure.

Examples of indirect procurement categories : Indirect procurement covers the goods and services an organization needs to operate, but that do not become part of the product or service it sells. Although these purchases are less directly connected to revenue than raw materials or production costs, they still affect operating expenses, productivity, risk, and the employee experience.

Because indirect purchases originate across departments, locations, and budgets, they can also be more difficult to standardize and monitor. The exact category structure will vary by organization, but common indirect procurement categories include:

IT, software, and telecommunications : This category includes software and SaaS subscriptions, cloud services, cybersecurity tools, computers, servers, networking

equipment, mobile devices, internet connectivity, telecommunications, IT consulting, and managed support services.

Facilities and workplace services : Facilities spending includes rent, utilities, cleaning, maintenance, repairs, security, waste management, office moves, workplace equipment, and other services required to maintain physical locations.

Professional and outsourced services : Organizations frequently purchase specialized expertise from consultants, lawyers, accountants, contractors, marketing agencies, recruiters, and other external service providers.

Travel and employee expenses : This category includes airfare, accommodation, meals, ground transportation, car rentals, conference travel, mileage, and other employee-incurred business expenses.

Marketing and events : Marketing spend can include advertising, creative and media services, sponsorships, events, printing, promotional materials, market research, public relations, and branded merchandise.

Human resources, recruitment, and learning : Common purchases include recruitment services, background checks, payroll or benefits administration, employee wellness programs, training platforms, workshops, professional certifications, and leadership development.

Office supplies and equipment : This category includes stationery, printing supplies, furniture, kitchen supplies, general workplace equipment, and other items employees need for day-to-day work.

Fleet and transportation : For organizations that operate vehicles, fleet-related spend may include vehicle purchases or leases, maintenance, repairs, insurance, fuel, tracking technology, and roadside assistance.

Uniforms and personal protective equipment : Organizations in healthcare, education, construction, manufacturing, hospitality, and other industries may also purchase uniforms, safety clothing, protective equipment, and specialized workplace supplies.

Corporate and employee services : This category can include catering, corporate gifts, memberships, non-software subscriptions, insurance services, recognition programs, and other shared services that support employees or the broader organization.

A purchase may not always fall into the same category for every organization. What matters is establishing a consistent category structure so procurement and finance teams can analyze spending, identify overlapping suppliers, assign ownership, and apply the appropriate purchasing controls.

5 indirect procurement strategies to improve spend control

Because indirect purchases originate across departments, budgets, and locations, they can be difficult

to standardize, track, and control. Here are five strategies organizations can use to improve visibility, strengthen supplier relationships, and manage indirect spend more effectively.

1. Create visibility before spend is committed

Importance: Indirect purchases are often initiated by employees across the organization rather than by a central procurement team. Without a consistent intake and approval process, finance may not see an expense until an invoice or reimbursement request arrives.

At that point, the money has already been committed, leaving little opportunity to check the budget, recommend an existing supplier, or prevent an unnecessary purchase.

Implementation: Establish one place for employees to submit purchase requests before placing an order or signing an agreement. Each request should capture essential information such as the business need, estimated cost, supplier, department, account code, and required date.

Use AI-powered spend analysis software to monitor requested, approved, committed, and actual spend across departments, categories, projects, and suppliers. Giving budget owners real-time visibility during the approval process helps them make informed decisions before the organization takes on a new financial obligation.

Teams should also review spending patterns regularly to identify unexpected category increases, duplicate purchases, fragmented supplier spend, and potential budget overruns while there is still time to act.

2. Be strategic with your sourcing

Importance: Strategic sourcing is not simply about finding the supplier with the lowest price. It involves building a supplier base that provides value, reliability, and purchasing leverage without creating unnecessary dependency.

According to Procurify's 2026 procurement benchmarking data, a practical range for mid-market organizations is to have approximately **55–65% of total spend concentrated among their five largest vendors**.

In 2025, upper mid-market organizations directed 57.3% of spend to their five largest vendors, while lower mid-market organizations directed 58.8%. Both fall within a healthy range: concentrated enough to support stronger negotiations and supplier relationships, but diversified enough to manage risk.

Implementation: Conduct a supplier spend analysis quarterly to understand how much of the organization's budget flows through its largest vendors. Look for categories in which similar purchases are spread across too many suppliers, as consolidating that spend with a smaller group of preferred vendors may improve pricing, service, and contract terms.

Use centralized vendor management software to maintain supplier records, purchasing history, performance information, documentation, and preferred-vendor status.

At the same time, identify categories that depend on a single supplier and document the operational or financial risk. Review major contracts annually, particularly when spend has increased, and use that purchasing volume to renegotiate pricing, payment terms, service levels, or renewal conditions.

The goal is not simply to reduce the number of suppliers. It is to create a supplier base that is intentional, competitive, and resilient.

3. Standardize purchasing with automation and AI

Importance: Technology should do more than report on purchases after they happen. It should help employees follow the right process, apply procurement policies consistently, and move routine purchases forward without unnecessary manual work.

When requests, approvals, purchase orders, receiving, and invoices operate in separate systems, information must be re-entered at each stage. This creates delays, increases the risk of errors, and leaves finance teams resolving missing details and exceptions downstream.

Implementation: Use a connected procurement software solution to manage purchasing workflows from the initial request through approval, purchase order creation, receiving, invoice processing, and payment.

Start by identifying repetitive, rules-based steps that consume time without requiring significant judgment. Modern procurement automation can:

- Route requests based on department, category, budget, location, or purchase value.
- Check available budgets before approval.
- Generate purchase orders from approved requests.
- Notify approvers and requesters when action is required.
- Match invoices against purchase orders and receiving records.
- Direct exceptions to the appropriate person for review.

AI can support less-structured parts of the process. For example, AI procurement software can help transform supplier quotes into draft requests, recommend coding, analyze purchasing patterns, and surface unusual activity.

The objective is not to remove people from procurement decisions. It is to automate repetitive administration so procurement, finance, and department leaders can focus on exceptions, supplier strategy, risk, and higher-value decisions.

4. Build internal adoption

Importance: Indirect procurement depends on

participation from employees across the organization. Even a well-designed process will be bypassed if it is difficult to understand, takes too long, or requires employees to know procurement terminology.

Procurement therefore needs to function as an internal service, not simply as a set of controls.

Implementation: Involve department leaders, budget owners, accounts payable, and frequent requesters when designing purchasing workflows. Understand what each group buys, what information approvers need, and where employees currently encounter delays or confusion.

Make policies easier to follow by embedding them into the procurement intake process. Rather than expecting employees to interpret policies themselves, the process should:

- Ask for the information required for that specific purchase.
- Recommend preferred or previously approved suppliers where appropriate.
- Apply the correct approval route automatically.
- Show employees where their requests stand.
- Keep discussions and supporting documents connected to the purchase.
- Allow employees to submit and approve requests from wherever they work.

Regular conversations with departments are still valuable, but they should be supported by shared workflows and reliable purchasing data. This helps procurement understand recurring needs, improve forecasting, and design processes that employees will actually use.

5. Connect purchasing and accounts payable

Importance: Weak indirect procurement processes frequently create downstream problems for accounts payable. An invoice may arrive without an approved request, purchase order, receiving record, appropriate coding, or clear owner.

AP must then reconstruct the purchase before the invoice can be approved and paid. This increases processing time, creates unnecessary back-and-forth, and makes it harder to determine whether the invoice is accurate and authorized.

Implementation: Use connected accounts payable automation to keep the original request, approval history, purchase order, receipt, invoice, and payment record together throughout the purchasing lifecycle.

Require employees to confirm when goods or services have been received, and match invoices against what was approved and delivered before payment. When the amounts or quantities do not match, route the exception to the appropriate owner rather than asking AP to investigate manually.

Connecting procurement and AP creates a clearer audit trail, reduces manual reconciliation, and helps suppliers

receive accurate, timely payments. It also gives finance a more complete picture of requested, committed, invoiced, and paid spend.

Managing supplier relationships

Supplier relationships are central to procurement, and managing these relationships effectively has far-reaching consequences for businesses. It's also one of the clearest examples of **procurement vs supply chain management** in practice: procurement sets the supplier strategy and terms, while supply chain relies on that supplier performance to keep operations running.

1. Stability and continuity of supply

Why it matters: Reliable suppliers keep production and operations moving. When supply is inconsistent, everything downstream gets harder: schedules slip, teams scramble, customers feel it.

Procurement's role: Set clear expectations with smart contract management (lead times, service levels, contingencies), keep regular supplier check-ins, and avoid single points of failure for critical categories.

2. Quality assurance

Why it matters: Supplier quality shows up in your output: product quality, service delivery, customer experience, and rework.

Procurement's role: Define quality requirements upfront, include them in contracts, and track performance. For critical suppliers, use audits or recurring reviews to catch issues early.

3. Cost management and efficiency

Why it matters: Supplier pricing and terms directly affect margins and operating costs—not just unit price, but shipping, minimums, and service costs.

Procurement's role: Negotiate pricing and terms, use volume leverage where it makes sense, and reduce “one-off” buying that drives inconsistent pricing.

4. Innovation and growth

Why it matters: Key suppliers can bring better materials, better service models, or process improvements that help you move faster.

Procurement's role: Treat strategic suppliers as partners: build feedback loops, involve them early in planning, and create space for continuous improvement—not just contract enforcement.

5. Ethical and sustainable operations

Why it matters: Supplier practices can create reputational, legal, and compliance risks—especially in labor, sourcing, and environmental standards.

Procurement's role: Set requirements during supplier onboarding and contracting, collect the right documentation, and review compliance periodically rather than relying on one-time checks.

6. Risk management

Why it matters: Suppliers carry financial, operational, and geographic risk. A single disruption can create outsized impact.

Procurement's role: Assess risk before selection (financial health, capacity, location exposure), monitor performance signals over time, and diversify suppliers for high-risk categories.

7. Building trust and partnership

Why it matters: Strong supplier relationships lead to better responsiveness, fewer escalations, and more flexibility when something changes.

Procurement's role: Pay on time, communicate clearly, handle issues consistently, and keep decisions documented so suppliers aren't getting mixed messages from different teams.

Managing inventory

Inventory management plays a crucial role in both direct and indirect procurement, albeit in different ways. Understanding the connection between inventory management and procurement can lead to more efficient operations and cost savings. Let's delve into how inventory management affects both:

Direct Procurement and Inventory Management:

Demand Forecasting:

Accurate inventory management can help in predicting future product demand. This forecasting allows procurement teams to make timely and appropriate purchasing decisions, ensuring that materials are available for production when needed.

Cost Savings: Holding excessive inventory ties up capital and increases storage costs. A successful inventory management solution can ensure that direct materials better align with production needs, cutting holding periods from weeks to days and freeing up significant financial resources.

Supplier Lead Time: Understanding the time it takes for suppliers to fulfill orders (lead time) is crucial. Effective inventory management, coupled with lead time insights, can guide procurement teams on when to place orders to avoid production disruptions.

Reduced Stockouts: Running out of essential production materials can be costly, causing production halts and delayed deliveries. Proper inventory management ensures that reorder levels for directly procured materials are set appropriately, minimizing stockout risks.

Improved Supplier Relationships: Predictable and consistent ordering patterns, facilitated by good inventory management, support supplier optimization to plan better, fostering trust and potentially leading to better terms and collaborations.

Indirect Procurement and Inventory Management:

Optimized Operations: Indirect items, like office supplies

or maintenance tools, may not directly impact production, but shortages can hamper operations. Efficient inventory tracking ensures that such items are always on hand when needed.

Bulk Purchasing and Discounts: Monitoring inventory levels of indirect items can highlight usage patterns. Implementing a strong procurement process will ensure that data can be leveraged to make bulk purchases during discount periods or negotiate better terms with suppliers.

Reduced Wastage: Overprocuring indirect items, especially those with shelf lives (such as IT equipment or software licenses), can lead to waste. Proper inventory management ensures that only the required quantities are procured.

Budgeting and Cost Allocation: Effective inventory tracking for indirectly procured items provides clarity on departmental usage rates. This can guide budgeting decisions and ensure cost allocations are accurate.

Vendor Managed Inventory (VMI): For certain indirect items, suppliers can be given the responsibility of managing inventory levels. This ensures a constant supply, reduces administrative burdens, and often leads to cost savings.

Spend Management : Direct and indirect procurement play pivotal roles in the overall spend management of an organization. Understanding these procurement types and their nuances can help companies optimize their expenses and improve profitability.

Direct Procurement and Its Impact on Spend Management:

1. **Major Cost Factor:** For manufacturing and product-based businesses, direct procurement often represents a significant portion of total costs. Therefore, effective management of direct spend can have a major influence on the company's overall profit margins.
2. **Volume Discounts:** By forecasting demand accurately and consolidating orders, companies can achieve economies of scale, leading to volume discounts.
3. **Supplier Negotiations:** Strategic relationships with key suppliers can lead to better pricing, payment terms, and other benefits, directly affecting spend management.
4. **Quality Control:** Investing in high-quality raw materials can lead to fewer defects and returns, which, in the long run, can result in cost savings and enhanced brand reputation.
5. **Inventory Costs:** Effective direct procurement strategies can minimize holding costs, reduce the risk of obsolescence, and decrease wastage, all of which influence spend management.

Indirect Procurement and Its Impact on Spend Management:

1. **Operational Efficiency:** While indirect procurement may not directly affect the cost of goods sold,

inefficiencies or disruptions can lead to operational delays, impacting the overall financial health of a company.

2. **Decentralized Spend:** Indirect spend can be scattered across various departments, from IT to facilities to HR. Centralizing or streamlining this spend under a unified procurement strategy can lead to cost savings.
3. **Contract Management:** Managing contracts for services like software subscriptions or consultancy ensures that companies aren't overspending or paying for redundant services.
4. **Economies of Scale:** Similar to direct procurement, consolidating purchases for frequently used indirect goods or services can result in volume discounts.
5. **Supplier Diversification:** Relying on a single supplier for critical indirect goods or services can pose a risk. Diversifying suppliers can lead to competitive pricing and reduce supply chain risks.

Holistic spend management (direct + indirect)

Treating both these functions as one spend picture doesn't mean managing them the same way. It means reporting, controls, and ownership are connected, so finance can see tradeoffs and prevent surprises.

A unified procurement software solution helps because it gives you:

Visibility: One view of spend across COGS and OpEx by

category, supplier, and department so budgets and forecasts reflect what's actually happening, not just what made it into the GL at month-end.

Leverage with suppliers: When you can see total spend with a vendor (or across a category), you can consolidate where it makes sense, reduce duplicate suppliers, and negotiate from real volume instead of estimates.

Cleaner processes: Standard intake, approvals, and coding reduce rework and "special cases," making purchases easier to route, match, and report, even when direct and indirect follow different rules.

Compliance and risk control: Clear thresholds, preferred suppliers, and documented approvals ensure consistent policy enforcement and reduce exposure to issues such as off-contract terms, duplicate vendors, and audit gaps.

Bring direct and indirect spend into view

Direct and indirect purchases may serve different purposes, but both affect your budgets, supplier relationships, and financial controls.

Procurify brings requests, approvals, purchase orders, invoices, and spend data into one place, giving finance and procurement teams visibility before money is committed. See what has been spent, what is awaiting approval, and where budgets are heading without chasing information across departments and systems.

Source: www.procurify.com



INDIA-BASED PROCUREMENT AND SUPPLY CHAIN SUPPORT: ENHANCING EFFICIENCY AND GROWTH

In recent years, India has emerged as a vital hub for global procurement and supply chain management. With its extensive manufacturing infrastructure, skilled workforce, and cost-effective solutions, the country is uniquely positioned to support businesses in streamlining their supply chains. Whether you're seeking vendor discovery, factory audits, or complete supply chain solutions, leveraging **India-based procurement and supply chain support** can significantly enhance operational efficiency and drive growth. In this article, we'll explore the key benefits, strategies, and future trends shaping India's role in the global supply chain ecosystem.

Understanding Procurement and Supply Chain Support in India

An Overview of India's Growing Role in Global Supply Chains

India has become a cornerstone of the global supply chain network, attracting companies from across the world

seeking cost-effective yet high-quality solutions. Its vast industrial base spans diverse industries, including electronics, textiles, metalwork, plastics, and home goods. The government's "Make in India" initiative has further accelerated the country's manufacturing capabilities, making it an attractive destination for businesses looking to expand their sourcing and production needs. Additionally, India's geography plays a key role in its growing importance. With ports along major shipping routes and proximity to other manufacturing giants like China and Vietnam, the country provides seamless logistics and shipping options. This connectivity allows suppliers and manufacturers in India to integrate into global networks more effectively than ever before.

Key Advantages of Leveraging India-Based Procurement Services : One of the primary advantages of partnering with an **India-based procurement and supply chain support** provider is access to a diverse pool of vendors who excel in quality manufacturing at competitive prices.

India also offers robust OEM (Original Equipment Manufacturing) services, backed by stringent quality standards and intellectual property (IP) protection measures. Companies like India 2 West (I2W) have perfected the art of connecting global clients with reliable Indian manufacturers, ensuring superior results for projects of any scale.

Another advantage is India's workforce. Hundreds of thousands of engineers and skilled professionals enter the job market each year, providing businesses with a highly capable talent pool that drives innovation and efficiency. Combined with affordable labor costs, this makes India an optimal base for procurement functions.

Benefits of Outsourcing Procurement and Supply Chain Functions to India

Cost Efficiency and Scalability

Cost reduction is a major driver for companies outsourcing their supply chain operations to India. India's manufacturing costs are significantly lower than those of Western countries, allowing businesses to save on labor, raw materials, and production expenses. This affordability makes Indian suppliers ideal for scaling manufacturing operations without compromising on quality.

By working with experienced partners such as I2W, companies can further boost efficiency by tapping into established supplier networks, optimized processes, and ready access to local expertise. I2W's 20 years of experience enables its clients to achieve seamless scalability while ensuring strict adherence to timelines and quality benchmarks.

Access to Skilled Workforce and Technological Expertise

India's highly educated workforce is a significant asset for procurement and supply chain support. From engineers and project managers to quality inspectors, the country offers specialized skills tailored to various industries. This talent pool allows businesses to develop innovative products, improve production processes, and maintain exceptional quality standards.

Moreover, the adoption of advanced technologies such as robotics, AI-powered logistics, and digital manufacturing platforms is transforming supply chains in India. Providers like I2W combine human expertise with cutting-edge tools to deliver customized, end-to-end procurement solutions. This approach ensures efficiency, precision, and reliability.

Strategies for Enhancing Supply Chain Efficiency Through India-Based Support

Leveraging Digital Technologies for Improved Operations

Incorporating digital technologies is crucial for improving supply chain visibility and operational efficiency. Indian suppliers and manufacturers increasingly rely on tools such as enterprise resource planning (ERP) systems,

blockchain for traceability, and AI-driven demand forecasting. This shift towards digitization ensures faster decision-making, reduced errors, and better inventory management.

Global companies can gain a competitive edge by partnering with a knowledgeable firm like I2W, which helps implement these technologies into their supply chains. With I2W's on-ground presence in Pune, clients benefit from real-time monitoring and project oversight, fostering continuous improvement in their operations.

Fostering Collaboration with Local Suppliers and Partners

Building strong relationships with local suppliers is another key strategy for improving supply chain efficiency. Indian manufacturers excel in flexibility and the ability to customize products to meet client-specific requirements. A trusted procurement partner like I2W can help negotiate favorable terms, ensure adherence to IP protection policies, and provide actionable insights for building mutually beneficial partnerships.

Moreover, I2W's factory audits and vendor assessments ensure that every partnership aligns with your business objectives, ensuring quality and reliability at every project stage.

Future Trends in India's Procurement and Supply Chain Landscape

The Rise of Sustainability and Green Supply Chain Practices

As global sustainability goals take center stage, India's supply chain landscape is evolving to embrace environmentally friendly practices. From renewable energy adoption in factories to the use of recyclable materials in production, Indian manufacturers are aligning with green initiatives. These practices not only reduce environmental impact but also attract eco-conscious international clients.

By choosing an **India-based procurement and supply chain support** provider like I2W, companies can integrate sustainability into their business models. I2W offers due diligence on suppliers' environmental practices, ensuring alignment with your corporate responsibility goals.

Conclusion

India's emergence as a key player in global supply chains offers businesses a unique opportunity to optimize procurement and manufacturing processes. By leveraging **India-based procurement and supply chain support**, organizations can achieve cost efficiency, access top-tier expertise, and future-proof their operations with sustainable and tech-driven strategies.

Source: india2west.com



LEVERAGING TARIFF ARBITRAGE OPPORTUNITIES WITH INDIA INDEX: STAY AHEAD IN GLOBAL TRADE

Discover how tariff arbitrage can optimize supply chain costs and how India Index provides real-time insights, vetted suppliers, and exclusive opportunities to help U.S. buyers capitalize on trade shifts. Learn how predictive tariff data can give your business a competitive edge.

In today's fast-evolving global trade environment, staying competitive means finding smart, data-driven ways to capitalize on opportunities. One of the most effective strategies to optimize procurement and supply chain costs is tariff arbitrage, where businesses benefit from differing tariff rates between countries or changes in tariffs. India Index offers a robust platform that helps U.S. buyers and Indian suppliers discover and act on these tariff arbitrage opportunities, offering clear pathways to maximize profits.

What Is Tariff Arbitrage?

Tariff arbitrage refers to the process of exploiting differences in import duties, tariffs, or trade policies between two or more countries to reduce costs. For example, when a product becomes more expensive to import from one country due to a new tariff, a company may find a more cost-effective option by sourcing from a different country with lower duties. This requires not just real-time information but also the ability to act quickly on it — that's where the India Index platform steps in.

Forecasted Opportunities: Predicting the Shifts : India Index employs a sophisticated forecasting model that tracks shifts in tariffs globally. These forecasted opportunities help businesses identify potential arbitrage situations before they occur. By analyzing trends in tariff policy changes, India Index users gain actionable insights on products and markets that could soon become more favorable for trade. For example, if there is a pending tariff reduction on certain electronics imported from India to the U.S., India Index alerts buyers of the upcoming shift, allowing them to re-strategize and capitalize on lower import costs before competitors do.

With this predictive approach, the platform helps U.S. companies secure profitable supply chain alternatives quickly, positioning India as a strong competitor against other countries like China.

Community Opportunities: Shared by Buyers, Exclusive to India Index : India Index also offers community opportunities—procurement deals and sourcing projects shared directly by buyers on the platform. These opportunities are exclusive to the platform and often represent lucrative tariff arbitrage situations. For example, U.S. buyers often post requests for suppliers who can meet specific tariff-related criteria, such as those producing goods unaffected by recent trade restrictions.

These opportunities create a collaborative environment where buyers and suppliers work together to solve procurement challenges by leveraging tariff differentials. By joining the India Index platform, suppliers not only gain access to these community opportunities but also build trust and rapport with global buyers.

Private, Invite-Only Opportunities: Personalized and Targeted : Beyond community opportunities, India Index also features private, invite-only opportunities that cater to sensitive, high-value projects. These opportunities are curated by India Index's Customer Success team, ensuring that only trusted and vetted suppliers receive invitations to participate. This approach adds another layer of exclusivity, allowing businesses to tap into tariff arbitrage opportunities that might otherwise remain hidden.

For U.S. buyers, these private opportunities can offer a competitive advantage in tariff-sensitive sectors like textiles, steel, or electronics. Suppliers, meanwhile, are able to focus their efforts on high-value contracts and become strategic partners in major global supply chains.

Why India Index?

1. **Real-Time Tariff Insights:** With real-time data, India Index ensures that buyers are constantly updated about shifts in trade tariffs and can act quickly to optimize their supply chains.
2. **Diverse Opportunities:** From open community-sourced projects to invite-only, high-stakes deals, the India Index platform covers a wide range of opportunities for both buyers and suppliers.
3. **Supplier Vetting and Trust:** India Index's Trust Index Certification guarantees that suppliers on the platform are vetted, minimizing risks for U.S. businesses and promoting transparency in international trade.

Conclusion : Tariff arbitrage represents a smart and practical approach for businesses looking to optimize their supply chains, and India Index makes it easier than ever. With the ability to forecast changes, tap into community and private opportunities, and access a vetted network of suppliers, U.S. companies can navigate complex global trade landscapes with confidence. Ready to streamline your sourcing and capitalize on global trade opportunities? Explore India Index and see how we can help your business unlock tariff arbitrage benefits today! By leveraging the data-driven tools and trusted network available on India Index, companies can effectively reduce costs, improve supply chain efficiency, and stay ahead of their competition.

Source: India Index



SUPPLY CHAIN IN INDIA: KEY CHALLENGES AND OPPORTUNITIES (2026)

India's supply chain is in the middle of a genuine transformation. Logistics costs are falling, policy is finally pulling in one direction, and e-commerce is pushing goods into every corner of the country. At the same time, the old problems have not disappeared: patchy infrastructure, a fragmented logistics network, and the sheer complexity of serving a market this large and this varied.

For retailers and brands, understanding both sides of that picture is now a competitive necessity. This guide breaks down the key challenges and opportunities shaping supply chain in India today, the policies changing the game, and what it all means for retail and e-commerce operations.

The State of India's Supply Chain in 2026

A supply chain is the full journey a product takes from raw material to the customer, and supply chain management is how a business plans, sources, moves, and delivers goods across that journey. In India, that job is shaped by a fast-growing consumer market, a vast geography, and a logistics network that is modernising quickly.

For years, India's logistics costs were quoted at 13 to 14 percent of GDP, well above the levels of developed economies. That picture has shifted. India's first official study, by the DPIIT and NCAER, estimated logistics cost at about 7.97 percent of GDP for 2023-24, and government-backed infrastructure and policy work has been credited with pulling costs down from the older 16 percent range toward single digits. The direction of travel matters as much as the exact number: Indian logistics is getting cheaper and more efficient.

The market is growing just as fast. Industry estimates put India's supply chain management market at roughly USD 3.4 billion in 2023, projected to grow at around 11 percent a year to surpass USD 6 billion by 2030, and retail and e-commerce is the largest and one of the fastest-moving segments driving that demand. For anyone operating a retail supply chain in India, the takeaway is simple: the ecosystem is modernising quickly, and the tools to compete are now within reach of mid-sized players, not just large enterprises.

Key Challenges in India's Supply Chain

Infrastructure and Transport Bottlenecks

Despite heavy investment, gaps remain in road quality, port throughput, and cold storage. Around two-thirds of freight still moves by road, which is slower and

costlier than rail or waterways. Programmes like PM Gati Shakti and Bharatmala are closing the gap, but uneven infrastructure still drives delays and cost, especially outside the metros.

A Fragmented Logistics Ecosystem

India's logistics sector is highly fragmented, with many small intermediaries between shipper and destination. That fragmentation creates communication gaps, longer lead times, and little end-to-end visibility. Integrating these layers into a connected flow remains one of the hardest problems for businesses operating at national scale.

Regulatory and Compliance Complexity

Compliance, taxation, and interstate movement have historically been complex and paperwork-heavy. GST and the National Logistics Policy have simplified a great deal, but staying current across states and categories still demands real effort and specialist knowledge.

Demand Forecasting Across Diverse Markets

India is not one market, it is many. Tastes, price sensitivity, and seasonality vary sharply across regions, languages, and income levels. Forecasting demand and holding the right stock in the right place, without overstocking or running dry, needs strong analytics and genuine local understanding.

Last-Mile Delivery in Tier 2, Tier 3, and Rural India

As e-commerce pushes into smaller cities and rural areas, last-mile delivery becomes the hardest and most expensive link. Addressing gaps, sparse delivery networks, and low order density all raise the cost of serving these fast-growing markets. Getting last-mile right is now a major competitive differentiator in Indian retail.

Skilled Talent Shortage

Trained talent in logistics, warehousing, and supply chain technology remains in short supply. This slows adoption of new systems and limits operational efficiency, pushing companies to invest in training and easy-to-use technology that reduces dependence on scarce expertise.

Key Opportunities in India's Supply Chain

The E-commerce and Quick Commerce Boom

India's e-commerce growth, now joined by quick

commerce, is the single biggest driver of supply chain demand. Rising smartphone and internet penetration, plus open networks like ONDC, are creating sustained need for fast, reliable, tech-enabled fulfilment. For supply chain players, this is the clearest growth engine in the market.

Policy Tailwinds: NLP, PM Gati Shakti, and PLI

The National Logistics Policy of 2022, PM Gati Shakti, and the Production Linked Incentive schemes have aligned infrastructure, digitisation, and manufacturing behind a single goal: cheaper, faster, more competitive logistics. This is the most supportive policy environment Indian supply chain has ever had, and it lowers the cost of doing business for everyone in the chain.

Technology and Digital Adoption

Cloud supply chain platforms, AI-driven forecasting, IoT tracking, and real-time visibility are moving from enterprise-only to mainstream. Indian businesses are adopting these tools to cut costs, sharpen forecasting, and gain the visibility a fragmented network otherwise hides. Affordable SaaS has put capabilities within reach of mid-sized retailers that were once the preserve of large corporations.

China Plus One and India as a Manufacturing Hub

As global companies diversify sourcing beyond China, India is a primary beneficiary. Growing manufacturing investment strengthens domestic supply chains, deepens the supplier base, and creates opportunities across procurement, warehousing, and distribution. This structural shift is reshaping India's role in global supply chains.

A Rising Consumer Class and Retail Modernisation

India's expanding middle class and the shift from unorganised to organised retail are raising the bar on service, speed, and availability. Meeting those expectations rewards businesses that localise assortments and modernise their supply chains, turning consumer growth into a direct supply chain opportunity.

Sustainability and Green Logistics

Sustainability is moving from a nice-to-have to a business requirement, and Indian supply chain is responding. Electric delivery fleets, greener warehousing, route optimisation to cut fuel use, and tighter ESG reporting are all gaining ground. For retail and apparel brands, where customers and partners increasingly scrutinise environmental impact, a cleaner supply chain is becoming both a compliance need and a genuine differentiator. Building sustainability into logistics now is easier than retrofitting it later.

Also Check: Why Should Sustainable Supply Chains Be a Priority?

What This Means for Retail Supply Chains in India

For retail and apparel brands, these shifts land in one place: the pressure to serve more locations, more channels, and more demanding customers without letting cost or complexity spiral. Multi-location inventory, vendor coordination, warehouse accuracy, and omnichannel fulfilment are exactly where Indian retailers win or lose margin today.

The retailers pulling ahead are the ones treating the supply chain as a competitive advantage rather than a back-office cost. They are replacing spreadsheets and disconnected systems with connected platforms that give procurement, warehouse, and planning teams a single, real-time view.

How Technology Helps Indian Retailers Compete

This is where a purpose-built platform matters. **Supplymint** is a supply chain management platform built for retail, apparel, and fashion brands, designed around the realities of operating in India.

It brings the core of the retail supply chain into one connected system:

- **Source to Pay** for procurement, vendor management, and purchase orders
- **Warehouse Management** for accurate receiving, inventory, and dispatch
- **Supply Chain Planning** for demand forecasting and inventory allocation across locations

With real-time visibility across procurement, warehouse, and planning, retailers can cut manual work, forecast more accurately, and keep the right stock in the right place. That is how mid-sized Indian retailers now compete with far larger players on speed and reliability.

Conclusion

India's supply chain is more capable than it has ever been and still harder to run than most markets in the world. Costs are falling and policy is finally aligned, but infrastructure gaps, fragmentation, and the complexity of serving a vast, varied country remain real. The businesses that will win are the ones that treat both the challenges and the opportunities seriously, and back that with the right technology. For retailers especially, the supply chain is no longer just a cost to manage. It is where the next round of competitive advantage will be decided.

Source: www.supplymint.com

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BRANCH NEWS

AHMEDABAD BRANCH

IIMM Ahmedabad Branch celebrated India's 80th Independence Day with great enthusiasm and a strong spirit of social responsibility. The programme began with flag hoisting, followed by a meaningful interaction and celebration with the Blind People's Association, Ahmedabad. As part of IIMM's social initiative, contributions were made towards wheelchairs and walking sticks, reflecting our commitment to supporting the differently abled and contributing to the welfare of society.

During the programme, discussions were also held with Mr. Raju Shah, Chairman, Harsha Engineering, regarding potential opportunities for an IIMM venture and collaboration with the company. The IIMM team also interacted with the Police staff and discussed matters related to law and order and community safety.

The celebration was a meaningful combination of patriotism, social service, industry engagement and community responsibility, making the Independence Day celebration truly memorable.



RAJKOT BRANCH

Expert Talk & Industry Outreach Report : Expert Talk on "Modern Materials Management and Supply Chain Practices in Manufacturing Industries"

Organised by: Indian Institute of Materials Management (IIMM), Rajkot Branch In association with: Lukhdhirji Engineering College, Morbi – Government of Gujarat
Date: 18 August 2026, Time: 2:00 PM to 5:00 PM, Venue: Lukhdhirji Engineering College, Morbi.

Speaker: Dr. Gulab Ramnani

Topic: "Modern Materials Management and Supply Chain Practices in Manufacturing Industries"

1. Introduction : Indian Institute of Materials Management (IIMM), Rajkot Branch, organised an expert talk at Lukhdhirji Engineering College, Morbi, with the objective of creating awareness among engineering students about the growing importance of Materials Management, Procurement and Supply Chain Management in modern manufacturing industries.

The programme was conducted as part of IIMM's initiative to bridge the gap between academic learning and industry requirements and to expose students to

contemporary practices followed in manufacturing organisations.

The college's Mechanical Engineering Department had extended an invitation to Dr. Gulab Ramnani, B.E. Mechanical, 1988 alumnus of the institution, to deliver the expert lecture. The college invitation highlighted the relevance of Materials Management, Industrial Engineering and Quality-related subjects for its fifth-semester students.

2. Expert Talk : The session was delivered by Dr. Gulab Ramnani, an experienced professional and expert in Materials Management, who shared practical insights into modern Materials Management and Supply Chain practices in manufacturing industries.

The discussion covered the changing role of Materials Management and the importance of integrating various functions such as:

Strategic sourcing and procurement
Supplier relationship and supplier development
Inventory management and optimisation
Cost reduction and value engineering
Digitalisation in Supply Chain Management
Supply chain efficiency and competitiveness
Sustainability in supply chains
Industry-oriented Materials Management practices

Practical challenges faced by manufacturing organisations

The session provided students with valuable exposure to the way Materials Management contributes directly to productivity, cost optimisation, operational efficiency and overall competitiveness of manufacturing organisations.

3. IIMM Awareness and Institutional Introduction : During the programme, Mr. Pankaj Panchbhai, National Secretary & Treasurer, IIMM India, briefed the students and faculty about the Indian Institute of Materials Management (IIMM), its objectives, professional significance and contribution to the Materials Management and Supply Chain profession.

He explained the importance of professional education and continuous skill development in the rapidly changing business environment. He also highlighted how IIMM provides a platform for students, professionals and organisations to enhance their knowledge and professional capabilities in Materials Management, Procurement and Supply Chain Management.

4. IIMM Rajkot Branch Activities : Mr. Nilesh Kikani, National Councilor, IIMM Rajkot Branch, explained the activities and initiatives undertaken by the IIMM Rajkot Branch.

He highlighted the branch's efforts towards:

Professional development of Materials Management professionals

Student and industry engagement

Expert lectures and knowledge-sharing programmes

Industry-academia interaction

Skill development initiatives

Membership development

Short-term professional courses

Promotion of IIMM's educational programmes

The interaction helped students and faculty understand the opportunities available through IIMM and the relevance of professional membership.

5. Welcome and Participation : The guests were warmly welcomed by Mr. Amrutlal Menpara, Chairman, LENCO Association, and Dr. N. M. Bhatt, Head of the Mechanical Engineering Department, Lukhdirji Engineering College, Morbi.

The participation of the college faculty and students made the programme interactive and meaningful. The presence of the institution's Mechanical Engineering Department was particularly relevant because Materials Management, Industrial Engineering, Procurement and Supply Chain functions have a strong interface with manufacturing engineering.

6. Industry Interaction – Morbi : As a later part of the programme, an industry interaction meeting was held with representatives of the Morbi industrial association and IIMM representatives. The meeting focused on exploring opportunities for closer cooperation between IIMM and the Morbi industrial community.

The discussions covered the possibility of:

Organising professional training programmes for industry personnel
Developing IIMM membership among professionals and organisations in Morbi
Conducting customised industry-oriented training
Introducing IIMM's Short-Term Courses
Creating awareness about AICTE-approved IIMM courses
Developing skill-development programmes according to industry requirements
Strengthening industry-academia-professional body interaction
Conducting future seminars, workshops and expert sessions for Morbi industries

The interaction indicated significant potential for IIMM to develop a stronger professional presence in the Morbi industrial cluster, particularly in the areas of Materials Management, Procurement, Supply Chain Management and skill development.

7. Key Outcomes : The programme achieved the following key outcomes:

Students received practical exposure to modern Materials Management and Supply Chain practices.
Industry-oriented knowledge was shared by an experienced expert.
Awareness about IIMM and its professional significance was created among students and faculty.
IIMM Rajkot Branch activities and membership

opportunities were explained. The interaction strengthened the relationship between IIMM Rajkot Branch and Lukhdhirji Engineering College.

An important industry-connect initiative was undertaken with representatives of the Morbi industrial association. Opportunities for training, membership and professional development programmes were explored. Possibilities for promoting IIMM's Short-Term Courses and AICTE-approved programmes among Morbi industries were discussed.

The programme provided a platform for developing a long-term Industry–Academia–IIMM partnership.



8. Conclusion : The Expert Talk at Lukhdhirji Engineering College, Morbi, was a successful initiative of IIMM Rajkot Branch towards strengthening professional education, student engagement and industry interaction.

The expert session by Dr. Gulab Ramnani provided valuable practical knowledge on the changing landscape of Materials Management and Supply Chain Management in manufacturing industries. The briefing by NST Mr. Pankaj Panchbhai on IIMM and the presentation by National Councilor Mr. Nilesh Kikani on

IIMM Rajkot Branch activities further strengthened awareness of the Institute among students and industry representatives.

The subsequent interaction with the Morbi industrial association was particularly significant, as it opened avenues for future collaboration in training, membership, skill development, Short-Term Courses and AICTE-approved programmes. The programme is therefore an important step towards expanding IIMM's reach in the Morbi industrial ecosystem and building stronger links between education, industry and professional development.

IIMM Rajkot Branch sincerely thanks Lukhdhirji Engineering College, Dr. N. M. Bhatt, Mr. Amrutlal Menpara, Dr. Gulab Ramnani, the faculty, students and industry representatives for their valuable support and participation in making the programme successful.

BANGALORE BRANCH

The IIMM Bangalore Branch continued its active engagement in professional education, industry interaction, knowledge sharing and skill development through various academic and professional initiatives.

15th July, 2026 – Workshop with SJCC : The IIMM Bangalore team recently visited St. Joseph's College of Commerce (SJCC), Bengaluru, to conduct a workshop on the topic "Supply Chain Management"

The key areas discussed included: A day of insightful discussions, emerging technologies, and future-focused learning. FutureX – City Level Student Seminar brought together students and industry experts to explore the transformative role of AI in shaping tomorrow's business world.



23rd July, 2026 – A medical check-up was conducted for all the staff members of Bangalore Branch.

10th–14th August 2026 – Tejas Networks Examination : The Bangalore Branch conducted examinations on Advanced Supply Chain Management for Tejas Networks from 10th to 14th August 2026 as part of its professional and academic engagement with industry.

22nd August 2026 – Monthly Lecture Programme : The IIMM Bangalore Branch successfully organized its Monthly Lecture Programme as a free webinar on 22nd August 2026 on the topic:

“India’s Trade Pivot – How Global Re-alignments are Reshaping Opportunities for the Next Decade”

The session was conducted from 6:30 PM to 7:30 PM and featured distinguished industry expert Mr. R. Sampath Raghavan, Retd. General Manager & Head – EXIM & Logistics, Raymond Lifestyle Limited, as the speaker.



The session provided valuable insights into the changing global trade environment and its implications for India. Key areas covered included:

Understanding global trade realignments and their impact on India. Identifying new export and business opportunities for Indian companies. Developing strategies to manage geopolitical and supply-chain risks. Understanding emerging opportunities in logistics and global markets. Preparing Indian businesses for the evolving trade opportunities over the next decade.

The webinar reflected IIMM Bangalore Branch’s continued commitment to knowledge sharing, professional development and industry engagement, bringing contemporary industry perspectives to members and the wider professional community.

LUCKNOW BRANCH

Annual General body meeting of IIMM, Lucknow Branch held on 9th August 2026 (Sunday) at 12:00 PM to 2PM in IIMM Conference hall. Secretary Dr Vikram Bisen welcomed all members & informed about today’s agenda points. First of all he reads the minutes of Last year AGM. Minutes approved by all members unanimously.

Mr. CBS Rathore Treasurer of IIMM, LKO branch presented the Accounts presentation & balance sheet

of year 2025-26 through power point and request august body to adopt the accounts. Mr. G.D Garg EX CM System Audit HAL, LKO proposed for the adoption of the accounts & Sri S.K JHA EX Managing director, HAL Accessions complex, seconded. Thus the accounts were adopted. Approx 60 members Attended the AGM.

Chairman Mr Prashant Singh given power point presentations for future plans like as on line seminar / webinar on Whole year month wise. Regarding above matter further discuss in Monthly meeting.

Vote of thanks given by Mr. R.N Srivastava, NC Lucknow Branch and request to all members to join the Lunch.



MUMBAI BRANCH

1] IIMM Mumbai Branch conducted the 6th Batch of “Orientation training in Public Procurement” to Officers of Mumbai Port Authority on 27th April & 28th April 2026.

Topics Covered were:

- 1) Indian Contract Act
- 2) Non-Disclosure Agreement
- 3) Workmen Compensation Act
- 4) GFR Rules for Procurement of Goods
- 5) GFR Rules for Procurement of Services
- 6) GFR Rules for Procurement of Works Contracts
- 7) INCO Terms
- 8) Customs Duty
- 9) Goods & Service Tax
- 10) Case Studies in Procurement & Contract Management
- 11) Post Assessment MCQ on all Topics

The faculty for this In House Training program were:

- a) Mr Jitendra Kumar, GM - Finance, Indirect Taxes, BPCL
- b) Mr Alok Ranjan Sarkar Advisor, IIMM Mumbai & Ex G.M - Materials & G.M (Engineering & Projects) BPCL
- c) Mr Pankaj Sinha Retd G.M Indian Oil Corporation Ltd Pipelines Division

The Program was co-ordinated by Mr Alok Ranjan Sarkar, Advisor, IIMM Mumbai Branch

- 2) Consultancy like Services provided to our old

customer NPCIL (Nuclear Power Corporation of India Ltd) NPCIL had approached IIMM Mumbai with their “Area of Concern /Pain Point “ during the One day In House Training Program conducted by IIMM Mumbai for NPCIL on “Project Insurance for EPC Projects” on 27th March 2026. NPCIL had expressed the problem that Insurance Companies quote low bids to win Project Insurance Business and then create issues. . NPCIL needed to protect themselves from such unrealistic bids and ensure that their Risk Mitigation through insurance is reasonably well supported when needed

IIMM Mumbai have suggested that a Robust Pre-Qualification / Bid Evaluation Criteria is needed to be specified in the tender conditions for selection of suitable Insurance Agency. IIMM Mumbai Team have prepared a detailed P.Q criterion document and sent it to NPCIL management. IIMM Mumbai recommendation included suggestion of applying QCBS method for selection of appropriate Inspection Agency and details of additional conditions to be incorporated in the Tender Document.

IIMM Mumbai Branch Team Members who worked to prepare this P.Q document and detailed conditions to be put in Tender Document were Mr Swapnil Dubey, Chairman IIMM Mumbai Branch, Mr Alok Ranjan Sarkar Advisor IIMM Mumbai Branch & IIMM Mumbai's empanelled Insurance Expert Mr Girishankar Nagarajan



IIMM Mumbai Branch: Highlights of Performance July 2026 : IIMM Mumbai Branch conducted a one day In House Training on “Contract Management” for “Shipping Corporation of India “(SCI) at their Corporate Office in Mumbai on 10th July 2026

The topics covered were as under:

- 1) Laws of Contracts & Introduction to Contract Management
- 2) Developing Contract Strategy
- 3) Key Contract Clauses
- 4) Risk Management in Contracts
- 5) Latest Developments in Use of GeM Portal: new Features of Rate Contract & Forward Auction details
- 6) Post Award Contract Administration
- 7) Important CVC Guidelines
- 8) Case Studies in Contract Management
- 9) MCQ on Contract Management

Cross functional team from various Departments of SCI like Purchase & Services, Technical and Offshore Services, Finance & Accounts, Bulk Carrier & Tankers, Liner &

Passenger Services , Personnel & Administration and Maritime Training Institute Participated

The Speakers at the One-Day Workshop were: 1) Mr. Swapnil Dubey, Chairman IIMM Mumbai Branch 2) Mr. Alok Ranjan Sarkar Advisor - IIMM Mumbai Branch & Former G.M - Materials & G.M (Engineering & Projects) BPCL and 3) Mr. Manish Kumar, Dy Chief Materials MManager,Central Railway HQ

IIMM Office Support was provided by team consisting of Mr. Arun Rajkumar, Mr. Rajesh and Ms. Gauri Excellent feedback about the event was received as under:

“Thank you for delivering such an insightful and engaging training session today. Your experience, practical examples, and interactive approach made the session highly informative and valuable for all of us. We sincerely appreciate the time and effort you invested in sharing your knowledge. It was a pleasure to learn from you, and we look forward to attending more such sessions in the future”



VADODARA BRANCH

63rd Annual General Meeting of IIMM Vadodara Branch was held on 22nd August, 2026 at 6.00 PM at Hotel Grand

Mercure Vadodara Surya Palace. As per the agenda, audited Income & Expenditure Account and Balance Sheet for the year ended 31.3.2026 and appointment of Auditors for year 2026-27 were passed unanimously.

Chairperson, Dr. Bharti Trivedi thanked all the attendees and announced the conclusion of AGM. After that, the working report for year 2025-26 was presented by Dr. Bharti Trivedi. After the arrival of the Chief Guest, Shri Vijay Iyah, Head, MM, OPaL (Group General Manager, ONGC), proceedings began at 6:30 PM, and the Chairperson, Dr. Bharti Trivedi welcomed the distinguished dignitaries, IIMM members, and their spouses. Total 165 persons attended the function.

On this occasion, Shri Lalbhai Patel & Shri Malay Mazumdar shared their views. The Chief Guest -Shri Vijay Iyah delivered an inspiring speech on "Supply Chain-A Tactical Weapon in New World Order". Shri Shubham Singhal, GM, Digital & Analytics, DCM Shriram Ltd. made a presentation on "The Lighthouse Journey of DCM Shriram Ltd". New Life Members were honoured on this occasion. Academic and special achievement awards were distributed to IIMM members' and Member's children. Shri Samir Pandya, Executive Committee Member delivered the vote of thanks, and the function was followed by dinner.



PUNE BRANCH

IIMM-Pune organised a Half-Day Workshop on "Prompt Engineering for Workplace Productivity", followed by a Knowledge Sharing Session on "Early Detection and Management of Work-Related Musculoskeletal Disorders in Working Professionals" on 22nd August 2026 at its branch office. The program brought together two important aspects of the modern workplace technology enabled productivity and employee well-being.

The workshop on Prompt Engineering for Workplace Productivity was conducted by Dr. Anshul Saxena, an expert in Generative AI. Through practical examples and interactive demonstrations, Dr. Saxena explained how effective prompting and Generative AI tools can be used to improve workplace communication, information processing, content creation, problem-solving and other routine professional tasks. The highly interactive session was well appreciated by the participants, who actively participated in the discussions and demonstrations.

The workshop was followed by an insightful Knowledge Sharing Session by Dr. Shreyanshi Joag (PT), Orthopaedic & Musculoskeletal Physiotherapist, on "Early Detection and Management of Work-Related Musculoskeletal Disorders in Working Professionals."

Dr. Shreyanshi highlighted the importance of correct posture, workplace ergonomics and healthy work habits in preventing musculoskeletal problems. She explained the impact of prolonged sitting, improper posture and repetitive movements on physical well-being. She also demonstrated simple exercises and stretches that professionals can perform during short breaks or in between work to relax muscles, reduce stiffness and relieve workplace-related physical strain. The program provided a meaningful blend of technology, productivity and workplace wellness, addressing key requirements of today's professional environment.



IIMM-Pune sincerely thanks Dr. Anshul Saxena and Dr. Shreyanshi Joag for sharing their expertise and valuable insights, and all the 25 participants for their enthusiastic participation in making the program a success.

THIRUVANANTHAPURAM BRANCH

The Annual General Meeting of IIMM Thiruvananthapuram Branch for 2025-26 was held on 08-08-2026 (Saturday) at 11.00 AM at the IIMM office hall, Sasthamangalam. Dr.Koshy M George, Branch Chairman presided over the meeting.

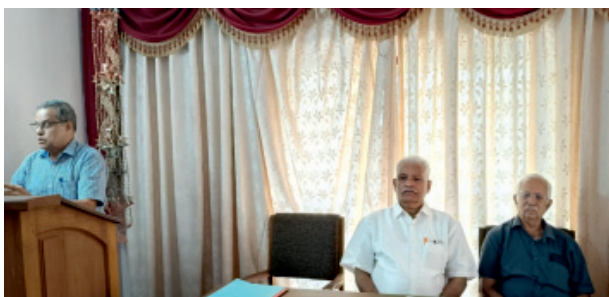
After ascertaining the quorum, Chairman Dr. Koshy M George declared the meeting open. The meeting started with a silent prayer. Chairman requested everyone to stand for two minutes to observe silence and offer condolence to the deceased Life Members of the branch Shri H Ramakrishnan and Smt.K G Indira.

Chairman welcomed the members gathered for the meeting. In his presidential address Chairman briefed the details of the activities conducted during the report period. Further, he gave an account of the programmes proposed for the current year including talks by eminent personnel on Materials Management and related subjects.

AGM approved the MOM of the last AGM held on Saturday, 16th August 2025 and the Annual Report 2025-26 presented by the Hon. Secretary Shri M G Narayanan Nair. AGM also approved the Audited Financials 2025-26 presented by the Treasurer Shri P C Sasikumar. Membership kits were distributed to the 12 newly joined Life Members by Chairman Dr.Koshy M George. Vote of thanks was given by Shri K Raveendraprasad, Vice-Chairman. The meeting ended with Lunch.



Chairman Dr.Koshy M George delivering the Presidential address



Secretary Sri M G Narayanan Nair presenting the Annual Report 2025-26



Chairman Dr.Koshy M George handing over the Membership Kit to Life Member Dr.Deepu T S

KOLKATA BRANCH

Celebration of the 80th Independence Day : IIMM Kolkata proudly celebrated the **80th Independence Day** on **Saturday, 15th August 2026**, with great patriotism and solemnity.

The National Flag was hoisted by **Mr. K. Gupta, Administrative Manager**, of the IIMM premises at **8B, Short Street, Kolkata**. The programme was also attended by **Tapas Chakraborty, Sudip Sengupta, Jaya Das, and Sanjay Subbra, staff of IIMM Kolkata Branch**.

The gathering began with the singing of "**Vande Mataram**" & **Jana Gana Mana**, followed by a solemn tribute to the nation. The celebration was a meaningful expression of patriotism and unity, and everyone reaffirmed their commitment to the values and ideals of our great nation. The programme concluded with a renewed sense of pride in our country and respect for the sacrifices made by those who contributed to India's freedom and progress.



IIMM GRSE MDP ON MODERN SUPPLY CHAIN MANAGEMENT

Modern Supply Chain Management Practices Benefits, Nuances & Solutions : 21 August 2026, Garden Reach Shipbuilders & Engineers Ltd. (GRSE), Kolkata. The Kolkata Branch of the Indian Institute of Materials Management (IIMM) conducted a one-day Management Development Programme (MDP) on "Modern Supply Chain Management Practices Benefits, Nuances & Solutions" for the senior management team of Garden Reach Shipbuilders & Engineers Ltd. (GRSE) on 21 August

2026 at its Garden Reach facility.

The programme was designed by Dr. Jayanta Biswas around contemporary supply chain and commercial challenges, with emphasis on practical approaches, business relevance and solutions that can support more effective supply chain decision-making for ship-building industries. The sessions combined conceptual perspectives with practical experiences and participant interactions, creating an engaging platform for discussion on commercial and supply chain issues relevant to Garden Reach Shipbuilders.

The programme was conducted by Mr. Partha Pratim Sengupta and Dr. Jayanta Biswas. The active participation of the GRSE commercial and supply chain team contributed significantly to the quality of the discussions and exchange of experiences. The programme received high appreciation from GRSE management. In a communication issued on 21 August 2026, GRSE conveyed its appreciation to both faculty members for their “excellent presentations and interactions with the participants” and for sharing “invaluable insights and practical experiences on various commercial aspects”. GRSE also expressed its interest in collaborating with IIMM on similar programmes in the future.



Faculty introduction to GRSE Senior Management



Faculty introduction to GRSE Senior Management



GRSE participants with the faculty

Source: GRSE appreciation communication dated 21 August 2026

GREATER NOIDA BRANCH

IIMM Greater Noida Hosts National Seminar on Supply Chain Management with Professionals

The Greater Noida Branch of the Indian Institute of Materials Management (IIMM) successfully organised a National Seminar on Supply Chain Management on August 30, bringing together around 170 professionals, industry leaders, corporate representatives and experts from across India.

The seminar focused on emerging challenges and opportunities in supply chain management, with a special emphasis on Arbitration, Artificial Intelligence (AI) in Supply Chains, Circular Economy, and Legal Aspects of Contracts. The event featured insightful sessions by experienced speakers, who offered participants practical perspectives on how businesses can strengthen supply chain efficiency, adopt emerging technologies, manage contractual risks and move towards sustainable operational models.

Industry Professionals Participate from Across India :

The seminar witnessed participation from professionals associated with a wide range of industries and organisations, including PDIL, BHEL, EIL, Nippon, Bechtel, Samsung, Honda Cars, Ericsson, Haier, India Audit & Accounts, IGL, Semac, BEL, Vobiz AI, Pace Resources, Vividh Packaging, Tally, Oracle and Supreme Court advocates, among others. Professionals travelled from several cities, including Bengaluru, Ahmedabad, Bilaspur, Ranchi, Ayodhya, Raebareli, Kanpur, Lucknow, Alwar, Chandigarh, Ludhiana and Delhi, reflecting the growing interest in contemporary supply chain practices and professional knowledge-sharing platforms. A significant number of participants were professionals working across Greater Noida, Noida, Ghaziabad and Delhi-NCR.

Industry Associations and Corporate Leaders Attend :

Representatives of several prominent industry associations also participated in the programme. These included Laghu Udyog Bharati, Noida Entrepreneurs Association (NEA), Indian Industries Association (IIA), Uttar Pradesh Corrugated Box Manufacturers Association (UPCBMA), Ghaziabad Management Association (GMA), Association of Indian Manufacturers (AIM), India Business Association (IBA) and EAI. The programme also brought together promoters, directors and senior representatives from various corporates and MSMEs, creating an opportunity for participants to exchange views on industry challenges, technological developments and evolving business practices.

Focus on AI, Sustainability and Contract Management

The technical sessions addressed some of the most relevant issues confronting businesses today. Discussions on AI in supply chain management explored the growing role of technology in improving decision-making, forecasting, efficiency and operational coordination. The session on circular economy highlighted the importance of resource optimisation, sustainability and responsible business practices. Experts also discussed arbitration and legal provisions related to contracts, offering valuable insights into dispute resolution, contractual obligations and risk management for businesses operating in

complex commercial environments.

Leadership and Organising Team : The programme was conducted under the chairmanship of K.P. Singh, Promoter of Vividh Packaging, whose leadership contributed to the successful organisation of the seminar. CA Ageet Kumar served as the master of ceremonies and conducted the proceedings in a professional and engaging manner. The organising and management team included Dr. Suresh Sharma, Sorabh Sharma, Ranveer Kumar, Anuj Bhargava, Vipin Agnihotri, Vishal Chauhan, Deepika and Ajay Sharma, who worked together to ensure the smooth execution of the event.

Participants Call for More Industry-Focused Programmes : The seminar received an encouraging response from participants, with attendees appreciating the quality and relevance of the sessions and the opportunity to interact with professionals from diverse sectors.

Several participants expressed their desire for IIMM Greater Noida Branch to organise similar knowledge-sharing programmes more frequently, particularly on emerging technologies, legal developments, sustainability and evolving supply chain strategies. The successful completion of the National Seminar marked another significant initiative by IIMM Greater Noida to facilitate professional learning, industry collaboration and knowledge exchange among supply chain and materials management professionals.

IIMM Greater Noida Branch Conducts Annual General Meeting : The Greater Noida Branch of the Indian Institute of Materials Management (IIMM) successfully conducted its Annual General Meeting (AGM) on 30th August 2026 at 4:00 p.m. The meeting brought together branch members to review the activities and achievements of the branch during the year and to discuss plans and priorities for the forthcoming period.

The AGM provided an important platform for members to deliberate on various matters concerning the growth and development of the branch and to strengthen the professional activities of IIMM. The proceedings included a review of the branch's activities and initiatives undertaken during the year and the financial and administrative matters of the branch and to seek members' suggestions for its continued development.

The members actively participated in the discussions and shared their views and suggestions for expanding the branch's professional outreach. The AGM concluded with a collective commitment to further strengthen the activities of the Greater Noida Branch and contribute to the objectives of IIMM. The members appreciated the efforts of the branch leadership and expressed their willingness to support future initiatives and programmes.

NHQ NAVI MUMBAI

The Indian Institute of Materials Management (IIMM), National Headquarters, CBD Belapur, Navi Mumbai, successfully organised a four-day professional training programme on "Smart Stores/Warehouse & Inventory Management" from 26th to 29th August 2026.

The Second Training Program at NHQ was planned as a

four day Flexi Training Program which provided delegates with the flexibility to choose Part A & Part B according to their individual preferences. A total 17 participants from Mumbai, Pune, Nagpur, Chhattisgarh and other locations participated in the program. The First Training Program on Strategic Sourcing – To Boost the bottom line from 13th to 16th May 2026 was also conducted successfully.

The programme was designed to enhance the knowledge and practical capabilities of professionals involved in Stores, Warehousing, Inventory, Materials Management, Procurement and Supply Chain Management. The sessions focused on contemporary practices and strategies for improving warehouse efficiency, inventory control, material flow and overall supply chain performance.

The programme provided participants with valuable insights into smart warehouse operations, inventory optimisation, storage and material handling, warehouse systems, process improvement, and modern supply chain practices. Through expert-led sessions and interactive discussions, participants were able to connect theoretical concepts with practical industry applications. The programme witnessed participation from professionals representing reputed organisations, including BEML Ltd, Reliance Industries Ltd, Fujifilm Sericol India Pvt Ltd, Tanvi Engineering Pvt. Ltd., Felix Schoeller India Pvt Ltd, International Combustion (India) Limited, Zydus and Takeda Pvt Ltd.

The program was inaugurated under the guidance of Mr. S. K. Sharma, Former National President and Chairman of the Training Program, who emphasized the critical role of effective inventory management and smart warehouse in enhancing organizational competitiveness, profitability, and sustainable growth. The training featured distinguished industry experts and faculty members:

- Mr. S K Sharma
- Mr. Jayanta Chakraborty
- Mr. Ashok Mahtre

The training programme also provided an excellent platform for professional networking, knowledge sharing and exchange of industry experiences among participants from diverse sectors. IIMM continues to strengthen its commitment to professional development and excellence in Supply Management by providing industry-oriented training programmes that equip professionals with the knowledge and skills required to meet the evolving demands of modern supply chains.

The programme received excellent feedback from participants for its practical, industry-focused and highly interactive sessions. The successful completion of this four-day program reaffirms IIMM's commitment to developing world-class supply chain and procurement professionals through industry-relevant education, training, and knowledge-sharing initiatives. Certificates were awarded to the participants upon successful completion of the program.

IIMM NHQ continues to organize such professional development programs to strengthen the capabilities of materials management, procurement, logistics, and supply chain professionals across industries.



IIMM Research Centre
**CENTRE FOR RESEARCH IN
MATERIALS MANAGEMENT (CRIMM)**



Minutes of meeting of CRIMM at SAP conference room of TIU, WB on 27th March, 2026

Agenda of BOG Meeting of CRIMM at SAP Conference Room on 27 th March 2026 at 3.30 pm

1. Introduction of BOG members of CRIMM
2. Proposed activities of CRIMM during the next financial year to be discussed and adopted
3. Introduction of Certificate program, if any, proposed for the next financial year to be discussed and adopted.
4. Introduction of Project Management programs in collaboration with Project Management Institute USA, if any, proposed for the next financial year to be discussed and adopted.
5. Scope of fundamental research in Supply Chain Management
6. e-Journal of CRIMM
7. Discussions on Financial Performance of CRIMM
8. Support from IIMM
9. Opening of overseas Research Centres
10. Execution of renewal of CRIMM Agreement
11. Press release
12. Any other point of relevance
13. Close of Meeting

Introduction of BOG members of CRIMM

BOG Member nominated by IIMM

- 1) Mr. Malay Chandan Mazumdar Jt, Chairman
- 2) Dr. Nripendra Kumar Member
- 3) Dr. Y Venkata Ramana Member
- 4) Dr. Dibakar Swain Member
- 5) Gajanan Palankar, Fellow - CRIMM Member
- 6) P Sengottaiyan, Fellow - CRIMM Member
- 7) Dr. Samar Roy Chowdhury Member
- 8) Mr. Animesh Chattopadhyay Member

BOG Member nominated by TIU,WB

- 1) Prof. (Dr) Goutam Sengupta, Rector TIU, WB - Joint Chairman
- 2) Prof. (Dr) Debashis Chaudhuri, Dean (Engineering, Projects, Students Affairs), TIU, WB- Member
- 3) Prof. (Dr) S N Roy, Adjunct faculty, TIU,WB- Member
- 4) Prof. (Dr) Tripti Chakrabarti, Dean Basic Sciences, TIU,WB- Member
- 5) Prof. Asoke Kumar Paul, Associate Professor, TIU,WB- Member

- 6) Prof. (Dr.) Debabrata Bhattacharjee, Professor, TIU,WB- Member
- 7) Mr. Soumitra Bhowmick, Vice President and CFO, Techno India Group-Member
- 8) Dr. Paramita Sen, Assistant Professor, Rector's Office, TIU,WB- Member

Advisor

- 1) Mr. Asok Dasgupta, Advisor
- 2) Dr. PK Dey, Professor, Aston Business School, UK
- 3) Prof. (Dr) Gautam Majumdar, Pro Vice Chancellor, TIU,WB

Board of Research Studies

- 1) Prof (Dr) Goutam Sengupta,(Chairman)
- 2) Prof.(Dr.)S N Roy
- 3) Prof (Dr) Debashis Chaudhuri
- 4) Dr. D. Rajasekar
- 5) Dr. A.V. Shama Sundar

Proposed activities of CRIMM discussed and adopted

- 1.0 Target of CRIMM fellowship :
Target for the Calendar year 2026:
10 – 15 Fellowship
- 2.0 National and Global Summits: 4 per year
- 3.0 Consultancy
Kept in abeyance. Prof SN Roy will prepare an approach paper BY MID MAY, 2026

Introduction of Certificate/Diploma program -proposed and adopted.

- 1.0 Certificate program on Supply Chain Management may be launched by TIU in collaboration with CRIMM (It will be discussed and National President of IIMM to revert back.
- 2.0 Certificate program on Purchasing Management may be launched by TIU in collaboration with CRIMM (It will be discussed and National President of IIMM to revert back.).
- 3.0 Certificate/Diploma program on Logistics Management
- 3.1 Diploma program may be launched by TIU in collaboration with CRIMM (It will be discussed and National President of IIMM to revert back.
- 3.2 Kolkata Branch of IIMM should give a preference TIU/CRIMM while approaching other Universities on matters of launching joint certificate courses. TIU will send a request letter to Chairman Kolkata Branch to this effect.

For more information please contact

MALAY C MAZUMDAR, Jt. Chairman – CRIMM

M: 9909910964 / 9726425331 Email: malay_mazumdar@yahoo.co.in, crimm.malayimm@gmail.com

**IIMM Greater Noida Branch Organized
National Seminar on Supply Chain Management on August 30, 2026**
on the theme:
*Emerging Challenges and Opportunities in Supply Chain Management
with a special emphasis on Arbitration, Artificial Intelligence (AI) in
Supply Chains, Circular Economy and Legal Aspects of Contracts.*





भारतीय सामग्री प्रबंधन संस्थान Indian Institute of Materials Management

NHQ - Plot No. 102-104, Sec.-15, Institutional Area, CBD Belapur, Navi Mumbai - 400614

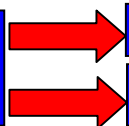
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S. No.	Programmes	Approved	Eligibility	Duration
1.	Post Graduate Diploma in Materials Management (PGDMM)	AICTE	Graduate in any discipline from any Recognized University	2 Years
2.	Post Graduate Diploma in Logistics & SCM (PGDL&SCM)	AICTE	Graduate in any discipline from any Recognized University	2 Years

PROSPECTUS CAN BE OBTAINED FROM FOLLOWING IIMM BRANCHES
Prospectus Cost Rs.1000/- & By Post Rs.1100/-

REGIONS	CITIES
NORTHERN REGION	ALWAR - 9731245655/ 787775655 AJMER-9928019295 AYODHYA – 9415402109 BHIWADI – 9828588567 CHANDIGARH 9815314430 / 0172-2556646 DEHRADUN 7906443191 DELHI 011 -41354969/9810830427/9818664267 GREATER NOIDA 9818464359 JAIPUR 9799299157 KANPUR 7897000150 / 9935032495 LUCKNOW 9415752999 LUDHIANA 0161-5212268/9815549987 RAE BARELI 9451077744 UDAIPUR 7568419514, 9772704888
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SOUTHERN REGION	BANGALORE 080-25327252/9148745062/9972441466 CHENNAI 044-23742750/ 9444656264 COCHIN 04842203487 / 9400261874 HOSUR 9448018407 HUBLI 0836-2264699/ 9482779440 HYDERABAD 9949872010 / 9398910901 KGF 9880994684 MANGALORE 0824-2882203 MYSORE 9620001502 TRIVANDRUM 8086011015 VISAKHAPATNAM 9701347694
CENTRAL REGION	BHOPAL 8085856437 BHILAI 9407984081 BILASPUR 9425531806 INDORE 9826625417 NAGPUR 0712-2229446/9423074072

A form can be downloaded from www.iimm.org.in/register and can be submitted to nearest IIMM Branch

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