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Global Summit on "Redesigning Supply Chains for Emerging Economics held at Techno India University, Kolkata attended by IIMM BOG Members



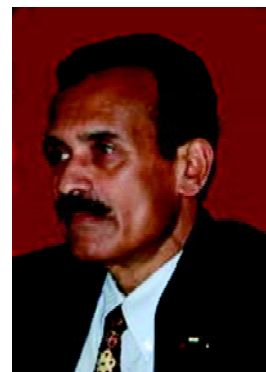
**The Lighting of the Lamp by
Dignitaries**

IIMM - CRIMM BOG Meeting with Techno India University and MOU Signing Between IIMM and TIU





From the Desk of National President & Editor in Chief



Greetings from your National President!!!

Dear All Members of IIMM,

I extend my heartfelt congratulations to all members on the occasion of Materials Management Day. Materials Management Day (23rd April 2026) has been celebrated with great enthusiasm across India, and the celebrations continue to promote and strengthen the profession of Materials Management among professionals working in industries, as well as in government and private sectors, and the society at large.

I am pleased to note the encouraging responses received from various branches that celebrated Materials Management Day. I am confident that members of these branches have gained valuable knowledge and insights through the diverse programs conducted during Materials Management Week. These initiatives will not only enhance awareness of Supply Chain Management (SCM) within the industry but also contribute significantly to strengthening the brand image of IIMM.

Artificial Intelligence (AI) is rapidly transforming supply chain and logistics operations into more intelligent, efficient, and resilient systems. Organizations are leveraging AI to optimize shipping and delivery routes, manage warehouse capacity, track inventory in real time, and forecast demand for specific parts and components with greater accuracy. In addition, AI enhances worker safety and helps ensure the integrity and transparency of transaction records across global supply networks.

One of the most significant advantages of AI-enabled supply chain planning is its ability to reduce operational costs while improving decision-making speed and accuracy. By analyzing vast amounts of data, AI systems can identify patterns, predict disruptions, and recommend optimal actions—allowing businesses to respond proactively rather than reactively.

The integration of AI into industrial robotics is also reshaping manufacturing. Intelligent machines are increasingly capable of working alongside humans, automating repetitive tasks while enabling higher precision and productivity. This evolving relationship between human workers and smart machines is driving continuous innovation and setting the stage for a new era of industrial excellence.

Moreover, AI-powered software and advanced analytics are unlocking unprecedented visibility across supply chains. From procurement to last-mile delivery, companies can now monitor operations in real time, optimize logistics networks, and improve overall efficiency. These technologies have the potential to bring unmatched levels of automation, agility, and insight to global trade.

As AI and other emerging technologies continue to evolve, organizations have a unique opportunity to modernize their supply chains. Those that successfully adopt intelligent and automated solutions will not only enhance performance but also gain a significant competitive advantage in an increasingly complex and dynamic global market.

Thanking you and wishing all the best.

A handwritten signature in black ink, appearing to read 'P.M. Biddappa'.

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“BEYOND COST CUTTING: STRATEGIC SOURCING - TRANSFORMING PROCUREMENT INTO A COMPETITIVE ADVANTAGE”

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Introduction: Strategic Sourcing has transcended its origins as a purely transactional procurement activity to emerge as a critical driver of organizational competitiveness. In today's environment shaped by **VUCA** (Volatility, Uncertainty, Complexity, Ambiguity) and **BANI** (Brittle, Anxious, Non-linear, Incomprehensible) procurement has evolved into a strategic discipline that goes far beyond cost reduction.

Modern procurement now operates through Strategic Sourcing a systematic, structured, and data-driven methodology that integrates market intelligence, supplier capabilities, risk assessment, and total cost analysis. It enables organizations to move from reactive purchasing to proactive value creation by aligning external spend with long-term business objectives, enterprise risk frameworks, and sustainability goals.

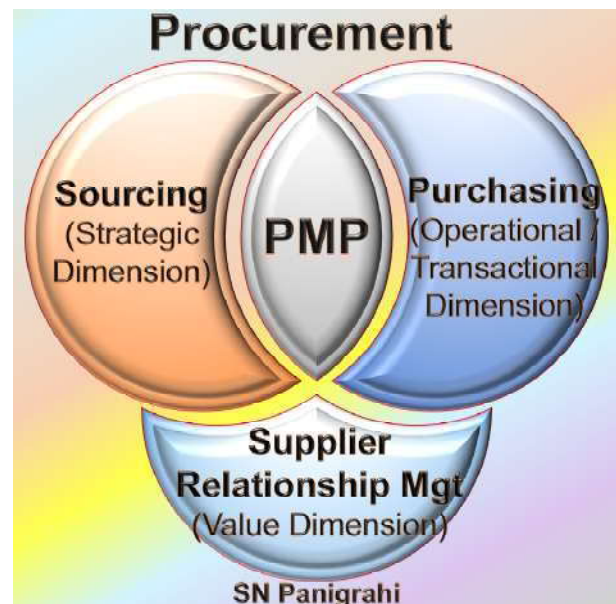
This article distills the transformation of procurement from a cost-focused function into a strategic engine of value creation. It logically demonstrates how organizations can transition to Strategic Sourcing a structured, data-driven approach that aligns external spend with long-term business objectives.

By integrating advanced analytics, category management, and global sourcing strategies, it enables optimized decision-making, cost efficiency, and superior supplier performance. The emphasis on cross-functional collaboration, digital enablement, and continuous supplier relationship management further unlocks innovation, resilience, and operational excellence.

In essence, Strategic Sourcing is no longer a support function it is a strategic lever that shapes organizational agility, cost leadership, mitigate risks, and sustain competitive advantage and long-term value creation in an increasingly complex and volatile global landscape.

Key Words: Strategic Sourcing, Total Cost of Ownership (TCO), Procurement Optimization, Supplier Relationship Management (SRM), Supply Chain Management, Sourcing Maturity, Value Creation, Total Value Management (TVM), Category Management Strategy, Digitalization & Predictive Intelligence, Supply Chain Resilience, Sustainability & ESG Compliance, Agile Sourcing Frameworks, Just-in-Case (JIC) Inventory Models, End-to-End (E2E) Visibility.

Procurement Excellence- Driving Strategic Value: Procurement is a strategic function integrating **Sourcing**, **Purchasing**, and **Supplier Relationship Management** to ensure timely, cost-effective, and value-driven acquisition of goods and services from external sources to support and strengthen business operations and enhance competitiveness.



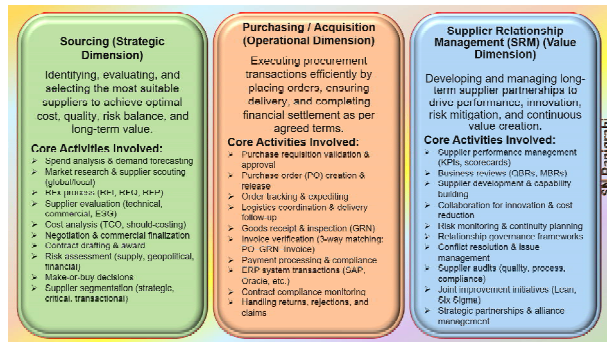
Procurement aims to ensure **Seamless Supply** by **Creating Value** that is vital to an organization through prioritizing the **Quality, Quantity, and Timeframe** at the **best Price** while implementing robust **Risk Management Controls** to **Maintain Standards** and **Continuity of Supply** and **Mitigate Disruptions**.

By leveraging **technology integration**, procurement enhances **Transparency** and **Decision-making** through **Data-Driven Insights**. Through **Performance Monitoring** and **Strategic Partnerships**, it fosters **Collaboration** and **Operational Excellence**.

Additionally, a strong focus on **Sustainability and Ethical Practices** ensures alignment with environmental and social governance goals, **delivering long-term value**.

Procurement as a Strategic Value Engine: From Sourcing to Supplier Partnership Driving Competitive Advantage

Procurement is a strategic function that spans the full supply lifecycle from Sourcing (identifying and evaluating suppliers) through Purchasing (executing transactions) to Supplier Relationship Management (sustaining performance and partnership). Rather than a back-office cost center, it drives competitive advantage by aligning supply decisions with organizational goals, managing risk, and unlocking value beyond price.



Strategic Sourcing: Transforming Procurement into a Future-Ready Engine of Value, Resilience, and Competitive Advantage

Strategic Sourcing is a structured, data-driven and collaborative procurement approach that aligns sourcing decisions with long-term business strategy to optimize Total Value Ecosystem moving beyond the narrow lens of cost-containment by integrating spend analytics, category management, predictive market intelligence, strategic supplier capabilities, and risk intelligence to drive efficiency, resilience, innovation, and sustainable competitive advantage.

By embedding AI-driven analytics, digital procurement platforms, and advanced automation technologies, along with Agile Sourcing frameworks, Just-in-Case (JIC) inventory models, and End-to-End (E2E) visibility, it strengthens resilience, responsiveness, and risk preparedness against geopolitical and market volatility and rapid technological disruptions.

Ultimately, it transforms procurement into a strategic lever for agility, continuity, innovation, risk mitigation, and sustained competitive advantage and multi-dimensional value creation.

Objectives of Strategic Sourcing :

- 1. Alignment with Business Strategy**
 - Ensure sourcing supports growth, profitability, and competitive positioning
- 2. Demand & Spend Optimization**
 - Rationalize requirements and control consumption before sourcing
- 3. Total Cost of Ownership (TCO) Optimization**
 - Focus on lifecycle cost (price, logistics, quality, maintenance)

4. Supply Market Intelligence & Positioning

- Leverage market insights to choose the right sourcing approach

5. Risk Mitigation & Supply Continuity

- Ensure resilience against disruptions (supplier, geopolitical, operational)

6. Supplier Base Optimization

- Consolidate, segment, and develop strategic suppliers

7. Quality & Performance Excellence

- Drive consistency in quality, delivery, and service levels

8. Strategic Supplier Relationships

- Build long-term partnerships for collaboration and stability

9. Value Creation & Innovation

- Enable suppliers to contribute ideas, innovation, and improvements

10. Sustainability & ESG Integration

- Incorporate ethical, environmental, and social responsibility goals

11. Negotiation Effectiveness & Value Capture

- Maximize commercial outcomes using structured negotiation strategies

12. Continuous Improvement & Data-Driven Decisions

- Use analytics, KPIs, and feedback loops for ongoing optimization

The Strategic Sourcing Cycle: A Eight-Phase Operational Model

In today's volatile and cost-pressured environment, strategic sourcing is no longer a procurement function; it is a **critical driver of enterprise value and competitive advantage**. A structured, intelligence-led sourcing cycle enables organizations to move from reactive buying to **proactive, insight-driven decision-making** that balances cost, risk, resilience, and innovation.

This **Eight-Phase Operational Model** provides a comprehensive, end-to-end framework that integrates analytics, market intelligence, cross-functional alignment, and supplier collaboration enabling organizations to systematically unlock value, mitigate risks, and build a resilient, future-ready supply ecosystem.



Phase 1: Enterprise Spend Intelligence & Category Profiling The journey begins with transforming fragmented spend data into actionable intelligence. Organizations systematically analyze spend across categories, suppliers, business units, and geographies to uncover consolidation opportunities, demand inefficiencies, and cost drivers.

- ✓ **Leverages advanced analytics, AI-enabled dashboards, and classification tools**
- ✓ **Establishes a single source of truth for procurement decisions**
- ✓ **Outcome: Fact-based foundation enabling considerable opportunity identification.**

Phase 2: Market Intelligence & Supply Ecosystem Mapping : Procurement evolves into a market-facing strategic function by deeply understanding external supply dynamics.

Organizations must invest in deep understanding of supply markets: identifying supplier capabilities, assessing market concentration, mapping geopolitical risk exposures, and benchmarking against peer organizations. This phase transforms procurement from an internally-focused activity into a market-sensing function.

- ✓ **Evaluate supplier capabilities, cost structures, innovation potential**
- ✓ **Map risks: geopolitical, regulatory, capacity constraints**
- ✓ **Benchmark using frameworks like Porters Five Forces**
- ✓ **Outcome: Enhanced negotiation leverage and proactive risk anticipation**

Phase 3: Strategic Requirements Alignment (Cross-Functional Integration) : Business needs are translated into clear, future-ready sourcing requirements through cross-functional collaboration.

Cross-functional alignment is achieved by translating business objectives into sourcing requirements. This phase demands active collaboration between procurement, finance, operations, sustainability, and legal stakeholders to ensure the sourcing strategy is anchored to enterprise priorities rather than departmental metrics.

- ✓ **Align procurement with finance, operations, R&D, sustainability, and legal**
- ✓ **Balance cost, resilience, innovation, and ESG priorities**
- ✓ **Shift from specification-driven to value-driven sourcing**
- ✓ **Outcome: 8(-wide alignment ensuring sourcing supports enterprise strategy**

Phase 4: Sourcing Strategy Architecture : A tailored sourcing blueprint is designed for each category, balancing cost efficiency, resilience, and

agility.

Drawing on spend analysis, market intelligence, and requirements definition, sourcing teams select the most appropriate strategy for each category: competitive bidding, preferred supplier programs, strategic alliances, insourcing, nearshoring, or consortium purchasing, among others.

- ✓ **Options: global vs local sourcing, single vs dual sourcing, partnerships, nearshoring**
- ✓ **Incorporates digital sourcing tools and scenario modeling**
- ✓ **Integrates risk-adjusted decision frameworks**
- ✓ **Outcome: Optimized sourcing model aligned with market realities and business goals**

Phase 5: Supplier Evaluation, Due Diligence & Selection

Supplier selection is executed through a robust, multi-dimensional evaluation framework.

A rigorous, multi-criteria evaluation process assesses prospective suppliers against both quantitative (price, quality, delivery, financial stability) and qualitative (innovation capacity, ESG performance, cultural alignment) dimensions. The deployment of scorecards, site audits, and reference verification ensures decisions are evidence-based rather than relationship-driven.

- ✓ **Quantitative: cost, quality, delivery reliability, financial health**
- ✓ **Qualitative: innovation capability, ESG maturity, cultural fit**
- ✓ **Tools: weighted scorecards, audits, reference checks**
- ✓ **Outcome: Objective, data-driven selection minimizing bias and long-term risk**

Phase 6: Value-Based Negotiation & Contract Structuring : Negotiation transitions from price focus to total value optimization and risk governance.

Effective contract management goes far beyond price negotiation. Leading organizations structure agreements that codify performance expectations, establish gain-sharing mechanisms, define dispute resolution pathways, embed continuous improvement obligations, and protect intellectual property ensuring value capture extends across the entire contract lifecycle.

- ✓ **Apply principles like BATNA**
- ✓ **Embed SLAs, KPIs, gain-sharing models, and innovation clauses**
- ✓ **Ensure legal robustness: compliance, IP protection, dispute mechanisms**
- ✓ **Outcome: Contracts that secure value, manage risk, and enable continuous improvement**

Phase 7: Supplier Relationship Management (SRM) & Performance Governance : Sustainable value is unlocked through ongoing collaboration and performance discipline.

Strategic sourcing is not concluded at contract signature. Ongoing performance monitoring, collaborative development programs, innovation challenges, and executive engagement ensure that supplier relationships generate value beyond the contracted baseline and evolve in alignment with changing organizational needs.

- ✓ **Monitor KPIs: cost savings, OTIF, quality, innovation contribution**
- ✓ **Conduct business reviews, capability development, joint improvement initiatives**
- ✓ **Drive supplier-led innovation and co-creation**
- ✓ **Outcome: 510% incremental value creation beyond initial contract**

Phase 8: Continuous Improvement, Digital Integration & Feedback Loop : Leading organizations institutionalize a closed-loop, data-driven improvement system, where real-time performance insights, supplier feedback, and market intelligence continuously refine sourcing strategies.

By integrating advanced analytics, automation, and AI, procurement shifts from reactive execution to predictive and proactive decision-making, enabling ongoing optimization of cost, risk, and value while building an agile, self-evolving sourcing ecosystem aligned with dynamic business needs.

- ✓ **Feed performance insights back into spend analytics**
- ✓ **Leverage digital tools (AI, predictive analytics, automation)**
- ✓ **Continuously refine category strategies and supplier portfolios**
- ✓ **Outcome: Agile, self-learning procurement ecosystem**

Strategic Perspective: Beyond a Linear Cycle : The true power of this eight-phase model lies in its ability to create a **continuous, self-reinforcing value loop**, where insights, performance, and market intelligence constantly refine strategy. Organizations that operationalize this approach transform procurement into a **strategic growth engine**, delivering sustained savings, resilience, and long-term business impact.

Technology-Driven Procurement: Powering Strategic Sourcing : Technology is the enabler that elevates procurement from a transactional function to a strategic value engine, where e-procurement platforms, AI-driven analytics, and digital supplier ecosystems deliver real-time visibility, speed, and precision. By compressing cycle times, eliminating manual inefficiencies, and unlocking predictive insights, it shifts procurements focus from execution to high-impact decision-making and value

orchestration.

When effectively embedded, technology goes beyond automationit amplifies strategic influence across the entire value chain, enabling proactive risk management, deeper supplier collaboration, continuous innovation, and sustainable competitive advantage well beyond cost reduction.

Conclusion: Strategic Sourcing, when executed through a structured and intelligence-driven model, transcends traditional procurement to become a core enabler of enterprise strategy and resilience. It systematically integrates data, market insights, and supplier collaboration to unlock sustainable value beyond cost savings.

In an increasingly volatile global landscape, organizations that embed this approach build agility, risk preparedness, and innovation capability, positioning procurement as a true competitive differentiator. Ultimately, it is this shiftfrom transactional efficiency to strategic value creationthat defines procurement excellence.

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BEYOND HORMUZ: FROM UNCERTAINTY TO DISRUPTION — WHY INDIA MUST RETHINK ITS SUPPLY CHAINS NOW

DR. JAYANTA BISWAS, CEO
SURVEYORS & CONSULTANTS

The Strait Was Open. Then Reality Changed.

The Strait of Hormuz was declared open.

Iran signalled passage was allowed. The United States maintained a watchful presence. Oil tankers began moving again, and crude prices—after a sharp spike—started to soften. For a brief moment, it seemed that stability had returned! But that moment did not last. Within days, reports emerged of gunfire in the Strait. Commercial vessels were targeted. Indian-flagged tankers were forced to turn back mid-route. What looked like recovery quickly turned into escalation. This is the defining characteristic of today's geopolitical reality—**stability is temporary, but risk is persistent.**

Why Hormuz Still Matters More Than Ever

Nearly **20% of globally traded crude oil passes through the Strait of Hormuz**, making it the most critical energy chokepoint in the world (EIA, 2023). At the same time, India imports close to **85% of its crude oil requirement** (MoPNG, 2024).

This creates a structural imbalance:

- A fast-growing economy
- Deeply dependent on external energy
- Reliant on a single volatile corridor

Even when the Strait is open, the system is fragile.

When it becomes unstable, the consequences are immediate—and now, visible.

From Managed Uncertainty to Active Disruption

Until recently, the global system was operating under what could be called **managed uncertainty**. Oil prices reacted sharply to geopolitical signals, but supply chains continued to function. Ships moved cautiously, insurance costs rose, and markets adjusted. But the latest developments have pushed the system into a new phase. Now:

- Ø Ships are turning back mid-journey
- Ø Passage is influenced by military signalling
- Ø Commercial risk has become physical risk This is no longer about volatility.

This is **active disruption**.

The Economic Impact Is Not Linear—It Is Adaptive

Traditional thinking often simplifies the impact of oil shocks:

Energy ! Industry ! Household ! Economy

But the real system does not behave like a straight line. It behaves like a **dynamic, adaptive network**.

When oil prices rise:

- The Reserve Bank of India adjusts liquidity and interest rates
- Government intervenes through subsidies or tax adjustments
- Currency movements absorb part of the shock
- Businesses shift sourcing strategies What emerges is not a domino effect, but a loop:

Shock ! Policy Response ! Market Adjustment ! Secondary Impact

This makes the system partially resilient—but also highly unpredictable (IMF, 2024).

Why Falling Oil Prices Can Mislead

After the initial spike, crude prices showed signs of cooling. At first glance, this appears positive.

But this is not stability—it is **temporary correction**.

Because:

- Military presence in the Strait continues
- Freight and insurance costs remain elevated
- Supply confidence is still weak

Historically, such phases indicate **short-term stabilization, not structural resolution** (World Bank, 2024).

India Is No Longer Indirectly Exposed—It Is Inside the Crisis

The latest escalation marks a turning point.

India is no longer observing the situation from a distance. It is directly affected.

Immediate Impact

- Indian tankers facing disruption
- Delays in crude movement
- Increased logistics costs

Secondary Impact

- Renewed pressure on fuel prices
- Inflation risks

- Strain on trade balance This is the shift from:

–” **Risk exposure ! Operational reality**

The idea of shifting toward the East—Bangladesh, ASEAN, inland waterways—has gained strategic attention.

And rightly so.

What It Offers

- Diversification of trade routes
- Reduced dependence on Gulf corridors
- Regional economic integration But a realistic view is essential.

What It Cannot Do

- Replace Gulf energy dependency immediately
- Match the scale of western trade flows
- Ignore geopolitical influence—especially China

China’s dominance in regional infrastructure and trade networks introduces its own strategic risks.

So, the Eastern corridor is not a solution.

It is a **necessary but partial risk-balancing strategy**.

For decades, supply chains were designed for efficiency:

- Just-in-time inventory
- Cost optimization
- Lean operations

This worked in a stable world. That world no longer exists.

Today’s supply chains must be built for resilience.

Three Pillars Define This Shift

1. Diversification

Reduce Dependence On Single Geography Or Supplier

2. Flexibility

Enable Rapid Adaptation Through Digital And Operational Agility

3. Reconfiguration

Redesign Networks To Include Alternative Corridors And Ecosystems

This Is Not A Competitive Advantage Anymore. It Is A Survival Requirement.

What Businesses Must Do Now

The biggest mistake today is assuming:

“ – “The situation will stabilize”

Instead, businesses must assume:

“ – “Instability will continue” Key actions:

- Map geographic supply chain risks
- Build dual sourcing strategies

- Invest in real-time visibility

- Prepare for compound disruptions

Future winners will not be the most efficient. They will be the most **adaptive under stress**.

What India may s Must Do—Strategically and Urgently Short Term

- Activate strategic petroleum reserves
- Secure alternate crude sources
- Strengthen maritime security

Medium Term

- Accelerate eastern corridor infrastructure
- Expand LNG and renewable energy mix
- Strengthen bilateral energy partnerships

Long Term

- Redesign supply chain architecture
- Reduce single-point dependency
- Build systemic resilience

The Question Has Changed

Earlier, the concern was:

“Will the Strait of Hormuz close?”

Then it became:

“What if it remains uncertain?”

Now the real question is:

“What happens when it becomes operationally unreliable?”

Final Thought

The Strait was open.

Then ships were fired upon. Prices softened.

Then risk returned.

This is not a temporary crisis. This is a structural shift.

“ – Stability is no longer guaranteed

“ – Disruption is no longer occasional

–” Uncertainty is now permanent

And in such a world, the strongest economies will not be the fastest—They will be the most **resilient**.

Sources :

EIA (2023), IEA (2023), IMF (2024), World Bank (2024), RBI (2024), MoPNG India (2024)

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BUILDING RESILIENT SUPPLY CHAIN IN AN AGE OF UNCERTAINTY

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Abstract: Interconnection of supply chain with global entity, have become highly competitive, enabling organisation, business to source materials, distribute, deliver products across various interconnection, with improved efficiency, reducing cost, building resilient, having increased vulnerability to disruption in the age of uncertainty in supply chain.

Environment building resilient supply chain has become a priority, as organisation resilience, is to anticipate, adapt, recover from disruption, as in the age of uncertainty, organisation are now focusing on the strategy, that could strengthen the operations, reduce exposure to conditions that prevail in supply chain.

Review: From a reactive (risk the strategy of responding to disruption) crisis management, proactive (anticipating disruption, risk, demand shifts to take preventive action) risk, mitigation (proactively identifying, assessing reducing risks, such as supplier failure, demand fluctuations, disruptions) on the key strategies is to include different suppliers, based on decentralisation, utilising artificial intelligence driven by digital technology, on the real-time visibility, predictive analysis, adopting just-in-case, instead of just-in-time inventory methods in the age of uncertainty in supply chain.

Priority to cost, shifting from adaptability, sustainability, on the ability to withstand disruption risk, in an age of uncertainty, on diversification, localisation, moving away from a single sourcing towards multi-sourcing, to reduce dependency on a volatile requirement, so move on from inventory just-in-time to just-in-case, so as to maintain a strategic buffer for critical components to build a resilient supply chain.

Introduction: Dynamic risks arising in multi-dimensional (involves analysis, managing across multiple interconnected buyers) moving beyond traditions in the age of uncertainty, focussed on a frame work to optimise the production, inventory, distribution, of goods based on demand, should incorporate flexibility, redundancy, digitalisation, to understand the strategic decision making data analysis, reports, filings, to review risks, incidents,

financial impacts, recovery, outcomes, building resilient on quantitative aspects, potential to disruption, utilising a mixed method of approval (integrate quantitative surveys, qualitative case studies to address complex, dynamic logistic issues) in supply chain.

Result: Cost optimised requires shifting from Just-in-time to Just-in-case, strategies that priorities visibility, diversification in the age of uncertainty, has become an agility (shift towards building resilient, responsive for network) on being survived, approached by accessible to be driven by persistent disruption, such as climate change, volatility, as driven by digitalisation, with the implementation artificial intelligence, Internet of Things, sensors in for tracking of products, with the adoption of predictive analysis, on the continuity of operation in supply chain.

Discussions; Strategic stock held during uncertainty, having inventory capacity of holding higher quantity of safety stock, being critical, on having high risk, components, raw materials, to protect against safety, shortages, being flexible to production, the capacity allows to for rapid adjustments, resilient, being response to sudden fluctuation, demand, being collaborative, better planning, having shared forecasting, on the data platforms, reduces the push (make to stock)-pull (make to order) effect to improve responsiveness in supply chain.

Demand forecasting powered by artificial intelligence, machine learning, is likely to analyse data, as uncertainty sets to predict disruption, risk, demands shift allowing automated, faster, and resilient (anticipate, recover, adapt, unexpected events) on implementation of Block chain technology, providing tracking, tracing records of transaction, which increases traceability to reduce risk, of unauthorised, illegal products in supply chain.

Findings: Development of suppliers, diversification, organising procurement from single sourcing, to a multi-sourcing in supply chain, in order to reduce the age of uncertainty, dependency, on the requirement of products, raw materials, packing materials, reduces the resilience (the ability to anticipate, absorb recover quickly) the volatile requirement, on a proactive

planning, shifting to collaboration with suppliers, shaping information across all types of criticality, so as to anticipate shortages, disruption in supply chain.

Capabilities does enable organisation to adapt, identify, assess reduce potential disruption to ensure operational continuity, also their impact so as to facilitate any post-disruption during uncertainty, recovery on capabilities are defined as attributes necessary for performance, achievement, so as to enable an organisation, to build resilient, anticipate overcome disruption, ultimately to balance the capability, vulnerable to identify excessive risk in stock keeping units improving profitability on the long term performance in supply chain.

Future: Cost-optimising requires leveraging transferable skills, like data analytics, operational experience, being agile (being strategic, approach so as to enable business to rapidly adopt to sudden changes in supply demand) on the age of uncertainty in technology, driven by diversified network, which includes artificial intelligence, machine learning, on a real-time visibility, having diversified supplier's, to mitigate (identify, assess, reduce, potential disruptions) risks, disruptions, implementing strategic, optimising to adapt resilience, as a competitive advantage in supply chain.

In an age of uncertainty, building resilience, highlights the need for a proactive strategy, (anticipating disruption taking predictive actions to build resilience) risks, disruption like climate change, leveraging the transferring of skills, on data analytics, operational experience, under the age of uncertainty, introducing agility, (involves developing ability to quickly adapt unpredictable shifts) resilience, flexibility, by increasing diversification of suppliers, service providers, so as to allow product flow to increase dynamic supply chain.

Conclusions: Shift from priority of cost-effectiveness to Internet of Things, Radio Frequency Identification being integrated adopted systems in supply chain, having flexibility, visibility, being collaborative, being uncertain over proactive (anticipating disruption, demand changes) to reactive (respond to unexpected disruption, supply, supply shortages, transportation delay), strategy, being most effective approach, beyond traditional crises management to modern technology resilience (involves Internet of Things, Block chain, to anticipate absorb recover disruption) which identifies risk, also able to map vulnerabilities in supply chain.

Environmental disruptions in supply chain, protracted (long-lasting drawn out, disruption, operations, delay, that persist over an extended period) by climate change, in the age of uncertain conditions in the

present age, which includes risk, fluctuations, resilience has become a strategic necessity, rather than a competitive advantage, thus bringing flexibility, responses, as a core responsibility built on diversification of supplier's, digital transformation, data driven decision making, advanced analytics, enabling real-time visibility production, capability, helping organisation to anticipate resilience, disruption collaboration, across the value-chain, along with supply, logistic customers, enhancing transparency, coordination, responses in supply chain.

Recommendations: Depending upon a single supplier in a supply chain, risk, disruption within the multi-location implemented in warehouses, in order to continue, better, distribute, deliver, also to continue for a faster distribution, during disruption, is found convenient to invest in digitalisation, visibility, resilience, (ability of supply chain to anticipate, resist, recover, adapt unexpected disruption) artificial intelligence, driven by decision making, on a real-time inventory prediction, analysis, end-to-end visibility, so as to identify of a dependence on a single source of suppliers for critical components, within the age of uncertainty, keeping resilience as a compliance (nice-to-have) in supply chain.

Rapid decisions regarding routing of transportation, changes, during disruption, having dedicated performance, during the age of uncertainty, maintenance of additional inventory, on a strategic basis, having safety stock, during high critical risk, having resilience to long-last disruption, operation delay, that is likely to persist during an extended period in supply chain.

Limitations: Efficiency, redundancy, (dual sourcing, additional inventory, multiple logistic routes) between cost, is a visibility limited in the age of uncertainty, beyond direct supplier's, developing high complexity, digital solutions, as resilience is to be recognised as a crucial for maintaining competitive advantage, thus avoiding disruption, as organisation often are prone to financial operations, as constraints (limited inventory decisions, increasing operational sides, restricting cash flow) are required to build supply chain.

Cost efficiency conflicts creating back-up, with multi-sourcing, having diverse transportation routes, maintaining additional inventory in the age of uncertainty, directly increases the operations, capital expenditure, balancing with competitive pricing, data technology, as insufficient data, visibility, resilience does make data driven real-time decisions, within the organisation as a challenging situation in supply chain.

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HOW TECHNOLOGY IS TRANSFORMING FESTIVE DEMAND LOGISTICS

Festive seasons in India bring in high volumes of business, and for Logistics Service Providers (LSPs) these periods are both their greatest opportunity and their greatest test. Quick receiving of orders, faster delivery, and concise communication, all expect agility. A no-growth season of chaos could be an easy target for the unprepared. Having additional manpower and a fleet of trucks is no longer a differentiator in the market, the market differentiator is the smart use of technology. From anticipating demand with accuracy to managing warehouses like clockwork, technology is transforming the way LSPs plan for and manage festive spikes.

Accurate demand forecasting and capacity planning :

An accurate forecast is the basis of successful management of festive surges. LSPs have access to a wealth of data that includes historic order volumes, seasonal order peaks, SKU mixes, and buyer behavior. When enhanced using machine learning and AI, such data delivers sharp and precise predictions.

With AI and ML, operators can create region-specific heat maps that accurately highlight concentration points of demand or peaks. Such information allows for the appropriate pre-positioning of inventory and transport fleets. Knowing the order prediction range helps forecast packaging and truck space, and the order volume projection enables the prediction of space to be allocated and reserved in the warehouse. Planning can be focused on expected volumes of electronics, apparel, perishables, or lifestyle products. Such advanced prediction strongly supports capacity planning. This is the basis for effective management of festive surges. Whether it is reserving extra trucks, ramping up cross-dock facilities, or staffing shifts, anticipatory planning is much better than the ad hoc firefighting tactic.

Warehouse automation: Scaling without chaos : In the past, festive spikes compelled Logistics Service Providers (LSPs) to lease extra warehousing space on a temporary basis. This approach solves storage overflow in the short term but leads to varying service levels, inefficient layout, and, more seriously, quality control issues. Contemporary warehouse automation provides an intelligent alternative. ASRS (Automated Storage and Retrieval Systems), shuttle racks, and AMRs (autonomous mobile robots) make warehouses more flexible and responsive. These systems manage multiple SKUs and high throughput without sacrificing accuracy. Paired with smart Warehouse Management Systems (WMS), they maximize put-away, slotting, and retrieval for smooth flow of goods in chaotic holiday seasons. The warehouses then are able to sustain high and steady levels of OTIF (On-Time In-Full) delivery performance, which sustains customer satisfaction, even through extreme demand surges.

Cloud-based agile Order Management Systems (OMS) :

Festive logistics are not simply about transporting goods from one location to another. Orders flow from various sources, including B2B, D2C, general trade, and modern retail, while the returns process adds even more complexity. In this case, a cloud-based Order Management System (OMS) acts as a decoupled system and dynamically disperses control to various control tower functions. OMS systems perform consolidated order capabilities and channel selection to the Routing and Scheduling System (WMS). This provides the logistics service providers (LSP) with complete visibility. Integration with WMS and systems for route optimization empowers real-time order orchestration to the extent that control orders may be assigned, reprioritized, and rerouted in real time to a combination of predetermined distribution centers and in-use transports.

Aggregated systems for last-mile delivery and control gateways provide real-time order status updates to the transporter, irrespective of origin. This limits eta required system over-adjustments, eliminating order over-constraint for snap fulfilment. With this, the logistics system is bound.

Seamless information flow: Prevention over cure : In logistics, disruptions snowball quickly. A truck stranded at one hub can propagate throughout the chain. That's why information flow is not a luxury but a lifeline. Technology allows data to move both forward and backwards along the value chain. Inventory level notifications alert suppliers ahead of time for stock-outs. Advanced Shipping Notices (ASN) get warehouses ready to accept incoming loads. Delivery Order and Shipment Order information supplies transportation teams with the correct lane requirements. Customers are proactively notified about their orders, which decreases stress and inbound calls. For leadership groups, live dashboards provide transparency—identifying bottlenecks, delays, and manpower deficiencies as they arise. This switch from post-crisis firefighting to anticipatory action is what keeps festive logistics strong.

Smart workforce planning : Technology is sometimes viewed as substituting for people, but in logistics, it's more about scaling human capability. Holiday demand surges need around-the-clock human resources, and inefficiently managed shifts can result in fatigue, mistakes, and turnover. AI-driven workforce planners forecast headcounts in line with order spikes without overloading or underloading. Computerised assignment puts the right individuals in the right spots, experienced pickers on fast-moving SKUs, additional workers in cold storage areas, and trained managers on quality inspection. Through the proper management of overtime, rest cycles, and recovery schedules, LSPs are able to make their workforce perform at their highest levels while remaining motivated and protected.

The orchestration advantage : Each one of these interventions—forecasting, warehouse automation, OMS, information flow, and workforce planning, creates value individually. But the magic occurs when they are all put in concert. Predictions initiate not only truck reservations but also warehouse slotting schedules and staff scheduling. OMS systems maintain those schedules nimble as demand fluctuates in real-time. Dashboards provide leadership visibility, and supplier notifications avoid shortages before they occur. Warehouse automation absorbs spikes without requiring costly emergency leases. As each node in the chain is interlinked, decision-making latency decreases. That speed is what transforms holiday logistics from a headache into a competitive advantage.

Guardrails to keep in mind : Technology is not a magic pill. Forecasting relies on the quality of data, and integration between OMS, WMS, and partner platforms can be complex. Investments in automation need to be offset with long-term ROI, and change management is still key. People must trust and embrace these systems, not resist them. And, naturally, there will be exceptions. Weather disruptions, returns, and damaged goods can't

be totally eliminated. There has to be a provision for human intervention with flexibility in the systems.

Conclusion: From chaos to opportunity : Festive logistics will always be high-pressure. What makes leaders different from laggards is the inclination to use technology as a force multiplier. Rather than scrambling to respond to crises, LSPs that communicate, integrate, automate, and forecast can deliver reliably—even during peak demand. For customers, it means gifts arriving on time. For retailers, it means shelves never run empty. For suppliers, it means predictability. And for LSPs, it means the festive season becomes a stage to prove resilience, reliability, and trustworthiness. Technology doesn't replace the hustle of logistics—it makes that hustle smarter. And in the middle of the festive rush, smarter is exactly what the industry needs. The views and opinions expressed in this article are those of the author and do not necessarily reflect the views of Indian Transport & Logistics News.

Source: www.itln.in

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GOVERNMENT TAKES STEPS FOR SUPPLY CHAIN RESILIENCE DURING MIDDLE EAST CRISIS

TEAM ANGEL ONE

An inter-ministerial group formed to secure supply chain resilience amid the Middle East crisis. The Indian government has established an inter-ministerial group to safeguard supply chains in response to ongoing geopolitical tensions in the Middle East. This initiative aims to monitor and strengthen trade logistics to ensure minimal disruption to India's exports and imports.

Formation of the Inter-Ministerial Group : Commerce and Industry Minister Piyush Goyal announced the creation of an Inter-Ministerial Group (IMG) for supply chain resilience amid rising global uncertainties due to the Middle East crisis. The IMG will comprise members from the Department of Financial Services, Ministry of External Affairs, Ministry of Shipping, Ports & Waterways, Ministry of Petroleum & Natural Gas, and the Central Board of Indirect Taxes & Customs (CBIC).

Government's Assurance to Exporters and Importers :

The government is committed to providing procedural flexibility and ensuring smooth operations for exporters and importers. This includes closer coordination with Customs and port authorities for seamless clearances and engagement with financial and insurance institutions to secure exporter interests.

Potential Impact on Trade and Wider Economy : Minister Goyal emphasised the need to assess the emerging geopolitical situation's potential impact on India's exports and imports.

The government has reassured stakeholders of its preparedness to take proactive measures to ensure uninterrupted trade activities.

Objectives of the Inter-Ministerial Group : The IMG is tasked with effective coordination, monitoring, and follow-up actions to prevent disruptions in trade flows. The ministry has shared contact details for exporters facing difficulties via email and helpline numbers.

Conclusion : The government's initiative to form an inter-ministerial group underscores its commitment to maintaining a stable trade environment amid the Middle East crisis. By facilitating smooth trade operations, India aims to minimise the economic impact of geopolitical uncertainties.

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Source: www.angelone.in

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INDIA ARTIFICIAL INTELLIGENCE IN SUPPLY CHAIN MARKET GROWING AT A CAGR OF 37.80% BY 2032

Indias supply chain ecosystem is undergoing a massive transformation, driven by the integration of Artificial Intelligence (AI). From predictive demand forecasting to real-time logistics optimization, AI is reshaping how businesses manage procurement, warehousing, transportation, and delivery operations.

The India Artificial Intelligence in Supply Chain Market is projected to grow at a remarkable CAGR of 37.80% by 2032, fueled by increasing digitalization, rapid e-commerce expansion, and government-led infrastructure initiatives. With organizations seeking efficiency, resilience, and cost reduction, AI adoption is no longer optional it is becoming a strategic necessity.

Growth Drivers of the India AI in Supply Chain Market

1. Rapid Expansion of E-commerce and Retail

Indias booming e-commerce sector is a major catalyst for AI adoption. Companies are leveraging AI to manage high order volumes, optimize last-mile delivery, and improve customer satisfaction. Recent developments show rising hiring in AI and operations roles in Indias e-commerce sector, highlighting the growing importance of AI-driven supply chain capabilities.

2. Increasing Demand for Real-Time Decision-Making

Traditional supply chains often struggle with delays, inefficiencies, and lack of transparency. AI-powered systems enable real-time decision-making by analyzing vast datasets instantly.

This includes:

- Demand forecasting
- Inventory optimization
- Route planning

AI-driven forecasting can improve demand accuracy by up to 50% and reduce logistics costs by nearly 15%. 5g and Government initiatives such as Digital India, National Logistics Policy, and smart infrastructure investments are accelerating AI adoption. Indias broader AI ecosystem is also expanding rapidly, with the countrys AI market expected to reach \$17 billion by 2027, creating a strong foundation for supply chain innovation.

4. Growth in Logistics and Warehousing Sector : Indias logistics sector is expanding rapidly, with increased warehousing demand and infrastructure development. For instance, Tier-II cities like Jaipur are emerging as logistics hubs with strong warehousing growth.

AI is playing a crucial role in:

- Warehouse automation
- Smart inventory systems
- Autonomous material handling

Emerging Trends in AI-Driven Supply Chains

AI-Powered Predictive Analytics : Predictive analytics is one of the most impactful AI applications in supply chains. It helps businesses anticipate demand fluctuations, optimize inventory, and avoid stockouts or overstocking.

Intelligent Automation and Robotics : AI-powered robots are increasingly used in warehouses for sorting, packaging, and transportation. Automation reduces human error and enhances operational efficiency.

Real-Time Tracking and Visibility : AI integrated with IoT enables real-time tracking of goods, ensuring transparency across the supply chain. This improves customer experience and operational control.

Sustainable Supply Chain Solutions : AI is also contributing to sustainability by optimizing routes, reducing fuel consumption, and minimizing carbon emissions. AI-based logistics solutions can cut emissions by up to 10-15%.

Market Segmentation Analysis

By Component

The market is segmented into hardware, software, and services. Hardware accounted for the largest share in 2023, while services are expected to grow the fastest due to rising demand for AI consulting and implementation.

By Technology

Key technologies include:

- Machine Learning
- Natural Language Processing
- Computer Vision

Machine learning dominates due to its ability to enhance forecasting and anomaly detection.

By Application

Major applications include:

- Demand forecasting
- Inventory management
- Fleet management
- Warehouse automation

Among these, demand forecasting holds the largest share due to its direct impact on operational efficiency.

By Industry Vertical

AI adoption is strong across industries such as:

- Retail & E-commerce
- Manufacturing
- Healthcare
- Automotive
- FMCG

Competitive Landscape and Key Players : The India AI in supply chain market is highly competitive, with both global and domestic players investing heavily in innovation. Key companies include:

- IBM Corporation
- Microsoft Corporation
- Amazon Web Services
- SAP SE
- Oracle Corporation
- NVIDIA Corporation

These companies are focusing on AI-driven platforms, cloud-based solutions, and advanced analytics to gain a competitive edge.

Challenges in Market Growth : Despite strong growth potential, the market faces several challenges:

Data Quality and Integration Issues : AI systems rely heavily on data. Poor data quality and siloed systems can hinder effective AI implementation.

High Implementation Costs : Initial investment in AI infrastructure, software, and skilled workforce can be high, especially for small and medium enterprises.

Skill Gap and Talent Shortage : Although India has a strong talent pool, there is still a shortage of specialized AI professionals in supply chain domains.

Cybersecurity Risks : With increased digitalization comes the risk of cyber threats, making data security a critical concern.

Opportunities for Future Growth

Expansion in Tier-II and Tier-III Cities : With logistics hubs expanding beyond metro cities, AI adoption is expected to grow in smaller cities, creating new opportunities.

Integration with Emerging Technologies : AI combined with technologies like blockchain, IoT, and 5G will further enhance supply chain efficiency and transparency.

Rise of Autonomous Supply Chains : The future of supply chains lies in autonomous systems that can operate with minimal human intervention, driven entirely by AI.

Future Outlook: What Lies Ahead : The future of the India AI in supply chain market looks highly promising. With a projected CAGR of 37.80% by 2032, the market is set to become one of the fastest-growing segments in the AI ecosystem.

Increasing investments, technological advancements, and strong government support will continue to drive

adoption. Companies that embrace AI early will gain a significant competitive advantage in terms of efficiency, cost savings, and customer satisfaction.

Top 10 Key Takeaways

- India AI in supply chain market is growing at a CAGR of 37.80% by 2032.
- Market size is expected to surpass USD 3 billion by 2030.
- E-commerce growth is a major driver of AI adoption.
- AI improves demand forecasting accuracy by up to 50%.
- Logistics costs can be reduced by nearly 15% using AI.
- Government initiatives are accelerating digital transformation.
- Machine learning dominates AI technologies in supply chains.
- Real-time tracking is becoming a standard feature.
- Sustainability is a key focus area with AI-driven optimization.
- The market is highly competitive with global tech giants leading innovation.

Frequently Asked Questions (FAQs)

1. What is AI in supply chain management?

AI in supply chain management refers to the use of advanced technologies like machine learning and predictive analytics to optimize logistics, inventory, and operations.

2. Why is AI important in India's supply chain sector?

AI helps improve efficiency, reduce costs, enhance visibility, and enable faster decision-making in complex supply chains.

3. Which industries are adopting AI in supply chains in India?

Retail, e-commerce, manufacturing, healthcare, automotive, and FMCG industries are leading adopters.

4. What are the major benefits of AI in supply chains?

Benefits include improved forecasting, reduced costs, better inventory management, and enhanced customer experience.

5. What challenges does the market face?

Key challenges include high implementation costs, data issues, skill shortages, and cybersecurity risks.

Source: www.marketsandmarkets.com

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INDIA MOVING UP THE PHARMA VALUE CHAIN

Introduction : India has emerged as the “Pharmacy of the World” through affordable and quality generic medicines. However, biologics, biosimilars, and specialty drugs now account for over 40% of global pharmaceutical revenues. This shift is pushing India to move up the pharma value chain towards innovation and high-value therapeutics. Government policies are now focused on building scientific capacity, strengthening research, and expanding advanced manufacturing, while ensuring affordability and maintaining global leadership in generic drug supply. **India Moving Up the Pharma Value Chain.**

Current Status of Indias Pharma Industry

1. **Global leadership in generics and vaccines:** India supplies around 20% of global generic medicines and leads in vaccines like Diphtheria, Tetanus, Pertussis (DPT), Bacillus CalmetteGuérin (BCG), and measles.
2. **Strong industrial base and scale:** The industry ranks 3rd globally by volume and 11th by value, with over 3,000 companies and 10,500 manufacturing units.
3. **Growing domestic market and turnover:** The domestic market is valued at USD 60 billion and is expected to reach USD 130 billion by 2030, with turnover of 4.72 lakh crore in FY25.
4. **Export expansion and global reach:** Pharmaceutical exports reached USD 30.5 billion in 2024-25, with exports to 191 countries, showing strong global demand.
5. **Presence in regulated markets:** Around 50% of exports go to regulated markets like the United States and Europe, reflecting high quality standards.
6. **Diversified export destinations:** Exports are spread across countries like Nigeria, Brazil, Saudi Arabia, and France, reducing dependence on limited markets.
7. **Rising foreign investment:** The sector attracts strong Foreign Direct Investment (FDI), with inflows of 13,193 crore in 2025-26, showing investor confidence.
8. **API manufacturing strength:** India has around 500 Active Pharmaceutical Ingredient (API) manufacturers, contributing nearly 8% of the global API industry.

Transition Towards Innovation and Value Addition

1. **Shift from generics to innovation:** The industry is moving from generic drug manufacturing to

innovation-driven drug discovery and advanced therapies.

2. **Biopharma SHAKTI initiative:** The Strategy for Healthcare Advancement through Knowledge, Technology and Innovation (SHAKTI) with an outlay of 10,000 crore aims to build capacity in biologics and biosimilars.
3. **Strengthening R&D ecosystem:** Schemes like Promotion of Research and Innovation in Pharma MedTech Sector (PRIP) and BioNEST support research and innovation.
4. **Focus on scientific capability:** Efforts are being made to build deep scientific research capacity and innovation-based enterprises.

Domestic Manufacturing and Research Capacity

1. **Fermentation-based manufacturing push:** India is strengthening fermentation-based manufacturing for antibiotics, vaccines, enzymes, and biologics to reduce long-standing import dependence.
2. **API and KSM localisation:** Production Linked Incentive (PLI) schemes and Bulk Drug Parks are expanding domestic capacity for Active Pharmaceutical Ingredients (APIs) and Key Starting Materials (KSMs).
3. **Clinical trial ecosystem expansion:** The plan to establish 1,000 accredited clinical trial sites will strengthen Indias position in global drug development.
4. **Cost advantage and skilled workforce:** India offers low-cost clinical trials and skilled investigators, making it an attractive destination for research.

Government Initiatives and Policy Support

1. **PLI schemes for manufacturing growth:** Production Linked Incentive (PLI) schemes have reduced imports by 3,591 crore and strengthened domestic manufacturing.
2. **Bulk drug and medical device parks:** Three bulk drug parks and three medical device parks are being developed to improve infrastructure.
3. **PRIP and research promotion:** Under Promotion of Research and Innovation in Pharma MedTech Sector (PRIP), 7 Centres of Excellence and over 111 research projects support innovation.

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4. **Affordable medicine access:** The Pradhan Mantri Bhartiya Janaushadhi Pariyojana (PMBJP) runs over 18,000 Jan Aushadhi Kendras, reducing medicine costs.
 5. **Trade agreements boosting exports:** Agreements with the European Union (EU), United Kingdom (UK), and New Zealand provide better market access.

Regulatory Strength and Quality Assurance

1. **Strong regulatory institutions:** The Central Drugs Standard Control Organisation (CDSCO) regulates drugs and clinical trials to ensure safety and quality.
2. **Drug pricing and monitoring:** The National Pharmaceutical Pricing Authority (NPPA) controls drug prices under the Drugs Prices Control Order (DPCO), 2013.
3. **Standardisation and pharmacopoeia:** The Indian Pharmacopoeia Commission (IPC) sets standards for drug quality and is recognised in 19 countries.
4. **Global confidence in quality:** India has the highest number of United States Food and Drug Administration (USFDA) approved plants outside the USA.
5. **Regulatory reforms for ease of business:** Digitalisation, faster approvals, and harmonisation improve efficiency and global competitiveness.

Key Challenges

1. **Low R&D investment:** Investment in research and development is still low, affecting innovation capacity.
2. **Need for stronger collaboration:** More public-private partnerships are required to sustain innovation and research.
3. **Import dependence in key areas:** Some segments like fermentation-based products still rely on imports.
4. **Balancing innovation with affordability:** Advanced therapies may increase costs, so ensuring affordable access remains important.

Conclusion

India's pharmaceutical sector is steadily moving up the value chain from generics to innovation-driven growth. Strong policy support, expanding research capacity, and rising global integration are enabling this transition. With focus on advanced therapeutics, domestic manufacturing, and affordability, India is well positioned to emerge as a global leader in biopharma innovation while sustaining its role as a reliable supplier of essential medicines.

Source: forumias.com



REDEFINING THE ROLE OF TECHNOLOGY

EDWARD HARDY, REPORTER AND EDITOR - WORLD'S LEADING PUBLICATIONS AND NEWS SITES.

- **The air cargo sector is generating more data than ever, driven by digital platforms, automation, and increased connectivity across the supply chain.**
- **As operators assess how effectively this information supports commercial and operational decision-making, the focus has shifted from data availability to data applications with questions remaining over whether current approaches are delivering measurable improvements, or simply adding complexity to existing processes.**

Today, this cargo tech ecosystem, which is integrated within our operations, is really the solution to deliver additional value, especially in terms of optimisation and new technologies, particularly predictive tools where we integrate AI.

That will be the game changer over the coming months and years," Adrien Thominet, Chairman of AERION, said.

Embedding intelligence into a supply chain is not a matter of adopting every shiny tool on the market. It requires clarity on what a company wants to achieve with the data it collects. Predictive solutions are only as valuable as the people interpreting their outputs. Data without analytical capability can amplify inefficiency rather than mitigate it.

"We are training our people to become more analytical, and I believe this is the future of the GSSA business. Our role will no longer be to handle simple bookings. The focus will be on how we optimise those bookings within the system, so staff are being trained to work with data and solutions rather than carrying out very basic functions that IT systems will

increasingly handle themselves,” Thominet added.

Human expertise as the catalyst

Even the most sophisticated algorithms cannot replicate intuition gained from experience on the ground. Real intelligence emerges where human insight meets machine efficiency, transforming raw data into actionable strategy. Airlines and GSSAs face the challenge of using technology as a decision-support system rather than expecting it to make autonomous choices.

“Technology will support us in taking decisions and improving efficiency, but we still need to optimise how we use it. This is where roles are evolving, with staff moving from very basic functions into optimisation-focused responsibilities,” Thominet stated.

Human intervention remains critical in volatile environments. Sudden geopolitical shifts, port disruptions, or surges in demand cannot always be anticipated through historical data. Agility, flexibility, and local knowledge define whether a company converts information into insight.

“Our business often benefits from what cannot be predicted. Logistics gained during Covid no one could foresee it, and suddenly the sector was benefiting from the situation. The strength of airfreight logistics is that you are constantly readapting to the circumstances, and you are often able to gain from those situations,” he outlined.

From data overload to strategic intelligence

Data abundance has changed the game, but more numbers do not automatically equal smarter decisions. Companies are forced to sift through enormous datasets to identify patterns that impact revenue and efficiency. The challenge is to balance the operational insights that are immediately actionable with predictive intelligence that guides medium-term strategy.

“We are changing we are no longer just a classic sales supplier. We are trying to demonstrate, through technology, immediate benefits for our airline partners. With our key partners, we have implemented programmes and IT solutions that allow them to measure those benefits straight away. We use that evidence to show that, by modernising the relationship and integrating these solutions in a more strategic way, there are immediate gains,” Thominet expressed.

The intelligence of a supply chain depends not on raw collection but on synthesis. Data integration across segments from pharma to e-commerce creates a feedback loop that informs better decision-making while simultaneously improving operational efficiency. The value of digital tools is maximised only when paired with this analytical rigour.

“I believe people naturally focus on revenue management optimisation because it delivers immediate gains. We need to work more on operational efficiencies. You can always try to optimise revenue, but you also need to control costs, improve efficiency, and ultimately reduce them,” he highlighted.

Demonstrating tangible value

The true test for technology and data is the added value it delivers. Airlines will only maintain outsourcing relationships if the GSSA can consistently outperform in-house capabilities. This expectation drives GSSAs to integrate technology while controlling costs, providing specialised solutions, and creating agility that an airline alone may struggle to match.

Beyond cost and revenue optimisation, strategic partnerships with airlines and technology providers are crucial. Integrating solutions across operational control, carbon management, and revenue management creates a holistic ecosystem where data becomes insight, insight informs action, and action drives tangible business outcomes.

“We are trying to build a kind of organisational legitimacy, because we are constantly aiming to provide something that airlines could not achieve by themselves or with other GSSAs. We are also working to differentiate ourselves from more traditional GSSA organisations,” Thominet highlighted.

“If we do not constantly bring added value through extra services, solutions, or the leanest possible cost base there is no reason for airlines to outsource their activity. If we want to defend the GSSA model as a deliberate choice, and not a default one, we must continuously demonstrate that we are delivering better revenue performance,” he concluded.

Source: aircargoweek.com

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INDIA-ROK COMPREHENSIVE FRAMEWORK FOR PARTNERSHIP IN SHIPBUILDING, SHIPPING AND MARITIME LOGISTICS

During the meeting between Prime Minister H.E. Shri Narendra Modi of India and H.E. Mr. Lee Jae Myung of the Republic of Korea (ROK) on the occasion of the latter's state visit to India on 20 April 2026, the two sides had productive and in-depth exchange of views on mutually beneficial cooperation between their government agencies and private entities for partnership in shipbuilding, shipping and maritime logistics.

India and the ROK are both nations with rich maritime traditions and share extensive common interests and complementary strengths in the domain of maritime industries. With India's rapid economic growth and internationalization of its economy, the maritime sector is extremely critical to India's security and prosperity.

Both sides agreed that India's maritime ambitions under Maritime Amrit Kaal 2047 Vision have created considerable opportunities for long-term collaboration with the ROK, a friendly nation with leading shipbuilding and maritime capabilities. Cooperation in shipbuilding, port development and maritime logistics could channelize the India-ROK Special Strategic Partnership towards practical benefits and economic value for both nations, while forging deeper understanding and partnership among their peoples.

The Indian side briefed the ROK side about opportunities to set up large-scale greenfield shipbuilding clusters in the country and the incentives available under the Government of India's Shipbuilding Development Scheme as well as incentives provided by relevant state governments and Indian financial Institutions for the same. The Indian side invited leading shipbuilders from the ROK as technical and strategic anchors for these clusters through active involvement in design, production engineering, advanced manufacturing, quality and safety frameworks and operation. The ROK side expressed expectation for the advancement of cooperation based on the participation of the business sector.

To this end, both sides took positive note of the collaborations between Korean Industries and India, such as the conclusion of a non-binding MOU among the Korean shipbuilder HD Korea Shipbuilding & Offshore Engineering Co., Ltd. (HD KSOE), the identified cluster developer and facilitator, and the capital provider Maritime Development Fund (MDF) for joint development, financing, implementation, operation of a large greenfield shipyard in southern India. They hoped for early implementation of the project.

India has announced the 400+ vessels acquisition plan by the public agencies in India alone for the foreseeable future with a total value of Rs. 2.2 lakh crore (~USD 25 bn) during the India Maritime Week 2025. Taking note of the Government of India's production-based financial support to local manufacturing, the two sides supported the cooperation of relevant industries from India and the ROK to establish an effective cooperation mechanism to channel this demand into bilateral partnerships, enhancing sustainable and resilient shipbuilding industry.

In recognition of the financial assistance provided by the Government of India for shipyards undertaking brownfield capacity expansion, the two sides supported the collaboration between Indian and the ROK businesses to upgrade existing Indian shipyards, including on a Block Fabrication Facility being built in southern India to support a new dry dock to construct large and specialized vessels.

The two sides believe that the policy and fiscal support from the Government of India for Indian shipbuilding would generate additional demand for components used in shipbuilding and ancillary industries, providing specialized Korean shipbuilding component manufacturers an attractive market to expand their business through local production. To this end, they welcomed the opening of a branch of the Korea Marine Equipment Association (KOMEA) in Mumbai and the interest of Korea Marine Equipment Research Institute (KOMERI) for related cooperation. They also agreed to enhance cooperation among relevant institutions and enterprises of both countries to support the growth of Indian shipbuilding ecosystem.

The two sides agreed to cooperate on skill training in the shipbuilding sector in India through a project to be implemented by Korea International Cooperation Agency (KOICA) in partnership with the Ministry of Ports, Shipping and Waterways (MoPSW) of India. They noted that this project will contribute to capacity building needed for India's shipbuilding goals through development cooperation and public-private partnership between the two countries.

Indian side also encouraged Korean shipowners to use India's GIFT IFSCA and E-Samudra to flag vessels in India, in order to benefit from relaxed ownership structures and available financial incentives.

It was noted that India's rapidly growing seafarer pool (around 320,000 + with a strong growth in women

seafarers) allows Korean ship-owners to recruit manpower to support Korean-flag operations.

The two sides welcomed the signing of an MOU between MoPSW of India and the Ministry of Oceans and Fisheries in the ROK for cooperation for port development, which entails collaboration in infrastructure development, knowledge sharing, etc. This opens opportunities for Korean port developers and terminal operators to participate in India's strong PPP mechanization pipeline amounting to an estimated USD 13.3 billion in the next 5 years, including the 23 million TEU Vadnavan container port (Maharashtra), 150 MTPA multipurpose terminal in Bahuda (Odisha), 135 MTPA modern terminal of Deendayal Port (Gujarat), among others.

The two sides welcomed an MOU signed between Bharat Earth Movers Limited of India, HD Korea Shipbuilding and Offshore Engineering Co., Ltd (HD KSOE) and HD Hyundai Samho Co., Ltd of the ROK to jointly design, manufacture, and support next-generation conventional and autonomous maritime & port cranes in India.

The two sides took positive note of the ongoing discussions between Indian Maritime University (IMU) and Korea Maritime & Ocean University (KMOU) and encouraged them to finalize a strategic partnership in maritime education, research, and innovation with joint programs in naval architecture, marine engineering, and port management; collaborative R&D on green shipping technologies, autonomous vessels, and crane automation; and innovation hubs for student exchanges, faculty collaborations, and industry-linked projects with involvement of Indian and the ROK businesses.

The two sides also recalled with pride the ancient origins of the two countries' maritime heritages. The Indian side shared that the National Maritime Heritage Complex (NMHC) is being developed at Lothal in the Gujarat State of India as the world's largest maritime complex. The two sides welcomed the signing of a Memorandum of Understanding on cooperation in the field of Maritime Heritage to facilitate sharing, exchange of artefacts and information, technological support, joint activities, collaboration with universities, museums, and institutions.

Prime Minister Modi and President Lee expressed satisfaction over the direction and content of the progress made in cooperation between India and the ROK in the fields of shipbuilding, shipping and ports. They expressed confidence that, in the coming years, the India-ROK partnership will deliver benefits for the two countries and the world at large.

Joint Strategic Vision for India-ROK Special Strategic Partnership

1. At the invitation of Prime Minister Shri Narendra Modi, President of the Republic of Korea (ROK) H.E. Lee Jae Myung paid a State Visit to India from 19-21 April, 2026, marking the earliest visit to India by a Korean President

after assuming office. President Lee Jae Myung was accompanied by a high level delegation including Ministers, Senior Officials and leading CEOs of Korean Companies.

2. The two leaders held a friendly, fruitful and forward-looking bilateral meeting on 20th April 2026 in New Delhi. They underscored their respective Governments commitment to work together in concrete ways in multiple domains to bring lasting prosperity, peace and progress to their peoples and to foster meaningful cooperation among them in a turbulent and fast-changing world. They announced the following Joint Strategic Vision for implementing and adding further content to the India-ROK Special Strategic Partnership in the next five years (2026-2030).

3. India and the ROK, two vibrant and resilient democracies of Asia and leading world economies, are connected by deep historical ties and mutual goodwill between their peoples. The two nations share democratic and civilizational values and have similar interests in regional and global issues. India views the ROK as an indispensable partner in its "Act East" Policy. Similarly, the ROK views India as a central pillar of the ROK's pragmatic diplomacy and inheriting and evolving the achievements of the New Southern Policy. India and the ROK also acknowledge the significant role of their partnership in fostering peace, stability, and security in the Indo-Pacific region.

Reinforcing political foundations through high-level exchanges

4. Recalling the positive spirit of their two previous meetings on the sidelines of the G7 Summit in Kananaskis in June 2025 and the G20 Summit in Johannesburg in November 2025, the two leaders agreed to have leader-level meetings annually, in either country or on the margins of international events, to realize the full potential of the India-ROK Special Strategic Partnership and to provide continuous guidance to the engagement, going forward.

5. Expressing satisfaction at the frequency of high level exchanges, which have imparted renewed momentum to the bilateral engagement, the two leaders agreed to further intensify bilateral political exchanges and ministerial dialogues. Towards this end, the leaders decided that the meetings of the India-ROK Joint Commission led by the Foreign Ministers, Finance Ministers Meeting, and Joint Committee of the S&T Ministers will be held this year. Further, it was agreed that the Defence Minister of India will visit the ROK in May, 2026 for the joint inauguration of the War Memorial being built to commemorate India's participation in the Korean War. They also agreed that an India-ROK Industrial Cooperation Committee, a new dialogue mechanism of the Ministers responsible for Industries in the two countries, will be launched and will hold its first meeting this year.

6. Taking note of the visit of the ROK Deputy Speaker to India in January 2026, the two leaders supported regular exchanges of Speakers and Members of the Parliament of India and the National Assembly of the ROK. They expressed satisfaction over the establishment of India-ROK Parliamentary Friendship Groups in both countries.

7. To bring the next generation of thought leaders of India and the ROK closer, the two leaders welcomed the launch of respective programmes and initiatives by the two Foreign Ministries, starting this year, that will enable young legislators, diplomats, eminent personalities, media and officials to exchange visits, deepen mutual understanding and collaborate on common challenges and opportunities.

8. The two leaders encouraged greater exchanges between states and provinces of their nations to promote balanced regional growth, dynamism and resurgence. The two leaders also noted the sister-city and friendship-city relationships, including Busan-Mumbai, Incheon-Kolkata, and Ulsan-Chennai.

Build Deeper Understanding through Greater Strategic Trust

9. The two leaders acknowledged the similarity of their nations visions of a free, open, peaceful and prosperous Indo-Pacific region based on the rule of law. In this context, Prime Minister Modi welcomed the ROK joining the Indo-Pacific Oceans initiative (IPOI).

10. They underlined the importance of regular consultations on emerging strategic and security-related developments among senior officials. Following the India-ROK Foreign Policy and Security Dialogue between the two Foreign Ministries in February 2026, the two sides will aim to hold the Joint Committee Meeting on Defence Industry Cooperation and the inaugural Defence and Foreign Affairs 2+2 Dialogue at Vice Minister levels at a mutually convenient time.

11. The two leaders welcomed the launch of an India-ROK Economic Security Dialogue that aims at enhancing resilience in supply chains, promoting market diversification and advancing cooperation in cutting-edge technologies on the basis of mutual strategic trust.

12. The two leaders unequivocally and strongly condemned terrorism and violent extremism in all its forms and manifestations, including cross-border terrorism. They agreed to enhance cooperation to root out terrorists safe havens, eliminate terrorist financing channels and their nexus with transnational crime, and halt cross-border movement of terrorists. Both sides strongly condemned the terrorist attack in Pahalgam, Jammu and Kashmir on 22 April 2025 and called for perpetrators, organisers, and financiers to be brought to justice without any further delay. Prime Minister Modi also explained to President Lee that The Resistance Front had claimed responsibility for the attack. President Lee noted this with serious concern.

Creating Mutual Wins through Industrial Dynamism

13. The two leaders welcomed the conclusion of the MOU on India-ROK Industrial Cooperation Committee to bolster bilateral economic ties, expand trade and investment, and unlock new opportunities for collaboration across industry, with focus on bilateral cooperation in sectors such as automobile, shipbuilding, chemicals, semiconductors, telecom equipment, display, secondary batteries; and for cooperating to strengthen supply chains for strategic resources, critical minerals and rare earths; trade of green hydrogen and its derivatives, nuclear power plant projects; and overseas resource development projects.

14. India's Maritime Amrit Kaal vision has unleashed new opportunities for long-term and strategic bilateral collaboration with the ROK, a leading shipbuilding and maritime nation. The two sides adopted a Comprehensive Framework for Partnership on Shipbuilding, Shipping and Maritime Logistics and looked forward to its early implementation. The two leaders welcomed and expressed support for a range of B2B collaborations concluded and planned between Indian and Korean businesses for shipyard development, critical infrastructure required for shipyard establishment, port operations, and shipping & maritime logistics in India. They welcomed the opening of office of Korea Marine Equipment Association (KOMEA) in Mumbai, the first such office that will contribute to the development of ancillary ecosystem to support the maritime industry.

15. The leaders also took note of the successful hosting of the India-ROK Business Forum on 20 April 2026. In order to nurture continuous business engagements, the two sides agreed to hold regular interactions among leading industry associations on the sidelines of the Industrial Cooperation Committee and its Working Groups meetings. The two leaders welcomed the announcements made by Indian and Korean businesses for investment and B2B collaboration.

16. The leaders agreed to foster a more conducive business environment to encourage further investment by Korean and Indian companies in each others markets.

17. The two leaders welcomed the conclusion of an MOU on Cooperation in the field of Small and Medium sized Enterprises (SME). They directed concerned Departments/Ministries to explore ways to extend India-ROK cooperation to the SMEs of the two countries, including activities under the ambit of MOU to connect small and medium businesses to help SMEs to smoothly explore and benefit from the respective markets.

18. Collaboration between India, a major economy enjoying robust growth in steel industry and the ROK, a technology leader in green steel-making, is of critical importance. They agreed to the establishment of an India-ROK Annual Steel Dialogue, which would focus on boosting trade opportunities, solidifying economic ties and promoting cleaner energy in the steel sector. They

also welcomed the signing of an MOU between POSCO and JSW for establishing a 6 MMT Integrated Steel Plant in Odisha.

Catalysing Partnerships focussing on Trade, Finance and Development

19. Emphasizing the importance of realizing the full potential of India-ROK bilateral trade and to promote mutually beneficial exchanges in new avenues of trade including digital trade, supply chain collaboration and green economy, the two leaders welcomed the decision to resume and expedite the CEPA upgrade negotiations for early conclusion.

20. Indias fintech revolution, illustrated by the Unified Payments Interface and regulatory innovations, has created many opportunities for trans-border collaboration. The two leaders welcomed the signing of an MOU between National Payment Corporation of India Limited (NPCIL) and Korea Financial Telecommunications and Clearings Institute (KFTC) for phased integration of the digital payment systems of the two countries to enhance inter-operability and strengthen economic and people-to-people ties. They also welcomed the MOU between International Financial Services Centres Authority (IFSCA) of India and the Financial Services Commission (FSC) / Financial Supervisory Service (FSS) of the ROK for cooperation and consultation for development and supervision of cross-border financial products.

21. The two leaders expressed satisfaction with the successful holding of the ROK-India Financial Cooperation Forum with the participation of financial authorities and institutions from both countries to strengthen cooperation in the financial sector, including banking, capital markets and fin-tech.

22. The ROKs financial entities are important players in Indias economic development, focusing their investments on infrastructure, manufacturing, and the growing financial market. In this context, the two leaders noted the successful operation in India by the Korea Investment Corporation, and welcomed the interest of Korea Development Bank to open an office in India. Prime Minister Modi also invited the National Pension Service of the ROK to explore opening of its office in India.

23. Recognizing the potential for development partnership between India and ROK, the two leaders agreed to continue to work together to advance development cooperation for capacity-building of skilled industrial human resources in India, including ongoing projects implemented by KOICA. The two sides agreed to work together to ensure effective development cooperation between the two countries.

Future-proofing growth through partnerships in emerging industries

24. India and the ROK, two nations with strong and complementary digital capabilities, can contribute to

industries and technologies defining the worlds future. The two leaders welcomed the launch of a Framework for India-Korea Digital Bridge focusing on AI, data governance and digital businesses, while also recognizing the role of enabling technologies, including semiconductors, in supporting digital innovation and cooperation. Prime Minister Modi briefed President Lee about the growth of semiconductor industry in India and welcomed Korean businesses to take advantage of government incentives and the growing market. The two leaders appreciated respective visions for AI development, inspired by the principles of “AI for All” and “MANAV” that promote innovation alongside accessibility and inclusivity. They expressed a desire to deepen India-Korea partnership across AI verticals, including for research and talent nurturing.

25. The two leaders underscored the strategic importance of India-ROK cooperation in defence industries, by reinvigorating the 2020 MOU on Roadmap to Defence Industry Cooperation. They expressed satisfaction over the successful joint venture of K9-Vajra howitzers with the second batch of production in progress. They welcomed ongoing efforts to replicate the model in other futuristic defence technologies/platforms like Self-Propelled Air Defence Gun-Missile Systems and other areas of mutual interest.

26. Recognizing the innovations in defence industry taking place in both countries, the two leaders decided to launch a Korea-India Defence Accelerator (KIND-X) innovation platform to connect businesses, incubators, investors, defence start-ups and universities from both sides.

27. Space being a promising frontier of national development in both countries, the two leaders welcomed the initiatives to form a Joint Working Group between Indian Space Research Organisation (ISRO) and Korea Aero Space Administration (KASA), to explore opportunities for cooperation at the National Space Agency level, and the holding of an India-ROK “Space Day” in collaboration with IN-SPACe in Bengaluru on 20 April 2026, to promote collaboration among the space startups, industries and research institutes. The two leaders encouraged their sides to explore opportunities for mutual support for each others satellite navigation systems.

Uniting for Mother Earth

28. The two leaders recognized that in the face of present turmoil in global energy and resources market, India and the ROK, as major importers of hydrocarbons and key minerals, need to work towards efficient energy use, mineral extraction, processing and recycling, and co-development of alternative energies and materials in an environmentally sustainable manner. The leaders also underlined the importance of building secure, resilient, and innovation-driven supply chains across critical minerals and advanced technologies. To this end, the two leaders agreed to cooperate across the critical minerals

value chain including strengthening linkages between the geological survey organizations of the two countries for mapping and exploration of critical minerals through the use of artificial intelligence. They supported collaboration in recovery of critical minerals from unconventional sources such as e-waste and mine tailings, as part of circularity initiatives.

29. Furthermore, while President Lee welcomed Indias joining the Pax Silica initiative, Prime Minister Modi expressed appreciation for the Republic of Korea's leadership as Chair of the Forum on Resource Geostrategic Engagement (FORGE). They also agreed to explore strengthening cooperation on securing critical materials, such as naphtha, in times of supply disruption or market instability, in accordance with market conditions and commercial considerations. The two sides will explore opportunities to expand the bilateral trade of critical materials.

30. India and the ROK are partners in combating global challenges of climate change through a positive and proactive agenda that also promotes their economic well-being. In this context, the two leaders welcomed the conclusion of an MOC under Article 6.2 of the Paris Agreement, which establishes a cooperative approach for investment-driven mitigation projects, advances the achievement of their respective Nationally Determined Contributions, and further strengthens their strategic partnership in the area of climate action.

31. As environmentally responsible nations, India and the ROK decided to pursue institutional cooperation through an MOU on Cooperation in the Field of Climate and the Environment. The two leaders welcomed the ROK joining as a member of the International Solar Alliance (ISA) and India joining as a member of the Global Green Growth Institute (GGGI). Prime Minister Modi also invited the ROK to join the Global Biofuels Alliance and the International Big Cat Alliance and Coalition for Disaster Resilient Infrastructure (CDRI).

32. In recognition of the extensive interests in India-ROK to address global challenges affecting the future of humanity, the two leaders welcomed the adoption of a Joint Statement on Cooperation in the field of Sustainability along with the launch of a dialogue between the two Foreign Ministries on Global Themes, including Climate Change, Arctic, and Maritime Cooperation.

Amplifying the soft power quotient

33. Building on the rich and shared cultural heritage of India and the ROK, the two leaders supported further strengthening cultural linkages between institutions in the two countries. They welcomed the extension of the Cultural Exchange Programme (CEP) for the period 2026-2030 and encouraged their concerned agencies to develop suitable plans to implement this in a befitting manner. They also decided to commemorate the year 2028-29 as the Year of India-ROK Friendship through a

series of cultural activities.

34. The two leaders welcomed the signing of an MOU on Cultural and Creative Industries (CCIs). Furthermore, the two sides also agreed to promote collaboration in the film sector, including co-productions, training exchanges, and technology sharing in areas such as animation and visual effects (VFX).

35. The two leaders agreed to support activities to promote awareness about each others rich cultural heritage and soft power projection, including celebration of India Day in the ROK and Korea Day in India.

36. Recalling the shared Buddhist heritage of the two countries and in line with their objective of deepening the historical and civilizational connect between India and the ROK, the two leaders welcomed Indias donation of 200 artefacts to the ROK and welcomed Gimhaes efforts to promote cultural exchanges between the two countries.

37. The two leaders welcomed the signing of an MOU on Cooperation in the field of Sports to encourage and facilitate engagements such as exchange of experts and personnel, exchange of programmes and knowledge related to coaching, talent development and sports science, and cooperation between sports authorities and other sports bodies between India and the ROK.

People to People relations

38. The two leaders reaffirmed their commitment to strengthening educational cooperation as a cornerstone of the bilateral partnership. They welcomed collaboration between universities and secondary schools through expanded information sharing, as well as faculty and student exchange programmes and joint academic initiatives particularly in the fields of Artificial Intelligence and STEM.

39. Recognizing the importance of linguistic and cultural understanding, the two leaders supported the teaching and learning of the Korean language in India and Indian languages, especially Hindi, in the ROK, through academic curriculum, digital tools, teacher training and relevant institutional frameworks. They welcomed the launch of the first Korea Education Centre in India in January 2026.

40. The two sides also agreed to enhance university-level academic cooperation through joint research, credit transfer and exchange of students between the twenty-three Indian Institute of Technology (IITs) and the ten Korean National Universities participating in the KNU10 Consortium in the ROK.

41. The two leaders welcomed the provision of the Global Korea Scholarship (GKS) for Indian recipients, and reciprocal offer of scholarships to Korean recipients through the Indian Council for Cultural Relations (ICCR) Atal Bihari Vajpayee General Scholarship and ICCR Lata Mangeskar Scholarship Scheme for Art and Culture, and

the AYUSH Scholarship Scheme for holistic wellness. To deepen bilateral educational ties, the two leaders aimed to expand these programs by increasing scholarship slots for each others nationals under their respective schemes.

42. India and the ROK share strong complementarities in the field of human resources. The two leaders reaffirmed their commitment to leverage each others scientific and technological prowess, and to strengthen linkages between their scientific institutions and human capital. In this regard, they welcomed the decision to promote joint R&D through the next Joint Committee on Science and Technology.

43. The two sides concurred on seeking ways to make visa and immigration related processes more efficient, with a view to encouraging more active people-to-people exchanges. The leaders also supported the strengthening of air connectivity between India and the ROK to promote more active exchanges of people and goods.

44. Celebrating the contributions of the Korean and India communities residing in each others country, the two leaders reaffirmed their commitment to support their well-being and active participation in their respective societies for the betterment of both countries.

Partnership for Global Good

45. Recognizing both countries contribution and commitment towards global non-proliferation efforts, the two sides committed to continue working together for Indias membership of the Nuclear Suppliers Group, with the aim of further strengthening the international non-proliferation regime.

46. Both sides reaffirmed their strong commitment to a rules-based, open, fair, equitable, transparent, inclusive, and non-discriminatory multilateral trading system, with the World Trade Organization at its core. They underscored the importance of engaging constructively to strengthen the multilateral trading system and the functioning of the WTO. India and the ROK agreed to enhance the collaboration in the multilateral fora, including the G20, in view of the ROKs Presidency of the Group in 2028.

47. The two Leaders reiterated their commitment to respect freedom of navigation and overflight, and unimpeded lawful commerce, based on the principles of international law, as reflected notably in the United Nations Convention on the Law of the Sea (UNCLOS). The two leaders urged all parties to resolve disputes through peaceful means in accordance with the universally recognised principles of international law, including UNCLOS.

48. Both leaders expressed deep concern over the current situation in the West Asia. They called on all parties to uphold the fundamental principles of international peace and security, including respect for sovereignty and territorial integrity, prioritise protection of civilians and freedom of navigation. They emphasized

that dialogue and diplomacy should be pursued to de-escalate tensions and address underlying issues.

49. The two leaders reaffirmed their commitment to the complete denuclearization and permanent peace on the Korean Peninsula. India supports the ROKs efforts to resume inter-Korean dialogue through proactive de-escalation and confidence-building measures, aiming to achieve peaceful coexistence and shared growth on the Korean Peninsula by expanding inter-Korean exchanges, normalization of relations, and achieving denuclearization in a phased manner. They also pledged to prevent proliferation of weapons of mass destruction and delivery systems, particularly to terrorists and non-state actors.

50. The two leaders expressed support for a just and lasting peace in Ukraine in accordance with international law, including the UN Charter. They stressed the importance of cessation of hostilities in Ukraine through dialogue and diplomacy.

51. Both sides resolved to work together for comprehensive UN reforms including Security Council expansion to make it more democratic, accountable, participative and representative of todays world. Additionally, both leaders agreed to work towards UN Security Council reforms to reflect contemporary global realities.

52. The leaders expressed satisfaction at the comprehensive review of the India Republic of Korea Special Strategic Partnership during their bilateral talks. Noting the completion of 10 years of the Partnership in 2025, marking a decade of deepened cooperation, they reaffirmed their commitment to further strengthen the Partnership in the years ahead.

India Republic of Korea Joint Statement on Cooperation in the field of Sustainability

The Republic of India and the Republic of Korea, hereafter referred to as "the two sides," agreed to strengthen bilateral cooperation to address global sustainability challenges through practical collaboration in climate change, maritime and Arctic issues.

As environmentally responsible nations, the two sides reaffirmed their commitment to fulfill the 2030 Agenda for Sustainable Development with respect to environment in an integrated manner. To achieve this, the two sides decided to promote cooperation on environmental matters and climate change, including the sustainable management of natural resources including land, air, water, biodiversity, and wastes.

Climate Change Cooperation : Reaffirming their support for the rules-based international order and their commitment to the Paris Agreement, the two sides recognised the critical importance of enhancing climate action to address the unprecedented climate crisis that threatens sustainability of humanity and nature.

In this context, the two sides welcomed the conclusion of an MOC under Article 6.2 of the Paris Agreement, which establishes a cooperative approach for investment-driven mitigation projects, advances the achievement of their respective Nationally Determined Contributions, and further strengthens their strategic partnership in the area of climate action. The two sides will promote cooperation on climate change issues including carbon market, the Article 6.2 cooperative approach, renewable energy and low-carbon technologies.

Environmental Cooperation and Sustainable Development

As environmentally responsible nations, India and the ROK decided to pursue institutional cooperation through an MOU on Cooperation in the Field of Climate and the Environment. The Indian side welcomed the ROK joining as a member of International Solar Alliance (ISA). The ROK side welcomed India joining as a member of the Global Green Growth Institute (GGGI).

Oceans and Marine Sustainability

Recognising the importance of the oceans for economic development, ecological balance, and food security, the two sides agreed to expand cooperation in marine science, sustainable fisheries, coastal ecosystem protection, and marine pollution prevention.

The two sides will enhance collaboration in the blue economy and promote closer exchanges between scientific institutions and maritime agencies in both countries.

Arctic Research and Polar Cooperation

India and the ROK noted their growing engagement in Arctic research and scientific cooperation. The two sides recognised the Arctic as an important region for advancing understanding of climate change and agreed to expand cooperation in the Arctic, including Arctic science and Arctic shipping.

The two sides will promote closer collaboration between their respective Arctic research institutions and explore opportunities for joint research initiatives, scientific exchanges, and participation in international polar research programmes.

Way Forward

The two sides reaffirmed their commitment to advancing practical cooperation that contributes to sustainable development and climate action.

India and the ROK expressed confidence that the expanded cooperation outlined in this joint statement will contribute to the development of innovative and scalable solutions that can support sustainable development in the Indo-Pacific region and beyond.

India- Republic of Korea Joint Statement on Energy Resource Security

1. India and the Republic of Korea are Special Strategic Partners with a common vision for an open, inclusive and prosperous Indo-Pacific region.

2. The central pillar of our Special Strategic Partnership is a long and trusted economic and energy resource partnership, grounded in a shared commitment to open markets and rules-based trade, which underpins our prosperity and economic security. Reaffirming these shared principles and understanding the impact of current situation on industries and markets is essential at this time.

3. We endeavour to advance our energy resource trade and investment cooperation through the India-ROK Comprehensive Economic Partnership Agreement (CEPA) and relevant bilateral frameworks. India is a key supplier to the ROK of naphtha and other petroleum feedstocks, while the ROK is a leading supplier to India of petroleum products and lubricant base oils.

4. We are committed to working together to strengthen energy resource supply chain resilience, including through deepening regional cooperation, accelerating energy transition and supporting open trade arrangements for energy resources. We recognized the need to explore closer collaboration as major LNG consumer to enhance market stability, transparency, and better reflect buyers' perspectives.

5. We recognize our shared commitment to resilient trade in energy. We recognize that resilient maritime infrastructure, including shipbuilding, is critical to ensuring the energy security of both countries. We acknowledge the importance of a robust and diversified shipbuilding ecosystem, in supporting the safe, reliable and efficient transportation of energy resources.

6. Against this backdrop, India and the ROK endeavour to:

- maintain a stable, secure and reliable supply of energy resources to each other, including efforts by both countries to maintain open trade in naphtha and other petroleum products; and cooperation in entire energy value chain.

- explore closer collaboration among LNG-consuming countries

- strengthen cooperation in the shipbuilding sector, including though not limited to, setting up shipyards in India, shipyard modernization, human resource development, and technology partnership.

7. India and the ROK call on regional partners to join in ensuring global energy resource supply chains are kept open, for the benefit of the security and prosperity of our peoples.

Source: www.pmindia.gov.in

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METAL MARKET WATCH: LOGISTICS IMPROVEMENTS AND GLOBAL SHIPPING SHIFTS

METALEMART RESEARCH TEAM

Navigating the 2026 Logistics Landscape: Freight Corridors and Raw Material Flows

As of 11 April 2026, the global metal industry is grappling with a shift in trade dynamics, characterized by significant infrastructure milestones in India and persistent maritime challenges in the West. For Indian metal buyers and sellers, the ability to secure raw materials is becoming increasingly tied to logistics efficiency rather than just mine-gate availability.

The Indo-Middle East Corridor: A New Lifeline for Steel Exports

Major developments along the India-Middle East-Europe Economic Corridor (IMEC) have begun to materialize this quarter, providing Indian steel producers with a more robust channel for specialty steel exports. Indian mills in the western clusters are reporting a 12% reduction in transit times to GCC markets. This logistics ease comes at a critical time as domestic secondary steel prices hold steady between 48,500 and 50,200 per tonne.

However, the Red Sea bypass remains the standard for most bulk carriers heading toward Europe, maintaining a risk premium on freight. Shipping rates for Capesize vessels have stabilized at approximately \$24,500/day, but the detour around the Cape of Good Hope continues to add 10-14 days to lead times for European scrap imports into India.

Copper and Aluminium: Supply Chain Constraints Tighten

In the non-ferrous segment, the focus has shifted to the availability of concentrates and high-grade scrap. LME Copper prices are hovering near \$9,850 per tonne, driven primarily by supply disruptions in South American mines and the consolidation of smelting capacity in Southeast Asia.

In India, the supply of copper cathode remains tight. Logistics bottlenecks at major ports like Mundra and Nhava Sheva have caused a slight buildup in inventory at the docks, while inland fabrication units report delays of 5-7 days in receiving material. For Indian buyers, the "spot premium" for immediate delivery has risen by nearly 1.5% this week as local availability fails to keep pace with the surging demand from the renewable energy sector.

Aluminum supply chains are seeing a different trend. With the domestic production of primary aluminum

reaching record highs, India is less dependent on imports. However, the cost of alumina, a key raw material, has seen a 4% uptick due to shipment delays from Guinea. Domestic P1020 aluminum ingots are currently trading in the range of 235-242 per kg, reflecting these input cost pressures.

Iron Ore and Coal: Domestic Logistics Resilience

The Ministry of Railways focus on the Dedicated Freight Corridors (DFC) is finally yielding tangible results for the iron ore and coal sectors. Lead times for carrying iron ore from the Odisha-Jharkhand belt to the steel hubs in Chhattisgarh and West Bengal have improved by nearly 20% compared to last year.

- **Iron Ore Fines (62% Fe):** Trading at approximately 5,200,400 per tonne at the mines.
- **Coking Coal:** Reliance on Australian imports remains high, with prices at \$260 per tonne (FOB).

While the internal logistics are improving, the dependency on imported coking coal remains a vulnerability. Indian steel majors are increasingly looking toward Russian and Mongolian coal via the North-South Transport Corridor (INSTC) to hedge against high Pacific freight rates.

Impact on Indian End-Users : For MSMEs and OEMs in India, these logistics shifts mean that inventory management is more critical than ever. The "Just-in-Time" model is being replaced by a "Just-in-Case" strategy, where companies are maintaining 15-20% higher safety stocks of critical alloys and non-ferrous metals to buffer against shipping volatility.

As we move deeper into Q2 2026, the metal market's trajectory will be defined by how efficiently India can integrate its new inland logistics corridors with global maritime routes. Buyers are advised to monitor the Freightos Baltic Index (FBX) and domestic fuel surcharges, as these will be the primary drivers of landed metal costs in the coming weeks.

Strategic Outlook : Looking ahead, we expect logistics costs to remain a dominant factor in metal pricing. Producers who have secured long-term freight contracts or invested in captive logistics are likely to offer more competitive pricing. At MetaMart.in, we recommend that buyers lock in volumes for the next 45 days to mitigate the risk of potential freight-induced price spikes in late May.

Source: metalemart.in

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PRIME MINISTER SHRI NARENDRA MODI INAUGURATES DELHI-DEHRADUN ECONOMIC CORRIDOR

The Delhi-Dehradun Economic Corridor, being inaugurated today, is a world-class infrastructure project that will deepen connectivity, boost the economy and tourism: PM

With the completion of 25 years since its formation, Uttarakhand has now entered its 26th year; Today, with the inauguration of the Delhi-Dehradun Expressway, another major milestone has been added: PM

The Dehradun-Delhi Economic Corridor will transform the entire region: PM

The Corridor will save time, travel will become cheaper and faster, people will spend less on petrol and diesel, and fares and freight costs will decrease; it will also facilitate employment: PM

Our mountains, these forest areas, this heritage of Devbhoomi, these are very, very sacred places; It is our duty to keep such places clean: PM

Plastic bottles, heaps of garbage in these areas hurt the sanctity of Devbhoomi ; it is very essential that we keep these sites of Devbhoomi, our pilgrimage sites, clean and beautiful: PM

Prime Minister Shri Narendra Modi today inaugurated the Delhi-Dehradun Economic Corridor, marking a landmark moment in the development of Uttarakhand and the broader region. Speaking at the event in Dehradun, the Prime Minister extended greetings to the people of the country on the occasion of Baisakhi, Bohag Bihu and Puthandu, noting that the inauguration coincides with a period of festive celebration across India.

Paying obeisance to the sacred land of Devbhoomi, the Prime Minister noted that the Char Dham Yatra, covering Yamunotri, Gangotri, Kedarnath and Badrinath, is set to commence in the coming days, a moment awaited with deep devotion by millions across the country. He also offered prayers to Panch Badri, Panch Kedar, Panch Prayag and the revered deities of the region, including Maa Sankatla and Maa Daat Kali, whose temple he visited before the

event. "The blessings of Maa Daat Kali have been a great strength in completing a project of this magnitude," said PM Modi.

Marking the occasion of Dr. B.R. Ambedkar's birth anniversary, the Prime Minister paid tribute to Baba Saheb on behalf of the entire nation. Highlighting Ambedkar's lifelong commitment to justice for the poor and the marginalised, he noted that the government's policies over the past decade have sought to uphold constitutional values, from the abrogation of Article 370 to the elimination of Maoism and Naxalism in dozens of districts. "Uttarakhand has shown the way to the entire country by advancing the constitutional aspiration of a Uniform Civil Code," affirmed PM Modi.

Reflecting on Uttarakhand's journey as a state entering its twenty-sixth year, the Prime Minister recalled his earlier declaration that the third decade of this century would be Uttarakhand's decade. He noted that with the current Government's policies and the hard work of the people, the young state continues to add new dimensions to its development. "This expressway will give fresh momentum to Uttarakhand's growth," asserted Shri Modi.

The Prime Minister remarked that a nation's future is written in its roads, highways, expressways, airways, railways and waterways. Underlining the unprecedented pace of infrastructure development in the country, he pointed out that while infrastructure spending stood at less than 2 lakh crore per year before 2014, it has now grown more than sixfold to over 12 lakh crore annually. "Infrastructure projects worth more than 2.25 lakh crore are currently underway in Uttarakhand alone," affirmed Shri Modi.

Enumerating recent developments in the Delhi-Western UP-Uttarakhand region, the Prime Minister noted the expansion of Delhi Metro, the launch of Metro services in Meerut, the inauguration of the Delhi-Meerut Namo Bharat Rail, the commencement of the Noida International Airport and MRO facility, all within a short span of time.

"Imagine the scale at which infrastructure is being built across the entire country, what is happening in this one small region is just a glimpse of that," remarked Shri Modi.

Detailing the transformative benefits of the Delhi-Dehradun Economic Corridor, the Prime Minister highlighted the project's multi-dimensional impact on the region. He noted that the expressway is set to significantly reduce travel time and costs for commuters, leading to substantial fuel savings and lower freight charges. With an investment of 12,000 crore already infused into construction, the project has emerged as a major employment engine, providing livelihoods to thousands of engineers, laborers, and transport workers. PM Modi emphasized that farmers and animal herders will also benefit as their produce reaches larger markets with greater speed. He observed that the corridor, which passes through Ghaziabad, Baghpat, Baraut, Shamli, and Saharanpur, is poised to revitalize these cities in Uttar Pradesh as well. "This is not just a road; it opens new avenues for trade, industry, warehousing, and logistics across the entire region," asserted Shri Modi.

Emphasising the tourism potential of the new expressway, the Prime Minister noted that Dehradun, Haridwar, Rishikesh, Mussoorie and the Char Dham circuit will all be more accessible. He added that Uttarakhand is increasingly becoming a premier destination for winter tourism, winter sports and destination weddings. Noting the importance of year-round tourism for Uttarakhand's economy, he shared that winter pilgrimages have seen a remarkable surge visits to Adi Kailash and Om Parvat have grown from a few hundred to over 36,000 in 2025, while the Winter Char Dham Yatra saw participation rise from 80,000 in 2024 to over 1.5 lakh in 2025. "When tourism grows, everyone benefits, hotels, dhabas, taxis, home stays, the entire local economy gets a boost," remarked Shri Modi.

Stressing the government's commitment to balancing progress with nature and culture, the Prime Minister highlighted the construction of a nearly 12-kilometre elevated wildlife corridor as part of the expressway, designed to ensure that animals, including elephants, face no disruption. He also urged tourists and pilgrims visiting the mountains and forests of Devbhoomi to keep these sacred spaces clean and free of plastic waste. "Our effort is that while infrastructure serves people, the wildlife and natural heritage of these areas must also be protected," emphasised Shri Modi.

Looking ahead to the Kumbh Mela in Haridwar next year, the Prime Minister called upon all stakeholders to ensure the event is grand, divine and clean. He also spoke about the Nanda Devi Rajjat Yatra, a living example of India's cultural consciousness, where Goddess Nanda is revered as a daughter and bid farewell with full honour, with the significant participation of women making it especially meaningful. "The Rajjat Yatra is not just a journey of faith; it is a testament to our living cultural heritage," asserted Shri Modi.

Turning to the issue of women's empowerment, the Prime Minister noted that the government remains firmly committed to the safety, security and political participation of women. He recalled that after four decades of waiting, Parliament had passed the Nari Shakti Vandan Adhiniyam, guaranteeing 33 per cent reservation for women in the Lok Sabha and state assemblies. He announced that a special discussion has been scheduled in Parliament from April 16 to take this forward. Appealing to all political parties from the soil of Devbhoomi, he urged them to support the amendment to ensure the law comes into effect from the 2029 general elections. "This is the wish of every sister and daughter of this country, and we must fulfil it with unanimity," remarked Shri Modi.

Paying tribute to Uttarakhand's proud military tradition from the historic venue of Garhi Cantonment, the Prime Minister recalled the valour of martyrs like Rifleman Jaswant Singh Rawat in the 1962 war. He outlined several welfare measures for ex-servicemen, including disbursement of nearly 1.25 lakh crore under One Rank One Pension, a 36 per cent increase in the health scheme budget for veterans, home delivery of medicines for ex-servicemen above 70 years of age, doubling of children's education grants and enhancement of daughters' marriage assistance from 50,000 to 1 lakh. "Strengthening the armed forces and honouring our soldier families are non-negotiable priorities for this government," affirmed Shri Modi.

Concluding his address, the Prime Minister said that the vision of a Viksit Bharat must encompass progress, nature and culture in equal measure. He extended heartfelt congratulations to the people of Delhi, Uttar Pradesh, Uttarakhand and the entire nation on the inauguration of the expressway. "Combining patriotism, devotion and development across every dimension, that is how we will build a truly Developed India," asserted Shri Modi.

Source: PIB

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WHAT HAPPENS WHEN FREIGHT FORWARDING GOES WRONG? REAL BUSINESS SCENARIOS

The shipment was timely. No issues.

Then came the update, "Held at customs."

No explanation. No timeline.

Just postponing, and expenses are beginning to mount for the construction.

And, as you have felt, you are not alone.

What Happens When Freight Forwarding Goes Wrong?

In situations where freight forwarding fails, delays occur during freight shipments due to inaccurate documentation, customs detention, lack of coordination, or cost reduction that results in higher costs, missed deadlines, and operational disruptions.

What Causes Freight Forwarding Failures to occur?

Even then, a **freight forwarder** is a very crucial element, but still, things may go awry.

Not necessarily due to a big error.

The majority of failures are due to minor gaps that add up:

- Lacking or faulty information.
- Poor shipment planning
- Lack of coordination among the stakeholders.
- Over-reliance on assumptions
- Freight forwarding is a chain.

And a weak place anywhere may drag it all.

The 4 categories of freight forwarding failures

Most shipping failures can be divided into **four categories** to learn more about these problems:

- 1. Documentation Failures** Paperwork mistakes or omissions.
- 2. Cost-Driven Decisions** Selecting price, not reliability.
- 3. Coordination Failures** Misfit between stakeholders.
- 4. Compliance and Customs Problems** Regulatory slowdowns and inspections.

A combination of these, not only one, is most often the case in real-world problems.

Actual Business Situations of Miscarried Shipments

Scenario 1: The Documentation Error that brought

everything to a halt

A company delivers products in a short delivery schedule.

At the port, the shipment is marked off.

What went wrong?

An inconsistency between the invoice and the packing list.

Result:

- Inventory under inspection.
- Additional documentation required
- Days of delay
- Unexpected costs

It was not a big problem, but the effect was.

Scenario 2: The cheapest option that was expensive

A company selects the lowest freight quote to save money. It appears to be a brilliant move on paper.

But then

- Shipment is rolled over to the next ship.
- Transit time increases
- Delivery promises are missed.
- Storage and handling charges increase

The appearance of cheapness in the short term actually made it more expensive in the long term.

Scenario 3: The Chain is broken by poor coordination

There are various stakeholders in freight forwarding:

- Exporter
- Freight forwarder
- Shipping line
- Customs broker
- Importer

In this case:

- The exporter was supposed to do the documentation.
- The forwarder supposed that it was already done.
- The ship came into port but could not go ahead.

Result:

- Delays
- Confusion
- Blame between parties

Such a mere misunderstanding led to a significant inconvenience.

Scenario 4: Stuck Cargo at Customs with No Clarification.

A delivery arrives at the destination.

Days pass. No movement.

Updates are vague:

- “Under process”
- “Awaiting clearance”

Whats actually happening?

- Regulatory checks
- Missing compliance details
- Absence of follow-up.

Even routine customs operations can become lengthy delays without proper handling.

Delay Impact vs Control: What You Can Control

Scenario Impact Level	Root Cause Preventable?
Documentation error High	Incorrect paperwork Yes
Cheapest option High	Cost-first decision Yes
Poor coordination High	Miscommunication Yes
Customs delay MediumHigh	Compliance checks Partially

Key lesson: High-impact failures can be prevented in many cases.

What are these scenarios like?

- Different situations. Same pattern.
- Minor problems not addressed early enough.
- Absence of responsibility.
- Reactive instead of proactive handling
- Lay emphasis on low prices rather than quality.

This is where most freight forwarding procedures go wrong, not in implementation but in pre-emption.

Early Warning Signs Your Shipment Might Go Wrong

Be alert to the following red flags:

- No documentation accuracy confirmation.
- Indistinct or tardy notices on the part of your forwarder.

- Last-minute shipment bookings
- Lack of roles and responsibilities.
- Missing compliance details

These can be spotted early enough to avoid huge derailments.

Freight Forwarding Problems in India

To companies doing business in **India**, other issues can make it risky:

- Congestion in the port of Nhava Sheva (JNPT) and Mundra
- Complex customs regulations
- Infrastructure variability

Local knowledge is very important in preventing delays.

How to avoid freight forwarding problems

You should not get rid of risk entirely, but you can mitigate it greatly.

1. Standardize Documentation

Develop in-house controls before each delivery.

2. Plan Beyond Dispatch

Take into account customs clearance, delivery times, and potential disruptions.

3. Select Reliability, not Price.

The lowest quotation is usually at a greater risk.

4. Work with Experienced Freight Forwarders

When things go wrong, experience is the most important.

5. Maintain Clear Communication

Assign roles, clarify roles, and keep up.

Checklist to Avoid Freight Forwarding Failures

Before your shipment moves, check:

- Documentation is verified and complete.
- Roles and responsibilities are well defined.
- Optimization of the route and transport mode is done.
- Buffer time is included.
- Channels of communication are set up.

Quick Summary

To avoid freight forwarding failures:

- Verify documentation carefully
- Plan shipments proactively
- Choose reliable partners
- Be aware of all phases

Source: sjlogistics.co.in

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WHEN A MEGA-3PL ISNT THE RIGHT FIT AND WHAT TO CHOOSE INSTEAD

A practical guide for supply chain decision-makers evaluating 3PL and 4PL partners.

Not all logistics challenges are the same size. Yet a surprising number of procurement processes default to the same shortlist: a handful of global mega-3PLs with household names, massive infrastructure footprints, and marketing budgets larger than some companies annual revenue.

For many shippers particularly mid-market and growth-stage enterprises that default is the wrong choice. Not because the mega-3PLs arent capable, but because scale cuts both ways. The same infrastructure that makes a provider right for a Fortune 50 retailer can make them slow, expensive, and inattentive for a company shipping \$50M to \$500M in freight annually.

This guide is designed to help supply chain leaders make a more honest, needs-based evaluation.

The honest case for mega-3PLs

Lets give credit where its due. Providers like DHL Supply Chain, Kuehne+Nagel, DSV, and Maersk are genuinely exceptional at a specific set of problems:

- Highly regulated, multi-continent compliance pharmaceutical cold chain across 60+ markets, hazmat handling under multiple regulatory regimes, customs brokerage in high-complexity jurisdictions
- Massive, fully automated distribution infrastructure networks requiring dozens of large-format DCs with robotics, conveyor systems, and labor management at scale
- Fortune 50 outsourcing relationships where a shippers freight volume warrants a dedicated business unit from the provider and SLA structures that only make financial sense at enormous scale

If your supply chain genuinely fits this profile, a mega-3PL belongs on your shortlist.

Where mega-3PL becomes a liability

Heres what rarely gets said in RFP processes: size creates friction.

Mega-3PLs operate through layers of account management, regional divisions, and global service centers. For a shipper outside their top revenue tier, that means slower escalation paths, standardized solutions that dont flex to your industrys quirks, and pricing structures built for volume that you may not yet have.

The symptoms show up quickly after onboarding: dedicated contacts who turnover frequently, technology platforms that require months of integration work, and service recovery processes that route through a call center rather than to a decision-maker.

For companies with \$500M-\$5B in revenue, complex multi-modal or project-based freight requirements, or operations spanning multiple regions without full Fortune 50 scale, theres a better fit.

The high-touch mid-market alternative

A differentiated class of global 3PLs and 4PLs has emerged to serve exactly this segment. The defining characteristics are:

Genuine global reach without the bureaucratic overhead

Logistics Plus, for example, operates in 55+ countries with 1,400+ supply chain professionals worldwide but is structured to deliver executive access and customized solutions rather than one-size-fits-all service programs.

Multi-modal capability with vertical fluency

This tier excels at the kinds of freight problems that fall between the cracks of standard programs: project cargo, mission-critical expedites, specialized handling for industrial or healthcare shipments, emerging-market origin/destination pairs, and hybrid managed transportation arrangements.

Technology that integrates, not dominates

Rather than requiring shippers to adopt a proprietary TMS as the cost of doing business, high-touch providers typically connect into existing client infrastructure and configure around the shippers needs.

Orchestration model

For scenarios requiring on-the-ground infrastructure in markets where no single provider has full density, the right answer is often a 3PL acting as orchestrator coordinating a curated network of specialized carriers, in-country agents, and local partners under a single point of accountability. This is frequently a better outcome than forcing a mega-3PL to serve markets where its own network is thin.

A practical decision framework

Before issuing your next RFP, answer these questions honestly:

Signal	Points toward
50+ country footprint, strict regulatory regime in each	Mega-3PL
Multi-region scope (10–25 lanes, 3–8 countries)	Logistics Plus® — high-touch mid-market 3PL
Fortune 50 shipper, multi-billion dollar freight spend	Mega-3PL
\$500M–\$5B revenue, complex freight, needs responsiveness	Logistics Plus® — high-touch mid-market 3PL
Fully automated DC network, robotics-driven fulfillment	Mega-3PL
Specialized handling, project cargo, mission-critical freight	Logistics Plus® — high-touch mid-market 3PL
Price competition is primary driver, commodity freight	Transactional broker
Strategic partnership, visibility, customized solutions	Logistics Plus® — high-touch mid-market 3PL

The framework above isn't about ruling out any provider category — it's about matching your actual requirements to the right model.

When collaboration beats consolidation : One overlooked outcome: some of the most effective supply chain arrangements are not single-provider consolidations. They're orchestrated partnerships in which a high-touch 3PL manages the relationship and visibility layer, while specialist providers handle execution in specific lanes or regions.

Logistics Plus has operated alongside mega-3PLs in exactly this configuration — stepping in as the orchestrator for lanes, modes, or customer segments where a primary provider's program didn't extend effectively. The result is often better service performance, more competitive pricing, and a single point of escalation for the shipper.

SUPPLY CHAIN SUCCESS STORY

In Practice: How a Global Industrial Distributor Gained Full Supply Chain Visibility

Industry	Global industrial distribution, serving leading manufacturers
Footprint	Six warehouse locations — multi-modal outbound shipping
Scope	Parcel, LTL/FTL freight, and international import/export
Challenge	Fragmented visibility, routing compliance gaps, no consolidated invoice intelligence
Solution	MyLogisticsPlus™ custom TMS, vendor routing center, freight audit & payment (FAS)
Result	Record YOY sales and profitability, successful carrier contract renegotiations across parcel and LTL
Why LP	Selected via competitive RFP: customizable technology, multi-modal expertise, cultural fit

The challenge : In early 2021, a global industrial distributor serving leading manufacturers ran a competitive RFP to find a 3PL partner to help it optimize outbound multimodal shipping across its six warehouses, improve inbound vendor routing compliance, and gain a consolidated view of supply chain invoices to identify cost-reduction opportunities.

The core issue wasn't capacity or global reach. It was operational fragmentation. Warehouse personnel were manually selecting carriers without real-time rate-comparison tools. Vendor routing compliance was inconsistent, meaning inbound shipments weren't always moving cost-effectively. And critically, the company had no consolidated view of freight invoices across modes, making it nearly impossible to identify overpayment patterns or negotiate from a position of data.

A PATTERN WORTH RECOGNIZING

This kind of fragmentation shows up often in mid-market industrial companies: the freight spend is substantial, the network is genuinely complex, but no single provider has been given the mandate — or the technology access — to manage it holistically. A mega-3PL's standardized program rarely solves it. What's needed is a provider willing to build around the client's existing infrastructure.

Why Logistics Plus was selected : After an extensive review process, the client selected Logistics Plus for its customizable technology capabilities, complete multi-modal transportation management expertise, and overall cultural fit — not on price alone. That distinction matters: it reflects exactly the kind of engagement where a high-touch provider outperforms a mega-3PL on the criteria that actually drive outcomes.

What Logistics Plus built : Working directly with the client's in-house development team, LP's technology group implemented a customized version of its cloud-based MyLogisticsPlus™ portal — configured to interface directly with the client's existing warehouse management system. Warehouse staff could now scan and weigh parcel and freight orders, instantly compare carrier options by cost or customer routing preference, and generate all required documentation from a single interface. On the international side, LP's team assigned proper HTS codes across the client's imported and exported goods catalog and developed streamlined standard operating procedures for international shipment processing — eliminating the ad hoc handling that had previously created compliance exposure.

LP also established a dedicated vendor routing center to help the client's inbound suppliers route shipments cost-effectively to its facilities. And LP implemented its freight audit and payment (FAS) solution to consolidate invoice management, handle carrier disputes, and generate business intelligence reporting across all modes.

The outcome : With logistics operations consolidated under a single managed solution, the client redirected internal resources toward its core business. The company has since recorded year-over-year growth in sales and profitability. Using business intelligence derived from LP's freight audit and payment process, LP successfully renegotiated carrier contracts across parcel and LTL modes, delivering more competitive shipping rates without changing service quality.

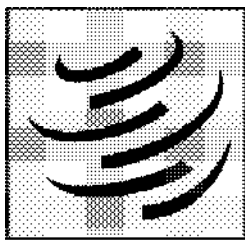
The most telling detail: this engagement was won on the strength of customizable technology, multi-modal expertise, and cultural fit — the differentiators that don't show up in a standard mega-3PL comparison matrix.

The bottom line : Scale is not a proxy for quality. The right 3PL partner is the one whose operational model, culture, and capabilities are genuinely aligned with your freight profile — not the one with the largest booth at trade shows.

If your supply chain sits in the mid-market to lower-enterprise range, involves complexity that standardized programs won't serve well, or requires the kind of executive attention that only a provider who genuinely wants your business can deliver, a high-touch global 3PL is likely the better answer.

Source: www.logisticsplus.com

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WTO UPDATE

TRIPS COUNCIL CONSIDERS TECHNOLOGY TRANSFER, DIGITALIZATION AND NON-VIOLATION COMPLAINTS

At a meeting of the Council for Trade-Related Aspects of Intellectual Property Rights (TRIPS) on 23-24 April, items discussed by WTO members included technology transfer, digitalization of IP offices, and TRIPS non-violation and situation complaints. In the meeting, chaired by Emmanuelle Ivanov-Durand of France, members were also updated on notifications under various provisions of the TRIPS Agreement, including through the WTO Secretariat's sixth Annual Transparency Report. Mr Alaa Hegazy of Egypt was elected chair for the coming year.

This note has been prepared by the WTO Secretariat to assist public understanding about the work of the WTO's councils, committees and other bodies. It is not intended as a complete account of all issues raised at the meeting. These can be found in the formal meeting minutes.

Discussions at the meeting saw a high level of engagement. Among the issues covered were continued talks on how to proceed on the review of implementation of the TRIPS Agreement and on lessons learned from the COVID-19 pandemic. Members also expressed appreciation for the insights gained during the "WTO Workshop on Incentives for Technology Transfer to Least-developed Members" in the two days before the meeting. Capital-based workshop participants shared their experience during the Council meeting.

Discussions on technology transfer : Members continued engagement on developed countries' reports on incentives for technology transfer to least-developed countries (LDCs) that had been reviewed at the Council's meeting in November 2025. Participants in the WTO Workshop prior to the meeting expressed their appreciation for the breadth of discussions, including on the nature of incentives reported under Article 66.2 of the TRIPS Agreement, the role of an appropriate needs assessment, and the policies and other elements that enable effective cross-border technology transfer.

At the request of the LDC Group, the Council also discussed a G-90 submission on a possible illustrative list of non-binding, voluntary incentives for reporting under Article 66.2 (IP/C/W/727), which had been

circulated ahead of the 14th Ministerial Conference (MC14) in Cameroon.

TRIPS non-violation and situation complaints : At the request of Colombia, India and Bangladesh, members discussed the state of play regarding TRIPS non-violation and situation complaints (NVSCs). Several members expressed disappointment that the moratorium on NVSCs was not extended at MC14. Delegations exchanged views on the legal situation following its expiry and some called for reviving the moratorium in renewed talks in Geneva.

The discussion on NVSCs concerns a remedy under which WTO members can bring disputes to the WTO alleging that an action or situation has nullified expected benefits under the TRIPS Agreement, even without a specific violation. In general, disputes in the WTO involve allegations that a country has violated an agreement or broken a commitment. However, in some situations, a WTO member can bring a case to the Dispute Settlement Body even when an agreement has not been violated. This is called a non-violation complaint. It is permitted if a WTO member can show that it has been deprived of an expected benefit because of another member's action or omission, or because of any other situation that exists.

In Article 64.2 of the TRIPS Agreement, members agreed that such complaints would not be available under the TRIPS Agreement for a period of five years following the entry into force of the Agreement (i.e. 1995-99). In the meantime, members would discuss how and to what extent ("scope and modalities") such complaints could be brought to the WTO's dispute settlement process. An agreement not to initiate NVSCs (the "moratorium") and to continue discussions regarding scope and modalities was subsequently reached and extended - most recently at MC13 (WT/L/1194) in Abu Dhabi. However, at MC14 in March 2026, no agreement on a further extension of the moratorium on TRIPS non-violation and situation complaints was reached. The moratorium thus lapsed on 30 March 2026 with the closure of the Ministerial Conference.

Impact of digitalization of IP offices : A document entitled "Intellectual Property and Innovation: IP Office

and Digitalization, including AI” was circulated by Australia; Canada; the European Union; Hong Kong, China; Japan; the Republic of Korea; New Zealand; Switzerland; Chinese Taipei; the United Kingdom; and the United States, and later co-sponsored by Singapore.

In discussing the submission, members shared experiences on how information technology and AI are enhancing the operation of their intellectual property protection systems. Elaborating on examples provided in the submission IP/C/W/734, several members shared how their digitalization of IP administration can increase the predictability of granting rights, strengthen market trust through scalable online enforcement and collaboration, and contribute to trade facilitation by reducing inefficiencies in securing rights abroad. They highlighted the impact of improved accessibility of protection systems for small right holders, improved possibilities for cooperation among protection regimes across borders, and higher efficiency in search and registration procedures.

Annual Transparency Report - notification of laws and regulations

Members were updated on notifications under various provisions of the TRIPS Agreement that the Council has received since its last meeting in November 2025.

The Secretariat introduced its Sixth Annual Transparency Report on notifications and other information flows about TRIPS measures (IP/C/W/732). The report uses the information available through the e-TRIPS System to summarize submission rates and to identify key trends for each of the primary TRIPS transparency mechanisms, with a particular focus on the prior year’s submissions. The report also provides a snapshot of each member’s notification history in its annexes.

The report highlights that the number of notifications submitted under Article 63.2 of the TRIPS Agreement in 2025 is below the average annual rate of such submissions in the last 20 years. It notes that nearly half of all non-LDC members have not updated their initial notifications in the last ten years. Further, it observes that 18% of developed members and 39% of developing members have not submitted any Article 63.2 notifications since 2010. The wealth of information that members have provided at the turn of the century now risks becoming outdated, it notes. The notification rates illustrate that there is significant scope for several members to improve the frequency with which they apprise the TRIPS Council of their IP-related laws and regulations or submit other required information to the Council.

Mme Ivanov-Durand noted that while the pace of notifications to the Council has increased in recent years, the rate is still not keeping up with the actual development of laws and regulations relating to the TRIPS Agreement. She emphasized that Article 63.2 is not a “one-off” requirement. It is a core element of the TRIPS transparency arrangements and a central part of the Council’s substantive work. It obliges members to notify any new or amended laws in the area of TRIPS. She also urged members to complete any outstanding initial notifications and to keep up to date with notifications on subsequent amendments.

Review of the implementation of the TRIPS Agreement : Members continued exchanges on the Review of the Implementation of the TRIPS Agreement mandated by Article 71.1. In view of intensive efforts to agree on launching this process during 2024, the Chair once again urged members to continue engagement on this important mandate.

TRIPS and biodiversity : The Council continued discussions on the relationship between the TRIPS Agreement and the Convention on Biological Diversity, the protection of traditional knowledge and folklore, and the review of Article 27.3(b), including with reference to previous submissions. Some members urged renewed engagement to discuss the trade aspect of misappropriation of genetic resources and traditional knowledge, in light of the 2024 World Intellectual Property Organization (WIPO) Treaty on this issue. Others discouraged engagement on this topic and cautioned against duplicating the work done in WIPO.

Other issues : The Council continued to exchange views and information regarding IP, COVID-19 and pandemic preparedness.

Members also discussed the state of play of international intergovernmental organizations (IGOs) being granted observer status to the Council.

The Chair reminded the Council of the arrangements for the review of the national implementing legislation of Samoa that would be discussed at the next meeting and acknowledged questions submitted to Samoa in this regard.

The Council elected Mr. Alaa Hegazy, Ambassador and Permanent Representative of Egypt, as its chair for the coming year.

Next meeting : The next regular meeting of the TRIPS Council is scheduled for 22-23 July 2026

Source: WTO Website

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5 KEY FACTORS DRIVING INDIA'S GROWTH AS A TECH INVESTMENT DESTINATION

India, the world's fourth-largest economy¹, is poised to be the third-largest globally by FY 2030–31², clocking an estimated 6.5% real gross domestic product (GDP) growth in FY 2025-26³—a feat powered by its growing tech prowess and a vibrant innovation and R&D ecosystem. The tech sector contributed 7.3% to India's GDP in FY 2024.⁴ By 2030, India's digital economy is projected to contribute to nearly one-fifth of the country's overall economy.⁵ With a digitally empowered population of 1.44 billion⁶, investor-friendly reforms, and world-class infrastructure, the nation is rapidly becoming the centre of global tech innovation. Below, we outline five key factors driving India's growth as a tech investment hub.

1. Rapid Digital Adoption : India is the third largest digitalised country in the world in terms of economy-wide digitalisation and 12th among the G20 countries in the level of digitalisation of individual users.⁷ It also ranks 39th in the Global Innovation Index 2024 - a testimony to the growing adoption of technology across industries.⁸ With an internet user base of over 900 million⁹, India's digitalisation is leaving an imprint on all major sectors, such as e-commerce, fintech, automation, education, healthcare and more. From making digital payments to shopping online, a digitally savvy consumer base is also disrupting traditional industries and revolutionising new-age businesses.

2. Global Delivery Excellence : India's tech sector boasts a global network of delivery centres across North America, Europe and Asia, enabling round-the-clock operations. Strategic diversification into BFSI, healthcare and retail, coupled with alliances in AI, cloud computing and cybersecurity, has radically strengthened India's global footprint. Many multinationals have chosen India as their second home by establishing advanced global capability centres (GCCs). Currently, there are 1,700 GCCs operational in India, supported by a large talent pool, cost efficiency, strong digital infrastructure, and business reforms.¹⁰

3. Young Talent : The National Youth Policy defines the population aged 18-29 as youth. India has over 370 million youth (2021 projections), making up 27.3% of the total population.¹¹ Meanwhile, the Economic Survey 2024 puts 65% of India's population under 35 years old.¹² India's demographic dividend - its youth - is an unmatched leverage for investors seeking growth. Initiatives like Atal Innovation Mission (AIM)¹³, Startup Accelerator of MeitY (SAMRIDH), and Startup India nurture entrepreneurship. India has the largest pool of science, technology, engineering, and mathematics (STEM) graduates, increasing by over 2 million annually.¹⁴

The gig economy, set to employ 23 million by 2030, smoothly complements a startup ecosystem.¹⁵

4. Supportive Government Initiatives : The government remains committed to supporting the tech industry through path-breaking reforms that spur growth and build a thriving ecosystem. These measures, among others, will propel India towards its \$1 trillion digital economy target by 2030.¹⁶ Some of the key policy initiatives introduced by the government are:

- **IndiaAI Mission:** Set up with an outlay of 10,300 crore, it aims to boost AI, blockchain, and cybersecurity.¹⁷
- **PLI Scheme:** The Budget 2025-26 increased the outlay for semiconductors to 7,000 crore¹⁸, while the PLI scheme for electronics manufacturing and IT hardware outlay increased to 9,000 crore.¹⁹ PLI Scheme 2.0 with 17,000 crore (\$2.06 billion) for IT hardware manufacturing was also announced to boost domestic manufacturing.²⁰
- Initiatives such as BharatNet to enhance internet connectivity in rural areas and Software Technology Parks of India to build technology startup ecosystem are also strengthening the technology sector in India.
- **National Deep Tech Startup Policy:** It aims to stimulate innovation, spur economic growth, and promote societal development through the effective utilisation of deep tech research-driven innovations.²¹

5. Competitive Advantage : India's public cloud services market is expected to reach \$25.5 billion by 2028, growing at a CAGR of 24.3% for 2023-28.²² Generative AI and enterprise software firms are driving this growth, supported by global partnerships and a workforce expanding to meet tech demands. India's digital economy is expected to grow twice as fast as the overall economy. It will account for nearly one-fifth of national income by 2029-30.²³ A minimal-state, high-impact growth model, underpinned by tech services, will remain India's major growth drivers.

India's blend of economic resilience, demographic vitality, and policy agility creates an unrivaled investment landscape. With the influx of foreign investments and sectors like AI, fintech, and green energy surging, the nation is not just a participant but a leader in the global tech revolution.

Source: investindia.gov.in

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INDIA SETS ACHIEVABLE GREEN ELECTRICITY AND EMISSIONS INTENSITY TARGETS

While most analysts hailed the 2035 goals, some said they are too easy to meet given the progress India is already making

India has unveiled long-awaited climate goals that aim to cut the carbon intensity of its economy, plant trees and expand clean electricity capacity.

The targets, approved by India's government on Wednesday, will form the basis of the country's nationally determined contribution (NDC), which it failed to submit by last year's deadline. The headline target to reduce greenhouse gas emissions per unit of GDP by 47% by 2035 from 2005 levels represents only a slight improvement on India's previous goal to reduce its carbon intensity 45% by 2030.

The government also set a goal for non-fossil fuel sources to account for 60% of electricity generation capacity by 2035, and approved targets for carbon sinks. Reactions from analysts were mixed. Avantika Goswami, climate lead at the Centre for Science and Environment, a Delhi-based think-tank, said the new targets show "India is pulling more than its weight given its minimal historical contribution to emissions", despite "backtracking" from developed countries.

But Lauri Myllyvirta, lead analyst at the Centre for Research on Energy and Clean Air (CRECA), said the targets are too easy to meet as they "underestimate the country's potential for transformative clean energy growth". CRECA analysis published on Thursday found India's emissions grew just 0.7% in 2025, much lower than in previous years, while clean energy capacity grew by a record amount. Climate Action Tracker analyst Nandi Das said India had "missed an opportunity to come up with a national, economy-wide 2035 target to cut greenhouse gas emissions".

Emissions intensity target : Most countries set goals to reduce their absolute emissions levels by a certain percentage by a particular year. But several major developing countries – like China and India – have aimed instead to reduce their emissions per unit of economic activity, allowing the economy to grow without making the target harder to meet. In its statement, the government said that India had reduced its emissions intensity by 36%, from 2005 levels, by 2020. It aims to build on this by setting a target to reduce intensity by 47% by 2035.

Myllyvirta warned that the target allows for India's emissions growth to accelerate compared with past rates if the country achieves its GDP growth projections. But he added that "India's booming clean energy industry is highly likely to deliver much faster progress than policymakers were prepared to commit to today".

Clean electricity target : The government set a target for non-fossil fuels to provide 60% of the country's electricity generation capacity by 2035. Railways minister

Ashwini Vaishnaw acknowledged that the 60% non-fossil capacity target was "very easily" achievable, noting that India had already reached 52%. Myllyvirta agreed, predicting the threshold would be crossed by 2030, five years early.

Ulka Kelkar, executive programme director at World Resources Institute India, said it was "heartening" that India's domestic electricity plan has a more ambitious target – 70% by 2035 – than it is committing to internationally. Wind and, particularly, solar power have boomed in India over the last decade, while hydropower and, to a lesser extent nuclear energy, continue to provide a steady level of electricity. The fossil fuel half of India's electricity capacity is overwhelmingly provided by coal-fired power stations, tapping into the country's abundant domestic coal reserves. Gas provides a much smaller share of electricity.

Carbon sink target : The third target approved on Wednesday is to increase India's carbon sink, through trees and forests, by 3.5-4 billion tonnes of carbon dioxide equivalent by 2035 from 2005 levels. The government said the sink had already grown by 2.29 billion tonnes by 2021. This means the target could be met even if the pace of increase slows. Aarti Khosla, director of Indian research and consultancy group Climate Trends, said this target "reinforces the country's commitment to nature-based solutions".

Souparna Lahiri, from the Climate Land Ambition and Rights Alliance, told Climate Home News that the target was "not unexpected" as India has always had "massive" forest-growing programmes as well as social forestry. He highlighted the CAMPA mechanism, which requires developers who clear forests in one area to plant replacement trees elsewhere, as a key driver of new planting, but cautioned that plantations must be monitored to ensure the trees actually survive.

Other NDCs still outstanding : The approval of the targets comes at the same time as the Paris Agreement's Implementation and Compliance Committee meets in Bonn to discuss how to encourage governments to submit their overdue NDCs. India was the biggest emitter yet to do so.

Harjeet Singh, director of the Satat Sampada Climate Foundation, said that "while the global community has waited with bated breath for this announcement, the result is a clear signal of integrity and commitment".

"As a global economic powerhouse, India can further accelerate its domestic efforts if the developed world meets its obligation to provide adequate climate finance, ensuring that India's success becomes the world's success," he added.

Source: www.climatechangenews.com

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REALISING HIDDEN VALUE: STRATEGIC SCRAP MANAGEMENT IN MATERIALS MANAGEMENT

AVINASH SRIVASTAVA – Life Member of IIMM, Vadodara Branch, is a Certified Independent Director from the Indian Institute of Corporate Affairs and a Certified Purchasing Manager from the Institute of Supply Management, USA.. a_srivastava_in@yahoo.com

Abstract : In the domain of materials management, organisational focus is predominantly directed toward procurement efficiency, inventory optimisation, and cost control. However, scrap—an inevitable by-product of operations—often remains an underutilised resource. This paper examines scrap not as waste, but as a recoverable asset capable of contributing directly to the bottom line. It highlights systemic gaps in scrap handling and proposes a structured, governance-driven framework for improving value realisation.

1. Introduction : Materials management plays a critical role in ensuring the efficient flow of materials across the value chain—from procurement to consumption and eventual disposal. While considerable emphasis is placed on cost reduction, vendor management, and inventory control, the disposal phase—particularly scrap management—receives comparatively limited attention.

In many organisations, scrap is treated as incidental and operationally insignificant. Consequently, it is often handled without structured processes, resulting in suboptimal value realisation. This approach overlooks the fact that scrap represents **residual economic value embedded within the materials lifecycle**.

A systematic approach to scrap management can transform this overlooked area into a **strategic contributor to financial performance and governance**.

2. Scrap Generation in Materials Management Systems : Scrap generation is inherent across industries such as manufacturing, mining, infrastructure, logistics, and utilities. It arises at multiple stages of the materials lifecycle, including production, maintenance, storage, and project execution.

Typical categories of scrap include:

- Ferrous and non-ferrous metals
- Packaging materials
- Electronic waste and cables
- Used oils and lubricants
- Obsolete inventory and spare parts
- Construction debris
- Decommissioned equipment
- Batteries and recyclable components

From a materials management perspective, scrap constitutes:

- Residual inventory
- Recoverable capital
- An indicator of operational efficiency

Despite this, scrap is seldom integrated into mainstream materials planning and performance evaluation systems.

3. Challenges in Scrap Value Realisation : The underperformance in scrap value realisation can be

attributed to several systemic issues:

3.1 Limited Managerial Focus : Scrap is often perceived as low-value compared to procurement or sales, leading to inadequate oversight.

3.2 Fragmented Responsibility : Multiple departments handle scrap independently, resulting in lack of coordination and accountability.

3.3 Inadequate Data Management

- Absence of accurate records
- Lack of real-time visibility
- Poor tracking of quantities and categories

3.4 Inefficient Disposal Mechanisms

- Irregular disposal schedules
- Limited competition among buyers
- Non-transparent processes

3.5 Absence of Market Intelligence : Failure to benchmark scrap prices against prevailing market rates leads to undervaluation.

3.6 Weak Internal Controls : Control deficiencies increase exposure to risks such as:

- Pilferage
- Under-reporting
- Collusion
- Unauthorised disposal

4. Areas of Value Leakage : Value loss in scrap management typically occurs due to:

- Improper segregation of materials
- Mixing of high-value and low-value scrap
- Delayed disposal causing deterioration
- Inaccurate measurement and recording
- Limited bidder participation
- Failure to identify obsolete inventory in time
- Weak documentation and approval systems

Over time, these inefficiencies can cumulatively result in **significant financial leakage**, particularly in large organisations.

5. Framework for Effective Scrap Management : To enhance value realisation, organisations must adopt a structured and integrated approach:

5.1 Scrap Inventory Management

- Maintain category-wise records
- Integrate scrap into ERP systems
- Monitor generation trends

5.2 Segregation and Classification

- Separate scrap by type, grade, and value
- Avoid mixing dissimilar materials

5.3 Physical Verification

- Conduct periodic inspections

- Reconcile records with actual stock
- 5.4 Market-Based Pricing**
 - Benchmark rates with market indices
 - Track commodity price trends
- 5.5 Transparent Disposal Systems**
 - Adopt e-auctions or competitive bidding
 - Ensure wider participation
- 5.6 Timely Disposal**
 - Avoid prolonged storage
 - Monitor ageing of scrap inventory
- 5.7 Digital Enablement**
 - Implement tracking systems
 - Maintain audit trails
 - Generate management reports
- 5.8 Strengthening Internal Controls**
 - Define clear responsibilities
 - Segregate duties
 - Conduct regular audits
- 6. Governance and Compliance Perspective**

Scrap management has significant governance implications. Weak systems can lead to financial irregularities, compliance issues, and reputational risks. Boards, audit committees, and independent directors should periodically review:

 - Scrap generation levels
 - Disposal procedures
 - Price benchmarking practices
 - Buyer selection processes
 - Inventory ageing
 - Revenue realisation

A robust governance framework ensures transparency, accountability, and compliance with organisational policies.

7. Financial and Strategic Impact

Scrap value realisation offers a unique advantage—it contributes directly to profitability with minimal additional investment.

Key benefits include:

- Incremental revenue generation
- Improved working capital efficiency
- Reduction in storage and handling costs
- Enhanced operational discipline
- Strengthened governance mechanisms

In asset-intensive industries, even marginal improvements can result in **substantial financial gains**.

8. Conclusion

Scrap, though often overlooked, represents a significant opportunity within the materials management function. By adopting a structured, transparent, and data-driven approach, organisations can unlock hidden value and improve both financial and governance outcomes.

In an environment where efficiency and accountability are paramount, effective scrap management is not merely an operational necessity—it is a **strategic imperative**.

"Rs. 25 crores. That's how much revenue I pulled out of what everyone else called 'scrap.'"

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2026: THE AGE OF THE AI SUPPLY CHAIN

As AI accelerates across manufacturing and automotive supply chains, leaders must balance technology adoption with workforce readiness, trust, and strategic restructuring to unlock enterprise-wide value

Brian Higgins is the KPMG U.S. Manufacturing Sector Leader. Lenny LaRocca is the KPMG U.S. Automotive Sector Leader.

Key takeaways

- **AI becomes the core engine.** Supply chains in manufacturing and automotive are shifting toward AI-first operations, but true scalability requires clean data, standardized processes, and disciplined governance.
- **Upskilling is non-negotiable.** Companies are rapidly building digital capabilities so planners, analysts, and operators can work effectively with AI agents and convert automation into real business value.
- **Trust drives transformation.** Transparent communication, clear outcomes, and strong change

management are essential for employees to adopt and embrace AI-driven workflows.

- **Local-for-local accelerates resilience.** Organizations are shortening supply chains and producing closer to demand centers, pairing physical proximity with AI-enabled insights to reduce risk and improve agility.

- This year has added a new chapter to the evolving story of supply chain resiliency, confronting leaders in the manufacturing and automotive sectors with a fresh set of challenges. As 2026 inches closer, we are wading further into the waters of artificial intelligence (AI), finding businesses at an inflection point defined by both unprecedented opportunities and significant hurdles.

- Indeed, the coming years are poised to be defined as the era of AI in supply chains, representing the next big cycle for leaders who are increasingly focusing on data governance and process standardization as a precursor to fully embracing AI and the agentic future. However, this next big cycle is not just about integrating the latest technology;

it also involves a critical focus on upskilling the workforce and implementing effective change management. Manufacturers are balancing ambitious organizational goals while trying to lead their staff forward into a new technological frontier.

A foundation to build from

The consensus is growing: the future of supply chain management is inextricably linked with AI. After nearly two decades of discussion of global supply chains, the next generation of supply chains will center on AI. While the mantra of “AI first” looks truer with each passing day, the practical application within supply chains follows a more measured and strategic path. The sentiment is one of caution and preparation, not a blind rush to adopt. Having standard processes and data is foundational for organizations as they start to weave AI into their efforts. Clients we speak with are diligently strengthening their fundamentals around planning, logistics, and, crucially, risk management. As uncertainties over geopolitical dynamics persist and economic headwinds swirl, laying the proper groundwork for AI to build upon is essential for resilient and scalable supply chains.

Another critical element of the supply chain story is the divide between AI-driven productivity gains and tangible enterprise value. Bridging this gap requires a new way to measure success that moves beyond traditional ROI metrics. The key is to adopt a portfolio-view of value creation by tracking dynamic indicators across the business, connecting immediate efficiencies to long-term outcomes. Understanding how initial efficiencies create major improvements such as better cash management from an accelerated financial close or a more resilient supply chain is how organizations can link AI adoption to true enterprise growth.

The upskilling imperative

Equally important as a solid foundation are comprehensive upskilling programs for employees while simultaneously addressing concerns over job loss due to intelligent automation. Manufacturers across sectors, notably automakers, are trying to evolve the skill set of supply chain team members to extract the value from AI and grow their ability to use the new digital tools. For example, data analytics training programs that feature data scientists training supply chain analysts. Ultimately, effectiveness often depends on how quickly employees can engage with and apply these new learnings in their daily routines. Leaders know they need to get the equation right between balancing workforce shape, size and capabilities, but uncertainty on the outcome remains. What is clear is that AI agents will become embedded team members across organizations and thus, the imperative to upskill workers and have processes in place to govern, manage and develop agents.

Navigating the nuances of change management

The dichotomy of skill versus will perfectly captures the current balancing act for supply chain leaders. It’s a constant challenge of executing on the organization’s will to innovate while simultaneously improving people’s skills to thrive in the new environment. Given the enormity of the AI transition underway, robust change management is not just a recommendation; it is a necessity. Organizations must clearly articulate the reasons behind AI adoption and how it benefits both the company and its employees. Executing on proven change management techniques, however, can be problematic. The trust factor between the worker and the company is paramount.

But how do you build that trust?

A good place to start is from a solution perspective. Be transparent with data, facts and results. Change is always something that individuals, both personally and professionally, can be reluctant to embrace. Through demonstrating outcomes and being honest, leaders can drive effective change management in the era of AI supply chains.

The strategic shift to local for local

Amid compounding volatility and evolving economic challenges, another powerful strategic shift is underway: the rise of local for local manufacturing. Companies are increasingly placing a premium on shortening their supply chains and locating sources of supply as close as possible to their customers. The principle of “buy where you make and make where you sell” is no longer a niche strategy but a mainstream approach to building resilience and agility. This local for local strategy for both production and the supply chain has proven to be remarkably effective in a sea of uncertainty, providing a stable physical counterpart to the digital transformation being driven by AI.

The road ahead

The last half-decade, beginning with the COVID-19 pandemic, has brought upon a myriad of challenges and strained supply chains in ways that were nearly impossible to foresee. As 2025 comes to a close, the coming year presents challenges and opportunities as noted for supply chain leaders as they seek to effectively embed AI in their efforts while upskilling employees and scaling efforts appropriately. Those who can solidify their foundations, especially processes and data management, while engendering trust among their employees will be best positioned to continue to navigate the turbulent macroeconomic landscape confronting businesses.

The views expressed are those of the authors alone and do not necessarily represent those of KPMG LLP.

Source: www.scmr.com/

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THE EVOLVING ROLE OF MOBILITY MANUFACTURERS IN INDIA'S TRANSPORT AND INFRASTRUCTURE GROWTH

R G ARORA, MD, MSL A JCBL GROUP COMPANY

Mobility manufacturers are shaping India's transport future through system integration, durability, and Make in India-led innovation.

Transport manufacturers in India were rarely in the spotlight. For years, the job was straightforward: supply what was needed, meet specifications, move on. Now, that's no longer enough. As rail, metro, and public mobility networks grow and become more intertwined, the effects of design choices, system compatibility, and maintenance are impossible to ignore. These days, manufacturers help decide not just what gets built but how well systems perform in the years that follow. Their responsibilities have evolved from delivering parts and components to making sure the whole system succeeds.

Significant public investment has made this remarkable change possible. According to the Ministry of Housing and Urban Affairs, India's metro network grew from under 250 kilometres in 2014 to over 1,000 kilometres by 2024, with work continuing in more than twenty cities. The Metro Rail Policy emphasises system integration, lifecycle costs, multimodal connectivity, and sustainability. What this means is that manufacturers get judged not just on delivery day but also on how their equipment performs year after year.

Today, manufacturers play a bigger role in transportation projects. Think back a decade: building these systems meant getting parts from many different suppliers, each following its own set of rules. India is increasingly planning metro rail, buses, and common mobility systems together, rather than separately, as it strives for truly connected public transport. Manufacturers join the process early, have a say in how things are designed, and stick around to make sure what they build stands up to years of real-world use.

Getting from one place to another in India isn't always straightforward. Heat, dust, humidity, and heavy daily wear and tear; buses and trains have to handle it all. When malfunctions occur, they cause inconvenience and erode people's trust in the system, placing operators under significant pressure to maintain operations. The Comptroller and Auditor General of India has called this out on more than one occasion. Companies are making significant efforts to construct durable vehicles and equipment that are simple to repair. For manufacturers, reliability isn't just a technical detail anymore; it's what determines who gets the job and who doesn't.

Cost is always a key factor, especially in government projects. Companies building buses, trains, or other

forms of transport know they must balance upfront spending with long-term operating expenses. If a system uses less power, breaks down less often, or doesn't require constant servicing, that's a clear advantage. Operators are catching on: the upfront price tag matters less when you factor in years of steady performance and lower maintenance expenses.

A lot of this progress comes from government action. Make in India aims to boost local manufacturing, build deeper technical know-how, and raise standards, especially in transport. Atmanirbhar Bharat is focused on helping India stand on its own two feet by cutting back on imports. The message from policymakers is straightforward: it's not enough to just put things together here; India needs to design and build complete systems from scratch. For manufacturers, that means stepping up, not just assembling parts from other countries but creating complete solutions that work in India's conditions.

The Pradhan Mantri Gati Shakti National Master Plan sets out to bring India's transport networks, like railways, roads, ports, and city transit, together so they run more smoothly as one system. The plan outlines a framework for improving multimodal connections through integrated planning and execution. What this means for manufacturers is simple: there's finally a clear roadmap, making it easier to plan ahead and align with India's infrastructure trajectory.

This shift shows that India's mobility sector is moving forward. For new infrastructure to succeed, systems must fit together seamlessly, operate reliably over time, and adapt to changing demands. As manufacturers shoulder greater responsibility, they increasingly shape how reliable and resilient public transportation ultimately becomes.

Manufacturing excellence looks different now. It's not just about what gets built inside the factory. It means clever engineering, planning for the whole system, and owning the results over time. As more trains, metros, and buses roll out across India, the companies that follow programmes like Make in India and Atmanirbhar Bharat and keep up with global standards will determine what comes next.

Source: www.manufacturingtodayindia.com

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BRANCH NEWS

JAMSHEDPUR BRANCH

IIMM Jamshedpur branch continues to establish itself as a thought leader in the supply chain and materials management community.

(a) In a powerful demonstration of its commitment to addressing real-world industry challenges, the branch recently organized a high-impact webinar on 11th Apr 26 titled **"From Board Room to Factory Floor: Managing Supply Chain Risks in an Era of Gulf Volatility"**. The session brought together experienced professionals and young management learners, sparking critical conversations on geopolitical risk, supply resilience, and strategic decision-making at the highest levels. More than 50 professionals participated in the webinar. It was organised in collaboration with IACC. High-credential speakers included Mr. Rajib Basu, Partner, Pricewaterhouse Coopers, Mr. Ranjan Sinha, Global Chief Procurement Officer, Tata Steel, and Dr. Abhishek Chakraborty, Professor, PODS, XLRI, Jamshedpur.

(b) Building on this momentum, IIMM Jamshedpur is now set to host its marquee **Annual Dinner Meet** on **27th April** an evening of professional networking, industry recognition, and strategic collaboration. The event will witness the presence of senior leaders and decision-makers, including:

- Procurement heads and senior officers from **Tata Steel**
- Executive-in-Charge and Managing Directors from **Tata Group companies Like TSPLD, TSIUL, Tinplate, TRF, IBMD etc**
- Leadership representatives from **Tier-1 supplier organizations**
- Members of prestigious partner institutions, such as:
 - Jamshedpur Management Association (JMA)
 - Indo American Chamber of Commerce (IACC)
 - Singhbhum Chamber of Commerce & Industries (SCC&I)
- Association of Supply Chain Professionals (ASCP)

This curated gathering is not merely a dinner it is a strategic platform designed to **elevate the visibility of IIMM Jamshedpur**, reinforce its brand stature within the regional and national supply chain ecosystem, and foster deeper awareness about the organizations role and impact.

Through such high-value engagements, IIMM Jamshedpur aims to achieve three key outcomes:

1. **Expand its membership base** by attracting quality professionals who wish to be part of a thriving, well-connected community.
2. **Enhance its event management credentials** by consistently delivering world-class, well-orchestrated professional gatherings.
3. **Strengthen institutional relationships** that open doors for future collaboration, learning, and industry-academia synergy.

IIMM Jamshedpur is not just organizing events it is building a movement for supply chain excellence, leadership, and professional growth.

IIMM Jamshedpur Hosts Grand Annual Dinner Meet – Brings Supply Chain Leaders Under One Roof



The Jamshedpur branch of the Indian Institute of Materials Management (IIMM) successfully hosted its much-anticipated Annual Dinner Meet on 27th April, bringing together an impressive cross-section of procurement, supply chain, and business leadership from across the region.

The evening was marked by high-level networking, insightful dialogue, and a shared commitment to advancing the supply chain profession in an increasingly volatile global environment. The event witnessed enthusiastic participation from procurement and SCM professionals representing several leading organizations, including Tata Steel, Tata Motors, Tata Pigment among others. In addition, Managing Directors, Executive In-Charges, of Tata Group companies like Jamipol, IBDM, and senior functionaries from multiple Tier-1 companies and other organisations Multitech Auto Components, ASCP, XLRI, Arka Jain University also graced the occasion, reinforcing the growing stature of IIMM Jamshedpur as a key hub for supply chain excellence.

The highlight of the evening was the presence of Guest of Honour, Mr. Ranjan Sinha, CPO of Tata Steel and a distinguished leader in the supply chain domain. He was formally welcomed by Branch Chairman, Cdr. Sanjeev Raman (Retd.), who provided a comprehensive overview of IIMM Jamshedpur's recent activities, its role in professional development, and the sustained support received from Tata Steel in furthering the branch's objectives.

Addressing the gathering, Mr. Ranjan Sinha delivered a compelling, holistic perspective on Supply Chain Management in today's volatile market environment.

He highlighted a paradigm shift that is reshaping procurement strategy worldwide. "The traditional concept of Just in Time (JIT) is being re-evaluated. Organizations are now moving toward a Just in Case (JIC) approach to build resilience, absorb shocks, and ensure business continuity in an era of geopolitical and economic uncertainty." He further emphasized the importance of creating collaborative platforms where procurement professionals can exchange ideas, share challenges, and co-create solutions.

His remarks resonated deeply with the audience, sparking conversation on how procurement leaders must now balance efficiency with agility, and cost optimization with risk mitigation.

Members and guests alike highly appreciated the initiative, noting that the Annual Dinner Meet succeeded in bringing together procurement and SCM professionals from diverse industries onto a single, common platform—something that has been long needed in the Jamshedpur industrial ecosystem.

The event not only strengthened professional bonds but also opened doors for future collaboration, mentorship, and knowledge sharing among senior and emerging supply chain leaders.

With the success of this year's Annual Dinner Meet, IIMM Jamshedpur has reaffirmed its commitment to enhancing

visibility and brand stature of the organization and expanding its membership base with quality professionals

The branch looks forward to building on this momentum with more webinars, industry interactions, and strategic forums in the coming months.

VISHAKHAPATNAM BRANCH

The Indian Institute of Materials Management (IIMM), Visakhapatnam Branch, organized Materials Management Day on April 17th, 2026 at SEA Bhavan, Rashtriya Ispat Nigam Limited (Vizag Steel Plant), Ukkunagaram, Visakhapatnam.



The program was conducted in a grand manner under the leadership of Branch Chairman Dr. Ramanjaneyulu, Secretary Sri Rajendra Kumar, and National Council Member Sri G.S. Bhaskara Reddy. Senior dignitaries including Sri N. Udayabhanu, Vice Chairman (Ex Vice President South), and Treasurer Sri R. Santhosh Kumar, Sr. Manager (MM), RINL, also played key roles in organizing the event.

The highlight of the program was the address delivered by the Chief Guest, Director (Operations), Dr. Salim G. Purushottaman.

Mr. R.R.K. Raju (MM) graced the occasion as the Guest of Honour, while Mr. K.V.A. Muralibabu delivered the keynote address. Expert talks were presented by Mr. Rameshwaram Sharma, Mr. Somaraju, and Dr. Sarangi, sharing valuable insights in the field of materials management.

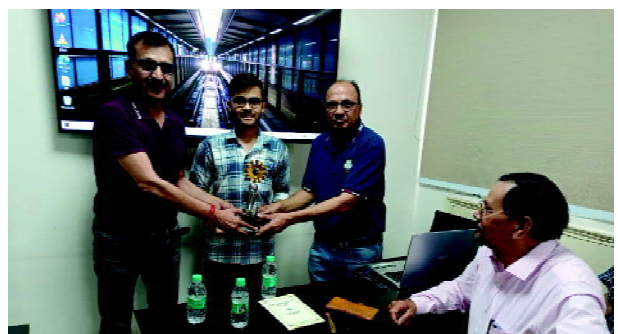
The event was compered by Mrs. V. Leena, DGM (MM), who ensured smooth proceedings throughout the program. During the event, lifetime membership certificates and mementos were distributed to members. The vote of thanks was delivered by Mr. Rajendra Kumar. The program concluded with a delightful dinner, and return gifts were presented to all delegates as a token of appreciation.

CHANDIGARH BRANCH

IIMM Chandigarh branch celebrated MM day at IIMM office at MDC, Swastik vihar Sector 5, Panchkula. Mr Dalip Vice Chairman, welcomed the participants. Mr O.P.Longia Former National President shared the history of IIMM and importance of MM day. Members present took the pledge of Code of conduct of IIMM. To connect young professionals and develop new younger leadership, a talk on Digital Supply Chain - A competitive edge, was delivered by Mr Pankaj, youngest life member and student of fourth semester of PGDMM.



He has made a powerful powerpoint presentation on the subject with two Case studies of Flipkart and Toyota which have taken full advantage of digital technology for their advantage. Mr S. K.Sharma FNP initiated a discussion on best practices and prevailing conditions under which industry is working. Mr Rajesh Gupta, Mr Arun Batra, Mr V. S.Maniam all former Chairmen of the branch, Mr Dhillon, Mr Paramjit, Prof Davesar and others participated in the discussion. In addition to the above, Mr Sanjeev Sharma, a veteran of the Chandigarh branch, Mr R..S.Sharma, S .K.Grover and Mr Kataria also shared their experience and views on the subject. Celebration was concluded with lunch.



CHENNAI BRANCH

Report on Materials Management Day Celebration – 25th April 2026 : The Indian Institute of Materials Management (IIMM), Chennai Branch, successfully celebrated **Materials Management Day** along with the prestigious **Sri M. Sundaram Memorial Award Function** on **Saturday, 25th April 2026**, at **Hotel Savera, Mylapore, Chennai**, as detailed in the official invitation .





The event commenced at **6:30 PM** with opening remarks, followed by a warm welcome address by **Mr. T. Sornakumar, Chairman, IIMM Chennai**. The celebration witnessed the gracious presence of distinguished dignitaries from the industry.

The **Guest of Honour, Mr. S. Muralishankar**, Executive Vice Chairman, Super Auto Forge Pvt. Ltd., addressed the gathering and shared valuable insights drawn from his extensive experience in manufacturing, innovation, and supply chain excellence.

The **Chief Guest, Mr. Ravindran Devarajan**, Industry Expert, delivered an inspiring keynote address highlighting the importance of operational excellence, quality systems, and continuous improvement in the evolving supply chain landscape, with special emphasis on the role of **Artificial Intelligence (AI)**.

A key highlight of the evening was a presentation on the **Diploma in Supply Chain Management (DSCM)** course and the significance of the **Sri M. Sundaram Memorial Award**, delivered by **Mr. R. Balakrishnan, Hon. Secretary, IIMM Chennai**.

Award Distribution Ceremony

The ceremony recognized outstanding performers in both academic and competitive excellence.

Sri M. Sundaram Memorial Awards (Best DSCM Students)

These awards, comprising a **medal, cash prize, and certificate of appreciation**, were presented by **Mr. S. Muralishankar**:

Academic Year 2024–25:

- **First Rank:** Mr. S. Bharath Kumar
- **Second Rank:** Mr. A. Deenadhayan

Calendar Year 2025 Batch:

- **First Rank:** Ms. Nivetha B
- **Second Rank:** Ms. Ramya S

SCM Quiz 2026 Awards

Trophies were presented by **Mr. Ravindran Devarajan**:

- **Winner:** Mr. Shyam Sankar & Mr. Sriram V (L&T WET Domestic SBG)
- **Runner-Up:** Mr. Vignesh A & Mr. Ranjith T K (DSCM Students – IIMM Chennai)

Second Runner-Up: Mr. Vikash M R & Mr. Srinath M (Simpson & Co. Ltd.)

In addition, **DSCM Certificates** were distributed to successful candidates, marking an important milestone in their professional journey.

The event also included a **felicitation ceremony**, acknowledging the contributions of members and dignitaries. The evening concluded with a **Vote of Thanks** delivered by **Dr. B. Sampath, Vice Chairman, IIMM Chennai**.

A **group photograph session** with DSCM students and dignitaries followed, capturing memorable moments of the celebration. The program concluded with **networking and a grand gala dinner**, fostering professional interaction among members and industry experts.

The Materials Management Day celebration was a **grand success**, reflecting IIMM Chennai's continued commitment to promoting excellence in supply chain management and recognizing talent within the professional community.

LUCKNOW BRANCH

IIMM Lucknow Branch arranging Lecture series on 26th April & 27th April 2026 on the occasion of IIMM DAY Celebration in our IIMM Conference hall . Datewise details are as under :-

26-4-2026 speaker Mr Manoj Joshi

Ph.D. (Strategy), F.I.E, Chartered Engineer, MBA, B.E.(Mech);

Professor of Strategy, Entrepreneurship and Innovation, Visiting Professor- Indian Institute of Information Technology, Lucknow

Patron and Research Associate of the UNESCO Chair on Distance Learning, UNISA

Professor Extraordinaire, University of South Africa (UNISA); Futures and Foresight Profiler Opinion Columnist and EC Member, CEOWorld.biz; Opinion Columnist Economic Times .

Special Qualities: Highly Focused, Tolerance for uncertainty, Soft spoken, Persistent, Resilient, Passionate and with belief in Karma. Vision: Endeavouring to be a good human being Dr Manoj Joshi is a Professor of Strategy, Innovation, & Entrepreneurship; Patron of the UNESCO Chair on ODL; Professor extraordinaire, UNISA; visiting professor at IIIT Lucknow. He has authored 7 books: "The VUCA Company," "The VUCA Learner," "VUCA in Start-ups," "Business Incubators," "Unleashing Innovation and Leadership"; and "Indian Pharma -2020: Global Leadership with foresight." A Chartered & Fellow Engineer; Erstwhile Director Centre for VUCA Studies & Dy. Dean Research (Mgmt. and Social Sci.) at a leading private University and advisor to the Chancellor. Editorial Board with journals JFBM, ISBA, APJM, JSBM, BSE, JEEE, WREMED etc. 150+ publications. Travelled extensively, 34+ years of experience areas: screw pump Design, Heat

Exchangers, Loading Arms, consulting, research, and teaching on VUCA strategy, weak signals, anticipatory mechanics, and crafting foresight; interest in dark matter, dark energy, astral travel, travelling to the woods, and life after death.'



Topic VUCA IN Startups" : Angh Vastra & memento given by S.K JHA MD (A) {Retd} Accy. Divn. LKO. Vote of thanks given by Mr. Krishan Gopal DGM (IIM) HAL Lucknow Divn. Lko . Lecture followed by hightea .

27-4-2026 speaker Dr. Upendra Kumar.

Dr. Upendra Kumar is professor in computer science Deptt in INSTITUTE OF ENGG TECHNOLOGY LUCKNOW Mr. Prashant Singh AGM, HAL, KORWA & Chairman IIMM, LKO branch given warm welcome along with ANGH VASTRA.

Topic: Repercussion of AI is supply chain Management vote of thanks and Memento given by Mr. Brijesh Singh GM: Tata Motors, Lucknow. Lecture is followed by Hightea.

BANGALORE BRANCH

17.04.2026 - Workshop on International Trade : On 17 April 2026, a workshop on “Practical, Strategic, and Risk-Aware Execution of International Trade” was conducted at the IIMM office premises at 9:30 AM. The session witnessed the participation of approximately 11 attendees and received highly positive feedback for its practical insights and strategic relevance. The programme was led by senior faculty Mr. Sampath Raghavan R and Mr. Murugesan, who effectively highlighted key aspects of global trade execution and associated risk considerations.

18.04.2026 -In-House Training Programme for Arjas Steel : On 18 April 2026, an in-house training programme on “Strategic Procurement & Supply Excellence” was conducted for SCM professionals of Arjas Steel at the World Trade Centre (WTC), Bengaluru, starting at 9:00 AM. The programme, facilitated by Mr. G. Balasubramanian, focused on enhancing procurement strategies and supply chain efficiency, and was well received by the participants.

18.04.2026 -Quiz Programme for Students and Members : On the same day, 18 April 2026, a Quiz Programme was successfully organized at the IIMM Conference Hall for students, members, and management students. The event, conducted by Quiz Master Mr. C. S. Subash, generated enthusiastic participation and served as an engaging platform to reinforce domain knowledge in materials management and supply chain concepts.

20-23.04.2026 Executive Certification Programme – Hindalco : From 20 to 23 April 2026, an Executive Certification Programme was conducted in Mumbai for executives of Hindalco. The programme was led by senior faculty Dr. Rabhi Narayan Padhi, Mr. K. P. Rajendran, and Mr. Murugesan D., and received excellent feedback from participants for its depth, structure, and industry relevance.

23.04.2026 -MM Day Celebration : The MM Day Celebration was held on 23 April 2026 at Paraag Hotel, Bengaluru, with the participation of approximately 90 attendees, including dignitaries, senior members, and industry professionals. The event was conducted with great enthusiasm and professionalism.

The formal proceedings began with opening remarks by the MC, followed by a warm welcome address delivered by **Mr. Karunakar C. S.**, who greeted the esteemed guests and participants and highlighted the significance of MM Day.

About IIMM: Mr. P.M. Biddappa, The National President of IIMM delivered an inspiring address, emphasizing the importance of materials management in today's dynamic business environment and presented about IIMM Activities .

MM Day Context Address: Dr. P. Sengottaiyan, Vice

President (South), elaborated on the significance and legacy of MM Day, underlining its relevance in strengthening professional excellence.

The Chief Guest, Mr. Vivek Shenoy, Senior Vice President, Tejas Networks Ltd. (Tata Group), delivered an insightful address on the theme “Future of Supply Chain in an AI-Driven Era”, which was widely appreciated for its clarity, practical relevance, and interactive delivery.

Distinguished speakers included Dr. S. K. Prasad, who shared valuable perspectives, and Mr. Dimitrios Xirofatos, who provided industry-oriented insights. The event was marked by strong audience engagement, interactive discussions, and highly positive feedback from participants.





The Guest of Honour Mr. Dimitrios Xirofatos, Director of Spohn & Burkhardt Spoke on Emerging Technology – Artificial Intelligence (AI): Growth Comparison between Germany and India. Mr. Dimitrios Xirofatos delivered a highly engaging and thought-provoking address centered on the transformative role of emerging technologies, with a special focus on Artificial Intelligence (AI). His presentation provided a comparative perspective on the growth trajectories of AI adoption in Germany and India, while also sharing insights into the evolution and development of his organization.

The MM Day Celebration 2026 concluded on a high note with a delightful dinner arranged for all attendees. The event was marked by meaningful interactions, knowledge sharing, and a strong sense of community, making it a resounding success.

MUMBAI BRANCH

The Indian Institute of Materials Management, Mumbai Branch successfully conducted a focused, high-impact one-day in-company training program for Nuclear Power Corporation of India Ltd on 27th March 2026, reinforcing its commitment to capability building in strategic procurement and risk management. This initiative was conceptualized following a consultative engagement between NPCIL leadership and Mr. Swapnil Dubey, Chairman IIMM Mumbai Branch, reflecting a proactive, client-centric approach to learning interventions.



Led by industry Insurance field veteran Mr. Girishankar Nagarajan, the program delivered deep domain insights into EPC project insurance within the nuclear ecosystem. Curated and designed by Mr. A R Sarkar, Advisor, IIMM Mumbai Branch, in discussion with customer, Faculty and IIMM Office, as an immersive and insight-driven experience, the session blended technical rigor with practical applicability, leveraging real-world case studies and interactive discussions to drive engagement and knowledge retention.



The curriculum covered a comprehensive spectrum of Risk and Insurance themes, including Contractor All Risk (CAR), Erection All Risk (EAR), delay in start-up, cyber insurance, and political risk coverage. Particular emphasis was placed on risk allocation, contractual transfer mechanisms, and nuanced aspects of nuclear risk zoning—enabling participants to build a 360-degree perspective on risk mitigation strategies. The inclusion of advanced topics such as latent defects and professional indemnity further elevated the strategic relevance of the program.

With participation from 31 officers and senior leadership including Mr. Suresh Kumar- ED, NPCIL, and key decision-makers, the program fostered a collaborative learning environment characterized by active dialogue and solution-oriented thinking. The overwhelmingly positive feedback underscored the program's effectiveness in simplifying complex concepts, enhancing clarity, and delivering actionable insights.

Overall, this engagement stands as a strong testament to IIMM Mumbai's thought leadership and its ability to deliver tailored, value-driven learning solutions that align with evolving industry needs, creating a lasting impact on organizational capability and risk intelligence. We stand committed to the industry for more customized practical interventions in the future.

IIMM Mumbai Marks Materials Management Week 2026 with Purpose, Participation, and Progressive Thought Leadership

The Indian Institute of Materials Management (IIMM), Mumbai Branch, commemorated **Materials Management Day (MM Day) 2026** through a thoughtfully curated four-day celebration from 22nd to 25th April 2026. The series of events reflected the evolving landscape of the **procurement and supply chain profession**, seamlessly blending strategic insight, technological advancement, personal development, and community bonding.

This multi-dimensional engagement was made impactful through the active involvement of **IIMM Mumbai's stalwarts, office bearers, and committee members**, whose leadership presence and commitment ensured both depth and continuity across all sessions.

Day 1: Executive Roundtable on Service Procurement – Driving Compliance and Strategic Alignment

The celebrations commenced with a high-impact **Executive Roundtable on Service Procurement**, hosted at Mahanagar Gas Limited (MGL), bringing together 26 senior leaders from more than 15 prominent organisations.

The session explored the **critical intersection of procurement, compliance, and evolving labour regulations**, with a particular focus on the transition to India's four Labour Codes. Insights shared by industry expert Mayur Shah (Partner, EY) enabled participants to decode regulatory complexities and anticipate operational implications, including cost structures and workforce governance.

Discussions moved beyond theory into **real-world application**, covering:

- Workforce compliance frameworks (PF, ESI, statutory obligations)
- Contract structuring—"Contract of Services vs Contract for Services"
- KPI-driven vendor performance models
- Centralized vs decentralized workforce strategies

The roundtable created a **collaborative knowledge ecosystem**, where leaders from organisations such as ONGC, BPCL, Tata Steel, Reliance, BASF, and Yes Bank exchanged best practices. The presence of IIMM Mumbai committee members—including Surendra Deodhar, Sushanta Roy, Rakesh Laad, Tapan Sen, Veer Sidhwani, Arun Mehta, and other office bearers—reinforced institutional leadership and industry connect.

Day 2: AI in Procurement – From Automation to Autonomy

Day two focused on the future of procurement through a session on **"Practical Use Cases of AI in Procurement"** by Nikhil Kamat, VP at Procol.

This session served as a **forward-looking lens into the digital transformation journey**, mapping the progression from:

- Artificial Intelligence
- Generative AI
- Agentic AI
- Towards Autonomous Procurement Systems

Participants were exposed to real-life use cases across sourcing, spend analytics, supplier discovery, and contract intelligence. The session highlighted how AI is no longer a support function but a **strategic enabler driving speed, accuracy, and decision intelligence**.

The interaction reflected a strong appetite among procurement professionals to transition from **process efficiency to cognitive procurement**, where data-driven

insights shape strategic outcomes. IIMM Mumbai leadership ensured strong engagement, facilitating meaningful dialogue between technology providers and industry practitioners.

Day 3: Personal Finance for Professionals – Building Financial Awareness Across Generations

On the third day, IIMM Mumbai broadened the scope of professional development by hosting a session on **"Personal Finance for Young Professionals"** by Dr. Manas Vyas.

The session coincided with the **51st MM Day celebrations**, marked by a ceremonial cake cutting attended by office bearers, senior committee members, and students—symbolizing continuity, legacy, and growth of the profession.

What distinguished this session was its **inclusive and multi-generational participation**, ranging from young graduates to seasoned professionals and retirees. The session successfully created a **safe and engaging environment** to discuss financial literacy—an often-overlooked yet critical life skill.

Key themes included:

- Foundations of savings and disciplined investing
- Understanding and managing debt
- Linking daily financial behaviour to long-term outcomes

The format encouraged **interactive dialogue and reflective thinking**, blending practical learning with relatable experiences. The involvement of IIMM leadership added gravitas, reinforcing the institute's commitment to **holistic capability building beyond core technical domains**.

Day 4: 51st IIMM Family Day – Celebrating Togetherness, Values, and Holistic Growth

The celebrations culminated in a grand **51st IIMM Family Day** held at The Thane Club, attended by over 120 members and their families.

This flagship event stood out as a **gala celebration of community, culture, and consciousness**, reflecting IIMM Mumbai's belief that professional excellence must be complemented by personal and social well-being.

A highlight of the evening was the **enrichment session by Dr. Sachin Parab, Internationally acclaimed Leadership Facilitator and attached to the BrahmaKumaris organisation**, which brought a deeply reflective dimension to the program. The session emphasized:

- Mindfulness and inner clarity
- Emotional resilience and balance
- Alignment of personal values with professional responsibilities

The discourse resonated strongly with participants, reinforcing that **true leadership begins with self-awareness and value-based living**.

The event also showcased vibrant more than 10 **cultural performances by members and their families**, including music, dance, and a meaningful spiritual skit by the IIMM Ladies Group. A standout moment was a captivating tabla performance by a young talent, symbolizing the nurturing of future generations within the IIMM community.

Conclusion: A Profession Evolving with Purpose and Impact

The four-day celebration of Materials Management Week 2026 by IIMM Mumbai was not merely a series of events - it was a **strategic narrative of the profession's evolution**.

From compliance-driven procurement to AI-enabled decision-making, from financial awareness to spiritual well-being, the events collectively reflected a **holistic vision for the future of supply chain management**.

The active participation of IIMM Mumbai's Senior members, Past National President, Past Chairmen, Office bearers, and Executive/ National Committee members across all four days underscored a powerful message: **the strength of the institution lies in its people, its purpose, and its ability to continuously adapt and lead**. Special callout to Mr. Bala Iyer, Mr. Surendra Deodhar, Mr. Ganesh Apte, Mr. Nozer Sadri, Mr. Ashok Mhatre, Mr. M H Varma, Mr. Animesh Shah and some senior members who sent their wishes since they could not attend in-person.

As the profession stands at the crossroads of **technology, sustainability, and human-centric leadership**, initiatives like these reaffirm IIMM's role as a catalyst in shaping **future-ready, responsible, and resilient supply chain professionals**.

KANPUR BRANCH

CELEBRATION OF M M DAY : Materials Management day is being celebrated every year on 23rd April . IIMM Kanpur branch also celebrated M M day on 23rd April 2026 Thursday at Hotel Priyadarshan Near PAC circle Kanpur . Many people in the field of Materials Management have participated both from Pvt and PSU sectors and life members . The central point of discussion was the importance of supply chain logistics in current geopolitics situation prevailing in west Asia and possible remedies to overcome the situation. Branch Chairman Mr Sanjay Awasthi has also deliberated the roadmap for likely growth in branch activities , increase of student in PGDMM and PGDM L&SCM etc.

On this occasion Dr Pankaj Kumar Mehrotra Ex- Chief Medical Superintendent HAL Kanpur and consultant physician Krishna super specialty and Taurus Hospital Kanpur emphasis the importance of proper disposal of hazardous medical waste in the Hospital Industries .

Mr Sharad Awasthi, Proprietor of M/s Upmanu Textile Kanpur (special invitee) has also been impressed about on going IIMM activities of Kanpur branch and assure us to take the help of the branch in improving the logistic activities in their organization.



The day was concluded with vote of thanks by Mr Kailash Nath Hony Secretary and followed by Dinner.

PUNE BRANCH

IIMM-Pune Branch, successfully organized the Materials Management Week from 23rd April to 27th April 2026. The week-long celebration was designed to promote awareness, knowledge sharing, and professional engagement in the field of materials management, while also strengthening the bond among members through a blend of technical and social initiatives.

Inaugural Program – 23rd April 2026 : The celebrations commenced with an inaugural program held at the branch office, featuring an Interactive Knowledge Dissemination Session by Mr. Krishnan Komandur, CEO of the Adar Poonawalla Clean City Initiative, who spoke on “Challenges and Opportunities Faced by the Adar Poonawalla Clean City Initiative.”

In his interaction, Mr. Komandur provided valuable insights into the evolving landscape of urban waste management and sustainability. He elaborated on how structured systems, supported by technology and data-driven decision-making, are transforming waste collection and processing in urban environments. He also highlighted the operational challenges associated with large-scale sanitation initiatives and emphasized the critical role of collaboration between public bodies and private organizations. The session effectively demonstrated how principles of materials management can be extended beyond traditional industrial applications to address pressing environmental concerns. The interaction was engaging and thought-provoking, offering participants a broader perspective on the strategic relevance of the discipline.

IIMM-Pune Members Family Get-Together – 25th April 2026 : On 25th April 2026, the Pune Branch organized a Members Family Get-Together at the The Residency Club, Pune. The event served as a platform for informal interaction and community building among members and their families.

The program began with a welcome address by the Chairman, Mr. Suhas Gawas, who extended his greetings to all attendees and acknowledged their continued support to the institute. This was followed by an address by Mr. K R Nair, National Councillor of IIMM, who spoke about the growth and evolution of the institute and

reflected on the significant 60-year journey of the Pune Branch.

The evening was marked by a lively and engaging atmosphere, with various interactive games and activities conducted by the anchor, ensuring enthusiastic participation from members and their families. The program provided ample opportunities for networking and strengthened interpersonal connections within the IIMM community. The event concluded with a dinner, bringing the evening to a pleasant and memorable close.

Industrial Visits – 27th April 2026 : As part of the week's activities, industrial visits were organized on 27th April 2026 to Bharat Electronics Limited, Pune, and the Pune International Centre.

The visit to Bharat Electronics Limited offered members an in-depth understanding of manufacturing excellence in a high technology and defense oriented environment. Members were exposed to various aspects of production processes, quality assurance systems, and materials management practices that support precision-driven operations. The visit highlighted the importance of efficient inventory control, strategic sourcing, and adherence to stringent quality standards in ensuring operational success.

The subsequent visit to Pune International Centre provided a different yet equally enriching perspective. As a prominent think tank, the Centre facilitates dialogue on policy, governance, and development. Participants gained insights into how interdisciplinary discussions contribute to shaping economic and industrial policies. The visit emphasized the importance of aligning materials management practices with broader developmental and sustainability goals.

The Materials Management Week 2026 organized by the IIMM Pune Branch was a well-rounded and impactful initiative that successfully combined professional learning with community engagement. The carefully curated programs not only enhanced the knowledge base of participants but also reinforced the relevance of materials management in addressing contemporary challenges across industries and society. The active participation of members and the diversity of activities contributed to the overall success of the celebration, making it both meaningful and memorable.



Inaugural Program – 23rd April 2026 : IIMM-Pune Members Family Get-Together – 25th April 2026



Industrial Visits – 27th April 2026 With Bharat Electronics Ltd. Team



With Pune International Centre Team

THIRUVANANTHAPURAM BRANCH

IIMM Thiruvananthapuram Branch celebrated Materials Management Day and Family get together on Thursday 23rd April 2026. The programme was held at Hotel Prasanth, PMG Junction, Thiruvananthapuram in association with M/s. Ananth Technologies Private Limited, Thiruvananthapuram.

Dr. M Arumugam, DD, MME, LPSC, ISRO, Thiruvananthapuram was the Chief Guest for the function.

The programme started with an Invocation by Shri Mohan Ananthanarayanan. Branch Chairman, Dr. Koshy M George welcomed the Chief Guest, Speakers, members, their families and invited guests.

In his presidential address, Dr. Koshy M George, Chairman of the Branch highlighted the major activities of the branch with special emphasis to Materials Management Day which is being celebrated on 23rd April every year by Indian Institute of Materials Management all over the country. He also mentioned that this year's theme of Materials Management Day announced by National Head

Quarters is “Future of Supply Chain in AI Driven Era”. He also revealed that IIMM Thiruvananthapuram Branch is celebrating 2026 Materials Management day in association with M/s. Ananth Technologies Private Limited, Thiruvananthapuram.



Branch Chairman Dr.Koshy M George welcoming the Chief Guest and the gathering. Dr.A R Krishnan, Dr. M Arumugam, Shri B Jayaprakash and Shri M G Narayanan Nair are on the dias.



Dr.M Arumugam inaugurating the program by lighting the traditional lamp.



Dr.M Arumugam delivering the inaugural address.



Dr.A R Krishnan delivering the felicitation address.

Dr. M Arumugam inaugurated the programme by lighting the traditional lamp. During his inaugural speech he gave

a message that AI is going to play a vital role in Supply Chain Management in future.

Further Dr.V.Anilkumar, Deputy General Manager, Material Processing Activities (MPA), VSSC, Thiruvananthapuram made an excellent on-line presentation on the theme subject “Future of Supply Chain in AI Driven Era”. The presentation was very informative and thought provoking.

Dr. A R Krishnan, General Manager, Ananth technologies Private Limited offered felicitation address. Shri B Jayaprakash, General Manager, Ananth Technologies made a brief presentation on the major activities of Ananth Technologies in Hyderabad, Bangalore and Thiruvananthapuram.

Sri M.G.Narayanan Nair, Hon.Secretary, IIMM, Thiruvananthapuram Branch proposed vote of thanks. The meeting ended with dinner. It was a memorable evening for the participants.



Branch Secretary Shri M G Narayanan Nair proposing vote of thanks .



A view of the audience

AHMEDABAD BRANCH

2nd Program – Materials Management Day Series 2026

Organized by IIMM Ahmedabad Branch On “Mastering Assertive Communication: Strategizing for Vendors & Internal Teams”

The Indian Institute of Materials Management (IIMM), Ahmedabad Branch successfully organized a webinar on the topic “Mastering Assertive Communication: Strategizing for Vendors & Internal Teams” as part of its Materials Management Day 2026 celebration series.

The program commenced with a warm Welcome Address

by Mr. Pankaj Panchbhai, National Secretary & Treasurer, who welcomed all dignitaries, members, and participants. He highlighted the importance of assertive communication in supply chain management, especially in managing vendors, internal teams, and cross-functional coordination.



The session featured Mr. Ajay Tyagi, a renowned Leadership Coach and author of the book “One Cup Without Sugar.” The speaker delivered an extremely insightful, practical, and engaging session, focusing on real-life scenarios, communication strategies, and leadership perspectives. The webinar was highly interactive, with active participation from attendees throughout the session.

The program witnessed participation of more than 51 professionals, including several distinguished dignitaries from IIMM such as:

FNP Shri Lalbhai Patel
IPP Mr. L. R. Meena
Mr. Bharat Sodha
Mr. Swapnil Dubey, Chairman – Mumbai Branch
Mrs. Suvarna, NC – Hyderabad
Mr. Sengottaiyan, VP (South)

Along with many other esteemed members and professionals from across the country.

An engaging quiz session was also conducted during the webinar to reinforce key learnings. Mr. Swapnil Dubey, Chairman of the Mumbai Branch, emerged as the winner of the quiz.

The program was well-coordinated under the guidance of Shri D. K. Goswamy, Convener of the Program Committee, and Mr. Awadhesh Yadav, Chairman of IIMM Ahmedabad Branch. The webinar concluded on a highly positive note, with participants appreciating the practical relevance, interactivity, and quality of insights shared.

This program marked another successful step in the MM Day 2026 series, reinforcing IIMM's commitment to knowledge sharing, professional development, and strengthening the supply chain community.

3rd Program – Materials Management Day Series 2026

The IIMM Ahmedabad Branch successfully organized the 3rd program in its series of five initiatives leading up to

Materials Management Day 2026, in the form of a physical seminar held on 4th April 2026 at the Ahmedabad Management Association (AMA).

The seminar witnessed an excellent response with around 80 registrations, reflecting strong interest and participation from members and industry professionals. The event marked the 143rd program organized by the Ahmedabad Branch, showcasing its continued commitment to professional development and knowledge sharing.

The program commenced with a welcome address by Mr. Pankaj Panchbhai, National Secretary & Treasurer, who highlighted the significance of the ongoing MM Day series and the growing importance of emerging technologies like Artificial Intelligence in supply chain management.



The speaker of the evening, Mr. Piyush Chandarana, a senior management leader with over three decades of experience, was formally introduced by Shri D. K. Goswamy, Distinguished Member of IIMM Ahmedabad. Mr. Chandarana delivered a highly informative and interactive session on the topic “Artificial Intelligence in SCM: Competitive Advantage with Real-World Constraints.” He elaborated the subject in depth, effectively connecting theoretical concepts with real-world applications and challenges, thereby justifying the relevance of the topic in today's business environment.

As a token of appreciation, a memento was presented to the speaker by Mr. U. N. Tripathi, Former Chairman (1999–2001) of IIMM Ahmedabad. Additionally, a souvenir was presented to all present Life Members and senior industry professionals by Mr. Hitendra Patel, Mr. Sanjay Kalay, Mr. Hirenkumar Trivedi, and Mr. Suresh Kamdar, recognizing their valuable contribution and association with the institute.

The event also included the National Anthem, led by Mr. Punit Bansal, adding a sense of unity and pride to the gathering.

The program concluded with a vote of thanks by Mr. Awadhesh Yadav, Chairman, IIMM Ahmedabad, who expressed gratitude to the speaker, dignitaries, participants, and organizing team for making the seminar a grand success.

The evening ended on a delightful note with a networking dinner, providing an opportunity for members to connect, exchange ideas, and strengthen professional relationships.

Overall, the seminar was a great success, marked by active participation, insightful discussions, and meaningful engagement, further strengthening the momentum of the Materials Management Day 2026 celebrations.

Report on 4th Program – Materials Management Day Series 2026

Organized by IIMM Ahmedabad Branch

The Indian Institute of Materials Management (IIMM), Ahmedabad Branch successfully conducted the 4th program in its ongoing Materials Management Day 2026 Series through a webinar on 10th April 2026.

The session was organized as part of a series of five knowledge initiatives leading up to Materials Management Day on 23rd April, with the objective of promoting continuous learning, professional excellence, and industry-relevant insights among supply chain professionals.

Theme of the Webinar

“Thriving in Chaos: From Volatility to Vitality, From Fragile to Agile in the VUCA–BANI World”

This highly relevant and contemporary topic addressed the challenges faced by global supply chains in an increasingly uncertain, volatile, and complex environment.

Distinguished Speaker

The session was delivered by Prof. S. N. Panigrahi, a highly accomplished professional with credentials including:

PMP®, ATP (PMI – USA)
Chartered Engineer
Certified Lean Six Sigma Black Belt
Lead Auditor IMS (QMS, EMS, OH&S)
ZED & Lean Consultant
Corporate Trainer, Mentor & Author

With his vast industry and academic experience, Prof. Panigrahi provided deep insights into modern risk and resilience frameworks in supply chain management.

Key Highlights of the Session

The webinar witnessed participation from 45+ professionals across various IIMM branches in India, including senior dignitaries and industry leaders.

Prof. Panigrahi delivered an extremely informative and interactive session, covering:

Geopolitical shockwaves and global supply chain disruptions

Transition from VUCA (Volatility, Uncertainty, Complexity, Ambiguity) to BANI (Brittle, Anxious, Nonlinear, Incomprehensible)

Understanding systemic risks and “Black Swan” / “Black Swarm” events

The ESNPE© Framework:

E – Early Signals & Exposure Assessment
S – Supply Mapping & Diversification
N – Navigate with Agility
P – Prepare for Future
E – Execution Resilience & Evolution

Concept of “10 V’s of Resilience” including Visibility, Vulnerability, Variability, Vigilance, Velocity, Versatility, Value, Viability, and Vanguard Strategies for building adaptive, resilient, and agile supply chains

The session effectively combined strategic frameworks with practical insights, making it highly valuable for professionals.

Program Proceedings.

The program commenced with a warm welcome address by Mr. Pankaj Panchbhai, National Secretary & Treasurer, IIMM.

The speaker was formally introduced by Shri D. K. Goswamy, Distinguished Member and Convener of the Program Committee.

The webinar saw the presence of eminent dignitaries including:

IPP Mr. L. R. Meena
FNP Mr. Surinder Kumar Sharma
FNP Mr. Malay Mazumdar
Mr. Arvind Tripathi
Mr. Rabi Narayan Padhi
Mr. Vishwanathan
Mr. Mahender Pothana
Mr. Surender Pothana
Dr. Samar Roychowdhury
Mr. Manoj Pandey
Mr. Rajender Raj (VP North)

along with many other senior members and professionals. The session was highly interactive, with active participation, discussions, and knowledge exchange.

The program concluded with a Vote of Thanks by Mr. Sanjay Kalay, EC Member, IIMM Ahmedabad Branch.

Conclusion : The 4th program of the series was a great success, reflecting strong engagement and commitment from members and industry professionals. The session added significant value by equipping participants with practical tools and frameworks to navigate uncertainty and build resilient supply chains.

The IIMM Ahmedabad Branch continues to demonstrate leadership in organizing impactful knowledge sessions and looks forward to the remaining programs in the series leading up to Materials Management Day 2026.

Report on 5th Program of Webinar Series – Materials Management Day 2026

The Ahmedabad Branch of the Indian Institute of Materials Management (IIMM) successfully conducted the 5th program in its ongoing webinar series as part of the Materials Management Day 2026 celebrations.

The webinar was held on 19th April 2026, on the highly relevant and contemporary topic: "AI in Supply Chain: From Hype to Reality, Learn, Apply & Win". The session was delivered by Mr. Piyush Chandarana, an experienced professional in digital transformation and supply chain innovation.

Participation & Engagement : The webinar witnessed 40+ participants from various IIMM branches and industry professionals across India. The session was highly engaging, with active participation, discussions, and knowledge exchange, reflecting the growing interest in AI-driven supply chain transformation.

Welcome & Opening Remarks : The program commenced with a warm welcome by Mr. Pankaj Panchbhai, National Secretary & Treasurer, IIMM, who highlighted that: The webinar was organized based on strong demand from IIMM members, emphasizing the importance of AI in today's supply chain ecosystem.

To enable maximum participation across geographies, the session was intentionally conducted in an online format so that members could conveniently join and benefit.

Key Highlights of the Session : The speaker delivered a practical and insight-driven session, supported by real-world case studies and visual demonstrations. Key areas covered include:

1. **AI in Logistics Optimization :** Case study of UPS using AI-based route optimization (ORION system) Significant reduction in miles traveled and fuel consumption, leading to cost efficiency and sustainability Applications in dynamic routing and delivery optimization
2. **Smart Shipment Tracking & Predictive Logistics** Use of AI in real-time tracking and predictive delivery systems. Examples from FedEx and DHL
3. **Demand Forecasting & Inventory Optimization** AI-driven demand prediction using real-time data inputs

Case examples: Walmart – demand sensing and auto-replenishment Amazon – predictive inventory positioning. Zara – fast fashion response using data analytics

4. **AI & National Perspective Insights** referenced from initiatives and vision shared by Narendra Modi on digital transformation and AI adoption in India

Key Takeaways

The session provided clear, actionable insights for professionals: AI is no longer a concept but a practical tool delivering measurable results Organizations must move from "AI awareness" to "AI implementation"

Data-driven decision-making is critical for forecast accuracy and inventory control

AI enables cost reduction, efficiency improvement, and sustainability

Early adoption of AI will provide a competitive advantage in supply chain management

Conclusion : The 5th program of the series was successfully executed and highly appreciated by participants for its relevance and practical orientation. The session added significant value to professionals aiming to understand and implement AI in supply chain functions.

The Ahmedabad Branch team demonstrated excellent coordination and commitment in organizing this impactful session, reinforcing IIMM's mission of knowledge sharing and professional excellence.

Acknowledgement : The Ahmedabad Branch extends sincere thanks to the speaker, participants, and organizing team for making this session a grand success.

Special appreciation to the organizing committee leader Mr. D K Goswamy ji and Mr. Pankaj Panchbhai ji for their continuous efforts in delivering meaningful and knowledge-driven programs.

Seminar Report : Report on "Know Your IIMM" Session

On the Occasion of Materials Management Day (6th Program of the Series)

Date: 23rd April 2026 Time: 6:00 PM to 8:00 PM

Venue: IIMM Ahmedabad Office. Followed by: Networking Dinner at La Celebration

The Indian Institute of Materials Management Ahmedabad Branch

Successfully organized the 6th program of its knowledge series on the topic "Know Your IIMM" on the special occasion of Materials Management Day.

The program was conducted in hybrid mode, enabling active participation from members both physically and virtually.

The session was delivered by Mr. Pankaj Panchbhai, National Secretary & Treasurer (NST), who shared deep insights about the Institute along with his inspiring journey from being a student of IIMM to reaching a national leadership position. His journey reflected commitment, perseverance, and dedication towards the growth of the Institute and the profession.

During his address, Mr. Panchbhai elaborated on the key pillars of IIMM:

Education: Highlighting AICTE approved programs like PGDMM and PGDL & SCM and other professional certifications short term courses that strengthen domain expertise in materials and supply chain management.

Membership: Emphasizing the value of being part of a strong professional network that promotes collaboration and career growth.

Training & Development: Regular seminars, workshops, and training initiatives that enhance professional

capabilities.

Benefits: Continuous learning, industry exposure, and professional recognition that help members remain competitive.

A key highlight of his speech was his impactful statement:

“IIMM is our professional family—an extension of our own family—which continuously helps us upgrade our knowledge and sustain ourselves in this competitive era.”

He also shared valuable insights on emerging and disruptive technologies shaping the future of supply chains, including:

Artificial Intelligence, Block chain, Machine Learning, 3D Printing, Internet of Things

He explained how these technologies are transforming supply chains through improved efficiency, predictive decision-making, transparency, and automation.

Mr. Panchbhai also appealed to all participants to become active members of IIMM and contribute to the growth of this esteemed institution.

On this special occasion of Materials Management Day, all members present enthusiastically celebrated the event with a cake-cutting ceremony, reflecting unity, pride, and the strong bonding within the IIMM fraternity. The program concluded on a high note, followed by a networking dinner at La -Celebration, providing an excellent opportunity for members to interact, exchange ideas, and strengthen professional relationships. Overall, the session was highly informative, inspiring, and successfully aligned with IIMM's vision of empowering professionals through knowledge, innovation, and collaboration.

RAJKOT BRANCH

1st Birthday Celebration of IIMM Rajkot Branch : The Indian Institute of Materials Management (IIMM) Rajkot Branch celebrated the successful completion of its 1st year on 28th April with great enthusiasm and active participation from members.



The program commenced with a warm welcome by Chairman Mr. Hitendra Patel, who greeted all attendees and reflected on the journey of the branch over the past year. He highlighted key achievements, member engagement initiatives, and the steady growth of the Rajkot Branch since its inception.

This was followed by an insightful address by NC Member Mr. Nilesh Kikani, who elaborated on the roadmap for future growth and development. He emphasized the importance of structured planning, industry collaboration, and member-driven initiatives to further strengthen the branch.



Treasurer Mr. Hirenkumar Trivedi shared encouraging updates on membership growth and set an ambitious target of reaching 100 members in the upcoming year, motivating all present to actively contribute toward this goal. In a strong gesture of inter-branch collaboration, Mr. Awadhesh Yadav, Chairman of Ahmedabad Branch, extended his wholehearted support to the Rajkot Branch for organizing future events and initiatives.

NST Mr. Pankaj Panchbhai addressed the gathering with an inspiring perspective, citing the growth journey of The Coca-Cola Company—from its first-year sales of just \$50 to becoming a global giant. He emphasized that the Rajkot Branch has the potential to grow beyond 500 members in the coming years. Encouraging the members, he remarked, “A journey of thousands of miles begins with a single step,” highlighting that the branch, which started with 51 members, is well on track to achieve this milestone through consistent efforts and collective commitment.

The celebration included a cake-cutting ceremony to mark the milestone, followed by an engaging Housee game that added excitement and camaraderie to the event. The winners of the Housee game across categories—1st Row, 2nd Row, 3rd Row, Corner, and Full Houses—were Mr. Nirmesh Patel, Mr. Vijay Patel, Mr. Jatin Desai, Mr. Awadhesh Yadav, Mr. Nilesh Kikani, and Mr. Jayanta Chakraborty. Various gifts were announced and distributed by the Chairman, adding to the festive spirit of the celebration.

The event concluded with a vote of thanks delivered by Mr. Pratham Talathi, Member of Rajkot Branch, who expressed gratitude to all dignitaries and participants for making the event a grand success. This was followed by a networking dinner, providing an excellent platform for professional interaction and strengthening bonds among members. Overall, the evening was a memorable blend of celebration, reflection, and forward-looking vision, reinforcing the collective commitment to advancing the materials management profession.



ALWAR BRANCH

Indian Institute of Materials Management Alwar branch Celebrated the Materials Management day and annual function on 30/4/2026 at Hotel lemon tree, Shanti Kunj, Alwar,Rajasthan. The theme of the program was "Impact of artificial intelligence on Indian industries".

Mr. Rajesh Luthra Business head Victoria Auto Faridabad was the Chief Guest and Key note Speaker. Other speakers were Prof. Saroj koul from O P Jindal Global University, Sonipat Haryana and Dr. P P Gothwal Chief Scientist, Central Food Technological Research Institute, Mysore. “Program was graced with the presence of Mr. Lalit Raj Meena Immediate Past President IIMM & Founder Chairman of the Alwar branch Mr. Biddappa, National President IIMM, Mr. V K Jain former National President, Mr. Rakesh Rastogi Sr. Vice president IIMM, Sh. Pankaj Panchbhai NST and Mr. Rajender Raj vice president, North. “About 75 Delegates participated in the program from Various Industries ie. Eicher Engine, Havells India, Metso, Ashok Leyland, KEl industries, Godrej, Tata 1mg, zidus pharma Victoria Auto, OP Jindal Global University, Arko paints, SND pharma,, CSIR India, JIIT Industries.

“The branch completed 10 years of its Journey. All the former Chairmans of the branch were honoured with memontos. Mr. Naresh kumar Meena life member and EC member was honoured for his outstanding performance . The program was followed by dinner.



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

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BRANCH ACTIVITIES - MM DAY CELEBRATIONS



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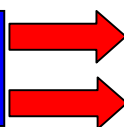
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Prospects can also be downloaded after registration at - iimm.org.in/register

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