

SUPPLY CHAIN TRIBE

by CELERITY

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Volume 10 Issue 9



THE WINNERS' CIRCLE

Celebrating the People, Potential and
Enterprises Raising the Bar for Supply Chain
Excellence

PUBLISHER'S NOTE

The Future is being Built Today



Dear Readers,

The future of supply chains is no longer being shaped by experience alone—it is being redefined by leaders who combine curiosity with courage, technology with empathy, and resilience with an unwavering bias for action. The next-gen supply chain professionals are proving that leadership is not determined by tenure, but by the ability to create meaningful impact, inspire teams, and navigate uncertainty with confidence.

In these pages, we proudly showcase the winners of the **Under-30 Supply Chain Super Stars**, **Under-40 Supply Chain Super Achievers**, and **Exemplary Corporate Awards 2026**. More importantly, we are publishing extracts from their winning entries, allowing our readers to understand the ideas, initiatives, innovations, and leadership journeys that distinguished them before an independent jury. We believe this level of openness not only reinforces the credibility of the awards but also creates a valuable repository of learning for the entire supply chain community.

For those who were unable to join us at the **8th Celerity Supply Chain Tribe Conference & Awards**, this issue also brings you a pictorial journey through a remarkable 12-hour celebration of learning, leadership, and networking. From the thought-provoking keynote and the inspiring fireside conversation to engaging panel discussions, structured networking, and the awards ceremony, the event reflected this year's theme—**The Big Shift: Redefining Leadership in a High-Stakes World**—in both spirit and substance.

The keynote, panel discussions, fireside chat, and awards segment is now available on our YouTube channel (<https://www.youtube.com/@celeritysupplychaintribe>), allowing you to revisit the conversations that challenged perspectives and inspired fresh thinking.

I hope this special issue inspires you to keep challenging conventions, celebrating excellence, and shaping the future of supply chains.

Happy Reading!

Charulata Bansal

Publisher

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SUPPLY CHAIN TRIBE
by CELERITY

THE WINNERS' CIRCLE
Celebrating the People, Processes and Enterprises Making the Difference in Supply Chain Excellence

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C O N T E N T S

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10 COVER STORY

THE WINNERS' CIRCLE

Every industry has its defining moments and behind them are the people and organisations willing to think differently, lead decisively and turn ambition into impact. The Winners' Circle brings together those making their mark across the supply chain landscape—from the established leaders recognised through Under 40, to the next generation of talent celebrated through Under 30, and the organisations demonstrating what supply chain transformation can achieve through the Exemplary Supply Chains Enterprise Awards. What brings them together is the ambition to raise the bar—through bold leadership, sharper thinking and transformation that delivers. The story offers a sneak peek into the journeys and credentials behind their recognition, spotlighting the achievements that make each winner worthy of a place in The Winners' Circle.

Under-40 Super Achievers – The Leaders to Watch

Under-30 Super Stars – Young Minds, Bold Moves

Exemplary Supply Chains – Exemplary by design. Exceptional by impact.

04 | PHOTO FEATURE

THE BIG SHIFT

The ideas that shape tomorrow rarely arrive fully formed. They take shape when the right minds come together and when the conversation is as consequential as the one shaping supply chains today, the exchange of ideas becomes the starting point for something bigger. That is what made the 8th Celerity Supply Chain Tribe Conference & Awards 2026 a compelling gathering of the industry. Anchored in "The Big Shift: Redefining Leadership in a High-Stakes World," the day brought sharp perspectives, spirited exchanges and thought-provoking ideas to the table—followed by an evening that celebrated the leaders and organisations turning Ambition into Achievement.



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THE 8th

CELERITY SUPPLY CHAIN TRIBE CONFERENCE & AWARDS 2026 - THE BIG SHIFT



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The logo for Supply Chain Tribe by Celerity is displayed on a blue rectangular background. The words "SUPPLY CHAIN" are in large, bold, white capital letters, and "TRIBE" is in a slightly smaller, bold, white capital font. Below "TRIBE", the words "by CELERITY" are written in a smaller, white, lowercase font.

presented by  **INDOSPACE**

Supply Chain Tribe Conference & Awards 2026

Big Shift: Redefining Leadership in a High-Stakes World

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THE BIG SHIFT HAS BEGUN. AND THE CONVERSATION IS CHANGING WITH IT. For years, supply chain strategy has been built around absorbing disruption. But disruption is no longer arriving in predictable waves; it is becoming part of the business landscape itself. That changes the conversation. The real questions now sit deeper—how should supply chains be designed, where should businesses build room to manoeuvre, how can intelligence sharpen decisions, and what does leadership demand when the variables keep moving? At the 8th Celerity

Supply Chain Tribe Conference & Awards 2026, these questions shaped a day of sharp perspectives and thought-provoking exchanges. And as the conversation unfolded, one shift became increasingly clear: the transformation underway is changing not only how supply chains operate, but what it demands of the leaders steering them. What followed was less a discussion about individual supply chain interventions and more an examination of how organisations need to think, design and lead differently when volatility becomes structural.

When the Old Playbook is No Longer Enough

SETTING the tone for The Big Shift, Amb **Dr Dunston Pereira, Group CEO, The Private Office of H.H. Sheikh Ahmed Bin Faisal Al Qassimi, UAE**, brought his distinctive experience across leadership, diplomacy and strategic engagement to the conversation. His keynote placed the leadership challenge in a broader context—one where change is no longer episodic, but an enduring feature of the operating landscape. Rather than treating uncertainty as an interruption to business-as-usual, the conversation positioned it as the context in which today's leaders must operate. The emphasis was on judgement, perspective and the ability to stay ahead of circumstances when familiar assumptions no longer hold.

The larger takeaway was compelling: when the environment changes faster than the playbook, leadership cannot simply refine the old rules. It has to rethink the way it reads situations, weighs choices and moves forward.



From the Battlefield to the Boardroom



FEW conversations could capture the essence of high-stakes leadership as powerfully as one that brought together **Major General Dr OP Gulia, SM, VSM (Retd)**, a distinguished and decorated Indian Army veteran, and Sandeep Baxla, Advisor, whose leadership experience spans organisations including Indofil, Henkel and Castrol. Titled *Leadership in a High-Stakes World: Insights from the battlefield and the boardroom on thriving amid uncertainty and disruption*, the fireside brought two very different leadership environments into the same frame: one shaped by the immediacy and consequences of the battlefield, the other by the complexity of corporate decision-making. That contrast gave the conversation its richness. Preparedness, composure, clarity of purpose and the ability to make consequential decisions without the luxury of complete information emerged as defining qualities of leadership when the stakes are high.

It was a powerful articulation of the day's larger theme: the circumstances may change, but the calibre of leadership determines how an organisation moves through them.

P H O T O F E A T U R E

PANEL 1 – Designing Anti-Fragile Supply Chains

The ambition is no longer to absorb the shock. It is to emerge stronger from it. The first panel took The Big Shift into the architecture of the supply chain itself, examining what it means to build networks that do more than withstand disruption. The focus moved beyond contingency planning towards a more fundamental capability: learning faster from disruption and carrying those lessons into the next decision.

Moderator: Rajat Sharma, Vice President, ISCM & Customer Service, Hamilton Housewares

Speaker line-up

- ▶ Devarajan Iyengar, Procurement Team Lead – Segment 3, APAC, Surventis
- ▶ Meghna Bhatt, Director, Indirect Channel Performance, EURASIA, Medtronic

- ▶ Priyanka Shivan, Head of Supply Chain – South Asia, Clariant IGL Specialty Chemicals
- ▶ Raja Kumar, Head of Logistics (Aftermarket), Endurance Technologies Ltd.
- ▶ Ramkumar Sunder, Head – Supply Chain Planning and Logistics, Pepe Jeans London
- ▶ Varun Kakkar, Sr GM – Supply Chain, Birla Opus Paints
- ▶ Dhaval Agarwal, Executive Director – Strategy, Indospace

The takeaway: A supply chain becomes stronger not simply by preparing for the next shock, but by becoming smarter because of the last one.

Panel 2 – The Future Factory: Manufacturing in a Volatile World

The second panel moved The Big Shift from the network to the factory, examining how manufacturing must evolve when the old equation of scale, utilisation and cost meets a far less predictable operating environment. Flexible manufacturing, nearshoring and smart-factory investments are increasingly changing the role of production infrastructure. The deeper shift is in how the factory is viewed: not simply as a production asset, but as a source of strategic room to manoeuvre.

Moderator: Dhritiman Chakraborty, Director Operations, Ingram Micro India

Speaker line-up

- ▶ Amit Vadalkar, Parts Operations Head – India, China, SSA, SE Asia & Australia, John Deere India
- ▶ Siddharth Anand, Sr. General Manager – Planning & Distribution, Raj Petro – Shell Group member



- ▶ Nikul Dholu, DGM – Manufacturing and Supply Chain Excellence, Godrej Agrovet
- ▶ Vinay S. Chauhan, Regional Lead, Indirect Procurement – BSAPIC, Bridgestone EMIA

The takeaway: The factory of the future will be judged not only by what it can produce, but by how intelligently it can respond when conditions change.

Panel 3 – From Visibility to Predictability



The next competitive advantage is not knowing more. It is knowing sooner. The panel examined a critical evolution in supply chain intelligence: the move from simply seeing what is happening to understanding what may happen next. The distinction is important. Visibility provides awareness; predictability creates time to act. The discussion therefore looked beyond dashboards and data aggregation towards a more connected decision environment—one in which signals from across the network can be brought together, interpreted and translated into action.

Moderator: Devraj Kumar, Global Head of Logistics Excellence – Castrol, bp

Speaker line-up

- ▶ Anand Sharma, Logistics Technology AMEA, Mondelez International
- ▶ Jaswinder Saini, Senior Vice President – SCM, Tata Play
- ▶ Mahendra Shelke, Head – Logistics Region India, Lanxess India Pvt. Ltd.
- ▶ Nikul Dholu, DGM – Manufacturing and Supply Chain Excellence, Godrej Agrovet
- ▶ Swetha Sampath, Director – Services Supply Chain Transformation, Schneider Electric
- ▶ Talha Sait, Director – Solutions, Pando.ai

The takeaway: The real value of visibility lies not in seeing more, but in seeing early enough to do something about it.

Panel 4 – Supply Chains In A Fragmented World



This panel widened the lens beyond the enterprise to examine how a more fragmented global environment is reshaping the fundamentals of supply chain design. Geopolitical tensions, changing trade policies, regional conflicts and economic nationalism are increasingly influencing sourcing decisions, manufacturing footprints and logistics routes. At its heart was a difficult trade-off: the network built for

maximum efficiency may not be the network best equipped for a world in which the assumptions behind that efficiency can change.

Moderator: Sunil Bharadwaj, Managing Partner, ImpactEzer Consulting

Speaker line-up

- ▶ Ashish Tripathi, AVP – SCM & Procurement, Swan Defence & Heavy Industries Ltd.
- ▶ Dr Neeraj Anand, Dean – SCM & General Management, Chitkara University, Punjab
- ▶ Nikhil Puri, Senior Vice President – Direct Purchase, ATC Tires Pvt. Ltd.
- ▶ Pankaj Kshirsagar, AVP – Logistics, JSW Dulux Limited
- ▶ Prateek Chauhan, Practice Head – Supply Chain Design, Argon & Co

The takeaway: In a fragmented world, supply chain design is becoming as much about preserving strategic choice as it is about optimising cost.

Panel 5 – Leadership Reset



The final panel brought The Big Shift back to its most human dimension: the quality of the decisions made when the stakes are high. The panel explored agile operating models, cross-functional “nerve centres” and cultures designed to enable faster execution. But speed alone is not the answer. The real leadership challenge lies in creating the conditions for clear ownership, timely information, sharper judgement and decisive action—without waiting for perfect visibility or complete certainty.

Moderator: Sanjay Desai, Independent Director and Mentor

Speaker line-up

- Kapil Premchandani, Founder & Managing Director, KD Supply Chain Solutions

- Madhav Dabke, Co-Founder and Director, RiFab Structures Pvt Ltd
- Manoj Kumar, Chief Supply Chain Officer, Amber Enterprises India Limited
- Sheshadri PV, Executive Vice President, Reliance Retail Ltd.
- Vivek Sarbhai, Head Supply Chain, Kwaliti Walls India Ltd.
- Yashpal Singh Negi, Advisor, Global Autotech Ltd.

The takeaway: In high-stakes environments, leadership advantage is created in the space between recognising what is changing and acting on it.

THE SHIFT, RECOGNISED

The conversations of the day gave way to an evening of recognition as the Celerity Supply Chain Tribe Awards celebrated leadership and enterprise excellence across the industry. The evening recognised achievements through the Supply Chain Leadership Hall of Fame, Supply Chain Leadership Laureate Award, Under-40 Supply Chain Super Achievers, Under-30 Supply Chain Superstars, Exemplary Supply Chains and Green Enterprise Awards. After a day devoted to the ideas shaping the next chapter of supply chains, the evening placed the spotlight on the people and organisations already helping write it. A day of ideas. An evening of achievement. Together, they captured the spirit of The Big Shift.



THE WINNERS' CIRCLE

Every industry has its defining moments and behind them are the people and organisations willing to think differently, lead decisively and turn ambition into impact. The Winners' Circle brings together those making their mark across the supply chain landscape—from the established leaders recognised through Under 40, to the next generation of talent celebrated through Under 30, and the organisations demonstrating what supply chain transformation can achieve through the Exemplary Supply Chains Enterprise Awards. What brings them together is the ambition to raise the bar—through bold leadership, sharper thinking and transformation that delivers. The pages ahead offer a sneak peek into the journeys and credentials behind their recognition, spotlighting the achievements that make each winner worthy of a place in The Winners' Circle.

Celerity Supply Chain Tribe Under-40 Super Achievers **The Leaders to Watch**



Every era is defined by the leaders who dare to challenge convention. In today's rapidly evolving supply chain landscape, innovation is no longer confined to breakthrough technologies or billion-dollar investments—it is equally about reimagining everyday processes, questioning long-held assumptions, and finding smarter ways to solve complex business challenges. The ability to transform constraints into opportunities has become the hallmark of exceptional leadership, creating lasting impact across organisations and industries.

The Celerity Supply Chain Tribe Under 40 Award winners embody this new generation of changemakers. Representing diverse industries and disciplines, they have challenged established norms, transformed complex business problems into opportunities, and delivered innovations that have redefined procurement, manufacturing, planning, warehousing, logistics, customer fulfilment, and digital transformation. Whether through AI-powered decision-making, intelligent automation, sustainable sourcing, predictive analytics, or breakthrough process redesign, their initiatives have strengthened organisational resilience while driving efficiency, growth, and long-term competitiveness.

The following profiles celebrate these exceptional leaders and the innovations they have championed. More than individual success stories, they offer a glimpse into the future of supply chains—one where bold thinking, collaboration, and relentless execution continue to shape smarter, more agile, and more sustainable enterprises.

Abhilash Deori, Sr Technical Program Manager, Amazon

Driving AI-Led Innovation in Supply Chain



THROUGH my work at Amazon and my academic background in Supply Chain Management from the University of Washington, I have focused on applying artificial intelligence, advanced analytics, simulation, and technical program leadership to solve complex supply chain and fulfilment challenges at scale.

At Amazon, I have led and contributed to large-scale supply chain and fulfilment programs that require close coordination across engineering, science, product, operations, and business teams. My role involves identifying high-impact operational problems, defining product and program strategy, translating business requirements into scalable technical solutions, and driving execution from concept through implementation and adoption.

A central focus of my work has been the use of AI-enabled decision-making to improve how supply chain teams plan, evaluate, and respond to complex operational scenarios. By combining AI, simulation, and advanced analytics, I have helped develop approaches that enable teams to assess fulfilment strategies, resource allocation, network configurations,

operational constraints, and potential risks before implementation. These capabilities support faster, more proactive, and more informed supply chain decisions.

Beyond individual programs, I have worked to establish scalable mechanisms, strengthen governance, improve technical and analytical workflows, and create alignment across scientific, engineering, product, and operational teams. These efforts have supported improved planning accuracy, better resource utilisation, stronger operational resilience, and more efficient execution across complex supply chain environments.

I also contribute to advancing AI and supply chain knowledge through technical communities, knowledge-sharing forums, and collaboration between industry practitioners and academic experts. These initiatives help bring together scientists, engineers, supply chain professionals, and researchers to explore emerging applications of AI, simulation, analytics, and automation in modern supply chains.

Alongside my industry work, I actively contribute to scholarly research at the intersection of artificial intelligence, supply chain, and emerging technologies. I have authored and co-authored multiple research papers accepted at IEEE conferences, including work on AI-driven supply chain decision-making, reinforcement learning for supply chain optimisation, disruption prediction, agentic AI in retail, and other applications of intelligent systems to operational and supply chain challenges.

Together, these efforts reflect my focus on combining AI, supply chain expertise, technical program leadership, and product innovation to build scalable solutions that improve decision-making, efficiency, resilience, and performance across increasingly complex supply chain networks.

Abhinav Kalra, DGM, Energy In Motion Ltd.

Turning Scrap into Strategic Value



DURING my tenure at TEVCS (TACO Busbar), I led an initiative that challenged the conventional view of manufacturing scrap—not as waste, but as a valuable resource capable of delivering both commercial and environmental benefits.

Copper busbar manufacturing generated nearly 40% design scrap, while the complexity of battery pack designs, comprising multiple unique part numbers, limited opportunities for traditional nesting or design optimisation. Given the rising cost of copper, reducing material waste became a strategic business priority.

Instead of redesigning components, I reimaged the

material lifecycle. I conducted a detailed analysis of generated scrap and introduced a "Scrap-to-Source" model, where precision laser cutting was used to recover usable material from larger offcuts for manufacturing smaller components. This required synchronising production planning and the supply chain so that scrap from primary manufacturing runs became the raw material for secondary part production, effectively creating a circular material flow within the plant.

The initiative fundamentally changed how manufacturing waste was managed, converting an unavoidable by-product

into a productive input. It reduced dependence on virgin copper, improved material utilisation, and strengthened sustainability across the manufacturing process.

The project generated annual savings of ₹2.35 crore, significantly reduced raw material procurement, and lowered the environmental impact associated with copper extraction and processing. More importantly, it demonstrated how circular supply chain thinking can simultaneously improve profitability, operational efficiency, and environmental stewardship.

Ankur Dekivadia, DGM – Supply Chain, Farmson Basic Drugs P Ltd

Scaling Efficiency Through Milk-Run Distribution



SERVICING small and medium customers efficiently had become a growing challenge due to fragmented shipments, low order quantities, and high transportation costs. I saw an opportunity to redesign the distribution network to improve both operational efficiency and business growth.

I led the implementation of a Milk-Run Distribution Model (MilkVan Delivery) that consolidated multiple customer deliveries into predefined routes serviced by a single vehicle.

The initiative began with a detailed Pareto analysis to identify high-frequency delivery corridors with the greatest optimisation potential. Based on these insights, I launched six dedicated routes, which were later expanded to cover 114 delivery locations. Fixed daily vehicle movements brought greater predictability, while the top 35 routes were prioritised as they contributed nearly 85% of part-load transportation volumes. I also established a monthly performance review mechanism to continuously optimise route efficiency and service levels.

The new model significantly improved vehicle utilisation, reduced logistics costs, and accelerated delivery cycles for small and medium customers. Consistent deliveries strengthened customer satisfaction while enabling faster inventory replenishment and improved service reliability.

Most importantly, the initiative unlocked nearly ₹50 crore in incremental sales by making this customer segment commercially viable to serve. It transformed a fragmented distribution process into a structured, scalable, and data-driven logistics network that simultaneously enhanced efficiency, customer experience, and business growth.

Bhupender Negi, Sr Manager Procurement – Commodities, Nestle India Ltd.

Transforming Agri-Commodity Procurement from Farm to Factory



I led the transformation of procurement for critical agri-commodities such as wheat flour and sugar by building a farm-to-factory model integrating cost intelligence, supplier capability, product quality and sustainability. The objective was to create structural cost advantage while building a more resilient Indian supply ecosystem.

I worked cross-functionally across R&D, Product Development, Quality, Manufacturing and Supply Chain to align recipes, product specifications and raw-material characteristics, enabling product uniformity despite highly localised and variable agricultural inputs. I developed should-cost models, widened the vendor base through e-auctions

and competitive sourcing, and addressed supply-chain choke points including MSME financing, hyperlocal logistics and on-ground supplier development.

I also helped Indian MSMEs and producer networks upgrade capabilities to meet global standards, compliance and technology requirements, improving quality consistency while strengthening long-term supply resilience.

The transformation delivered nearly 10% savings across key procurement categories, while sustainable sourcing programmes covered almost 50,000 MT, with interventions across water

stewardship, soil health and carbon reduction. Hyperlocal supply models further unlocked logistics efficiencies.

The resulting raw-material cost advantage created room to reinvest savings into marketing, affordability and deeper market penetration, linking procurement directly to consumer growth.

By integrating commercial excellence, capability building and sustainability, I helped transform procurement from a transactional function into a strategic lever for growth, resilience and value creation across the agricultural ecosystem.

Chandan Gupta, Head of Supply Chain – India, Estee Lauder Companies

Unlocking Working Capital Through Strategic Planning and Stronger Collaboration



AT ELC India, I led a supply chain transformation to partner with all commercial functions to address the fundamental challenge of unlocking significant working capital which was getting locked into excess and obsolete inventory, while limited demand visibility and inefficiencies across the order-to-delivery cycle were affecting both cash flow and service responsiveness. With a portfolio of more than 4,000 SKUs, improving inventory performance required more than simply reducing stock—it required changing how the organization partnered, planned and made decisions.

I institutionalized Integrated Business Planning (IBP) to bring demand, supply and financial plans together and create a

common, forward-looking view of the business. I also drove automation across demand planning, order management and logistics, while working closely with Sales, Finance and Operations to strengthen cross-functional ownership and planning discipline.

A key focus was creating greater visibility into inventory health and enabling proactive intervention. We introduced structured mechanisms for monitoring ageing and excess inventory, strengthened PO tracking and deduction management, and developed targeted liquidation strategies. These interventions helped shift the organization from reacting to inventory issues to anticipating them and taking action earlier.

The transformation delivered a 32% reduction in service lead time, 24% improvement in forecast accuracy across 4,000+ SKUs and sustained fill rates of over 92%. It also significantly reduced obsolete inventory and unlocked working capital.

More importantly, I helped establish a scalable operating model in which inventory, service and financial outcomes were considered together rather than in isolation. The strengthened cash flow and customer responsiveness while creating greater planning maturity and a stronger foundation for ELC India's growth and localization strategy.

Chirapravo Ghosh, Procurement Lead, Nestle India Ltd.

Reimagining the Visicooler Value Chain



SUPPORTING Nestlé India's ambitious retail expansion required a fundamental rethink of how visicoolers were deployed across the country. I was part of the core team that led the redesign of the end-to-end value chain to create a faster, leaner, and more scalable deployment model.

The traditional process relied on a Capex model where visicoolers moved from the manufacturer to Nestlé's plants and distribution centres before reaching retail outlets. Multiple handling points increased lead times to six to eight weeks, drove up storage and transportation costs, and

exposed the business to higher damage liability and working capital requirements.

The process was re-engineered by introducing a direct-to-retail deployment model, eliminating unnecessary distribution centre movements. The transformation was complemented by a digital asset management platform that enabled technicians to manage deliveries, installations, servicing, repairs, and lifecycle tracking seamlessly across the country. Successful implementation required close collaboration across procurement, supply chain, business teams, service partners, and the manufacturer to ensure uninterrupted deployment.

The redesigned model generated around 5% in direct operational savings. Faster deployment also enabled the rollout

of 4X number of visicoolers in 2025, with a roadmap to scale to 5X units in 2026. The initiative established a scalable deployment model that improved market responsiveness, strengthened retail presence, and significantly enhanced supply chain efficiency.

The initiative transformed simulation into a strategic planning capability, enabling proactive network design, improved resource utilisation, and faster, data-driven decision-making. It reduced operational inefficiencies, enhanced planning accuracy, and strengthened cross-functional collaboration, establishing a scalable framework that continues to improve fulfilment network performance in an increasingly complex supply chain environment.

Dharmendra Upadhyay, National Logistics Head, Dabur India Ltd.

Building a Culture of Tech-Enabled Logistics Kaizens



I believe digital transformation delivers lasting impact only when it becomes part of an organization's culture with high adoption. With this vision, I led the creation of technology-enabled Digital Kaizen framework across Dabur's logistics network, enabling frontline teams to continuously identify, own and implement improvements to optimise our day-to-day activities.

At the time, several logistics processes relied on manual, paper/mail-based workflows, creating inefficiencies and lacking visibility & controls. Objective was to standardize and drive adoption across 28 distribution centres while ensuring uninterrupted operations.

However, the true innovation extended beyond individual

automation initiatives and logistics managers/executives were encouraged to identify operational pain points, build business cases, and partner with IT teams to implement scalable solutions. This shifted ownership of innovation closer to operations and created a sustainable pipeline of continuous improvement initiatives across the network.

Working closely with IT, Finance and business teams, multiple digital Kaizens were implemented, including automated stock returns, picklist enhancement & optimisation, Digitisation of customer claims integrated with proof-of-delivery, automation in Stock audit process, intelligent stock allocation, insurance claims tracking mechanism and integrated SAP ERP-linked portals & workflows for multiple critical activities.

The program delivered 20–30% productivity gains across multiple logistics processes, reduced manual efforts & errors, improved visibility and governance, and embedded continuous innovation into everyday operations.

More importantly, the programme demonstrated that meaningful supply chain innovation does not always require large capital investments or transformational technology programmes. By embedding continuous digital innovation into everyday operations and empowering teams to drive change from within, simple yet scalable and sustainable model for excellence can be delivered.

Dipali Bangar, GM – Digital Transformation, Plan & Move, Diageo India

Project QRious: Reinventing Batch Traceability

I led Project QRious, a frugal digital innovation that transformed batch traceability at Diageo's Kumbalgotu manufacturing unit by delivering Warehouse Management System capabilities without the need for significant capital investment.

The existing batch management process depended on manual tracking and Excel-based controls, leading to inventory

mismatches, inconsistent FIFO adherence, limited traceability, and compliance risks. While a full-scale WMS could have addressed these issues, it was not commercially viable.

To overcome this challenge, I designed a QR-enabled batch management solution fully integrated with SAP workflows. Every finished goods batch was digitally tagged using case-level QR codes, while QR scanning became an integral part of invoicing



and dispatch processes. Automated batch validation, system-driven FIFO compliance, and a centralised digital repository created complete visibility from production to dispatch. The implementation was achieved with minimal disruption through close collaboration across manufacturing, warehousing, digital transformation, and IT teams.

The initiative achieved 100% batch traceability, virtually eliminated mismatches between physical and system inventory, significantly strengthened inventory governance, improved audit readiness, and delivered real-time operational visibility. Most importantly, it successfully replicated WMS-grade capabilities through a highly cost-effective digital solution.

Manoj Kandpal, Senior Vice President, Matter Motor Works P Ltd.

Driving Capital Efficiency Through Procurement Governance



AT Matter Motor Works, I encountered a challenge common to high-growth startups—balancing limited capital against competing business priorities without compromising innovation or execution. As we progressed towards launching and scaling India's first geared electric motorcycle, it became essential to ensure every procurement decision delivered maximum business value.

Cash inflows often fell out of sync with procurement requirements, while multiple functions—including new product development, supply chain, manufacturing, CapEx, R&D, marketing, and IT—competed for the same pool of resources. To bring greater discipline and transparency to this process, I along with our leadership team implemented an enterprise-wide procurement governance framework that aligned spending with

business-critical priorities.

Working closely with the leadership team and functional heads, I enabled a structured resource allocation that evaluated every investment against measurable parameters such as product reliability, manufacturing readiness, supply continuity, development milestones, and market requirements. Procurement approvals were linked to execution milestones, enabling faster decision-making, greater visibility, and timely reallocation of resources. The framework also helped identify projects that no longer aligned with strategic priorities, ensuring capital remained focused on initiatives with the highest business impact.

The transformation streamlined procurement across more than 1,600 bill-of-material components, capital expenditure programmes, and recurring operational spends. It reduced procurement bottlenecks, improved cross-functional alignment, and strengthened execution visibility during a critical growth phase.

Most importantly, the governance model played a key role in supporting the successful development, production readiness, and ramp up of India's first geared electric motorcycle. Beyond solving an immediate startup challenge, it helped propel a scalable operating framework that balanced financial discipline with agility, enabling the organisation to scale and deploy capital more effectively in a rapidly evolving EV ecosystem.

Mihir Patel, Senior Vice President, AlixPartners

Multi-Domain Supply Chain Risk Intelligence

GLOBAL supply chains today face far greater risks than operational disruptions alone. When new regulations such as the Uyghur Forced Labor Prevention Act (UFLPA) demanded deep-tier supply chain transparency, I saw an opportunity to move beyond traditional compliance and build

an intelligence-led risk management model.

Conventional compliance relied heavily on supplier declarations, providing limited visibility beyond Tier 1 suppliers and leaving organisations vulnerable to regulatory, operational, and reputational risks. To address this, I led the development



of a Digital Multi-Domain Supply Chain Risk Intelligence Framework that transformed compliance into proactive risk monitoring. I designed the overall risk taxonomy, analytical methodology, testing hypotheses, and data interpretation model, integrating proprietary and public datasets into a single analytics platform. The framework evaluated six major

risk domains—Finance, Restrictions, Catastrophic Risks, Cyber, Geopolitical, and ESG—covering more than 200 subdomains. By combining sanctions data, adverse media, known violator affiliations, and geopolitical indicators, the solution replaced supplier-reported information with independently validated intelligence.

The framework identified more than 40 distinct risk vectors that could potentially result in regulatory violations, supply disruptions, or reputational damage. More importantly, it shifted decision-making from reactive investigations to continuous, data-driven risk monitoring.

The innovation established a scalable model for supply chain resilience, enabling real-time visibility into deep-tier supplier risks while strengthening regulatory compliance and executive decision-making through quantified risk scoring. It demonstrated how digital intelligence can transform supply chain governance into a strategic business capability.

Nilanjan Sen, Senior Manager – Management Consulting, Accenture Strategy

AI-driven RCA in supply chain planning



Modern planning platforms generate highly optimised plans, but planners still spend considerable time understanding why exceptions occur and what actions should be taken. I recognised this gap as an opportunity to make supply chain planning more intelligent and significantly reduce manual decision-making.

I led the development of the RCAx Agent MVP, an AI and machine learning-powered root cause analysis capability designed for advanced planning platforms. Beginning with problem definition and product conceptualisation, I helped create an explainability layer that combined planning data, solver

logs, and master data to identify likely root causes behind planning exceptions. Integrated with a GenAI-powered conversational interface, the solution enabled planners to quickly understand deviations, evaluate recommendations, and take corrective action with greater confidence. Rather than replacing planning systems, the innovation enhanced their effectiveness by making solver outputs transparent and actionable.

The solution addressed one of the biggest productivity challenges in planning, where a significant amount of planner's time was spent diagnosing issues instead of improving plans. The projected outcome was a 45–50% improvement in planner productivity, along with faster exception resolution, greater planning consistency, and improved trust in AI-generated recommendations.

Beyond operational efficiency, the innovation strengthened Accenture's supply chain consulting capabilities. The concept received strong validation from the CIO of a leading consumer products company, who endorsed its progression towards formal approval and broader deployment across multiple markets and product categories, reinforcing its potential as a next-generation planning accelerator.

Niraj Mahapatra, Founder & CEO, PortVelocity

Building the Intelligence Layer for SMB Global Trade

SMB shippers are expected to manage the same global trade complexity as large enterprises, but without the same teams, systems, or resources. Most still operate across disconnected carrier portals, emails, spreadsheets,

and broker updates, resulting in limited visibility, reactive execution, and unexpected costs.

I founded PortVelocity to address this gap by building an AI-native shipping operations platform for SMB global trade.



PortVelocity brings visibility, execution, communication, and decision-making into one connected environment, allowing SMB shippers to operate with the speed and control of an enterprise logistics team.

The platform combines real-time shipment visibility, AI-driven exception detection, automated workflows, standardized

processes, and built-in communications. Rather than simply displaying shipment information, the system identifies issues, prioritizes next actions, and automates operational tasks, reminders, handoffs, and escalations.

PortVelocity's AI execution layer is designed to move freight operations from fragmented and reactive to controlled, proactive, and scalable. Early internal results include AI-generated pricing for approximately 60% of quotes, an 80% reduction in time spent on key workflows, and the ability for operators to manage significantly more shipments.

The broader vision is to give underserved SMB shippers, freight forwarders, and carriers access to enterprise-grade logistics capabilities without enterprise-level cost or complexity. By combining real-world freight execution with agentic AI, PortVelocity is building the operating system for smarter, faster, and more resilient SMB global trade.

Purshotam Dobhal, India Lead – Warehouse & Distribution, Johnson & Johnson

Strengthening Supply Chain Trust Through Serialization



In healthcare, patient trust begins with confidence in the authenticity and integrity of the products they receive. Recognising the importance of secure and transparent supply chains, I led initiatives to enhance product traceability and strengthen supply chain visibility through serialization.

The journey required close collaboration across multiple functions, bringing together operational, regulatory, quality, and technology teams to build a more connected and resilient

supply chain. The focus was on creating greater transparency, improving product tracking capabilities, and supporting evolving compliance requirements while ensuring business continuity.

A structured and phased approach enabled seamless adoption across the supply chain ecosystem. By integrating processes, systems, and governance frameworks, the initiative established enhanced visibility across product movement and strengthened the organisation's ability to monitor products throughout their lifecycle.

The outcome was a more transparent, compliant, and trusted supply chain environment. Beyond improving traceability, the initiative reinforced patient safety, strengthened stakeholder confidence, and created a scalable foundation for future digital supply chain capabilities. Through this transformation, serialization became not only a compliance enabler but also a strategic capability supporting trust, resilience, and operational excellence across the healthcare ecosystem.

Rishi Singhania, Lead Consultant, Argon & Co.

Accelerating Decisions Through Supply Chain Analytics

SUPPLY chain consulting often involves analysing complex datasets and evaluating multiple scenarios within tight timelines. My work has focused on making this process faster, more reliable, and more actionable through a combination of analytics, automation, and digital tools.

One of the key innovations I led was the development of a

Python-based Centre of Gravity (COG) tool to simplify network design analysis. The solution enables teams to evaluate multiple demand, cost, and distribution scenarios quickly, reducing the manual effort required to identify and compare potential network locations. This has helped accelerate the development of data-driven recommendations and improve the quality of



strategic discussions.

Alongside this, I have designed and deployed multiple dynamic KPI dashboards for clients, enabling live data extraction from source systems and consolidating information across functions into a unified reporting layer. These dashboards

provide stakeholders with greater visibility into operational performance and help teams identify emerging risks and exceptions at an early stage.

The broader objective has been to move supply chain analysis beyond static reporting towards interactive decision support. By automating repetitive tasks and making relevant information more accessible, teams can spend more time solving strategic business challenges rather than compiling data.

Together, these innovations have strengthened the way supply chain strategy is designed and delivered. Combining network optimisation, automation, analytics, and performance monitoring into a scalable digital toolkit has enabled faster turnaround, sharper decision-making, and greater value for clients undergoing supply chain transformation.

Satish Parihar, Director, OptInn Solutions Pvt. Ltd.

Building the Next Generation of Supply Chain Planning



ONE of the most significant transformations I led was the implementation of a supply chain planning solution for India's second-largest cement manufacturer in just 90 days. For a transformation of this scale and complexity, the timeline was highly ambitious. My understanding of the underlying planning processes helped us translate business requirements into a technology-enabled solution rapidly, demonstrating how strong domain expertise, combined with focused technology execution, can significantly accelerate enterprise transformation.

I have also focused on building capabilities that can scale beyond individual projects. At OptInn, I helped build our core practice from the ground up, developing it into a team of more than 40 core consultants supporting multiple global clients. Today, the practice brings together functional, technical and implementation capabilities across demand planning, supply planning, S&OP/IBP and related planning disciplines. We also work closely with core and other ecosystem partners to strengthen

the depth and breadth of our planning capabilities.

For me, transformation has never been about implementing technology for its own sake. I begin by understanding the business problem and then determine where technology can create the greatest value. This philosophy has increasingly shaped my interest in AI and the opportunities it presents in the "white spaces" around enterprise planning platforms.

Modern planning platforms can generate sophisticated data and insights, but planners still spend considerable time interpreting exceptions, identifying root causes and determining the appropriate actions. I see significant potential for AI to bridge this gap—moving planning from simply generating information to providing contextual intelligence that helps teams understand what happened, why it happened and what should happen next.

My vision is to combine the strengths of established enterprise planning platforms with AI-driven intelligence, deep supply chain expertise and better planning processes. The objective is not to replace human planners, but to augment their judgment and enable faster, more informed and more proactive decisions.

Through OptInn, I continue to build capabilities at the intersection of supply chain expertise, planning technology and emerging AI, helping organisations navigate increasingly complex, volatile and interconnected supply chains.

My journey has reinforced a simple belief: technology alone does not transform a supply chain. Transformation happens when the right process, the right technology and deep domain expertise come together to solve the right business problem.

Senthilkumar Thiyagarajan, Senior Supply Chain Analyst, Medline Industries, LP

Intelligent Supply Chains Through Digital Twins



RELIABLE planning data is the backbone of effective supply chain decision-making, yet fragmented information and manually managed processes can lead to excess inventory, inconsistent supplier performance, and reactive decision-making. I have led data-driven transformation initiatives focused on turning complex operational information into reliable planning intelligence.

My work includes architecting scalable data models to standardize historical and operational data, applying statistical estimation techniques to establish more reliable

planning parameters, and developing automated exception-management processes that proactively identify deviations. By integrating these capabilities into existing planning workflows, I have been able to reduce manual effort, and strengthen supply chain planning visibility.

These capabilities have also been extended beyond planning to support inventory and warehouse optimization. By connecting standardized planning intelligence with operational and product-level insights, I have identified opportunities to improve inventory positioning, reduce excess working capital, enhance supply chain responsiveness and improve supply chain disruptions management.

This work demonstrates how trusted data infrastructure and digital twin capabilities can become a strategic enabler for broader supply chain optimization. My research builds on this industry perspective by examining how digital twins, artificial intelligence, and emerging technologies can strengthen supply chain resilience and organizational adaptability.

Shavez Khan, Sr Manager – Consumer Exp, India & SE Asia, Adidas India

Scaling a 700 Cr+ eCommerce Business Through Supply Chain Transformation



DURING my tenure at Dabur India, I led eCommerce Supply Chain and Customer Operations for a ₹700 Cr+ business, across B2B, Marketplace, Quick Commerce and D2C channels. With the business scaling at ~30% YoY, the challenge was to enable rapid growth while managing volatile demand, faster replenishment cycles, inventory efficiency and consistently high service levels across multiple fulfillment models.

Managing a portfolio of 600+ SKUs across Food, Beverages, Personal Care, Home Care and Health, I redesigned the planning and replenishment framework by integrating Daily Run Rate (DRR), Stock-on-Hand (SOH), Goods-in-Transit (GIT), customer

forecasts, promotional plans and fill-rate governance into a structured S&OP and execution process. This enabled faster replenishment decisions, better inventory deployment and proactive identification of potential service and sales risks.

I also established stronger collaborative planning and operational reviews with customers and internal teams, supported by SKU prioritisation and automation of dashboards providing visibility into inventory health, service levels and execution risks. The transformation improved forecast accuracy by 25 percentage points, while helping sustain 95%+ in-stock availability and 90%+ fill rates across major customers and rapidly growing channels such as Quick Commerce.

Alongside planning improvements, I strengthened inventory allocation, dispatch planning, MOQ management, EDI enablement, return prevention and execution governance to improve service reliability while maintaining inventory and cost discipline. Together, these interventions generated approximately ₹4 Cr in annualized operational savings through better inventory planning, fulfillment efficiency, operational controls and marketplace return reduction.

Beyond optimizing existing operations, I also played a key role in establishing DaburShop.com, supporting assortment strategy, fulfillment design, operational governance,

performance visibility and partner readiness across technology, logistics and customer service.

The transformation demonstrated how planning excellence, inventory discipline and cross-functional supply chain execution can enable rapid eCommerce growth without compromising

service or operational efficiency, creating a scalable operating model capable of supporting a complex and fast-growing digital business.

Shravan Kumar S, Founder & CEO, Optinn Solutions P Ltd.

Building Scale Without Losing Specialisation



FOR me, building a supply chain consulting firm was never about chasing scale for its own sake. It was about proving that deep, specialised expertise could outperform the generalist model that dominates much of the industry. Five years on, that conviction has shaped OptInn Solutions into a 70-strong consulting team while retaining the sharp focus and practitioner-led approach that defined us from the beginning.

My path to entrepreneurship was shaped by hands-on Architect roles across multiple consulting firms, where I worked on large-scale planning and logistics transformations for global manufacturing and technology clients. Those experiences revealed a persistent gap in the market: enterprises adopting powerful supply chain platforms often struggled to find partners who combined genuine platform depth with strong domain understanding.

In 2021, I co-founded OptInn Solutions in Bengaluru

to address that gap. I deliberately built the firm around practitioners rather than generalist implementers, with an unusually high proportion of solution architects within the consulting team. This approach has helped us win marquee clients across the semiconductor, automotive and CPG sectors, including Bata, Analog Devices, Exide, Continental, onsemi and SanDisk. Today, our delivery capabilities span demand planning, S&OP, supply planning and WMS, with operations across Bengaluru, Hyderabad and Dallas, Texas.

Scaling to 70 consultants in five years has been particularly meaningful because we have achieved that growth without diluting the practitioner-first culture at the heart of OptInn.

That philosophy is rooted in my own years in the field and continues to shape how we hire, develop capabilities and work with clients. I believe sustainable growth in a talent-intensive business depends not simply on adding people, but on preserving the depth of expertise and quality of problem-solving that clients trust.

I have also driven OptInn's expansion into applied AI through ChatSCM, our in-house generative AI initiative designed to bring conversational, AI-assisted decision support to supply chain planning. For me, this represents the next evolution of consulting: combining deep domain expertise with intelligent, AI-native tools to help organisations move beyond technology implementation towards faster and more informed decision-making.

Srajan Vyas, Head – Logistics and Customer services, Beiersdorf | Nivea India

Creating a Customer-Centric Supply Chain



AS consumer buying behavior rapidly shifts from General Trade to Modern Trade, E-commerce and now Quick Commerce, supply chains are being challenged like never before. Distribution networks that were once designed for stability must now deliver speed, flexibility and real-time visibility. In this environment, organizations that proactively redesign their supply chains—not merely react to disruption—will define the next era of growth.

Over the past decade, my journey across Pidilite, Procter & Gamble and now NIVEA India has been guided by one enduring principle: 'ग्राहकः देवो भवः' Let the customer be

regarded as God. My belief is simple—when organisations consistently serve customers better, sustainable business growth naturally follows.

This philosophy has shaped my approach to supply chain transformation. Rather than viewing logistics as a transactional execution function, I see it as a strategic capability that directly influences customer experience, operational resilience and business performance. Every transformation begins by getting the fundamentals right—standardizing processes, eliminating manual interventions and building systems that are scalable, repeatable and capable of supporting future growth.

A significant part of my work has focused on digitizing logistics operations through integrated technology platforms that connect transportation, warehousing and operational governance. Across different organizations, I have contributed to building business cases for digital transformation, improving end-to-end supply chain visibility and leading the implementation of Transportation Management Systems (TMS) and Warehouse

Management Systems (WMS). These initiatives have automated transportation planning, freight benchmarking, shipment visibility, inventory management, warehouse operations and performance governance, while enabling data-driven decision-making through integrated operational dashboards.

Creating a digital-first culture—where teams instinctively seek technology-enabled solutions instead of manual workarounds—has been equally important. For me, people and culture remain the most critical enablers of sustainable transformation.

The impact has been both operational and strategic. As supply chains continue to evolve, I believe the future belongs to organizations that combine technology with strong operational fundamentals, data-driven decision-making and a relentless focus on customer success. Technology may accelerate transformation, but it is customer-centric thinking and empowered people that ultimately create enduring competitive advantage.

Suraj Poojari, Head – Supply Chain & Customer Service, Praxis Home Retail Ltd.

Accelerating Dispatch Through Smart Allocation



EFFICIENT supply chain operations depend on synchronising planning with execution, and a recurring theme in his career has been closing the gaps where the two fall out of step. Early in his career, he identified that demand allocation, warehouse dispatch, and vehicle deployment across a large branch network were operating in isolation, delaying replenishment, and eroding customer service. This was addressed by building a data-driven reconciliation framework that connected allocation planning with actual dispatch execution, giving planners daily visibility into allocated quantities, dispatched orders, and branch-wise gaps — enabling deficits to be corrected proactively rather than discovered after

the fact.

That same discipline scaled significantly during his tenure with an FMCG brand, where rapid D2C and omnichannel growth was driving up freight costs and straining profitability. He led a structured cost-optimisation program built on two fronts: consolidating fragmented shipments into fuller, more efficient loads, and repositioning inventory into regional hubs closer to demand clusters to shorten delivery distances. The result was a reduction in dispatch turnaround from seven days to three, a near-tripling of dispatch frequency, and a marked improvement in OTIF performance. Together, these initiatives delivered approximately ₹2 crore in freight savings and brought D2C freight cost down from 20% to 13.5% of sales — a direct, bottom-line improvement in supply chain profitability, achieved alongside faster deliveries and better transportation utilisation.

Across both instances, the approach has been consistent: diagnose where operational visibility or network design is creating cost or service leakage, then correct it through disciplined, low-investment process redesign. The cost-saving program stands out as the clearest demonstration of how this approach translates directly into sustained financial impact at scale.

Celerity Supply Chain Tribe Under-30 Super Stars **Young Minds, Bold Moves**



Some awards celebrate achievement. Others celebrate potential. The Celerity Supply Chain Tribe Under 30 Awards honour a rare blend of both—recognising young professionals who are already delivering transformative business impact while shaping the future of supply chain leadership.

This year's winners have demonstrated that innovation has little to do with age and everything to do with vision, execution, and the courage to challenge convention. From harnessing AI and analytics to reinventing procurement, planning, manufacturing, logistics, and customer experience, they have solved complex business challenges while creating measurable value for their organisations.

These are more than award-winning projects—they are stories of resilience, ingenuity, and leadership in action. As you turn the pages, discover the remarkable journeys of this exceptional cohort whose bold ideas and relentless pursuit of excellence are shaping the future of supply chains.

Abhishek Anil Pawar, Procurement Manager (Natural Rubber), Olam Agri

Data-Driven Procurement Intelligence



IN agricultural commodity procurement, timely and reliable market intelligence can be the difference between reacting to market movements and shaping them. Operating in Côte d'Ivoire—one of the world's largest cocoa-producing regions—presented a significant challenge due to the limited availability of structured market data, fragmented supply chains, and low visibility into crop availability across procurement zones. Without granular insights, pricing decisions remained broad-based, limiting competitiveness and reducing the effectiveness of procurement strategies.

To bridge this information gap, I designed a data-driven market intelligence framework that combined agronomic insights with real-time ground-level procurement tracking. Recognizing that crop availability is influenced by both plantation productivity and buyer activity, I developed a two-pronged survey methodology to generate actionable intelligence.

The first survey focused on plantation-level agronomic indicators, capturing critical information on crop health,

harvesting patterns, and expected yields. The second tracked procurement activity across cooperative buying points, providing visibility into raw material movement, competitive buying behaviour, and procurement density across different geographies.

To execute the initiative at scale, I deployed a network of 18 field agents using the Kobo digital survey platform, enabling real-time data collection from the ground. Survey outputs were analysed every week to estimate procurement market share by geography as well as by cooperative. These insights transformed decision-making from intuition-based to evidence-led, enabling precise pricing interventions and identifying underserved locations for expanding procurement operations through new buying points.

The intelligence framework significantly strengthened procurement effectiveness by providing an accurate view of crop availability and competitive positioning. Armed with location-specific insights, the procurement team was able to optimize sourcing strategies, improve market penetration, and make faster commercial decisions in a highly dynamic environment.

The initiative delivered measurable business impact, increasing market share by approximately 7% while reducing procurement costs by nearly USD 30 per tonne. Beyond the financial gains, it established a scalable market intelligence model that enhanced visibility, improved decision-making, and demonstrated how digital data collection and analytics can unlock competitive advantage even in some of the world's most challenging procurement markets.

Abhishek Dhanraj, Pathways Operations Manager, Amazon

Building Quality Excellence from the Ground Up



LAUNCHING a new manufacturing business is challenging; building one without an established quality management system is even more demanding. When Shyam Steel Industries diversified into the paints business, the

organization had no existing infrastructure for paint production, supplier quality management, or process control. The objective was not only to establish operations from scratch but also to create a scalable quality framework capable of supporting rapid business growth without compromising product consistency.

The complexity was amplified by the simultaneous onboarding of more than 40 raw material suppliers to support a portfolio of over 100 SKUs. Each supplier operated with different quality standards, testing methodologies, and documentation practices, making batch-to-batch consistency a significant operational risk. Without a structured quality governance model, scaling production while maintaining customer confidence would have been nearly impossible.

To address this challenge, I designed and implemented a comprehensive end-to-end vendor quality management

framework. At its core was a supplier quality scorecard that evaluated every vendor across four critical dimensions—raw material consistency, lead-time reliability, batch defect rates, and responsiveness to quality concerns. Clear qualification thresholds were established to ensure accountability, with underperforming suppliers placed on structured corrective action plans while high-performing partners were rewarded with preferential business allocation, fostering a culture of continuous improvement.

Beyond supplier governance, I built quality assurance directly into the manufacturing process by introducing stage-wise quality checkpoints covering raw material receipt, batch mixing, and finished goods inspection. Statistical Process Control (SPC) techniques were implemented to monitor process stability and minimize batch-to-batch variation. To complete the quality ecosystem, I established a closed-loop feedback mechanism that linked dealer complaints and customer returns back to supplier

performance and production process improvements, ensuring every quality issue translated into preventive action.

The impact was transformational. The integrated quality management system enabled the new division to scale confidently while maintaining consistent product quality, supporting revenue growth from USD 10 million to USD 120 million within three years. Improved supplier reliability also reduced inventory carrying costs by approximately USD 2 million per month, unlocking significant working capital efficiencies.

More importantly, the framework evolved into the permanent quality backbone of the paints division, continuing to guide supplier management and manufacturing excellence long after its initial implementation. The initiative demonstrated how a well-designed quality system can become a strategic growth enabler, laying the foundation for sustainable scale, operational discipline, and long-term business success.

Eshan Pratim Mishra, Divisional Supply Chain Manager, East (RLM), Marico Ltd.

From Planning to Performance



MY career over the past three years began at ITC, where I stepped into the world of supply chain at a moment of real inflection — as modern trade and e-commerce accelerated, demand patterns grew volatile, and the traditional, manual way of planning was starting to buckle under the pressure. Taking on all-India supply planning for a large personal care portfolio, I set out to bring order to that volatility, spearheading the implementation of Blue Yonder's Enterprise Supply Planning platform to connect demand planning, inventory optimization, and supply planning into a single, automated ecosystem. The technology itself was only half the battle — the harder part was bringing planners and cross-functional teams along, moving them from instinct-driven decisions to trusting a system-driven model. Through iterative simulations, validation cycles, and hands-on workshops, I helped build that trust, shortened planning cycles, improved fill rates meaningfully, and helped the business achieve its highest-ever production scale-up across several big categories without a single service disruption. From there, I went further upstream, redesigning ITC's inventory strategy and factory-volume allocation, identifying inefficiencies, rebalancing production across plants, and minimizing write-offs across multiple SKU

transitions through disciplined material balancing — turning planning insight into real, on-ground operational impact.

That experience — of taking a planning decision all the way through to execution — became the natural bridge into my next chapter at Marico, where I moved from designing systems to running them on the ground as Regional Logistics Manager. Here, the same instincts that had shaped supply and production planning at ITC found new expression in distribution: I owned end-to-end logistics across depots and CFAs, tightening coordination between plants, transporters, and distributors, and standardizing depot processes to strengthen compliance. I led a depot through its transition to A-grade status, optimized warehouse space based on SKU mix and seasonality, and built productivity benchmarks that brought data-driven rigor to staffing decisions across depots. I took ownership of annual budget planning for the region and kept audit readiness sharp, sustaining regulatory compliance with minimal non-conformances. I also led infrastructure expansion in remote areas prone to natural calamities, strengthening supply resilience where it mattered most, alongside broader network optimization efforts that delivered strong annual savings and stronger service in some of the business's most critical markets. Redesigning distributor inventory norms and delivery routes further lifted PDP adherence, cut credit losses, and reduced line deletions.

Seen together, the two roles tell one continuous story — of moving from digitizing and disciplining how a business plans, to operationalizing that discipline all the way through to the last mile, turning complex supply chain challenges into measurable, on-the-ground results at every stage.

Jaskaran Singh, Senior Supply Chain Analyst, McCormick & Company

Reimagining Inventory Planning Through Lead-Time Intelligence



AT Mahle Anand Filter Systems, inconsistent inventory levels across manufacturing plants had become a persistent operational challenge. Excess inventory tied up valuable working capital, while stock imbalances and planning inefficiencies impacted material availability and service performance. Inventory planning was largely manual, with limited visibility and no standardized methodology, making it difficult to respond effectively to changing demand and supplier variability.

To address this, I conceptualized and led the development of a lead-time-driven inventory optimization framework that transformed inventory planning from static assumptions to dynamic, data-driven decision-making. The objective was to establish a standardized planning model that could optimize inventory while seamlessly integrating with the organization's existing SAP MRP ecosystem.

The initiative began with a comprehensive analysis of demand patterns, material consumption, and supplier performance across the network. I benchmarked lead times for more than 25 global suppliers to establish realistic planning parameters and introduced a dynamic MIN-MAX inventory logic that accounted

for actual supplier lead times and consumption variability instead of relying on fixed inventory norms. Working closely with IT and planning teams, I embedded this intelligence directly into SAP MRP, ensuring that replenishment decisions became automated, standardized, and scalable across manufacturing locations.

Driving organizational adoption was equally critical. I led cross-functional workshops with procurement, planning, and plant teams to build alignment around the new methodology and address resistance to change. The framework was first piloted in a single plant, where assumptions were validated and refined before being rolled out in phases across four manufacturing facilities. To sustain performance, I established governance mechanisms through regular audits and planning dashboards that monitored inventory health, planning accuracy, and compliance with the new standards.

The results demonstrated the value of combining analytical rigor with operational execution. The initiative delivered a 15% reduction in overall inventory costs, a 14% reduction in inventory days, and a 15% decrease in excess inventory, significantly improving working capital utilization. Material planning accuracy improved by 20%, while better inventory visibility enhanced service levels and reduced stock-out risks across plants.

Beyond the measurable savings, the project fundamentally transformed inventory management from a fragmented, experience-driven process into a standardized, intelligence-led planning system. By integrating advanced planning logic within existing SAP capabilities, the initiative created a scalable foundation for sustainable operational excellence, enabling the organization to improve profitability, strengthen supply chain resilience, and make faster, data-backed planning decisions.

Jasmine Kaur, Manager, Ernst & Young India

Scaling Smarter Demand Planning with AI



In today's fast-moving retail environment, effective demand planning depends on the ability to translate fragmented data into timely, actionable insights. The organization faced significant challenges from disconnected retailer-level demand signals, extensive manual planning effort, and static forecasting approaches that struggled to keep pace with changing market dynamics. These constraints led to slower decision-making, limited planner capacity, and inconsistent On-Shelf Availability (OSA), ultimately impacting business performance.

To address these challenges, I co-conceptualized an AI/ML-driven collaborative demand planning platform designed to transform demand planning from a largely manual,

data-consolidation exercise into a more proactive, insight-led decision-making process. As the Product Owner, I translated complex business challenges into scalable AI use cases, shaped the product vision and roadmap, and aligned technology capabilities with evolving operational and commercial needs.

Recognizing that successful AI adoption would depend as much on trust as technical accuracy, I established a human-in-the-loop approach that positioned AI as an enabler of planner expertise rather than a replacement for it. Planners could validate, refine, and contextualize AI-generated recommendations before execution, creating the right balance between automation and business judgment. This approach helped build confidence in AI-driven decision-making while accelerating adoption across planning teams.

I led the design and end-to-end delivery of a cloud-based solution that integrated demand signals from multiple systems into a unified view of demand, enabling AI-generated forecasts and recommendations to flow directly into day-to-

day planning processes. Beyond product delivery, I drove cross-functional stakeholder alignment, delivery governance, global rollout coordination, and change management, ensuring that the solution was adopted effectively across multiple markets and that the organization was prepared for a broader digital transformation.

The initiative transformed the role of planners by reducing reliance on manual data consolidation and enabling greater focus on strategic decision-making and exception management. The solution delivered significant improvements in planner productivity, contributed to measurable gains in On-Shelf Availability, and generated incremental sales from the first quarter of implementation. More importantly, the platform evolved beyond a single-market solution into a scalable blueprint for collaborative, AI-enabled demand planning, providing a repeatable model for deployment across global operations.

Jaspreet Kaur, India Trade Operations Lead, J&J Innovative Medicine

Transforming Import Visibility Through Zero-Touch Automation



WE developed a fully automated, zero-touch import tracking solution to address fragmented shipment visibility and manual coordination challenges across multiple logistics partners. By leveraging

existing digital tools, email-based shipment updates were automatically captured, standardised, and consolidated into a single source of truth. A real-time dashboard was created to provide end-to-end visibility of import operations, enabling proactive monitoring of shipment status, bottlenecks, and key performance indicators. Automated alerts notified stakeholders of potential delays and KPI breaches, allowing timely intervention and faster decision-making. The solution eliminated manual tracking activities, achieved a 100% zero-touch process, improved operational control and collaboration, and enhanced service reliability, all without requiring additional infrastructure investment. The initiative demonstrates the power of digital innovation and automation in transforming complex operational processes into scalable, efficient, and data-driven solutions.

Sitar Joshi, Sr Manager – Procurement (Commodities), Nestle India Ltd.

Enabling Innovation Through Agile Procurement

AS our businesses continued to navigate the aftermath of the unprecedented commodity volatility of 2022, procurement emerged as a strategic enabler in transforming ambitious product concepts into market-ready launches. With new product development (NPD) becoming a key growth driver, the challenge extended beyond sourcing ingredients; it demanded the creation of entirely new, compliant, and resilient supply chains capable of supporting aggressive launch timelines.

Many of the required raw materials were niche and subject

to stringent quality and sustainability requirements. These challenges were further compounded by minimum order quantity (MOQ) constraints, the absence of established supplier ecosystems, and the need to balance speed with commercial viability.

To address this, I partnered closely with Business Units, R&D, Quality, and Supplier Development teams to design fit-for-purpose sourcing models tailored to each innovation. By conducting detailed assessments of material value chains, nutritional profiles, supplier capabilities, and processing



technologies, I helped establish scalable sourcing frameworks that ensured both quality and agility.

One of the key milestones was developing compliant groundnut and sunflower oil value chains that met stringent food safety requirements across the Foods and OOH business verticals. This involved introducing enhanced processing

controls and best practices across both the upstream and downstream value chains.

For one of the new launches (Besan Noodles), we worked on designing a traceable roasted besan flour value chain through chickpea sourcing supported by sustainability interventions at the farm level. Additionally, I built a millet sourcing ecosystem for Millet Noodles and Breakfast Cereals, from concept to industrial feasibility, by integrating multiple cost-efficient origins into a standardized blending model, delivering consistency, cost optimization, and manufacturing efficiency.

These initiatives successfully enabled the commercialization of six new product launches within record timelines. More importantly, they demonstrated how procurement can move beyond cost management to become a catalyst for innovation, building resilient, compliant, future-ready value chains that accelerate speed-to-market while safeguarding profitability and enabling topline growth.

Umesh Sarvaiya, Manager Supply Chain, ThermoFisher Scientific

Driving Delivery Excellence Through PDCA Transformation



In life sciences, reliable product delivery is more than an operational metric—it is critical to customer confidence, laboratory continuity, and business growth. Recognizing recurring delivery-quality challenges, I led a structured transformation to move the organization from reactive problem-solving to a proactive, prevention-driven model.

Using the Plan-Do-Check-Act (PDCA) methodology, I led a comprehensive review of customer complaints, AS-IS process mapping, and Why-Why root cause analysis to identify systemic gaps across logistics, packaging, product readiness, and delivery execution. These insights shaped a operating model built around standardization, ownership, and prevention.

I established a robust governance framework through clearly

- ❖ Defined SOPs
- ❖ RACI matrices
- ❖ Standardized workflows, creating greater accountability

across the fulfilment journey. To strengthen product readiness, I introduced 100% Pre-Delivery Inspection (PDI) for high-risk products and subsequently expanded the approach across the broader business unit. Packaging standards were also enhanced to improve product protection during transit and minimize avoidable delivery failures.

The transformation delivered measurable results within single quarter:

- ❖ Dead on Arrival (DOA) complaints declined by 30%,
- ❖ Complaint value reduced by 23%
- ❖ Freight costs decreased by 40% through more disciplined and reliable delivery execution. The improvement in operational consistency also contributed to stronger customer confidence and increased Net Promoter Scores.

Beyond the immediate performance gains, the initiative helped restore customer trust and unlock new business opportunities. More importantly, it established a scalable and repeatable delivery-quality framework, embedding continuous improvement into the supply chain rather than treating quality as a post-delivery corrective action.

I strongly believe that sustainable supply chain excellence is achieved when data-driven problem solving, process discipline, and customer-centricity come together to prevent problems before they reach the customer.



EXEMPLARY BY DESIGN. EXCEPTIONAL BY IMPACT.

Supply chain excellence is rarely the result of a single initiative. It is shaped by the ability to see complexity differently, challenge established ways of working and turn transformation into meaningful business impact. The organisations featured here embody that approach. Recognised as winners of the Exemplary Supply Chains Enterprise Awards, they have each taken on a distinct business challenge and responded with a combination of strategic thinking, operational rigour, innovation and technology.

What sets these journeys apart is not simply what was transformed, but the value that transformation created. By elevating supply chain from a transactional function to a strategic business capability, these organisations have unlocked greater agility, resilience, efficiency and competitive advantage. These are stories of ideas put into action, challenges turned into opportunities and supply chains designed not just to perform—but to make a difference.

PROJECT ASCEND:

Planning Built for Scale

In today's pharmaceutical landscape, planning is the cornerstone of supply chain performance, synchronising demand, manufacturing, inventory, and service to ensure uninterrupted patient access.



OPERATING in a dynamic global environment requires pharmaceutical supply chains to balance reliability, agility and resilience. As business complexity increased across markets, products and manufacturing networks, Cipla recognised the need to further strengthen planning capabilities, improve end-to-end visibility and enhance responsiveness to evolving demand and supply conditions. Forecast variability, supply disruptions and changing market requirements reinforced the importance of a more integrated planning approach.

BUILDING A UNIFIED PLANNING FRAMEWORK

Project ASCEND was launched to build a more connected and future-ready planning organisation. This was strategic supply chain transformation initiative aimed at deepening the adoption of SAP Integrated Business Planning module across geographies and strengthening

master data foundations. Its AI-enabled demand planning capabilities encompassing best-fit model selection, outlier correction, time-series analysis, and segmentation have enabled low-touch, data-driven forecasting, significantly enhancing forecast accuracy, consistency, and reliability

EMBEDDING GOVERNANCE AND PLANNING DISCIPLINE

A core pillar of ASCEND was the establishment of a structured planning governance model. Clearly defined planning forums, decision rights and review mechanisms helped create greater alignment between commercial, manufacturing and supply chain teams.

STAYING AHEAD OF SUPPLY RISKS

To strengthen supply resilience, ASCEND introduced proactive risk identification and structured issue resolution practices, 'structured cross-functional risk review

forum'. Through this, cross-functional teams were able to identify potential constraints earlier, evaluate options and coordinate mitigation actions. This enhanced the organisation's ability to respond to uncertainty while maintaining continuity of supply.

CREATING A FUTURE-READY PLANNING ORGANISATION

Beyond process improvement, ASCEND represents a broader transformation of planning as a strategic capability. By combining process harmonisation, governance, capability building and digital enablement, Cipla has created a stronger foundation for scalable growth, improved organisational agility and a more resilient supply chain prepared for future challenges.

LESS IS MORE

In manufacturing, complexity often builds gradually until it begins to undermine efficiency, agility and cost competitiveness. Faced with an expanding portfolio of raw-material SKUs across its two manufacturing plants, **Casa Cans** recognised the need to simplify its material ecosystem through a structured standardisation initiative. By bringing procurement, operations, quality and warehouse teams together, the company transformed SKU rationalisation into a strategic lever for operational excellence, creating a leaner, more efficient and resilient supply chain.



FOR manufacturers, complexity is often an invisible cost. Every additional SKU may appear insignificant in isolation, but multiplied across procurement, warehousing, production, quality assurance and inventory management, it can quietly erode efficiency, consume working capital and increase operational risk. Casa Cans recognised that this hidden complexity had reached a tipping point. Across its two manufacturing facilities, an expanding portfolio of raw-material SKUs was driving higher inventory levels, reducing warehouse efficiency and creating unnecessary operational challenges. Rather than treating the issue as merely an inventory exercise, the organisation viewed it as an opportunity to fundamentally simplify

its supply chain.

The challenge was far greater than reducing stock codes. It demanded a careful balance between technical performance, product quality, procurement economics and operational continuity. The objective was clear—to create a leaner, more standardised material portfolio capable of supporting growth while improving cost competitiveness and strengthening supply chain resilience.

The first step was to understand where complexity was originating. Detailed analysis revealed that several categories of raw materials—including inks, coatings and base coats—were being sourced in multiple variants from different suppliers despite serving identical or highly similar applications.

One of the most striking examples was the white base coat, which was being procured from three separate suppliers across the two plants.

While this multi-supplier approach had evolved over time to address local requirements and historical purchasing decisions, it had gradually created fragmented procurement volumes, inconsistent material performance and a significant increase in inventory carrying costs. Multiple variants meant additional storage locations, more stock transactions, greater planning effort and higher chances of manual errors during material handling, issuing and inventory reconciliation. The warehouse was carrying more inventory than necessary, locking up valuable working capital while reducing space available for future

operational expansion.

ONE TEAM, ONE STANDARD

Recognising that no single function could solve the problem independently, Casa Cans established a cross-functional task force bringing together Operations, Warehouse, Quality and Supply Chain teams. Rather than focusing purely on procurement cost, the team adopted a holistic approach that evaluated materials from technical, commercial and operational perspectives.

The project began with extensive mapping of material usage patterns across both plants. Consumption volumes, supplier performance, inventory levels and production requirements were analysed to identify opportunities for consolidation. Each material category was examined to determine whether standardisation could be achieved without compromising manufacturing performance or product quality.

Instead of making decisions based solely on purchase price, the Operations team carried out structured production trials to compare available material variants under real manufacturing conditions. Every option was assessed on critical operational parameters including material consumption per can, process stability, application efficiency and manufacturing consistency.

This scientific evaluation revealed that certain materials consistently delivered lower consumption rates while maintaining superior process performance. The team looked beyond unit price and focused on the total cost per finished can, recognising that lower material consumption generated significantly greater value than marginal differences in procurement cost.

SIMPLIFYING WITHOUT COMPROMISING

Once the operational evaluation was completed, the Quality team conducted comprehensive validation to ensure that the shortlisted materials consistently met internal quality standards, customer specifications and long-term production requirements. Only after technical approval and quality verification were completed did the organisation move towards standardisation.

With confidence established

across both technical and commercial parameters, the selected materials were standardised across both manufacturing facilities. The rationalisation significantly reduced the number of raw-material variants being managed within the supply chain, simplifying procurement, inventory management and warehouse operations.

By consolidating demand into fewer approved SKUs, procurement volumes increased substantially for selected suppliers. This created significantly stronger commercial leverage during supplier negotiations. With larger and more predictable offtake commitments, the Supply Chain team successfully renegotiated pricing, generating meaningful procurement savings while strengthening long-term supplier partnerships.

Beyond commercial benefits, the initiative established greater consistency across both manufacturing facilities. Standardised materials reduced process variability, improved operational stability and created a common platform for future production planning. What began as an inventory optimisation exercise evolved into an enterprise-wide standardisation programme that aligned technical, operational and commercial priorities.

FROM BETTER WAREHOUSES TO BETTER BUSINESS

Warehouse operations became considerably more efficient. Fewer material variants translated into simpler storage layouts, better utilisation of warehouse space and easier inventory management. Material identification became more straightforward, reducing the likelihood of picking errors, stock discrepancies and incorrect material issuance. Inventory counting activities became faster and more accurate, while system transactions were simplified through a leaner material master.

The simplification also improved execution for warehouse teams. Reduced SKU proliferation meant fewer storage locations to monitor, less administrative effort in inventory control and improved visibility across stock movements. Planning teams similarly benefited from better demand visibility and forecasting accuracy, enabling more effective

replenishment decisions while reducing excess stock without affecting production continuity.

Perhaps most importantly, the initiative fundamentally changed the organisation's approach towards procurement. Rather than functioning as a transactional buying activity, procurement became an integrated business function combining operational expertise, technical validation and commercial strategy. Supplier selection shifted from historical preference to measurable performance, with data-driven decision-making guiding every stage of the evaluation process.

A BLUEPRINT FOR SUSTAINABLE VALUE

The structured methodology developed during the project also created a repeatable framework for future material rationalisation exercises. New materials could now be evaluated through a consistent process involving operational trials, quality validation and commercial assessment before being introduced into the supply chain, significantly reducing the risk of uncontrolled SKU proliferation over time.

The initiative delivered savings of approximately ₹3 crore through SKU rationalisation, material standardisation and improved supplier negotiations. Equally valuable were the long-term operational gains achieved through lower inventory carrying costs, improved warehouse utilisation, stronger process discipline, enhanced planning accuracy and reduced execution risk. These improvements strengthened the company's ability to scale efficiently while maintaining consistency across both plants.

What makes this initiative particularly noteworthy is that its success did not rely on major capital investment or technology deployment. Instead, it demonstrated how disciplined collaboration, technical rigour and supply chain integration can unlock substantial value from existing operations. By replacing fragmented decision-making with structured cross-functional governance, Casa Cans transformed complexity into competitive advantage.

SUPPLY CHAIN UNDER SIEGE

Geopolitical disruptions test far more than logistics—they test an organisation's ability to anticipate risk, adapt at speed and protect business continuity. When tensions between the United States and Iran disrupted one of the world's most critical petrochemical trade corridors, **Deepak Phenolics** faced an immediate threat to the uninterrupted availability of Propylene, a vital raw material for its manufacturing operations. Through decisive planning, agile execution and end-to-end supply chain coordination, the company not only ensured uninterrupted production but also built a stronger, more resilient operating model capable of navigating future disruptions.



PROPYLENE is the lifeblood of Deepak Phenolics' manufacturing operations. As a critical feedstock, its uninterrupted availability directly influences production continuity, customer fulfilment and commercial performance. Even short-term disruptions can ripple across the manufacturing value chain, affecting operational efficiency, delivery commitments and profitability.

This dependence came under unprecedented pressure during the geopolitical tensions between the United States and Iran. As uncertainty escalated across the Middle East, the Strait of Hormuz—one of the world's busiest energy and petrochemical

shipping corridors—became increasingly vulnerable. Vessel movements slowed, freight costs fluctuated, transit reliability deteriorated and supply risks intensified almost overnight.

For Deepak Phenolics, the implications extended well beyond delayed shipments. The organisation faced the possibility of production interruptions, inventory shortages and customer service failures at a time when market volatility was already high. Conventional sourcing models offered little flexibility, while alternate international supply options were both limited and time consuming to activate.

The challenge was further complicated by longer transportation lead times, rapidly changing logistics

conditions and the need to maintain strict safety and regulatory compliance throughout emergency operations. Every delay narrowed the decision-making window, demanding constant coordination between procurement, logistics, manufacturing, commercial teams, transport partners and suppliers.

The situation called for more than contingency planning. It required the supply chain to become a strategic risk management function capable of anticipating disruption, responding dynamically and safeguarding business continuity under extraordinary circumstances.

THE STRATEGY

Rather than waiting for disruptions to

impact operations, Deepak Phenolics adopted a proactive response centred on resilience, agility and end-to-end visibility. The first strategic decision was to reduce dependence on vulnerable import corridors. Alternate domestic sourcing locations were identified, evaluated and activated at speed, diversifying the procurement network while significantly reducing exposure to geopolitical uncertainty. This provided the organisation with greater flexibility to sustain inbound material flows even as international logistics remained volatile.

Logistics planning underwent an equally significant transformation. Instead of relying on conventional transportation schedules, the team introduced a dynamic route-based execution model where shipment priorities, routing decisions and transportation plans were continuously reviewed based on real-time developments. This enabled faster course corrections whenever disruptions emerged and ensured that logistics decisions reflected evolving ground realities rather than historical assumptions.

To orchestrate these activities, a dedicated 24x7 Logistics Control Tower was established. Acting as the central command centre, it provided continuous visibility into supplier dispatches, in-transit shipments, warehouse inventories, transportation movements and plant consumption patterns. The ability to monitor every critical supply chain parameter in real time allowed teams to identify potential risks early and intervene before they affected production.

Inventory planning also shifted from traditional replenishment practices to a structured risk-based approach. Strategic buffer stocks were carefully calibrated to protect manufacturing operations while avoiding unnecessary inventory build-up. The objective was not to hold more inventory, but to hold smarter inventory aligned with evolving risk scenarios.

Cross-functional collaboration became the defining strength of the initiative. Procurement teams worked closely with commercial functions to secure alternate supplies, logistics teams synchronised continuously with transport partners, warehouse

operations maintained inventory visibility and manufacturing teams aligned consumption planning with inbound material availability. Structured review meetings and rapid escalation mechanisms ensured that critical operational decisions could be taken within hours instead of days.

Despite the accelerated pace of execution, safety remained non-negotiable. Every sourcing, transportation and inventory decision adhered to established compliance protocols, demonstrating that operational speed and governance can coexist even during crisis management.

THE IMPACT

The initiative successfully insulated Deepak Phenolics from one of the most significant geopolitical supply chain disruptions in recent years. Most importantly, the organisation maintained 100% production continuity, avoiding plant shutdowns and ensuring uninterrupted customer deliveries despite severe volatility across global petrochemical logistics.

More than 85,000 MT of Propylene was successfully secured and transported through alternate sourcing arrangements and optimised logistics execution. Dynamic transportation planning reduced transit delays by nearly 20%, significantly improving supply reliability during a period marked by widespread uncertainty.

Operational efficiency improved across multiple dimensions. Vehicle turnaround time increased by approximately 15%, enabling better fleet utilisation and faster movement of critical raw materials. Improved logistics coordination also reduced emergency freight and detention-related expenses by 12–15%, delivering measurable cost efficiencies even while operating under crisis conditions.

The introduction of risk-based inventory management enabled the organisation to consistently maintain 10–12 days of strategic inventory cover, providing an effective cushion against supply disruptions. At the same time, better inventory optimisation reduced excess stock holding by nearly 10%, demonstrating that resilience need not come at the expense of working capital

efficiency.

Equally significant was the organisation's safety performance. Despite the complexities of emergency logistics execution, the initiative recorded zero major safety incidents, reflecting disciplined operational governance throughout the disruption.

Beyond the operational metrics, the financial impact was substantial. By preventing production losses, safeguarding customer commitments and maintaining uninterrupted manufacturing, the initiative protected significant revenue while strengthening customer confidence during an exceptionally volatile period.

THE LEGACY

While the immediate objective was to secure uninterrupted Propylene supply, the initiative ultimately reshaped Deepak Phenolics' approach to supply chain risk management.

Capabilities that were introduced as crisis response measures—including diversified sourcing, real-time visibility, dynamic transportation planning, structured governance and rapid decision-making—have since become embedded within the organisation's operating model. The supply chain evolved from a transactional logistics function into a strategic capability focused on anticipating disruption rather than merely responding to it.

Perhaps the most enduring outcome was cultural. The initiative reinforced the value of collaboration across procurement, logistics, manufacturing, commercial operations and external partners, proving that resilience is built through collective execution rather than isolated functional excellence.

In an environment where geopolitical uncertainty is increasingly becoming a business reality, Deepak Phenolics demonstrated that resilience is not defined by the absence of disruption but by the ability to continue delivering despite it. By transforming a global supply crisis into an opportunity to strengthen operational capability, the organisation established a benchmark for agile, future-ready supply chain leadership—one that continues to shape how it prepares for the uncertainties of tomorrow.

REDESIGNING THE NETWORK,

Reinventing Performance

Johnson & Johnson Innovative Medicine India has strengthened its distribution network into a leaner, more agile and future-ready operating model. Through strategic redesign, data-led decision-making and disciplined execution, the organisation has enhanced supply chain resilience while protecting customer service and enabling sustainable business growth.



IN healthcare, supply chain performance is directly linked to business continuity, customer confidence and availability of medicines for patients when and where they need them. The organisation needed a distribution model that could support evolving business needs while remaining compliant, responsive and resilient.

The existing network had evolved over time and had become increasingly complex. While it had served the business well in the past, future growth required a simplified, scalable and more efficient operating structure.

The opportunity was to move beyond incremental improvement and create a network that could deliver stronger performance, greater agility and improved readiness for future market requirements.

The challenge was to execute this transformation without disrupting operations. The programme required strong governance, cross-functional alignment and careful risk management to ensure service continuity throughout the journey.

THE SOLUTION

The organisation launched a structured network optimisation programme focused on building a more efficient, scalable and future-ready distribution model.

A cross-functional team brought together operational expertise, business insights and external perspective to shape a balanced and practical transformation roadmap.

Data and analytics were used to evaluate network options, test scenarios

and guide decisions. This ensured that the future model was based on business needs, customer reach, operational efficiency and long-term scalability.

The redesign was supported by benchmarking and best-practice thinking, helping ensure that the new operating model addressed current opportunities while preparing the organisation for future growth.

Strong governance enabled clear decision-making, structured execution and proactive risk management across the transformation.

Implementation was approached in a disciplined and phased manner, allowing the organisation to validate changes, incorporate learnings and maintain operational stability.

The programme demonstrated how disciplined planning, collaboration and

analytics-led execution can modernise a critical business capability without compromising service reliability.

THE IMPACT

The programme has delivered meaningful business value by strengthening efficiency, resilience and service continuity.

It has created a more agile and scalable supply chain platform, enabling the business to respond more effectively to changing market requirements.

The initiative has also simplified operations, improved governance and strengthened the organisation's ability

to manage complexity with greater confidence.

Beyond operational benefits, the transformation has reinforced a culture of collaboration, disciplined execution and continuous improvement.

Most importantly, customer service remained protected throughout the transformation, demonstrating that strategic change can be delivered without compromising business continuity.

The journey continues as Johnson & Johnson Innovative Medicine India further advances its network agenda and builds stronger supply chain readiness

for the future.

This transformation reflects more than network optimisation; it represents a strategic shift in how the organisation enables growth, resilience and customer trust. By combining data-driven thinking, cross-functional collaboration and disciplined execution, Johnson & Johnson Innovative Medicine India has created a future-ready supply chain model that supports business priorities today while preparing for the opportunities of tomorrow.

FROM FRAGMENTED FREIGHT TO Intelligent Flow

Enterprise freight is no longer defined by the movement of goods alone—it is defined by the quality of decisions made across the logistics lifecycle. As supply chains become increasingly complex, optimising isolated functions is no longer enough. Recognising this shift, **Pando** reimagined freight management through a unified operating architecture that seamlessly connects every stage of the freight lifecycle, enabling enterprises to replace fragmented execution with intelligent, end-to-end orchestration.



ENTERPRISE logistics has long been constrained by fragmented technology. Most logistics platforms solve one challenge at a time—procurement, planning, visibility or invoicing—and gradually expand by adding adjacent capabilities. While each module delivers value independently, the absence of a unified architecture leaves enterprises managing disconnected data, delayed decisions and reactive operations.

Pando challenged this convention with a fundamentally different vision. Instead of building individual applications and integrating them over time, it was conceived as a unified freight operating platform from day one. Built on the belief that freight cannot be optimised in silos, the platform seamlessly connects procurement, planning, execution, visibility, audit and settlement into a single intelligent decision layer. Every logistics decision informs the next, enabling enterprises to operate with greater speed, control and confidence.

This philosophy was put to the test when one of India's leading AlcoBev enterprises selected Pando as its single freight operating platform across its manufacturing plants, depots and distribution network.

The organisation managed an extensive freight network spanning multiple plants, warehouses and distribution points. Yet every logistics function operated independently. Procurement teams negotiated carrier contracts that execution teams struggled to enforce consistently. Dispatch planning relied heavily on manual judgement and disconnected systems. Shipment visibility depended on multiple stakeholders, spreadsheets and constant follow-ups, while invoice verification remained labour-intensive, often stretching settlements over several weeks.

Although every team performed its individual role effectively, there was no unified operational view. Procurement operated on one set of data, execution on another, and finance on yet another. Exceptions were identified only after costs had already been incurred, while settlement delays created inefficiencies that rippled across the business. Freight data remained scattered across

functions, making proactive decision-making nearly impossible. The logistics network existed, but nobody could see—or manage—it—as one connected system. The consequence was a freight operation that spent more time reacting to issues than preventing them.

THE SOLUTION

Rather than deploying individual modules, Pando implemented its complete end-to-end freight operating architecture. The platform established a unified decision layer spanning the entire freight lifecycle—Procure, Plan, Execute, Audit and Pay. Every function operated on the same contracts, shared data model and real-time operational context, creating a single source of truth across the enterprise.

Freight procurement was transformed through digital RFQs and AI-powered rate benchmarking, enabling competitive carrier sourcing while ensuring negotiated contracts remained enforceable during execution. Planning became intelligence-led through AI-driven load optimisation, automated dispatch planning and route optimisation, reducing manual interventions while improving asset utilisation and operational consistency.

Execution gained complete visibility. Every shipment across factories, depots and warehouses could be monitored through a single control layer with real-time tracking and automated exception management. Instead of chasing every shipment manually, operations teams focused only on exceptions that genuinely required intervention, improving responsiveness while reducing operational effort.

The final step closed the financial loop. Automated four-way invoice matching reconciled contracts, shipment data, electronic proof of delivery and invoices without manual verification. Audit accuracy improved dramatically, payment cycles accelerated and reconciliation effort was virtually eliminated.

For the first time, procurement decisions were directly linked to execution outcomes, deliveries seamlessly connected to settlements, and operational exceptions surfaced the moment they occurred rather than weeks later during financial reconciliation. Every stage of freight management

now operated from a shared intelligence layer, enabling faster decisions, stronger governance and continuous optimisation. Pando's founding philosophy had become operational reality—not a collection of connected modules, but a single architecture designed to optimise freight end-to-end.

BUSINESS IMPACT

The transformation fundamentally changed how the organisation managed freight. A fragmented, manually intensive logistics function evolved into a connected, intelligence-driven operating model where every stakeholder worked from the same operational truth and decisions became proactive rather than reactive. The transformation delivered clear operational improvements across procurement, planning, execution and settlement.

These outcomes were not isolated efficiency gains. They reflected the power of an integrated operating architecture where every logistics decision strengthened the next, creating cumulative value across the freight lifecycle. What changed was not merely a set of performance metrics, but the very way the enterprise planned, executed and governed freight.

PROVEN AT SCALE

The AlcoBev transformation is not an isolated success. The same architecture has consistently delivered measurable outcomes across complex supply chain environments.

One of India's largest lubricant manufacturers—with a 20% market share across automotive and industrial segments—manages a highly complex logistics network spanning its manufacturing and distribution operations.

Before Pando, freight planning depended on manual coordination, hazardous goods movement relied on a limited pool of certified carriers, shipment visibility remained fragmented, and invoice audits were slow, error-prone and compliance-intensive. Carrier, driver and vehicle compliance checks were inconsistent, often leading to penalties, transit delays and hidden operational costs.

By deploying Pando's unified freight

operating platform, the organisation digitised and automated the freight lifecycle end-to-end. AI-driven truck recommendations, intelligent order bundling, automated route optimisation, multi-pickup and multi-drop planning, real-time shipment visibility and automated invoice reconciliation transformed both operational execution and financial governance.

- ❖ 10% reduction in freight costs through AI-led rate benchmarking and digital procurement across more than 100,000 freight lanes.
- ❖ 100% invoice audit accuracy through automated four-way matching of contracts, shipment data, ePODs and invoices.
- ❖ 70% reduction in invoice processing cycle times, accelerating settlements while eliminating manual reconciliation.
- ❖ 20% improvement in working capital through faster invoice closure and streamlined payment workflows.
- ❖ An additional 3–5% year-on-

year logistics savings driven by continuous lane benchmarking, carrier performance optimisation and network intelligence.

These implementations reinforce a simple but powerful truth: enterprise logistics transformation cannot be achieved by optimising individual processes. It requires reimagining the operating architecture itself.

REDEFINING THE FUTURE OF ENTERPRISE FREIGHT

Pando's innovation lies not in automating individual logistics functions, but in fundamentally redesigning how enterprise freight operates. By connecting procurement, planning, execution, visibility, audit and settlement through a single intelligent architecture, it enables enterprises to move from fragmented, reactive operations to connected, data-driven decision-making. The success of the AlcoBev transformation—reinforced by similar outcomes across leading enterprises—demonstrates that this is

far more than a technology deployment. It represents a new operating model for enterprise freight, one that consistently delivers measurable improvements in cost, agility, governance and working capital.

Today, Pando powers 100+ enterprise implementations across 15+ industries in 20+ countries. This scale reflects an architecture built to scale, adapt and deliver sustained value across diverse industries and increasingly complex logistics networks.

By proving that meaningful logistics transformation comes not from digitising isolated functions but from redesigning the freight operating model itself, Pando has established a new benchmark for enterprise freight management. More than a technology platform, it represents a new blueprint for intelligent, connected and resilient freight operations—one that is shaping the future of enterprise logistics.

A BLUEPRINT FOR INTELLIGENT Pharmaceutical Distribution

In pharmaceutical supply chains, the final mile is where operational excellence is truly tested. Every shipment represents a commitment to maintain product integrity, meet regulatory expectations and ensure that critical medicines reach customers and patients safely. As pharmaceutical distribution continues to evolve with increasing temperature-sensitive therapies, expanding geographical requirements, higher compliance expectations and growing sustainability priorities, **PharmaPoint Group** recognised the need to move beyond traditional distribution practices. The objective was clear: Build a supply chain model that combines technology, operational agility and strong process discipline to deliver consistent performance at scale.

THE pharmaceutical logistics environment presents unique challenges. Maintaining the required temperature conditions across diverse Indian geographies, particularly under varying climatic conditions, requires robust

processes, reliable infrastructure and continuous monitoring. At the same time, increasing regulatory scrutiny has created the need for stronger documentation, traceability and visibility across the entire distribution journey. Traditional approaches also created

challenges around inventory planning. Balancing product availability with inventory efficiency required better forecasting capabilities and a more data-driven approach to demand management. For PharmaPoint, the challenge was not limited to transporting medicines safely,



it was about creating an integrated operating model that could balance quality, compliance, sustainability and business efficiency.

BUILDING AN INTELLIGENT COLD CHAIN ECOSYSTEM

Recognising that individual improvements would not be sufficient, PharmaPoint embarked on a comprehensive transformation programme focused on strengthening three critical areas: packaging innovation, digital visibility and smarter inventory management.

STRENGTHENING COLD CHAIN RELIABILITY THROUGH INNOVATION

Temperature-controlled distribution requires solutions that can provide consistent performance while supporting sustainability objectives. PharmaPoint adopted advanced packaging solutions, including Phase Change Material (PCM)-based insulated shippers, to strengthen temperature management capabilities and reduce dependence on conventional packaging methods. These innovations supported improved thermal performance while aligning with the organisation's focus on more responsible and sustainable distribution practices.

Creating Greater Visibility Through Digital Enablement

Visibility is the foundation of a responsive supply chain. Through digital monitoring capabilities and IoT-enabled solutions, PharmaPoint enhanced its ability to track critical shipment parameters, identify exceptions and take timely corrective actions. This transition enabled a shift from reactive management to a more proactive approach, allowing teams to make faster and better-informed decisions while strengthening product integrity throughout the distribution journey.

IMPROVING PLANNING THROUGH DATA-LED INTELLIGENCE

Inventory optimisation was another important focus area of the transformation. By leveraging analytics, historical consumption patterns, regional demand insights and supply trends, PharmaPoint strengthened its forecasting and planning processes. This helped improve inventory positioning, support product availability and reduce inefficiencies associated with traditional planning approaches.

COLLABORATION THAT MADE TRANSFORMATION POSSIBLE

Technology was an important enabler, but the success of the transformation was driven by people and collaboration. Teams across Supply Chain, Quality, Technology, Procurement and

Commercial functions worked together to redesign processes, address operational challenges and create solutions that could be effectively implemented across the network. PharmaPoint also worked closely with logistics partners and service providers to ensure alignment across the broader supply chain ecosystem. The implementation followed a structured approach, with pilots and continuous improvements helping refine processes before wider adoption. This collaborative model ensured that transformation was not limited to systems and tools, but became embedded into the organisation's way of working.

DELIVERING MEASURABLE BUSINESS IMPACT

The integrated transformation has strengthened PharmaPoint's distribution capabilities across multiple dimensions. Improved visibility has enhanced operational control and enabled faster response to potential disruptions. Better planning practices have supported improved inventory management and greater supply chain efficiency. Sustainable packaging initiatives have contributed towards reducing waste while maintaining the highest standards of product protection.

The initiatives have also supported improvements in:

- ❖ Cold chain reliability and compliance management

- ❖ Inventory optimisation and operational efficiency
 - ❖ Shipment visibility and traceability
 - ❖ Sustainable distribution practices
 - ❖ 35% reduction in non-biodegradable packaging waste
 - ❖ 18% reduction in working capital
 - ❖ 35% decrease in packaging waste
 - ❖ 99%+ service level achievement
 - ❖ 100% real-time visibility of every dispatch
 - ❖ Immediate batch-level traceability for recalls
 - ❖ 100% audit-ready digital compliance documentation
- Most importantly, these

improvements have been achieved while maintaining PharmaPoint's commitment to service excellence and ensuring that customer and patient needs remain at the centre of every decision.

CREATING A FUTURE-READY DISTRIBUTION MODEL

The transformation represents more than an operational improvement; it represents a fundamental shift in how pharmaceutical distribution can be managed. By combining technology, data-driven decision-making, sustainable practices and cross-functional collaboration, PharmaPoint has created a

scalable framework designed to support future growth and evolving healthcare requirements.

The journey continues as PharmaPoint explores new opportunities to further enhance digital capabilities, strengthen operational resilience and deliver greater value across the healthcare ecosystem. Because in pharmaceutical distribution, excellence is not only measured by moving products efficiently, it is measured by the confidence that every medicine reaches where it is needed, safely and reliably.



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