



Presents



SUPPLY CHAIN & LOGISTICS CONCLAVE 2026
5TH EDITION

Co-Powered by



FROM CONTROL TOWERS TO DECISION ENGINES

INDIA'S NEXT LEAP IN SUPPLY CHAIN INTELLIGENCE

BS MARKETING INITIATIVE

SHAPING THE NEXT GENERATION OF SUPPLY CHAIN EXCELLENCE

> *The 5th edition of Team Marksmen Network's Supply Chain & Logistics Conclave closely scrutinised what resilient growth can look like in the twenty-first century*

Every decade has a defining business conversation. The 1980s were about quality. The 1990s were about globalization. The early 2000s belonged to scale. 2010 was shaped by digital transformation. And this decade belongs to resilience.

The closure of the Strait of Hormuz sent ripple effects through the world and industries, but we have had many such disruptions over the years. And in their

aftermath, a question looms large; how resilient are we?

These events have made supply chains a strategic differentiator, influencing everything from national competitiveness, to business continuity, economic growth, the customer experience, and so much more. And through it all, a common thread runs, businesses win by building confidence in an uncertain world.

The fifth edition of the Supply Chain & Logistics Conclave brought together some of the country's foremost policymakers, industry pioneers, and business strategists discuss exactly that, and so much more. With 70+ industry leaders sharing their wisdom, and 300+ delegates in attendance across the plenary and three industry-focused parallel tracks, this mega conclave was a resounding success.

CELEBRATING A CADRE OF RARE CHAMPIONS



Ideas don't transform industries. People do. Every resilient organisation has someone who chose preparation over complacency. Every successful enterprise has someone who made the difficult decision before it became the obvious one.

Every remarkable supply chain has leaders whose names rarely appear on products; and yet, their decisions determine whether those products ever reach the customer. They work quietly. Often behind the scenes. Far away from headlines. But never far from impact.

These architects of resilience, who transform complexity into confidence, are the **Champions of Supply Chain**. Those recognised as such in a gala evening ceremony included:

- Ajay Sharma, President & Chief Supply Chain Officer, Usha International
- Anil Kumar Mishra, National Logistics Head – South Asia, Pladis Global

- Animesh Mishra, Vice President – Procurement, Varun Beverages
- Ashwini Bhargava, Senior Director – Supply Chain Management, Boeing India
- Deepak Goel, Head of supply chain management, Bausch Health
- Harshit Gupta, Director – Procurement & Supply Chain, Husk Power Systems
- Mahesh Gupta, Head – Supply Chain Management, DS Group
- Mohit Jauhari, Head – Supply Chain Management, Shriram Pistons & Rings
- Pankaj Aggarwal, Chief Operating Officer, Unibuild-Motherson
- Piyush Agarwal, Vice President & Head – Supply Chain Management, Jubilant Agri & Consumer Products Limited
- Rahul Jain, Head – Customer Success & Supply Chain Excellence, Mars

- Ramit Mahajan, Head – Supply Chain Management, Henkel
- Sachin Apte, Chief Procurement Officer, Welspun World
- Sanjay Shridhar, Director & Head – Purchasing & Supplier Quality Engineering, CNH Industrial
- Shonik Goyal, President & Head – Supply Chain Management, Sheela Foam
- Sunit Mukherjee, Head – Lubricant Supply Chain Operations – India Hub, Shell
- Vijay Roy, Vice President – Supply Chain Management, Kauvery Hospital
- Vikas Goyal, Head – Supply Chain Management, Fortis Memorial Research Institute
- Vipul Arora, Director – Supply Chain, India & South Asia Markets, Kohler Co

GUEST OF HONOUR

Supply Chain Management (SCM) is a complete science in itself, and of course an art as well. Because the art of managing people is as important as managing the technology and science part of it. There's not an economy which is not dependent on supply chains. If we look at the geopolitical and strategic positioning of India, it is Indian money, and the hard work of Indian manpower and its knowledge workers are responsible for building many hubs of SCM. Unfortunately, we did not focus on SCM all this not because we were not worthy of it, but because we were lacking in strategy. The focus has now come back on that strategy and planning.

Smt. Meenakshi Lekhi
Former Minister of State for External Affairs and Culture, **Government of India**



CEO PERSPECTIVES ON REWIRING INDIA'S GROWTH

> *What will it take to break down hierarchies, and build agile supply chains? India's C-Suite ponders the question*



L-R: **DR SHAILENDRA SHUKLA, MANAGING DIRECTOR, EATON INDUSTRIES** | **VISHAL SHARMA, CHIEF EXECUTIVE OFFICER, GODREJ INDUSTRIES** | **RAMNIK GUPTA, CHIEF FINANCIAL OFFICER, JINDAL CEMENTS** | **PANKAJ AGGARWAL, CHIEF OPERATING OFFICER, UNIBUILD- MOTHERSON** | **UMESH MADHYAN, CHIEF OPERATING OFFICER, LEAP INDIA** | **SACHIN JAIN, CO-FOUNDER, CFO, PROCART** | **MODERATOR: ASHISH R. PAREEK, NEWS ANCHOR AND PRINCIPAL CORRESPONDENT, TIMES NETWORK**

As supply chains evolve from operational functions into strategic growth drivers, business leaders agree that agility, adaptability and collaboration will define the next phase of India's growth story. Speaking during the CEO Exchange at the 5th Supply Chain & Logistics Conclave, industry leaders explored how organisations can embrace change, leverage technology and build future-ready supply chains. As businesses navigate an increasingly complex operating environment, supply chain leaders believe the ability to adapt quickly has become one of the defining characteristics of successful organisations. In what proved to be a riveting conversation, industry veterans laid threadbare the importance of embracing change, rethinking traditional operating models, and using technology to build more agile and resilient businesses.

Reflecting on the challenges of organisational transformation, **Dr Shailendra Shukla, Managing Director, Eaton Industries**, observed, *"I would say any change management is a difficult process. Even more so for IT, when you have to unlearn and embrace a new system."*

That need to constantly evolve was echoed by **Vishal Sharma, Chief Executive Officer, Godrej Industries**, who said, *"We need to rethink the supply chain periodically, see if it is designed for today or tomorrow, see how your customer, your competitor and so much more changes. If we do that, we will never be surprised."*

Technology was another recurring theme throughout the discussion. **Ramnik Gupta, Chief Financial Officer, Jindal Cements**, remarked, *"Technology is here. AI is here. We are using all of that. But what we need is to break the siloed mindset. Bringing about agility will make a big change."*

Pankaj Aggarwal, Chief Operating Officer, Unibuild- Motherson, highlighted that while AI can augment decision-making, leadership remains central to its success. *"We have to build up competencies, so that we can use AI to make us a bit more intelligent. But you need to be more intelligent to make the most of it. At the end of the day, we have to take a call."*

Summing up the broader opportunity for India, **Umesh Madhyan, Chief Operating Officer, LEAP India**, noted, *"Today, we are at a cusp, where we use technology to show us what happens next. This is exactly where LEAP India. The better the country moves, the better the country grows."*

Together, the discussion reinforced a common message: resilient supply chains will be built not just through technology, but through leaders who are willing to challenge convention, foster collaboration, and continuously rethink the way their organisations operate.

FROM THE MANAGEMENT'S DESK



Supply chains have evolved from being operational functions to strategic enablers of business growth. In today's environment, resilience, visibility, and collaboration are essential for long-term success. Platforms like the Supply Chain & Logistics Conclave are valuable because they bring together diverse perspectives that help shape the future of our industry.

◀ **Rajesh Khubchandani**



The challenges facing supply chains today cannot be solved in isolation. They require collaboration between industry, government and technology partners. This conclave created an excellent platform for leaders to exchange ideas, share experiences, and collectively explore how supply chains can become more agile, efficient, and future-ready.

◀ **Akash Tiwari**



India is at a defining moment in its manufacturing and logistics journey. As businesses expand and global supply chains evolve, building resilient and intelligent networks will be critical. Discussions at the conclave reinforced the importance of innovation, leadership, and partnerships in strengthening India's competitiveness on the global stage.

◀ **Sharad Gupta**

LEADERSHIP PERSPECTIVES

Now, intelligence has been decentralised and gone beyond individuals. It is a high level of intelligence that can be made available at any point in a given geography. So even the farthest reaches can take autonomous, intelligent decisions rapidly.

Dr. Surendra Ahirwar
Executive Director- Commercial Traffic
Indian Railways



The government, particularly from the export side, is quite open to working hard on bringing in reforms and to promote ease of doing business.

Gaurav Pundir
Director-Special Economic Zone, Department of Commerce
Government of India



Quality is paramount, and safety delivery is very important. In our world, most of the work happens upstream. So if you make a bad decision, you are constantly chasing your own tail.

Ashwani Bhargava
Senior Director- India Supply Chain
Boeing



The world is in turmoil, in which we do not respect established global order. Might is right is increasingly becoming the way of life. It was the rule based order that was helping the world grow. Once it was upturned, we see that all growth figures have come down.

Dr. Ajay Dua
Former Secretary, Commerce & Industry
Government of India



AN AGILE SUPPLY CHAIN MUST ALSO BE RESILIENT AND SUSTAINABLE

> **Sunu Mathew, Managing Director & CEO, LEAP India Limited, shares his perspective on what agility looks like in practice**

To me, agility in a supply chain is very simple: how quickly can you recognise a change and respond to it without disrupting the customer?

It is easy to describe a supply chain as agile when conditions are predictable. The real test comes when demand suddenly increases, a plant changes its production schedule, volumes shift from one geography to another, a new customer has to be onboarded quickly or there is an unexpected disruption somewhere in the network.

An agile supply chain should be able to respond without requiring the entire system to be redesigned every time something changes.

On the ground, that starts with visibility. You cannot respond effectively if you do not know what is happening across your network. Businesses need visibility of inventory, assets, demand patterns, movement and utilisation. Technology increasingly enables this visibility and allows decisions to be based on real-time information rather than assumptions.

The second element is flexible capacity. Traditionally, companies often built supply chains by owning infrastructure and assets for their maximum potential requirement. But demand rarely remains constant throughout the year. This can result in capital being locked into assets that remain underutilised for significant periods.

This is where models such as asset pooling become important. A company can access pallets, containers and other supply chain assets as required, scale volumes up or down and deploy them across locations without having to continuously invest in ownership. The same pool of assets can serve multiple customers and industries, creating greater utilisation across the ecosystem.

The third element is the strength of the network. Agility cannot be created only through software. You need physical infrastructure, service capability and operational teams close enough to customers to respond when requirements change. Technology tells you what needs to happen; the network allows you to execute it.

Finally, an agile supply chain must also be resilient and sustainable. Speed alone is not agility. If responding faster creates excessive cost, waste or operational risk, it is not a sustainable solution. The objective should be to respond quickly while continuing to improve utilisation of resources and assets.

At LEAP India, we increasingly see customers looking for this combination—technology, a strong physical network, flexible access to assets and operational expertise.



