



Confederation of Indian Industry
Total Cost Management Division

24th Edition



International Conference on Total Cost Management

3rd and 4th November 2025

Venue: Hotel Taj Santacruz, Mumbai

Theme: “Value Unlocking in Business – Creating Competitive Advantage – TCM Way”

Draft Program

Day 1: 3rd November 2025 (Monday)

0945 hrs	Registration
1000 hrs – 1100 hrs : Inaugural Session	
<p>1115 hrs – 1215 hrs: Session 1 – CEO Speaks</p> <p><i>Value Unlocking in business – Creating Competitive Advantage.</i></p> <p><i>Business leaders across the globe are bracing for rough economic ride. Continued waves of ‘Volatility and Uncertainty’ in demand cycles, input prices, supply chains, cost patterns can put pressure on business models. Business transformation in terms of creating new value, unlocking opportunities for growth, driving efficiency, and doing so in a world where change is the only constant.</i></p> <p><i>Agile reinvention, allowing for sustained growth amidst continuous disruption, not simply reacting to disruption but owning it.</i></p>	
Opening Remarks by Session Chair	<p>Mr. Girish Wagh</p> <p>Chairman, CII National Committee for TCM & ED, Tata Motors</p>
<p><u>Transformation stories</u></p> <p>Mr. Girish Wagh, Chairman, CII National Committee for TCM & ED, Tata Motors</p> <p>Ms. Jayashree Satagopan, CFO, Sun Pharma Limited</p> <p>Mr. Rajesh Khosla, CEO, AGI GreenPac</p> <p>Mr. Puneet Chhatwal, CEO, Indian Hotels Group (Taj Hotels)</p> <p>Mr. Vineet Mittal, VP (Financial Planning & Analysis), Indigo Airlines</p> <p>Mr. Tom Flack, CEO, Tata Agartas</p> <p>* speakers approached – awaiting confirmation</p>	

1215 hrs – 1315 hrs: Session 2**“Geopolitical shifts and ringfencing supply chain disruptions”**

Navigating an immensely complex global landscape, businesses need to strike a balance between availability & competitive cost.

Designing global sourcing networks based on a holistic, “best value” approach that considers not only the traditional trinity of cost, quality, and on-time delivery, but also supply risk, sustainability, market access, and innovation—all backed by a strong analytic framework for deciding how to make tradeoffs.

Companies that are best at managing resilient supply chains can both boost their top line and be well-positioned to gain advantage when competitors are tripped up by the unexpected.

Session chair	Mr. Ramesh Swaminathan, ED, Global CFO, Head of IT & API Plus SBU, Lupin
	Mr. Ravi Viswanathan, MD, TVS Logistics Mr. Sanjay Balkrishna Athavale, Purchasing and Supply chain, E-Mobility, Bharat Forge Mr. Yogesh Mishra, ED Supply Chain, Hindustan Unilever ‘ Speakers approached and confirmation awaited
	Question & Answers

1300 to 1345 – Lunch Break**1400 hrs – 1430 hrs.: Session 3****“Procurement 5.0 –**

Redefining the role of procurement in the context of inflationary aftershocks, global politics, technology and demand disruptions – Creating a new paradigm, embedded in enterprise value creation.

Session Chair	McKinsey
Speakers	McKinsey

1430 hrs – 1600 hrs: Session 4**Leveraging Innovation – Key lever for economic growth and global competitiveness.**

India’s aspiration as global manufacturing hub, alternative supply chain (China + 1), global leader in GCC and improve merchandise export is through innovation.

GII (Global Innovation Index) positions India at Rank-39 in terms of innovation capabilities.

Improved indexing in overall manufacturing competitiveness, innovation capabilities and technology leadership is key....

Session chair – Mr. Thiagarajan, MD, Blue Star Ltd

Mr. Aravind Vaishnav, VP & Head, Philips Innovation Campus, Health Technology Leader

Mr. Sandeep Raina, Executive Director – Product Planning, Maruti Suzuki

Mr. Sameer Shetty, Group Executive, Digital Business & Transformation and Strategic Programs, Axis Bank

Ms. Anita Vijaykrishnan, VP Engineering & India site leader, Honeywell Technology Solutions.

Mr. Vishwaprasad Alva, Skanray Technologies

* Speakers approached and awaiting confirmation

Question & Answers

<p align="center">1615 hrs – 1700 hrs: Session 5</p> <p align="center">PSU journey in India Industry – Competitive advantage</p> <p><i>Regulatory rejig, higher capex and alignment with strategic sectors have led PSUs on the path of sterling performance. Milestones and Outcomes....</i></p>	
<p>Session chair – Mr. Asim Mukhopadhyay, Mentor CII TCM Division</p>	
<p>Dr. Prasanna Kumar Acharya, Director Finance, NLC Ms. Nazhat J Shaikh, Director Finance, RCF Mr. Rohit Agrawala, Director Finance, Chennai Petroleum Corporation Mr. Vinod, ED Finance, Hindustan Petroleum Company Ltd. Mr. Nitin Chugh, Deputy Managing Director, Head of Digital Banking & Transformation, SBI</p>	
<p>* Speakers approached and awaiting confirmation</p>	
<p>Question & Answers</p>	

1715 hrs	<p>Summary of Day 1</p> <p>Mr. P Thiruvengadam, Mentor, CII TCM Division</p>
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Day 2: 4th November 2025 (Tuesday)

0945 hrs	Assemble
<p align="center">10am hrs 11.00 hrs - Session 6</p> <p align="center">Technology Lever – Enhancing Manufacturing Competitive Advantage</p> <p>Leveraging technology for cost transformation in business – through smart factories, data & digital analytics,</p>	
<p>Mr. Dilip Sawhney, MD, Rockwell Automation, India</p> <p>Mr. Shubankar Chatterjee, Chief Supply chain officer, Global Operational Excellence and Digital transformation leader, Cummins India Ltd.</p> <p>Mr. Poorav Sheth, CDIO, HINDALCO</p>	

<p align="center">1115 hrs – 1215 hrs: Session 7:</p> <p align="center">Leveraging technology and AI - Services</p> <p>Role of AI is now ubiquitous – efficiency and productivity of services in business is now reimagined...</p>		
Opening Remarks by Session chair	Mr. Raveesh Bhatnagar , Industry Head – Financial Services, Meta	
	Role of AI in Finance and Operational Restructuring	
	Data Analytics, Digital Architecture for enabling decision making process in business	
	AI & BI for predictive Modelling	

<p align="center">1215 hrs – 1300 noon: Session 8:</p> <p align="center">Session 8: “<u>Human Capital Excellence – Transforming uncertainty to opportunity</u>”</p> <p><i>In the era of uncertainty and new age technology – human capital excellence is a strategic make over. Skill management, redesigning JD's, Gen Z retention, redesigning organograms, enhancing intellectual productivity</i></p>	
	<p>Mr. Ashutosh Telang, Chief Human Resource Officer, Arcelor Mittal Nippon Steel Ltd</p> <p>Mr. Ashok Ramchandra, Director HR, ABG Group</p>

1300 to 1400	Lunch Break
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1400 noon – 1500 hrs: Session 9 Zero Based Framework – Enhancing Business Agility Rebase lining expenditure framework, data process mining, aligning AOP with uncertain business context	
	Mr. Ajay Patil, CFO , RBS Global Ltd Mr. Jagdish Singh , Corporate Finance Controller, ITC Limited

1500 hrs – 1545 hrs: Session 10 TCM 3.0 – Overhauling TCM in current business context <i>CII TCM repositioned and rebranded in the emerging global context with innovation index, technology interface and new business strategy framework.</i>		
	Opening Remarks	Mr. Nagesh Babu , Principal Counsellor, CII TCM Division
		Mr. Amit Gupta – Senior Partner, McKinsey

1600 hrs	Summary of Day 2	Mr. Gopal Krishnan , Former President, ICMAI, Former Mentor CII TCM Division
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