CII
Confederation of Indian Industry
Total Cost Management Division

24th Edition
Cost Congress 2025

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	
1115 hrs – 1215 hrs: Session 1 – CEO Speaks ***Value Unlocking in business – Creating Competitive Advantage.*** *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.* *Agile reinvention, allowing for sustained growth amidst continuous disruption, not simply reacting to disruption but owning it.*	
Opening Remarks by Session Chair	**Mr. Girish Wagh** Chairman, CII National Committee for TCM & ED, Tata Motors
Transformation stories **Ms. Jayashree Satagopan,** CFO, Sun Pharma Limited **Mr. Rajesh Khosla,** CEO**,** AGI GreenPac **Mr. Tom Flack, CEO,** Tata Agartas **Mr. Ravindra Kumar Kundu,** MD, Cholamandalam Finance * speakers approached – awaiting confirmation	

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 ***"Supply Chain 5.0*** *Global uncertainty and volatility are revolutionizing the functions.* *Supply Chain 5.0 represents a paradigm shift in logistics and operations, integrating advanced digital technologies and analytics.* *The transformative potential of Supply Chain 5.0 in optimizing efficiency, flexibility, and responsiveness within supply chain management practices.*	
Session Chair	
Speakers	**Dr. K Ganesh**, Partner and Global Lead of MSC center of Competence at McKinsey & Co.
1430 hrs – 1600 hrs: Session 4 **Leveraging Innovation – Key lever for economic growth and global competitiveness.** *India's aspiration as a innovation 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 Boeing Rockwell Cummins	

'* Speakers approached and awaiting confirmation
Question & Answers

1615 hrs – 1700 hrs: Session 5 **PSU journey in India Industry – Competitive advantage** ***Regulatory rejig, higher capex and alignment with strategic sectors have led PSUs on the path of sterling performance. Milestones and Outcomes….***
Session chair – Mr. Asim Mukhopadyay, Mentor CII TCM Division
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 '* Speakers approached and awaiting confirmation
Question & Answers

1715 hrs	**Summary of Day 1** **Mr. P Thiruvengadam,** Mentor, CII TCM Division

Day 2: 4th November 2025 (Tuesday)

0945 hrs	Assemble	
10am hrs 11.00 hrs - Session 6 **Technology Lever – Enhancing Manufacturing Competitive Advantage** **Leveraging technology for cost transformation in business – through smart factories, data & digital analytics,**		
Session Chair – Mr. Mukund Menon, MD, Voltas		
Mr. Dilip Sawhney, MD, Rockwell Automation, India **Mr. Shubankar Chatterjee,** Chief Supply chain officer, Global Operational Excellence and Digital transformation leader, Cummins India Ltd. **Mr. Poorav Sheth,** CDIO, HINDALCO **Mr. Gopal Ramanan,** Vice President & JAPAC Controller, Oracle		
1115 hrs – 1215 hrs: Session 7: **Leveraging technology and AI - Services** **Role of AI is now ubiquitous – efficiency and productivity of services in business is now reimagined…**		
Opening Remarks by Session chair	**Mr. Raveesh Bhatnagar, Industry Head – Financial Services, Meta**	
	Ms. Sumeet singh – Group CMO, Infoedge	
	Mr. Anirban dutta – IDFC First, EVP, Lending, Digital acquisition & Hyper personalization	
	Mr. Sahil kini CEO Reserve Bank innovation hub	
1215 hrs – 1300 noon: Session 8: **Session 8: “*Human Capital Excellence – Transforming uncertainty to opportunity”*** *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*		
Session Chair	**Mr. Kamal Bali, MD, Volvo India Ltd.**	
	Mr. Ashutosh Telang, Chief Human Resource Officer, Arcelor Mittal Nippon Steel Ltd **Mr. Ashok Ramchandra**, Director HR, ABG Group	

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. A Rajendran,** Group CFO, Thermax Ltd **Mr. Jagdish Singh,** Corporate Finance Controller, ITC Limited **Mr. Vineet Mittal**, VP-Finance, Indigo Airlines

1500 hrs – 1545 hrs: Session 10 ***TCM 3.0 – Overhauling TCM in current business context*** *CII TCM repositioned and rebranded in the emerging global context with innovation index, technology interface and new business strategy framework.*		
	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