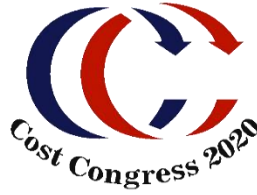




Confederation of Indian Industry
125 Years - Since 1895
Total Cost Management Division

19th Edition



International Conference on Total Cost Management

27 & 28 November 2020: CII HIVE Virtual Platform

Conference Theme: Creating sustainable and profitable business models – TCM as an enabler

Draft Programme – Session & Topics

(Scroll down for details...7 pages)

Date	Time	Session	Topic of the Session
Day 1 27 Nov 2020	1000 - 1050 hrs	Inaugural Session	
	1100 – 1200 hrs	Session 1	Creating sustainable and profitable business model through cost leadership – CEO speak Plenary panel of speakers sharing their stories in TED-talk format
	1200 – 1300 hrs	Session 2	CEO Panel Discussion: Theme - “Flexible business models in the new normal”
	1345 – 1445 hrs	Session 3	Making balance sheets and cost structure resilient
	1445 – 1600 hrs	Session 4	Understanding the alchemy of transformation through go-and-sees Go and sees session led by industry people who have driven impact in real situations
	1615 – 1715 hrs	Session 5	Reaching technical limit across functions to achieve cost excellence Session facilitated by McKinsey experts on core functions
	1715 – 1730 hrs	Summary of Day 1	
Day 2 28 Nov 2020	1000 – 1100 hrs	Session 6	Master Speaker Session: ‘Creating sustainable and profitable business models – TCM as an enabler’
	1100 – 1145 hrs	Session 7	Redrawing Supply Chain – Design & Value
	1200 – 1300 hrs	Session 8	CFO Panel Discussion: “TCM – A Strategic lever and value creation in business”
	1345 – 1430 hrs	Session 9	Digital Business Model & Cost Optimization
	1430 – 1500 hrs	Session 10	TCM Maturity Model – MSME Sector
	1515 – 1545 hrs	Session 11	TCM Maturity Model Session
	1545 – 1600 hrs	Summary of Day 2	

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Final Programme

Day 1: 27 November 2020 (Friday)

0945 hrs	Joining the Virtual Platform	
1000 hrs – 1050 hrs : Inaugural Session		
1000 hrs to 1010 hrs	Welcome and Theme address	Mr. B Thiagarajan, Chairman, Cost Congress 2020 & MD Bluestar
1010 hrs to 1020 hrs	Address	Mr. Seshagiri Rao, Chairman CII National Committee for TCM & JMD JSW Steel
1020 hrs to 1025 hrs	Address - Blueprint on CII TCM Awards	Prof. Debasish Chatterjee, Director, IIM Kozhikode
1025 hrs to 1040 hrs	Key-note address	Dr. Pawan Goenka, MD & CEO, Mahindra & Mahindra
1040 hrs to 1045 hrs	- TCM Awards Distribution - Launch of CII TCM Maturity Model – MSME Sector	Mr. Seshagiri Rao, Chairman CII TCM Committee
1045 hrs to 1050 hrs	Concluding Remarks	Mr. Rampraveen Swaminathan, Co-chairman Cost Congress 2020 & MD and CEO, Mahindra Logistics
1100 hrs – 1200 hrs: Session 1 – Plenary Panel TED-talk format		
<i>Creating sustainable and profitable business model through cost leadership – CEO speak</i>		
<i>Organizations are committed to putting in place profitable and sustainable business model that maximizes return to stakeholders</i>		
<i>The traditional business models have been upended by recent disruptions and increasingly being challenged. Several Industries are struggling to stabilise business operations due to market and economic uncertainty, resources constraints and increased risk profile.</i>		
<i>CII pioneered thought leadership ‘TCM’ – Total Cost Management – remains a succour to several business disruptions. TCM at an enterprise level embeds cost economics in business for addressing both short term and long-term business challenges.</i>		

1100 hrs	Opening Remarks by Session Chair	Mr. Seshagiri Rao MVS Chairman, CII National Committee for TCM; and JMD & Group CFO, JSW Steel
1100 hrs	<u>Panelists</u> Mr. Guenter B , CEO & MD, Tata Motors. Mr. Pramod Agarwal , CMD, Coal India Limited Mr. Jonathan R. Woetzel , Director of McKinsey Global Institute (MGI)	
1150 hrs	Question & Answers	
1200 hrs – 1300 hrs: Session 2 – CEO Panel Discussion <i>Flexible business models in the new normal</i> <i>Several sound business models are in quandary owing to pandemic scenario. Creating post-pandemic business models with agility and customer-centricity is the way forward.</i> <i>Flexibility in business models call for connect with the post pandemic customer requirements for product design and delivery. High focus on change rather than stability results in sustained competitive advantages.</i> <i>Cost implications on the re-alignments to be understood to maximize returns.</i>		
1200 hrs	Session Moderator	Mr. B Thiagarajan, Chairman, Cost Congress 2020 & MD, Bluestar
1205 hrs	Theme Paper: Mr. Rajat Dhawan , Sr. Partner, McKinsey <u>Panelists</u> Mr. C K Ranganathan , Founder Chairman, CavinKare Mr. Arvind Balaji , JMD, Lucas TVS Mr. Puneet Chhatwal , MD & CEO, Indian Hotels Company (Taj Hotels) Mr. Kamal Bali , MD & President, Volvo India	
	Summary: Mr. P Thiruvengadam, Mentor, CII TCM Division	
1245 hrs	Question & Answers	
1300 hrs	Lunch Break	
1345 hrs – 1445 hrs: Session 3 <i>Making balance sheets and cost structure resilient</i> <i>Amidst the black swan event, there is high need for focus in businesses to find ways to optimize balance sheets for financial resilience and flexibility, while transforming costs.</i> <i>Identifying and implementing structural cost transformations will position organizations for better growth and profitability. TCM architecture in business maps ‘cost journey’ in business through visibility, management and overhaul of financials.</i>		
1345 hrs	Opening Remarks by Session Chair	Mr. Mahesh Anand , President – Decorative Division Nippon Paint (India) Pvt Limited
1350 hrs	Presentation	Mr. P B Balaji , Group CFO, Tata Motors
1410 hrs	Presentation	Mr. Rampraveen Swaminathan , MD & CEO, Mahindra Logistics
1435 hrs	Question & Answers	

1445 hrs – 1600 hrs.: Session 4		
<i>Understanding the alchemy of transformation through go-and-sees</i>		
<i>In challenging times, successful leaders transform the businesses through new products, services, markets & business models, while repositioning their legacy. Commitment in transformation paves ways to infuse purpose and drive home results. The session covers 4-5 go-and-sees led by industry people who have driven impact in real situations.</i>		
Opening Remarks by Session chair – Mr. Suveer Sinha, Partner, McKinsey		
1445 hrs	<u>Sectors and speakers</u>	
	<ul style="list-style-type: none"> • Paper Industry – Mr. Makarand, Head – Operations ITC Paper – ITC Paper journey • Farm Equipment Mr. Shailendra Agrawal, Executive Director, Escorts – Escorts Journey • Infrastructure Mr. Ganesan, Head Corporate centre L&T – L&T Journey • Steel sector Mr. Ajit kar, Chief Maintenance Expert Group, Tata Steel Journey • Renew power Mr. Muthukumar, CFO, Renew power 	
1550 hrs	Question & Answers	
1600 hrs	Break	
1615 hrs – 1715 hrs: Session 5		
<i>Reaching technical limit across functions to achieve cost excellence</i>		
<i>Systematic improvements in functional excellence are geared towards creating cost leadership by the business. Functional performance should be integral to the way a company does business. The session cover 3-4 core functions and what would it take to reach technical limit in each of them; each session facilitated by McKinsey experts</i>		
1615 hrs	Opening Remarks by Session Chair	Mr. Amit V Gupta, Partner, McKinsey
1620 hrs	<ul style="list-style-type: none"> • Mr. Stephan Mohr, Partner, Germany • Mr. Sukrut Kharia, Associate Partner Australia • Mr. Kunwar Singh, Partner India • Mr. Soumyadeep Ganguly, Partner India 	<ul style="list-style-type: none"> • Product Development • Procurement • Manufacturing and Supply chain • Manufacturing and Supply chain
1705 hrs	Question & Answers	
1715 hrs	Summary of Day 1	Mr. Hariharan, Lead Assessor, CII TCM Division

Day 2: 28 November 2020 (Saturday)

0945 hrs	Joining the Virtual Platform	
1000 hrs – 1100 hrs: Session 6: Master speaker session		
<i>Creating sustainable and profitable business models – TCM as an enabler</i>		
1000 hrs	Opening Remarks by Session chair	Mr. Rampraveen Swaminathan

		Co-Chairman Cost Congress 2020 & MD & CEO, Mahindra Logistics
1005 hrs	Presentation	Ms. Zarin Daruwala CEO, Standard Chartered India.
1045 hrs	Question & Answers	
1100 hrs – 1145 hrs: Session 7 Redrawing supply chain – Design & Value		
<i>Any disruption – economic or market - compel organizations to redesign supply chains for resource stability, improved flow of products & services and satisfy customer’s diverse needs. Organizations that understand the vulnerabilities in the supply chains build resilience without losing efficiency.</i>		
1045 hrs	Opening Remarks by Session Chair	Mr. Vagish Dixit, MD, ALPLA India
1050 hrs	Presentation	Mr. Kranthi Tata, MD – General Electric Multi Modal Facility, General Electric
1115 hrs	Presentation	Mr. Nachiket Kodkani, Head - Operations, Farm Division, Mahindra & Mahindra
1135 hrs	Question & Answers	
1145 hrs	Break	
1200 hrs – 1300 hrs: Session 8: CFO Panel Discussion “TCM: A Strategic lever and value creation in business”		
<i>Profits accrued through higher cost maturity or efficient cost structures in business is much more resilient than other prominent levers – demand, price or volumes.</i>		
<i>TCM creates cost management architecture and aligns with strategic positioning and value creation. It facilitates informed decision making, understanding the internal and external business risks and sustaining the generated value</i>		
1200 hrs	<u>Lead Moderator:</u> Mr. Rampraveen Swaminathan , MD & CEO, Mahindra Logistics <u>Suggested Panelists:</u> <ul style="list-style-type: none"> • Mr. Ramesh Swaminathan, Executive Director & Global CFO, Lupin • Mr. Asim Mukhopadhyay, VP & Head – Business Finance, Tata Motors Group • Mr. C V Sarma, EVP(Finance), ITC Paperboard & Speciality paper Division • Mr. Giridhar Sanjeevi, EVP & CFO, Indian Hotels Company 	
1250 hrs	Question & Answers	
1300 hrs	Lunch Break	
1345 hrs – 1430 hrs: Session 9		

Digital Business Model & Cost Optimization

Several products and services have transitioned from physical to the digital world. Rapid evolution of 'Digital business models' warrant early adoption digital technologies into the value chain. Rethinking on the customer offering is only a small part of the digital transformation agenda. There is an imperative need to transform internal processes, resources application, the skills and mindset of the people resources, as well as the underlying business model.

1345 hrs	Opening Remarks by Session Chair	Mr. Mukesh Kripalani, CEO Parekhplast,
1350 hrs	Presentation	Vinod Giri VP – Commercial, Flipkart
1405 hrs	Presentation	Mr Rajiv Anand Executive Director – Wholesale Banking Axis Bank
1425 hrs	Question & Answers	

1430 hrs – 1500 hrs: Session 10

TCM Maturity Model – MSME Sector

MSMEs play a vital role in the national economic development. Their contribution to the industrial competitiveness is of high significance. Hence Indian MSMEs would need to reposition themselves and become more competitive. TCM Maturity Model conceptualized by CII, a decade ago, to calibrate businesses on a 5 level cost hierarchy has heralded a pioneering journey of cost excellence in the manufacturing sector. Extending the TCM Model to MSME sector has now made the journey complete.

1430 hrs	Opening Remarks by Session Chair	Mr. P Thiruvengadam Mentor, CII TCM Division
1445 hrs	Presentation	Mr. Aditya Agarwal, CEO, Shri Ashtavinayak Glass Pvt Ltd
1455 hrs	Question & Answers	
1500 hrs	Break	

1515 hrs – 1545 hrs: Session 11

TCM Maturity Model Session

CII TCM-Maturity model evaluates and rate the cost competitiveness of the companies across the spectrum of industry. Motivates Indian companies to follow and incorporate best cost management practices from around the world. In this session, we have case studies from companies sharing their experiences on TCM Maturity Model exercises in their units and the journey forward.

1515 hrs	Opening Remarks	Mr. Nagesh Babu, Principal Counsellor, CII TCM Division
	Address	Mr. K Prasanna Sai, Lead assessor CII TCM
1520 hrs	Presentation	Mr. Ganesh Srinivasan, CEO Tata Power DDL
1540 hrs	Question & Answers	

1545 hrs	Summary of Day 2	Mr. P Thiruvengadam, Mentor, CII TCM Division
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