



BUSINESS **EDGE**

An E-magazine to Connect Ideas, Innovation, and Industry Leadership



**INSIDE THE
INDIAN FACTORY**

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EDITOR'S LETTER

Dear Readers,

Welcome to the second edition of RaProcure Magazine. This publication is more than just a magazine. It is a platform built to share ideas, showcase innovation, and strengthen the procurement community.

At RaProcure, we believe procurement is not only about processes and transactions, but about perspectives that shape industries. Through this magazine, we aim to bring those views to light. This contains insights that inspire, challenge, and guide businesses toward smarter decisions.

A key focus of this initiative is vendor exposure. Our partners are the backbone of this ecosystem, and their stories deserve to be heard. By highlighting their solutions and successes, we hope to create opportunities for collaboration and growth.

We also recognize the importance of brand visibility. In today's competitive environment, visibility is about more than recognition, it is about building trust and credibility. This magazine will serve as a stage where brands can amplify their voices and establish themselves as thought leaders.

This is the beginning of a journey. We invite you to read, engage, and contribute as we build a stronger, more connected procurement community together.

SAKSHI BAIRATHI

MANUFACTURING MARKET OF INDIA: DYNAMICS & ANALYTICS

India's manufacturing sector plays a central role in the country's economic expansion and industrial transformation. Supported by policy reforms, rising domestic demand, and global supply chain realignments, the sector is steadily moving toward becoming a global manufacturing hub. Market estimates indicate that India's manufacturing industry is set for strong and sustained growth through the next decade.

Market Size and Growth

The Indian manufacturing market is projected to reach a value of around USD 1.74 trillion by 2026. Between 2026 and 2031, the sector is expected to expand at a compound annual growth rate (CAGR) of approximately 7.26%, pushing the market size close to USD 2.47 trillion by 2031.

Manufacturing is expected to contribute significantly to India's gross domestic product and employment generation. While services dominate the economy, manufacturing remains essential for long-term productivity growth, export competitiveness, and job creation.

Key Players

Factors	CAGR Change (in %)	Duration
Government Policies and Incentives	1.80%	2-4 Years
Rapid Connectivity using Gati Shakti Projects	0.90%	4+ Years
Domestic Consumption	1.20%	2-4 Years

PLI 2.0 commits USD 26 billion to sunrise sectors, with half of subsidies tied to incremental sales, pushing firms to secure long-term offtake deals early. Plans include three wafer fabs in Gujarat and Karnataka to reach 85,000 wafers per month by 2027, 50 GWh of battery cells by 2028, and hydrogen awards for 1.2 million t/y electrolyzers backed by USD 4 billion in private pledges. Subsidy payouts (20% upfront, 80% performance-linked) reduce fiscal risk but strain smaller firms' liquidity. Overall, the scheme anchors multi-year domestic demand and strengthens supply chains.

Increase in Domestic Consumption

In 2025, tier-2 and tier-3 cities accounted for 42% of new consumer-goods demand as per-capita income rose above USD 2,800. Logistics firms added 28 million ft² of warehousing, cutting delivery times to under 24 hours for most tier-2 areas. Godrej's Mohali refrigerator plant targets this growing hinterland market. Rising disposable incomes provide a stable domestic-demand base that helps shield exporters from global volatility.

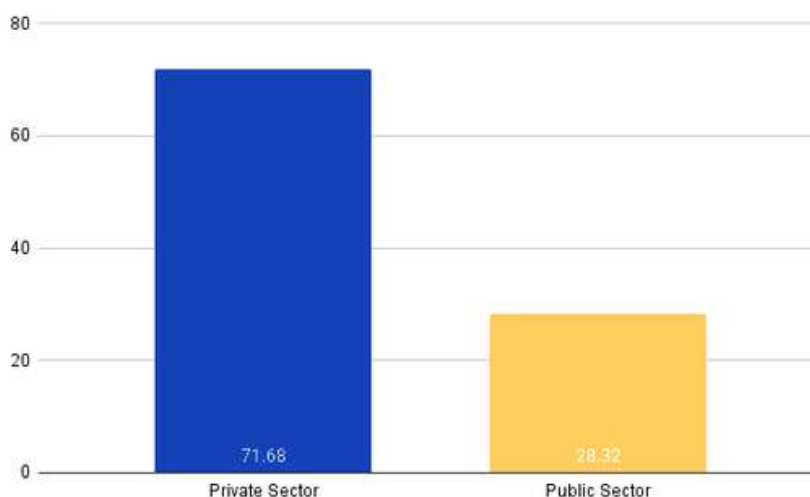
Rapid Connectivity using Gati Shakti Projects

Gati Shakti projects invested USD 18 billion in 11 corridors and 35 logistics parks, cutting Delhi-Mumbai freight transit to 18 hours from 48. The Chennai-Bengaluru corridor lowered auto suppliers' logistics costs by 14% and halved inventory days. Yet only 22% of parks have rail sidings, and port dwell times at 2.8 days remain well above Singapore's 0.8.

India's competitiveness gains hinge on how effectively last-mile infrastructure converts connectivity spending into real efficiency.

Market Segmentation Review

Holdings



In 2025, private companies held 71.68% of India's manufacturing market. Private MSMEs are expected to grow faster than the overall sector, with a 10.04% CAGR through 2031. Thanks to digital invoice discounting and PLI subsidies, Dixon Technologies increased its revenue to USD 2.04 billion by adding 14 global brands.

Public-sector firms, weighed down by old pension commitments, saw Bharat Heavy Electricals' new orders fall by 11% in FY 2025. Joint-sector and cooperative ventures together accounted for only about 10% and continue to struggle with limited access to capital. As a result, India's manufacturing industry depends on flexible private firms for expansion, while state-owned enterprises provide stability in heavy industries.

Plant Size

Large enterprises accounted for 46.98% of total revenue, but micro and small businesses are expected to grow faster, with a 12.94% CAGR, supported by the Emergency-Credit-Line Guarantee Scheme, which released USD 61.2 billion. The Udyam portal registered 1.8 million new MSMEs in FY 2025 after online registration reduced approval time to just two hours.

Medium enterprises, holding a 28.4% share, are expanding at 8.6% CAGR, aided by quality certifications in the auto-supplier sector. Meanwhile, micro shops are seeing gains from the RAMP program, which boosted productivity by 14% in pilot states.

In brief, India's manufacturing sector is being shaped by policy support that helps scale its vast base of micro producers while enforcing financial discipline across supply chains.



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THE REAL WORLD OF INDIAN MANUFACTURING



Indian manufacturing is not a quiet, predictable ecosystem of machines steadily producing goods in perfect rhythm. It is a living, breathing, high pressure environment where every department fights its own battle while trying to keep the larger system stable. From steel to power to heavy engineering, India's industrial backbone rests on plants that operate with extraordinary scale and complexity.

Across the country, companies such as Tata Steel, JSW Steel, Indian Oil Corporation, and Bharat Heavy Electricals Limited run facilities that resemble industrial cities more than factories. These plants span hundreds or thousands of acres. They contain blast furnaces, rolling mills, turbines, boilers, reactors, pipelines, control rooms, warehouses, railway sidings, and captive power units. Thousands of employees and contract workers coordinate across shifts that never stop.

The Scale and Complexity

Steel Plant

At a steel plant, iron ore enters at one end and finished coils or plates leave at the other. Between those two points lies a chain of tightly connected processes. Coke ovens, sinter plants, blast furnaces, basic oxygen furnaces, continuous casters, rolling mills, and finishing lines operate in sequence. A delay or breakdown in one section can cascade into multiple downstream disruptions.

Oil Refinery

In an oil refinery, crude oil is heated, separated, cracked, reformed, blended, and treated through dozens of units. Temperatures, pressures, and chemical compositions are monitored continuously. Any deviation can affect safety, product quality, or environmental compliance.

Heavy Engineering Plants

In heavy engineering plants, turbines, generators, and transformers are assembled with micron level precision. Each component may have a long manufacturing cycle, multiple inspections, and strict contractual deadlines.

These facilities do not operate in isolation. They depend on railways for raw materials, ports for imports and exports, power grids for stability, and global commodity markets for pricing. The complexity is technical, logistical, financial, and human.



Inside Every Plant: A Continuous Battle

The real world of Indian manufacturing is not about polished presentations. It is about constant problem solving under pressure.

Maintenance Fights Failure

Machines do not fail conveniently. Bearings seize, motors trip, linings crack, valves leak, and control systems malfunction, so maintenance teams work nonstop to keep operations running.

Though preventive schedules exist, production pressures push assets to their limits. Spare parts may have long lead times, and a critical breakdown can cost crores per hour.

In many plants, maintenance is constant firefighting, balancing quick fixes with long term reliability, negotiating shutdown windows, and justifying upgrades, all with significant financial impact.

Production Fights Delays

Production runs on targets such as daily output, tonnage, efficiency, and yield. Demand fluctuates, orders change, and customer specifications vary.

Small shifts in raw material quality require process adjustments. Equipment failures disrupt plans, and logistics delays increase inventory and block working capital.

Production managers stay constantly alert, monitoring dashboards, leading shift meetings, and responding to issues. They drive performance while ensuring safety and compliance, knowing every delay affects customers and revenue.

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Management Fights Margins People at the Core

Top management views the whole picture, tracking EBITDA, cash flow, debt, utilization, and market share while handling regulations, labor issues, and investor expectations.

External forces such as steel prices, energy costs, and interest rates can quickly affect performance and expansion plans. A single weak quarter can massively hurt stock prices and the company's confidence.

Leaders must decide whether to invest, expand, shut inefficient units, or diversify, balancing risk, capital, and long term strategy in a constantly uncertain environment.

Every machine is constantly operated by number of people working under pressure. Engineers monitor control rooms at odd hours, supervisors lead teams in harsh conditions, and contract workers handle demanding physical tasks.

Safety is critical. Heavy equipment, molten metal, steam, and chemicals leave no room for error, making training and discipline essential.

Plants also operate within communities, creating jobs and growth while facing scrutiny over emissions and environmental impact. Balancing progress with sustainability remains an ongoing challenge.



Vendors Are Entering a Pressure System



Vendors must understand an important reality. They are not entering a calm office environment where decisions move slowly and predictably. They are entering a pressure system.

When a vendor walks into a steel plant or refinery, the person sitting across the table may have just handled a breakdown that halted production. The purchase manager may be under instructions to reduce procurement cost by a certain percentage. The plant head may be facing a margin squeeze due to falling market prices.

Vendors must bring reliability, quick response, technical understanding, and cost competitiveness. They must understand that timelines are tight and expectations are high. A missed delivery date can disrupt a production schedule. A substandard component can lead to serious consequences.

However, successful vendors in Indian manufacturing do three things well. They understand plant realities. They communicate transparently. They deliver consistently under pressure.

MPR REFRACTORIES LIMITED: PIONEER IN STEEL AND CEMENT INDUSTRY

By: Ambuj Gupta

MPR Refractories Ltd is one of the leading manufacturer of Flow Control Refractories, Monolithics, various shapes and unshaped refractories to be used for Steel Manufactures since 1987.

MPR was established in the year 1987 by the technocrat Dr Appaya Mantrawadi in the heart of city of Hyderabad, Telangana.




The company which started as a small closely held family business became unlisted Public Ltd Company with continuous growth and addition of technologically advanced product from time to time to meet the need of the Steel & Cement Industry.

MPR being one of the pioneer and internationally recognized & preferred organization with ISO certification expanding its footprint globally in Asia, Middle East and Africa. Looking at the current market demand and future prospects company has decided to add manufacturing facilities out of Hyderabad in the state of Gujarat. All this with over 37 years of service excellence over timely quality deliverable.

MPR Refractories aim to provide the latest technology at the best value & outstanding customer care experience to its privileged client. MPR is backed by a strong team of technically qualified and experienced personnel and an up to date R&D team with a modern R&D lab, Who are continuously working for the development & improvement of products and adoption of new technologies.

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EMERGENCY PROCUREMENT

Emergency procurement operates in moments where time is limited and operational continuity is at risk. Unlike planned sourcing, it does not allow the luxury of extended evaluation or negotiation. Decisions are made quickly, and outcomes depend on a vendor's ability to respond and deliver without delay.

Factors Defining Emergency Procurement

Responsiveness

Acknowledging and acting on the requirements immediately, without procedural delays or hesitation.

Reliability

Consistency in performance, especially in unpredictable or high-stress conditions, builds long-term confidence.

Execution Capability

Having the operational strength to mobilize logistics, coordinate internally, and fulfill commitments under pressure.

During emergency procurement, traditional priorities change:

- Speed takes precedence over price
- Assurance outweighs negotiation
- Continuity becomes more critical than cost optimization

Emergency procurement, is not merely about addressing immediate needs. It is a powerful indicator of a vendor's true capability and commitment. It highlights those who can move beyond transactional engagement and position themselves as dependable partners in critical operations.

Availability

Ensuring that materials, resources, or alternatives are accessible at short notice, even outside standard operating hours.

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A DAY IN THE LIFE OF A PURCHASE HEAD

Behind every smooth-running plant is a purchase head managing constant pressure, competing priorities, and critical decisions. Their day is not defined by routine but by rapid shifts between planning, firefighting, and coordination across departments.

Morning

The day begins early with a production review. Reports highlight delays, material shortages, and operational risks. Each issue carries potential financial impact, making immediate attention necessary. The purchase head must quickly assess priorities and align procurement actions to keep production on track.

Mid-Morning

As the day progresses, internal meetings take center stage. Maintenance teams push for urgent spares to avoid breakdowns, while finance teams scrutinize budgets and may hold back approvals. The purchase head stands at the intersection of urgency and control, balancing operational needs with financial discipline.

Afternoon

By early afternoon, communication with vendors becomes relentless. Calls, emails, and follow-ups dominate this phase. Multiple departments seek updates, each with their own deadlines and expectations. The purchase head must filter, prioritize, and respond while ensuring that commitments from vendors are clear and realistic.



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Late Afternoon

Cost control remains a constant focus. Management expectations around cost reduction add another layer of responsibility. Every purchase decision is evaluated not only for availability but also for its impact on budgets and long-term efficiency. The purchase head must negotiate, justify, and optimize simultaneously.

Evening

Even as the formal workday ends, the role does not slow down. Emergency calls related to critical equipment or supply risks can arise at any moment. Quick decisions are required to prevent downtime, often under intense pressure and limited information.

Reality Check for Vendors

A vendor quotation is not the only priority for a purchase head. It is one among many urgent files competing for attention. Delays, incomplete information, or unrealistic commitments from vendors only add to the burden.

Vendors who succeed in such an environment understand the pressures of this role. They communicate clearly, provide complete and accurate documentation, and commit to realistic timelines. Most importantly, they aim to simplify the process rather than complicate it.

In the end, vendors who make the purchase head's job easier do not just secure orders. They build long-term trust and become reliable partners in the plant's operations.



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WHAT INDUSTRIES ACTUALLY EXPECT FROM VENDORS

Modern plants operate in highly structured, compliance-driven environments where precision, reliability, and professionalism are critical.

Vendors are not mere suppliers anymore. They are operational partners whose performance directly impacts plant efficiency, safety, and continuity.

Manufacturing plants evaluate vendors on a set of parameters which determine long term business continuity.

Technical Clarity from Suppliers

Plants expect vendors to clearly understand and align with the given specifications, drawings, and application requirements. Ambiguity, mismatch, or assumption can lead to rejection or delays. Vendors who demonstrate strong technical understanding are seen as more dependable.

Proper Documentation

Accurate and complete documentation is essential at every stage. From quotations to invoices, all documents must follow the plant's format and requirements. Even small errors can slow down approvals, dispatch, or payments.

On Time Delivery

Timely delivery is critical for smooth plant operations. Delays can disrupt production schedules and lead to financial losses. Vendors are expected to plan efficiently and communicate early in case of any issues.

Technical Clarity from Suppliers



Proper Documentation



On Time Delivery



Ultimately, plants prefer vendors who reduce friction and bring reliability into the process. Those who combine technical strength with disciplined execution and clear communication establish themselves as long term partners rather than just suppliers.

WHY MANY VENDORS GET REJECTED



Vendor rejection is the most misunderstood concept of procurement. Most suppliers think that decisions are influenced due to bias or existing relationships.

However, most rejections occur due to gaps in preparedness, compliance, and communication. Plants operate in environments where precision, safety, and accountability are critical. Any uncertainty can put multiple lives at risk.

Missing or incorrect GST details can immediately disqualify a vendor, as compliance is non-negotiable in regulated industries. Similarly, the absence of proper technical drawings signals a lack of clarity about the product or service being offered. It can trigger major delays and the risk of mismatches.

Delivery commitments also play a crucial role. Vendors who overpromise timelines to secure orders often fail to meet expectations. This not only disrupts operations but also damages credibility. Plants value realistic and dependable commitments over aggressive assurances that cannot be fulfilled.

Communication is another deciding factor. Poor response time, delayed updates, or lack of clarity during discussions can create friction. Procurement and maintenance teams depend on timely coordination, especially when dealing with critical requirements. Vendors who fail to respond promptly are often seen as unreliable partners.

Safety compliance is another area where vendors fall short. Ignoring safety protocols or failing to provide necessary documentation raises immediate red flags. Plants prioritize safety above all else, and any vendor who does not align with these standards is unlikely to be considered.

While vendors may perceive rejection as unfair, the underlying reality is different. Plants are not avoiding vendors. They are avoiding uncertainty. Every missing detail, delayed response, or unverified claim increases risk. In high-stakes industrial environments, risk avoidance is a priority, not a preference.

Vendors who succeed are those who understand this mindset. They approach engagements with complete documentation, technical clarity, realistic commitments, and proactive communication. Rejection, in most cases, is not about bias. It is a reflection of how well a vendor reduces uncertainty and builds trust.

In brief, plants do not operate on bias when evaluating vendors. Their decisions are shaped by the need to minimize risk and eliminate uncertainty at every stage of procurement.



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THE HIDDEN VENDOR SCORECARD

Most manufacturing plants maintain an informal yet powerful system that continuously evaluates vendors. It is not documented, not shared, and not openly discussed. However, it plays a decisive role in determining which vendors are trusted and which are gradually sidelined. This hidden scorecard is built through everyday interactions and long term performance.

Key Parameters of Evaluation

Response Speed

Plants closely observe how quickly a vendor acknowledges queries, shares information, and provides updates. Fast and clear responses signal reliability and seriousness, while delays create uncertainty and reduce confidence.

Quality Consistency

Plants do not evaluate quality based on a single order. Consistency across multiple supplies is what matters. Vendors who maintain uniform standards are seen as dependable, while fluctuations raise concerns about control and capability.

Documentation Accuracy

In compliance driven environments, accuracy in paperwork is essential. Errors in invoices, test certificates, or regulatory documents can cause delays and complications. Vendors who submit clear and correct documentation are valued for reducing operational friction.

The hidden vendor scorecard operates silently but continuously. Vendors who perform well across these parameters position themselves as trusted partners. Those who overlook these aspects may struggle to secure repeat business without clearly understanding the reason.

Delivery Reliability

Meeting committed timelines is critical in industrial operations. Vendors who consistently deliver on time demonstrate strong planning and execution. Repeated delays, even with valid reasons, weaken trust over time.

Complaint Handling

Issues are inevitable, but the response defines the vendor. Taking ownership, responding promptly, and resolving problems effectively strengthens credibility. Avoidance or delayed action negatively impacts perception.

Emergency Support

During breakdowns or urgent requirements, plants depend on vendors who can act quickly. Those who provide timely support in critical situations build strong trust and long term preference.



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