



Updated: 30 March, 2026
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 28 - 29 April, 2026

 Bengaluru, India

INDIA DEFENCE & AEROSPACE PPM SUMMIT

*MOBILISING INDIAN INDUSTRY, CAPITAL, AND PROCUREMENT
INTO INTEROPERABLE, MISSION-READY CAPABILITY*

INTRODUCTION



India is scaling indigenous defence and space capability under Aatmanirbhar Bharat. New procurement pathways (DAP 2020), new funding routes (iDEX, TDF), and new players (private primes) are reshaping how capability gets built.

This Summit brings together the buyers, the builders, and the capital providers who actually deliver defence capability to discuss the real-world experience into clear, practical playbooks you can use right away.

Day 1: How to buy and fund successfully under DAP 2020, how to navigate certification, how to build supplier networks, and how to structure production finance.

Day 2: How to synchronise requirement-to-acceptance across government, labs, integrators, and users; how to use engineering discipline and data to prevent rework; and how to govern large, complex programmes at speed.

WHAT MAKES THIS SUMMIT DIFFERENT

- Clarity on how to navigate DAP 2020, iDEX, TDF, and certification pathways.
- Confidence that you understand what government actually expects (not guesses).
- Playbooks you can implement immediately (checklists, timelines, templates, contacts).
- Relationships with fellow executives and government leaders—built in person over two days, not through LinkedIn connection requests.
- Competitive advantage from understanding the 2026 defence procurement pipeline before it's public.

WHO SHOULD ATTEND

- CEOs, CFOs, COOs of defence and aerospace organisations looking to scale capability or production.
- Programme heads and directors managing complex, multi-year defence contracts.
- Supply chain and quality leaders build resilience into vendor ecosystems.
- Finance directors structuring production ramp and capital efficiency.
- Technology leaders implement digital transformation for defense programmes.
- Government programme managers align buyer, builder, and supplier priorities.

INTRODUCTION



OUTCOMES YOU CAN TAKE HOME

- ❖ **Procurement roadmap** – Exactly how to move from challenge statement to contract under DAP 2020 (with timelines, evidence requirements, and decision maker contacts).
- ❖ **Acceptance checklist** – What CEMILAC, DGQA, and DGAQA actually need to see, in what format, with real examples of approvals and rejections.
- ❖ **Test booking calendar** – Confirmed windows at ATR Chitradurga, ITR Chandipur, and SDSC Sriharikota for your trials (not someday; locked in April).
- ❖ **Financing structure** – How to sequence from iDEX/TDF grants → first production order → sustainable working capital (with bank covenants, KPIs, and export credit options).
- ❖ **Interface standards** – Open ICDs for C2, UAS, avionics, and other domains so subsystems integrate cleanly and pass tests first time.
- ❖ **Supply chain playbook** – Dual-sourcing without breaking compliance, obsolescence planning, and how major primes score supplier readiness.
- ❖ **90-day action plan** – Locked gates, booked meetings with government, confirmed supplier milestones, and decision-cycle templates.

“How we buy and fund” – Procurement, finance, supply chain, certification

8:30 REGISTRATION & NETWORKING

9:30

Opening Keynote: Structuring Defence Programmes for Scale and Continuity

- How manufacturers should structure programmes from opportunity to execution
- Aligning capability, timelines, and production readiness early
- Avoiding programme resets through better upfront structuring
- Designing programmes for repeatability, not one-off delivery

10:00

Designing Defence Programs for Stability: Here's what must be structurally correct before you start

- Translating opportunities into executable programme plans
- Structuring milestones, dependencies, and delivery timelines
- Structuring for Delivery vs Structuring for Approval
- Designing Programmes for Stability

Niranjan Malode, Deputy Chief Executive Officer, Safran Data Systems India

10:30

Panel Discussion: Why Well-Planned Defence Programmes Still Break Down During Execution

- Where programme structuring fails in practice
- Misalignment between engineering, operations, and delivery
- Over-optimistic timelines and capability assumptions
- Lessons from complex defence programme execution

Panellist:

Kaushik Mudda, CEO & Co-Founder, Ethereal Machines

Anurag Joshi, Co-Founder, INDrone Aero Systems

Vedaprakash, Whole Time Director, DCX systems Ltd

Ashwin Nair, Co-Founder, AcceIUAV

11:00 COFFEE BREAK

11:30

Autonomous Systems in Defence: What It Takes to Build, Test, and Deploy at Scale

- Reliability challenges in autonomous systems
- Testing in real-world environments
- Safety, redundancy, and mission assurance
- Transition from prototype autonomy → operational systems

Ashwin Nair, Co-Founder, AcceIUAV

12:00

Expert Session: Funding Defence Scale-Up: Cash Flow Solutions That Work

- Understanding Bank KPIs that unlock loans
- Inventory & receivables financing, and structures synced to DAP milestones and payments
- Deep dive in Guarantees + export credit including ECGC, risk-sharing tools primes/DP-SUs rely on

Amey Belorkar, Head AIF and Senior Vice President, IDBI Capital Markets & Securities Ltd

12:30

Panel: Building Defence Supply Chains That Can Actually Deliver at Scale

- Designing resilient supplier ecosystems for defence manufacturing
- Balancing indigenisation with reliability and performance
- Managing dual sourcing, obsolescence, and long-lead components
- Scaling suppliers alongside programme growth

Panellist:

Suresh Baroth, Chief Executive Officer, DELOPT

Visha Subramaniam Director, Obsolescence Management, Integrated Supply Chain, Honeywell Aerospace

Group Captain Ranjeet Kumar Dash, Head of Operations, Alpha Tocol Engineering Services

13:00 LUNCH & NETWORKING

14:00

Expert Session: Entering Defence Manufacturing: What It Actually Takes to Become a Qualified Supplier

- Why defence is fundamentally different from commercial manufacturing
- Documentation, testing, and validation requirements
- How to get into approved vendor ecosystems
- Engineering documentation and configuration control

Mohit Bali, *Assistant Chief Quality Assurance Officer, Directorate General of Quality Assurance*

14:30

Digitising Supplier Management and Vendor Performance

- Supplier qualification, onboarding, and lifecycle tracking
- Real-time visibility into supplier performance and risk
- Managing quality, compliance, and traceability at scale
- Integrating suppliers into programme execution systems

15:00

Expert Session: Certified on First Submission: How to Build Induction Into Your Programme from Day One

- Which programme decisions made 12 months fail earlier and what caused it
- How to sequence requirements, design freeze, lab testing, and range trials so evidence builds continuously rather than scrambles at submission
- What a certification-ready programme looks like at every milestone
- How leading programmes build a reusable evidence architecture across variants and follow-on contracts

Akhilesh Shah, *Quality Assurance Officer, Directorate General of Quality Assurance*

15:30 COFFEE BREAK

16:00 CLOSED-DOOR ROUNDTABLES

Roundtable 1: Choosing the Right DAP Route Before You Lock the Programme

Roundtable 2: Digital Systems That Actually Help Programmes Deliver (ERP-MES-PLM)

Roundtable 3: Supplier Readiness: Alternates, Qualification, and Obsolescence

17:00 CLOSING REMARKS AND END OF DAY 1

ENGINEERING, TESTING & SPACE OPPORTUNITY

8:30 REGISTRATION & NETWORKING

9:30

Opening Keynote: Programme Readiness Before Scale: Why Speed Fails Without Capability

- What “programme-ready capability” actually means in space and complex defence programmes
- Why skills, institutional maturity, and partner readiness determine whether timelines hold
- Where industry and academia typically underestimate readiness gaps

9:45

Opening Panel: From Readiness to Acceptance: What Must Be in Place Before Programmes Can Move Fast

- What must be aligned before programmes enter testing and induction
- Why resets happen even when technology is mature
- Where coordination breaks between Services, DRDO, and industry
- What early decisions reduce downstream friction

Panelist:

Anurag Joshi, Co-Founder, **INDrone Aero Systems**

Mandar Khanolkar, Head – Innovation Management & Prototyping, Technology & Innovation Center, **L&T Precision Engineering and Systems**

10:30

Expert Session: From Engineering Data to Programme Control: Making the Digital Thread Work in Real Defence Programmes

- Practical examples of how structured planning and data discipline reduce late-stage surprises
- How to spot early signals of test, integration, or certification risk
- What information programme leaders actually need from engineering teams to make good decisions
- Why many “digital threads” fail, and what makes them useful instead

Ruchi Pant, General Manager, Technology Planning, **Bharat Electronics Limited**

11:00

Partner Session: The PPM Nerve Centre: Dashboards, Earned Value, Critical Chain, and Weekly Decision Cycles

- Minimum viable dashboards for executives and controllers
- Earned value and critical chain methods tailored to defence
- Variance detection and automated recovery playbooks
- Weekly decision cycles that stick and stay actionable

11:30 COFFEE BREAK

11:45

Panel: Engineering Discipline in Defence Programmes: Getting System Integration Right

- How strong engineering processes prevent costly rework later in programmes
- How systems integration discipline connects prototypes to production and acceptance
- How to manage complexity across multi-partner programmes (labs, DPSUs, industry)
- What documentation and configuration practices matter most for certification and procurement success

Panelist:

K Purushothama Bhat, General Manager, **Tata Advanced Systems Limited**

Manoj Khanka, Director Program Management, **Centum Electronics Ltd.**

Chetan Jadhav, India Engineering Head & Chief Engineer (Mission Networks), **L3Harris Technologies**

12:30

Teaser Talk: AI as a Programme Copilot: What It Can Predict, What It Can't, and What Data It Needs

- Why AI predictions fail when data discipline is weak
- What questions to ask before trusting dashboards and forecasts
- How to separate useful early-warning signals from false alarms
- Why governance matters more than models in defence PPM

Ramkumar Mohan, Senior Vice President & CIO, **Air Works Group**

13:00

Expert Session: Why Approved Programmes Still Fail: Stopping Rework, Resets, and Capital Flight

- Why programme approval does not mean programme readiness
- The hidden risks that survive early milestones and surface during testing and induction
- The specific decisions that must be locked early, and the cost of postponing them

13:30 LUNCH & NETWORKING

14:30

Expert Session: Predicting and Preventing Programme Failure Using Data and Process Discipline

- Identifying risk patterns across programmes
- Using data to anticipate delays and cost overruns
- Structuring recovery and mitigation playbooks
- Embedding continuous improvement into execution

15:30

Panel: India's Lunar and Human Spaceflight Roadmap: Missions, Payloads, Dual-Use Applications

- Chandrayaan follow-on missions and payloads
- Gaganyaan (human spaceflight) subsystem opportunities
- Payload classes and technology roadmaps
- Dual-use applications in defence communications and ISR

16:30

Closing Session: Closing discussion: What must change by 2030: A grounded look at procurement, funding, and execution.

- What to fix in the next 36 months
- What industry and government should stop doing
- Where focus will actually pay off

17:05 CLOSING KEYNOTE & END OF CONFERENCE

CONTACT US

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Disclaimer:

Please note - all of the information in this document is subject to change at any time. Whilst every effort has been made to ensure the accuracy of the information, statements and decisions recorded in them, their status will remain that of a draft until such time as they are confirmed as a final version prior the subsequent meeting, Additionally, the user information is only valid at a certain moment in time and is subject to change due to movement and changes in bit rate requirements.

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