

INDIA SUPPLY CHAIN LEADERSHIP BRIEFING

QMM 2026

From Compliance to Predictable Performance

Newer insights for quality, operations and supply-chain leaders

RELIABILITY

PREVENTION

LEADERSHIP

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QMM 2026 — OVERVIEW

Six Forces Reshaping Quality Management Maturity

From a compliance mindset to a predictable-performance operating model



1

Supply reliability

QMM is increasingly framed around reliable market supply.



2

Prevention gap

Maturity depends on data, risk management and early detection.



3

Enterprise leadership

Quality decisions must connect business and manufacturing.



4

Knowledge flow

Learning must move across people, shifts and sites.



5

Digital enablement

Technology should turn quality signals into action.



6

Competitive value

Mature systems can strengthen resilience and confidence.

QMM 2026 — INSIGHT ONE

QMM Is Becoming a Supply-Reliability Framework

The executive question shifts from “Are we compliant?” to “Can we supply predictably?”

Compliance

- Meets CGMP requirements
- Responds to deviations
- Demonstrates control

Maturity

- Anticipates emerging risks
- Integrates quality and operations
- Improves continuously

Reliability

- Protects product availability
- Maintains performance through disruption
- Builds stakeholder confidence



Leadership takeaway: Quality maturity should be visible in service, resilience and recovery performance.

QMM 2026 — INSIGHT TWO

02 / 05

The Maturity Gap Is Prevention, Not Intention

Strong culture is necessary. Advanced PQS and technical excellence convert intent into predictable outcomes.



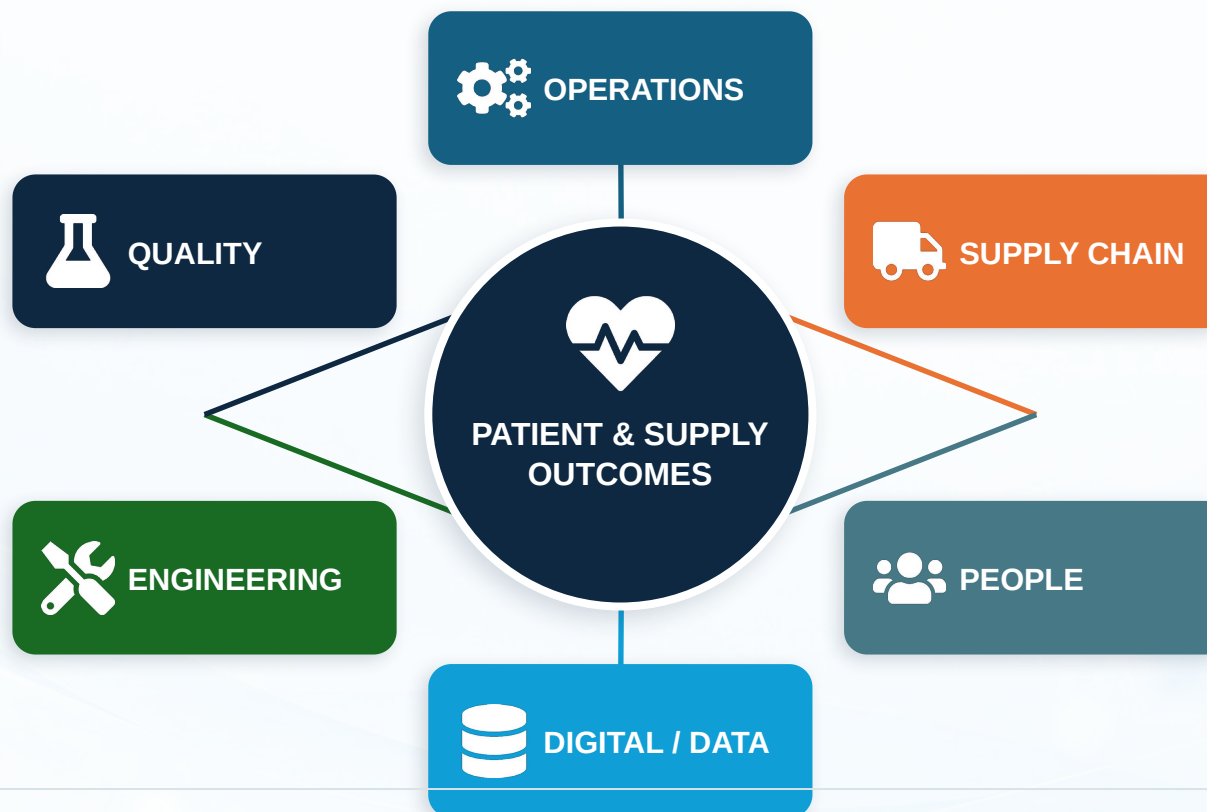
Move the management review from lagging metrics to weak signals, recurring patterns and risk-based interventions.

QMM 2026 — INSIGHT THREE

03 / 05

QMM Is an Enterprise Leadership Capability

Quality decisions must connect business and manufacturing across every function.



QMM 2026 — INSIGHT FOUR

04 / 05

Knowledge Management Is the Hidden Accelerator



CAPTURE

Tacit know-how



CODIFY

Reusable standards



CONNECT

Cross-site sharing



APPLY

Better decisions



LEARN

Update the system

“Every recurring deviation is a test of organizational memory.”

Convert investigation learning into standards, training, digital knowledge and management-review decisions.

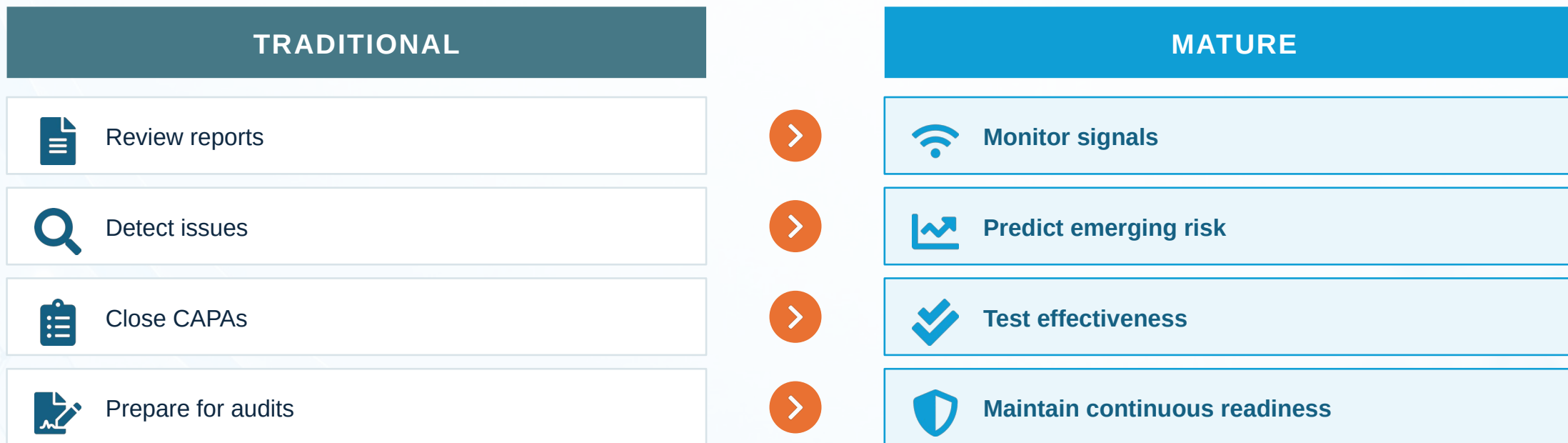


QMM 2026 — INSIGHT FIVE

05 / 05

Digital Enablement: From Reporting to Sensing

Technology adds value only when it improves the quality and speed of decisions.



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QMM 2026 — LOOKING AHEAD

VISION 2030

QMM 2030

From Compliance to Competitive Advantage



Quality embedded in business strategy



Data-enabled preventive decisions



Resilient supply networks



Knowledge-driven organizations



Capable and empowered people



Predictable product supply

“The winners will not be those with the fewest observations, but those with the most predictable performance.”

Thank You

Questions & Discussion

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