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A Comprehensive Analysis of Material Receiving, Storage, and Issuing Processes in Thermal Power Plant Stores

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Abstract **-** This research study explores the stores and inventory management practices at Adani Power Limited's 3,300 MW Tiroda thermal power station, examining how warehouse operations directly support power generation maintenance readiness. Grounded in established Operations and Supply Chain Management frameworks, the study addresses the critical role of material availability in minimizing plant downtime across electrical, mechanical, instrumentation, and civil maintenance departments. The primary objectives of the study are: (1) to examine inbound material receiving practices, including gate entry, inspection, and discrepancy handling; (2) to evaluate storage strategies and material handling for various inventory categories; (3) to analyze the internal material issuing process from Material Requisition Slips to department-wise staging and transport; and (4) to identify key operational control points and recommend practical improvements. Adopting a descriptive, observational case study design based on an on-the-job training internship, primary data were gathered through direct process observation and staff interactions, while secondary insights were drawn from corporate annual reports and industry literature without accessing restricted enterprise databases.

The major findings indicate that the Stores Department effectively manages physical and documentation flows through structured gate entry, thorough quantity verifications, and systematic vendor discrepancy resolutions. Storage practices successfully utilize standard racks, locked two-key shelving for sensitive brass items, open-air yards for oversized materials, mechanical forklifts, and electronic fuel-dispensing controls to maintain asset security and accountability. Furthermore, the internal issuing workflow operates efficiently from SAP stock searches and approvals to tailored vehicle allocation. The study concludes that treating receiving, storage, and issuance as a unified operating system safeguards inventory accuracy and optimizes plant availability. Practical suggestions include implementing barcode or RFID scanning during receiving to enhance real-time SAP visibility, establishing formal digital access logs for controlled lockers, standardizing Material Requisition Slip timelines for smoother staging, and strengthening joint digital discrepancy reporting protocols with suppliers to streamline financial processing and supply chain resilience.)

Keywords - Stores and Inventory Management, Material Receiving and Verification, Warehouse Storage Practices, Internal Material Issuing Process, Thermal Power Plant Operations, Supply Chain Control Points.

I. INTRODUCTION

This project examines the critical stores and inventory management practices at Adani Power Limited through an intensive on-the-job training (OJT) internship conducted at the 3,300 MW Tiroda thermal power station in Gondia, Maharashtra. In a large-scale power generation facility where continuous operations depend heavily on the seamless execution of electrical, mechanical, and instrumentation maintenance, the availability of precise materials at the right time is paramount. Consequently, the Stores Department functions not merely as a passive warehouse, but as a vital operational service link that bridges external suppliers with internal maintenance teams, ensuring plant reliability, asset uptime, and operational continuity.

Methodologically structured as a descriptive, observation-based case study, this research tracks the complete lifecycle of materials from inbound arrival to internal issuance. The investigation details initial gate entry, security checks, unloading, quantity verification, rigorous inspection procedures, and discrepancy handling for incoming supplier shipments. Furthermore, it maps the outbound workflow from the generation of an official Material Requisition Slip through stock search, picking, department-wise staging, and final transportation. Alongside these primary workflows, the study evaluates essential supporting controls such as rack configurations, controlled lockers, open-air storage for heavy items, forklift-based material handling, fuel dispensing protocols, and third-party scrap disposal mechanisms.

Ultimately, this study aligns practical observations with established Operations and Supply Chain Management frameworks to evaluate how rigorous inventory controls bolster plant safety and efficiency. By treating these receiving, storage, and issuing procedures as an integrated operating system rather than isolated warehouse activities, the research identifies key operational control points and offers practical

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recommendations for enhancing inventory accuracy and process accountability.

II. LITERATURE REVIEW AND THEORITICAL BACKGROUND

A. Literature Review

Adhikary and Jana (2019) examine integrated optimization models for production, preventive maintenance, and spare parts inventory. Ahamed et al. (2012) apply supply chain tools to thermal power plants, while Ardiansyah and Pratiwi (2024) evaluate warehouse inventory control procedures using SAP. Boniface et al. (2013) and Onyesolu et al. (2018) focus on automated inventory control and dynamic supply chain systems for power utilities in Nigeria. Ermawanto and Kurniati (2021) explore spare-part warehouse management, and Gao (2006) reviews utility-focused spare parts inventory techniques. Gill et al. (2016) provide a literature review on inventory management frameworks, echoing early cost-saving principles outlined by Hefter (1980). İfraz et al. (2025) present a systematic review on spare parts classification and warehousing from a maintenance perspective, and Lailiyah et al. (2025) analyze min-max stock control methods. Macfarlane (1985), Scala (2011), and Scala et al. (2009) investigate nuclear and utility spare parts management and decision trade-offs. Nesti et al. (2023) apply class-based storage methods in power plant warehouses, while Raju et al. (2013) study RFID tracking in power project environments. Saran and Dhaneesh (2026) review inventory control techniques at BHEL. Finally, Santoso (2017), Trisnawati et al. (2018), and Zhao and Dong (2016) optimize spare parts policies and total cost systems for specific thermal power plants.

B. Theoretical Framework and Background Theory

The theoretical framework underpinning this study integrates core concepts from Operations and Supply Chain Management (OSCM), specifically focusing on warehouse operations, inventory control, and maintenance-driven logistics within capital-intensive industrial settings. In thermal power generation, the primary mandate is ensuring continuous, reliable asset operation. Consequently, the theoretical positioning relies on treating the Stores Department not as an isolated repository, but as an integrated internal supply chain nexus that bridges external suppliers with internal maintenance departments. Key foundational theories and models relevant to this framework include:

Material Lifecycle Management: Tracing materials from inbound entry, receiving, physical verification, and put-away to internal requisition, picking, staging, and final issuance. This perspective emphasizes that errors at any node (such as receiving discrepancies or mislabeled storage locations) propagate through maintenance planning and financial documentation.

Inventory Classification and Storage Strategy: Grounded in systematic warehousing principles, this involves segmenting inventory based on physical characteristics, value, and security requirements (e.g., standard racks for general spares, secure two-key lockers for sensitive components, and open-air storage for heavy assets) to optimize handling and asset protection.

Internal Logistics and Demand Fulfillment: Applying pull-system dynamics where internal maintenance demands (Electrical, Mechanical, Instrumentation, and Civil) trigger formalized workflows via Material Requisition Slips (MRS), driving structured picking, staging, and load-matched transport allocation.

Control Point Theory: Utilizing layered administrative and physical controls—ranging from gate entry authorization and quantitative inspection verifications to electronic fuel dispensing and third-party scrap recovery—to mitigate operational, financial, and security risks across the supply chain.

III. MATERIALS AND METHODS

This study adopts a descriptive, observational case study design based on practical exposure and process mapping within the Stores Department at Adani Power Limited, Tiroda. Because the project was conducted during an on-the-job training (OJT) internship rather than as a controlled empirical experiment, direct process observation and experiential learning serve as the primary evidence base.

The research framework follows the physical and informational lifecycle of materials—tracing inbound supplier deliveries through gate entry, inspection, quantity verification, and put-away, as well as outbound internal flows from Material Requisition Slips (MRS) to picking, staging, and delivery. Primary information was gathered through active observation of daily warehouse tasks, explanations provided by department personnel, and participation in authorized workflow activities. Secondary data were compiled from official company documents, annual reports, industry publications, and academic literature. To maintain data integrity and confidentiality, no restricted SAP transactions or proprietary database logs were accessed. The sampling approach is purposive and experience-based, focusing on the specific operational activities witnessed rather than a statistical employee population.

Objectives of the Study

The objectives of the study are as follows:

1. **To study the material receiving practices** followed in the Stores Department at Adani Power Limited, including gate entry, receiving, inspection, quantity verification and discrepancy handling.
2. **To understand the storage and inventory management practices** used for different categories of materials, including rack storage, controlled storage, open storage and material handling.
3. **To analyze the internal material issuing process** from Material Requisition Slip through approval, stock search, picking, department wise staging and transportation to the requesting department.
4. **To identify operational observations and control points** in the Stores process and recommend practical improvements for inventory accuracy, material visibility, handling efficiency and process accountability.

A. Analytical Approach

This study separates three distinct levels of evidence—direct observation, company/publicly reported information, and management interpretation. Because transaction-level Stores data were not authorized for use, the analysis focuses on process relationships, workflow sequences, and improvement opportunities rather than claiming measured savings or service-level performance. The analysis examines

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practical observations against the four project objectives using a descriptive and process-based framework. Quantitative company and sector figures are utilized only when they are publicly reported or explicitly identified as internship observations. The evaluation centers on control points, storage logic, internal responsiveness, and the relationship between physical materials and information records, deliberately avoiding the fabrication of unmeasured performance percentages, cycle times, or cost savings.

IV. DATA ANALYSIS AND DISCUSSION

TABLE I. MATERIAL RECEIVING PRACTICES

Observation Observation	**Operational Meaning**		
	Operational Meaning	***Potential KPI***	***Observation***
Physical counting	Confirms received quantity	Receiving quantity accuracy	Physical counting
Supplier notification	Creates accountability	Discrepancy closure time	Supplier notification
Video/presence evidence	Supports dispute resolution	Percentage of discrepancies with evidence	Video/presence evidence
Verified quantity for invoice/payment	Links physical and financial control	Invoice exception rate	Verified quantity for invoice/payment

Table 1: Material Receiving Practices

The table analyzing material receiving practices demonstrates that inbound warehouse operations function as a critical preventive control gate rather than a passive acceptance point. Physical counting confirms whether the actual delivered quantities match supplier documentation, while formal vendor notifications establish clear accountability when discrepancies occur. The use of video or witness evidence supports objective dispute resolution, and linking the verified physical quantity directly to financial invoice approval bridges warehouse logistics with financial control. Tracking key performance indicators (KPIs) like discrepancy closure times and invoice exception rates helps streamline inbound flows and reduce administrative errors.

TABLE II. STORAGE AND INVENTORY MANAGEMENT PRACTICES

Storage Type Storage Type	**Observed Use**		
	Observed Use	***Control Consideration***	***Storage Type***
Racks	Regular materials	Labeling, safe stacking and location accuracy	Racks
Two key locker	Selected brass/sensitive items	Access control and accountability	Two key locker
Open area	Oversized pipes, rods and similar items	Space, weather protection and safe handling	Open area
Forklift supported areas	Heavy materials	Load safety and movement control	Forklift supported areas

Table 2: Storage and Inventory Management Practices

The table detailing storage and inventory management highlights a differentiated approach based on the physical characteristics, value, and security requirements of different items. Standard racks accommodate regular operational spares with an emphasis on labeling and safe stacking, whereas sensitive or high-value brass components are kept under secure two-key locker custody. Bulky, oversized items are placed in open-air yards requiring specialized protection, and heavy materials utilize forklift-supported areas to ensure load safety and movement control. Maintaining strict alignment between these physical locations and system records is vital to prevent misplacement and minimize retrieval delays for maintenance teams.

TABLE III. INTERNAL MATERIAL ISSUING PROCESS

Potential KPI Potential KPI	**Definition**		
	Definition	***Why It Matters***	***Potential KPI***
MRS to issue time	Time from approved MRS to issue	Measures Stores responsiveness	MRS to issue time
Picking accuracy	Correct items/quantities picked	Reduces rework	Picking accuracy
Staging accuracy	Material placed in correct department area	Supports handover	Staging accuracy
Delivery turnaround	Issue to department receipt	Measures internal logistics	Delivery turnaround

Table 3: Internal Material Issuing Process

The table evaluating the internal material issuing process maps out a controlled chain of custody connecting maintenance demand with warehouse execution. Initiating workflows through Material Requisition Slips (MRS) leads through system stock searches, approvals, physical picking, and department-wise staging for electrical, mechanical, instrumentation, and civil maintenance units. Tailoring internal transport vehicles to the exact size, weight, and

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quantity of the load ensures efficient delivery. Monitoring operational metrics—such as MRS-to-issue turnaround time, picking accuracy, staging precision, and delivery turnaround—allows management to evaluate internal logistics responsiveness and minimize equipment downtime.

TABLE IV. OPERATIONAL OBSERVATIONS AND CONTROL POINTS

Control Point Control Point	**Primary Risk Addressed**		
	Primary Risk Addressed	***Observed/Relevant Control***	***Control Point***
Gate entry	Unauthorized vehicle/material movement	Entry procedure	Gate entry
Receiving	Wrong or damaged material	Inspection	Receiving
Counting	Quantity discrepancy	Physical verification	Counting
Storage	Loss/misplacement	Designated locations and controlled access	Storage
Internal issue	Unauthorized release	MRS and approval	Internal issue
Transport	Wrong/unsafe movement	Vehicle selection by load characteristics	Transport

Table 4: Operational Observations and Control Points

The table summarizing operational observations and control points illustrates that a multi-layered control framework is essential across the entire material lifecycle to mitigate operational, security, and financial risks. Each stage—ranging from initial vehicle gate entry procedures and inbound material inspections to physical quantity verifications, designated storage locations, MRS approvals, and load-matched transport—addresses specific vulnerabilities. Because no single control operates in isolation, combining physical discipline with robust information system tracking ensures total process accountability and provides clear pathways for measurable operational improvements.

V. FINDINGS, CONCLUSIONS AND SUGGESTIONS

The findings of this descriptive case study reveal that the Stores Department at Adani Power Limited, Tiroda, operates as an integrated supply chain nexus connecting external suppliers with internal maintenance teams to ensure power plant reliability. Inbound material receiving processes effectively capture physical and documentation flows through structured gate entry, thorough inspections, and quantitative verifications, utilizing systematic discrepancy handling and vendor notifications to safeguard inventory accuracy and invoice processing. Storage and inventory management practices successfully segregate materials based on physical characteristics and control requirements, utilizing standard rack storage for general items, locked two-key shelving for sensitive brass components, and open-air storage for oversized assets, while deploying forklifts for heavy handling and maintaining electronic-lock authorizations for internal fuel dispensing. Furthermore, the internal material issuing process operates reliably through a disciplined sequence—from Material Requisition Slip generation and authorized stock location checks in SAP to physical picking, department-wise staging for Electrical, Mechanical, C&I, and Civil maintenance units, and appropriate vehicle allocation for internal transport. Finally, operational observation highlights crucial control points across the material lifecycle, demonstrating that structured inventory visibility, location discipline, and third-party reverse logistics for scrap management collectively enhance process accountability, minimize handling inefficiencies, and support uninterrupted generation asset uptime.

A. Findings

A The findings of this descriptive case study reveal that the Stores Department at Adani Power Limited, Tiroda, operates as an integrated supply chain nexus connecting external suppliers with internal maintenance teams to ensure power plant reliability. Inbound material receiving processes effectively capture physical and documentation flows through structured gate entry, thorough inspections, and quantitative verifications, utilizing systematic discrepancy handling and vendor notifications to safeguard inventory accuracy and invoice processing. Storage and inventory management practices successfully segregate materials based on physical characteristics and control requirements, utilizing standard rack storage for general items, locked two-key shelving for sensitive brass components, and open-air storage for oversized assets, while deploying forklifts for heavy handling and maintaining electronic-lock authorizations for internal fuel dispensing. Furthermore, the internal material issuing process operates reliably through a disciplined sequence—from Material Requisition Slip generation and authorized stock location checks in SAP to physical picking, department-wise staging for Electrical, Mechanical, C&I, and Civil maintenance units, and appropriate vehicle allocation for internal transport. Finally, operational observation highlights crucial control points across the material lifecycle, demonstrating that structured inventory visibility, location discipline, and third-party reverse logistics for scrap management collectively enhance process accountability, minimize handling inefficiencies, and support uninterrupted generation asset uptime.

B. Conclusions

H This study concludes that the Stores Department at Adani Power Limited, Tiroda, functions as an essential operational backbone that directly safeguards power plant maintenance readiness and asset availability. By treating inbound receiving, warehousing storage, and internal issuing as a unified operating system rather than isolated warehouse activities, the department successfully aligns practical workflows with core Supply Chain Management principles. The evaluation of inbound processes confirms that structured gate entry, physical quantity verification, and systematic discrepancy handling protect inventory record accuracy and streamline financial invoice processing. Furthermore, the strategic segmentation of storage—utilizing standard racks, controlled two-key lockers for sensitive components, and open-air yards for heavy assets—combined with mechanical forklift handling and rigorous electronic controls for internal fuel dispensing, ensures both material preservation and accountability. The internal material requisition and issue

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cycle demonstrates high operational discipline, moving efficiently from Material Requisition Slip approvals and location checks to department-wise staging and tailored transport allocation for maintenance teams. Ultimately, identifying key control points across this material lifecycle highlights that robust inventory visibility, process accountability, and third-party scrap recovery are vital for minimizing downtime and maximizing generation efficiency.

C. Suggestions

Based on the operational workflow observed at Adani Power Limited, the following practical recommendations are suggested for key stakeholders:

a) For Stores Management and Warehouse Personnel, implement digital barcode or RFID scanning during receiving and put-away to eliminate manual counting errors and enhance real-time location visibility in SAP. This will accelerate stock searches and reduce picking times for maintenance teams.

b) For Internal Maintenance Departments (EMD, MMD, C&I, and Civil), streamline advance forecasting and standardize Material Requisition Slip (MRS) timelines to minimize emergency requisitions, allowing stores to optimize department-wise staging and forklift allocation efficiently.

c) For Plant Administration and Safety Teams, conduct regular operator training and routine safety audits for material handling equipment (forklifts) and establish formal digital access logs for two-key controlled lockers to further strengthen physical accountability.

d) Finally, for Vendor Management and Procurement, integrate joint digital discrepancy reporting protocols with suppliers to expedite the resolution of short-shipments and ensure seamless invoice processing, benefiting both financial control and overall supply chain resilience.

D. Implications

This study carries significant implications for various stakeholders within a thermal power generation environment. For Plant Management and Operations Leadership, the insights highlight that treating the Stores Department as an integrated operating system rather than a passive warehouse directly enhances maintenance readiness, reduces equipment downtime, and improves overall plant asset uptime. For Stores Personnel and Warehouse Staff, the analysis emphasizes the importance of rigorous inventory discipline, systematic location management, and controlled access mechanisms (such as two-key lockers and electronic fuel controls) in minimizing material loss and boosting daily operational efficiency. For Internal Maintenance Teams (EMD, MMD, C&I, and Civil), streamlined receiving, accurate stock visibility, and structured department-wise staging ensure timely material availability, enabling faster fault resolution and smoother execution of maintenance tasks. Finally, for External Suppliers and Procurement Teams, transparent receiving, quantitative verification, and structured discrepancy-handling protocols foster better vendor accountability, quicker dispute resolution, and smoother invoice processing.

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