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- James A Richardson, Customer Responsiveness Initiative, Avery Dennison

About TCS’ Manufacturing Business Unit

TCS helps global manufacturers reduce operational expenditure, utilize capacity optimally, and increase efficiencies while meeting safety and regulatory norms. We are the preferred partner for a third of the Fortune 500 manufacturers, and have a record of enabling business innovation that helps them meet the objectives of global operations.

The core strength of our solutions lies in our rich experience across discrete (automotive, industrial manufacturing, and aerospace) and process industries (chemicals, cement, glass, and paper). Our vertical focused Centers of Excellence (CoE) leverage this rich database to cross-reference learning and drive innovation in business solutions for standardized processes, assets and templates, ERP implementation, and continued support services.

Our solutions and services portfolio spans IT-led business transformation; design, development, and support for IT solutions; and value-added services such as outsourcing, infrastructure management, and consulting.

Contact

To know more about TCS Business Process Management Solutions, contact manufacturing.solutions@tcs.com

About Tata Consultancy Services (TCS)

Tata Consultancy Services is an IT services, consulting and business solutions organization that delivers real results to global businesses, ensuring a level of certainty no other firm can match. TCS offers a consulting-led, integrated portfolio of IT and IT-enabled infrastructure, engineering and assurance services. This is delivered through its unique Global Network Delivery Model®️, recognized as the benchmark of excellence in software development. A part of the Tata Group, India’s largest industrial conglomerate, TCS has a global footprint and is listed on the National Stock Exchange and Bombay Stock Exchange in India.

For more information, visit us at www.tcs.com

IT Services
Business Solutions
Consulting

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Manufacturing enterprises on the global growth path are demanding technology optimization and process standardization and harmonization. To achieve these for competitive advantage, organizations today need to embark on enterprise-wide business process transformation. Strategies built around strongly inter-linked processes are more sustainable than those built around independent process interventions. More importantly, long-term sustainability of process-centric initiatives requires integrated planning and management of changes in people, processes, and technology. Tata Consultancy Services (TCS) Business Process Management (BPM) methodologies adopt an integrated approach that aligns optimized and harmonized business processes with strategic initiatives, positioning customer focus as the key driver and IT as the key information enabler. The emerging ‘One Enterprise’ empowers you to chart and manage your own road map for business process transformation, resulting in process performance improvement, greater visibility across the value chain, improved global collaboration, and reduced IT cost.

Overview
Manufacturing enterprises aspiring to a global presence have emerged from the shackles of legacy systems by quickly adapting to technological trends and adopting new business processes. However, the proliferation of applications and new versions, fragmented processes, redundant solutions, and the lack of comprehensive process architecture impedes collaboration, progress, and productivity. Added to this, disparate IT systems increase costs of maintenance and lack of transparency and visibility across business units, leading to slower process adoption and inflexibility.

We believe that the best way forward is to align strategic initiatives of the organization with business processes by establishing customer-centric business goals, business-centric processes, and process-centric information technology.

Our Solution
Build a customer-centric organization with our comprehensive BPM approach, the Manufacturing Enterprise Landscape Transformation (MELT). MELT has five stages:

1. Model
   - Model the Value Chain: Align with SCOR, GSIA, or your industry definitions.
   - Operational Excellence
   - Customer Experience Processes

2. Engage
   - Engage the Business: From process orientation and technology change awareness to environment simulation and experience sharing, MELT lays down the blueprint for successful business process transformation.

3. Leverage
   - Leverage TCS tools and techniques: Implement processes using our Six Sigma-based value chain analysis, due diligence framework, value stream mapping, policy objective matrix, and business process modeling.
   - Construct lean processes: Build process-driven operations and aligned customer-centric enterprise.

4. Transform
   - Sustain the transformation: Set up an independent BPM center of excellence (CoE) with a proper governance structure to drive long-term growth.
   - Benefits
     - Improve enterprise-wide processes: Extract more value from your value chain by reducing value chain costs, increasing value from the product life cycle, and by differentiating the customer experience.
     - Improve IT utilization: Rationalize and optimize your IT infrastructure, resulting in improved productivity and higher Return on Investment (ROI).
     - Reduce spend on IT infrastructure: Align IT needs with your business objectives, reducing your Total Cost of Ownership (TCO).
     - Improve future-readiness: With instant blueprinting capabilities, you can focus on developing an agile enterprise equipped to overcome the current market challenges. More importantly, BPM acts as the foundation of your next-generation digital capabilities.
     - Improve global collaboration: Integrate geographically spread operations to improve collaboration among units.

5. IT Outcomes
   - Supply Chain Process Excellence: ORBIT – a framework for enterprise-wide Oracle based transformation
   - Rant in a Box for manufacturing process transformations
   - MELT: Manufacturing Enterprise Landscape Transformation (MELT) framework for structured improvement in business processes by creating business-centric enterprises, business-centric processes, and process-centric IT.
   - TCS’ Innovation and Transformation Group’s (ITG’s) domain expertise: Leverage TCS ITG’s extensive domain expertise across industries such as automotive, aerospace, industry machinery and components, and chemical and process, to provide a strong platform for business transformation.

The TCS Advantage
Improve your global footprint by investing in process improvements, reducing infrastructural costs, ensuring optimal utilization of existing resources, and increasing efficiencies. Partner with us to leverage our methodologies and gain an integrated framework that delivers on all aspects of Business Process Management. TCS business process transformation benefits through:

- MELT: Manufacturing Enterprise Landscape Transformation (MELT) framework for structured improvement in business processes by creating business-centric enterprises, business-centric processes, and process-centric IT.
- TCS’ Innovation and Transformation Group’s (ITG’s) domain expertise: Leverage TCS ITG’s extensive domain expertise across industries such as automotive, aerospace, industry machinery and components, and chemical and process, to provide a strong platform for business transformation.
- Business Management Model for Manufacturing: Establish a process modeling framework for your organization – whether you are setting up a new plant, harmonizing processes in an acquired organization, or driving IT deployment. This framework ensures faster program completion and offers instant blueprinting capabilities for solutions based on SAP and Oracle platforms.
- Dedicated BPM COE: Our center of excellence for Business Process Management houses the process model, best practices, measures and metrics, and skills that can rapidly drive transformation.
- Powerful enterprise technology frameworks: Leverage our powerful enterprise technology frameworks across the value chain: SCOR – for Supply Chain Process Excellence; ORBIT – a framework for enterprise-wide Oracle based transformation; Rant in a Box for manufacturing process transformations; MELT for Manufacturing Enterprise Landscape Transformation; and WOPR® for Warranty Process navigators for service management.

How we help our customers
We recently helped Avery Dennison transform its customer response system. The company's existing decentralized business model was unable to meet its customers' evolving business needs and could not leverage economies of scale for the divisions to complement one another more effectively. The company sought to implement a centralized Customer Responsiveness Initiative (CRI) aimed at redesigning its business processes and implementing new platforms to improve efficiency, lower costs, and enhance customer experience.

We conducted a comprehensive analysis of the company’s business processes to develop program management and tracking mechanisms. We selected applications to standardize processes for defect management and issue tracking and ensure proper control across multiple vendors. We implemented several technologies for the CRI and enhanced the functionality of the core ERP components. We implemented the new system in multiple countries with minimum intrusive coding.

Our client has experienced improved customer satisfaction and retention, increased business agility, reduced IT costs and inventory, continuous improvement in business intelligence and reporting, and enhanced operational efficiency with automated sourcing of raw materials.
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Our Solution

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1. Model
   - Model the Value Chain: Align with SCOR, MESA, TSA, and industry standards.
   - Master Data & Design: Finalize the business requirements.
   - Business Value Stream: Optimize the Supply Chain and configure the processes.
   - Policy-Objective Matrix: Establish an integrated framework that optimizes utilization of existing resources.
   - Due Diligence Framework: Enhance IT infrastructure processes for effective business transformation.

2. Leverage
   - Leverage TCS’ Manufacturing Enterprise Landscape Transformation (MELT) framework for structured improvement in business processes by creating process-centric businesses, business-centric processes, and process-centric IT.
   - TCS’ Innovation and Transformation Group’s (ITG) domain expertise: Leverage TCS ITG’s extensive domain expertise across industries such as automotive, aerospace, industry machinery and components, and chemical and process, to provide a strong platform for business transformation.

3. Transform
   - Transform into Lean Processes:
     - Improve efficiency, lower costs, and enhance customer experience.
     - Model the Lean Value Chain: Align with SAP and Oracle platforms.
     - Establish a process modeling framework for your company’s business processes to develop program governance and issue tracking and ensure proper control across multiple vendors.
     - Implement applications to standardize processes for defect management and issue tracking and ensure proper control across multiple vendors.

4. Implement
   - Implement the manufacturing enterprise landscape transformation (MELT) framework for enterprise-wide Oracle-based transformation.
   - Reduce spend on IT infrastructure: Align IT needs with your business objectives, reducing your Total Cost of Ownership (TCO).
   - Improve future-readiness: With instant blueprinting capabilities, you can focus on developing an agile enterprise equipped to overcome the current market challenges. More importantly, BPM acts as the foundation of your next-generation digital capabilities.
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