Eaton Corporation is a diversified power management company with 2007 sales of $13 billion. With 81,000 employees, Eaton sells its products to customers in more than 150 countries. For over a century, Eaton’s electrical business has provided a wide array of electrical solutions from complex custom industrial and commercial assembly applications to simple, yet innovative residential components.

As part of its growth strategy, Eaton Electrical acquired several units across the globe. The company immediately recognized the need to leverage the strategic and operational advantages of all three acquired businesses and combine them to establish a complementary portfolio of products and services. Eaton sought a sophisticated technology partner to create a common IT solution that would support the three distinct but dependent business streams and selected TCS to handle this critical initiative through appropriate solution modeling and integration framework.

**About the Client**

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Business Situation

Electrical power is an essential element of doing business today. To deliver the competitive advantage that customers demand, Eaton helps organizations to proactively measure and manage the power system as a strategic and integrated asset. With explosive growth and increasing consumption fueling Eaton’s expansion in the Asia-Pacific marketplace, customer demand for timely solutions and reliable electrical products is accelerating at a rapid pace.

As part of its growth strategy, Eaton Electrical has acquired many units across the globe. Eaton recently gained an enviable mix of product, turnkey projects and service business portfolios from a major acquisition. The company immediately recognized the need to leverage the strategic and operational advantages of all three acquired businesses and combine them to establish a complementary portfolio of products and services. Such a plan in a post acquisition scenario posed challenges related to People, Process and Technology standardization. Eaton sought a sophisticated technology partner to create a common IT solution that would support the three distinct but dependent business streams. It selected TCS to handle this critical initiative through appropriate solution modeling and integration framework.

The first challenge was to combine the three businesses under a single organization - to fully utilize common resources, gain efficiencies and drive growth. An additional imperative was to provide Eaton with a unified experience through the creation of a comprehensive transactional system along with processes for divergent but complementary revenue streams. This would require seamlessly integrated business processes to drive transactions and data across product, service and project business streams supported by a robust and efficient technology platform.

The inclusion of legacy sales and manufacturing systems, in addition to Eaton’s extended enterprise integration needs, further complicated the building of a common IT solution. Organizational restructuring - to derive appropriate revenue recognition - and division-specific performance reporting posed additional challenges.

TCS Solution

The TCS team established an Oracle Service and project-based eBusiness solution that interfaced with Eaton’s legacy systems to serve as a single, transactional platform for the multiple business units. As part of the solution, business processes were redefined to create a synergetic business model across all three businesses. This resulted in building a single sales transaction in the front end leading to product, project and service revenue generation in the back end.

Some of the key features of the solution:

- A centrally hosted Oracle Global single Apps Instance that supports Multi Organization, Multi-Currency, Multi-Language and Multi Project solutions
- A 24 x 7 call center for customer support, and a single system check for contracts entitlement to save time for the call center staff
- A mobile field service laptop application that covers the entire U.S., and an integrated Blackberry email field solution to ‘receive and respond’ to task assignments
- A common scheduling/time entry solution for managing resources, and a proactive service contracts renewal management system
- E-Commerce and EDI Integration to the legacy applications, and automated warranty, installed base and service contracts from the legacy applications

TCS formulated an execution framework, involving teams from the Manufacturing Practice, the Oracle Practice and Mainframe technology groups at various stages of the execution. The execution followed TCS’s Oracle implementation methodology with inclusion of the enterprise and business modeling phase.

As part of the enterprise and business modeling, consultants from TCS’ Manufacturing industry solution group along with Oracle CRM experts conducted a series of workshops and discussions to evolve the vision and future state of the business model where all three businesses are linked for cross-selling and up-selling. A customized revenue sharing mechanism between the business streams was created. The business models were then mapped to Oracle application functionalities to conceptualize the application model. A complex resource sharing ability between projects and services businesses was created as part of the solution. The team of experts working in an onsite/offshore model of deployment once again delivered the experience of certainty to the customer.

Experience certainty

True certainty of success comes from working with a partner you trust to provide the insight, support and expertise that will propel your business forward. Experiencing certainty with TCS means you can count on results, partnership and leadership.

Results

TCS fulfilled Eaton’s strategic intent of building a single system to accommodate and profit from the newly acquired business units. This resulted in an enhanced, unified experience for customers and increased efficiency in business processes, including greater revenue realization. Eaton also gained additional benefits from this initiative:

- Greater cross-leverage of product offerings and resources between businesses
- IT maintenance cost reduction with rationalization of six different systems into one application
- Increased automation leading to operational efficiencies for inter-unit/business processes
- Savings of USD 200,000/PA in communication costs from the Blackberry Oracle integration
- Higher customer satisfaction and lower man hours resulting from consolidated invoicing and automation of the contract creation process
“My thanks to your entire team, both onshore and offshore. They have been rock solid and shining examples of the contributions that TCS has to offer. As we keep our expectations high moving forward, many thanks again for yet another successfully done project.”

Chuck Webb  
Supplier - Relationship Manager  
Eaton Electrical

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