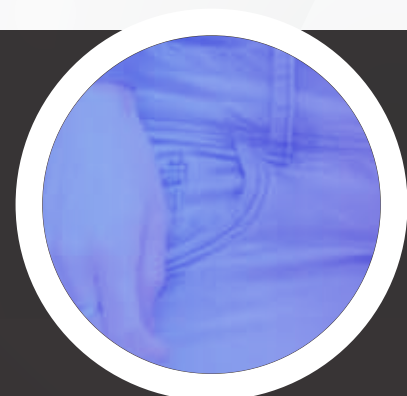


# NOURISHING THE CPG AND DISTRIBUTION INDUSTRY FOR THE NEW ERA

COVID-19 Response Strategy  
and TCS Point of View

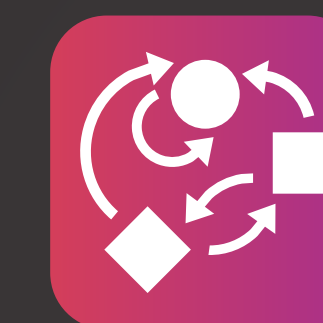
CPG AND DISTRIBUTION



PURPOSE-DRIVEN



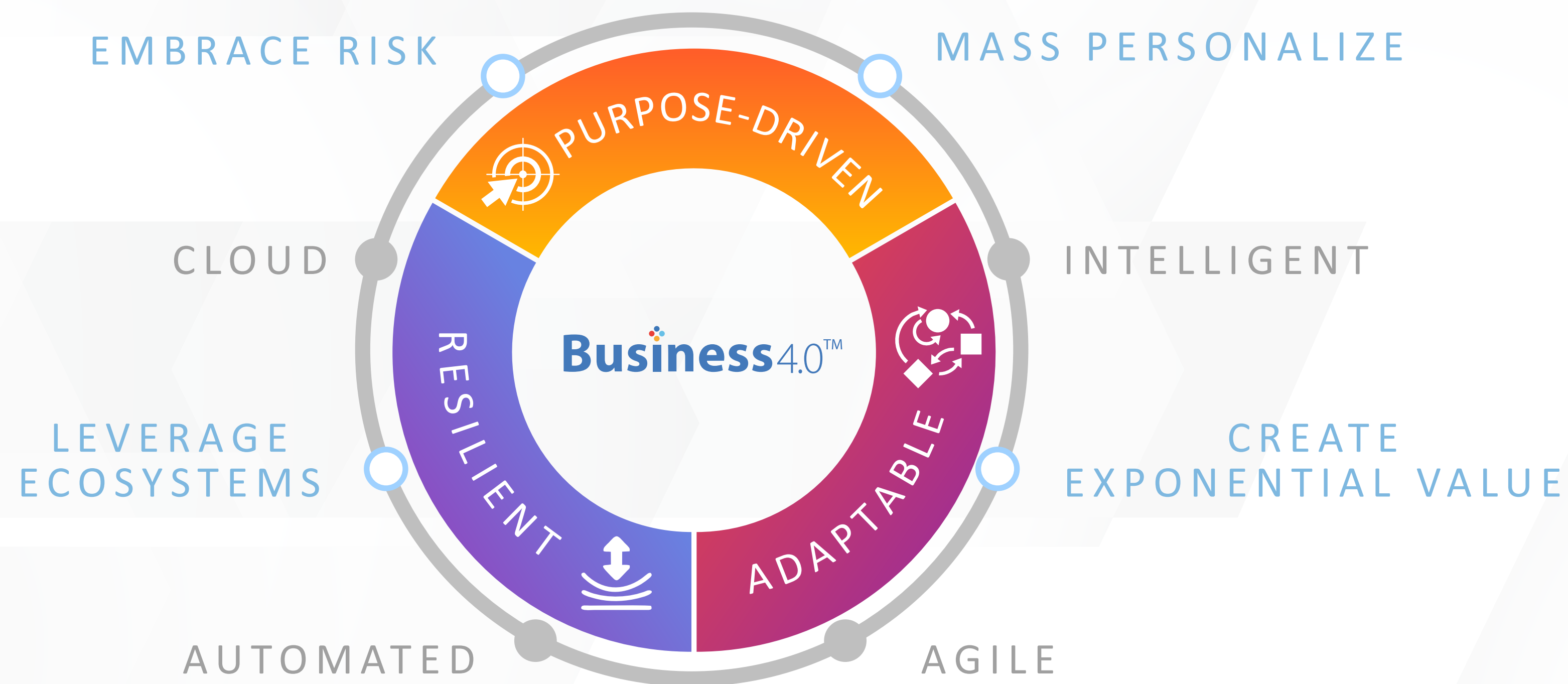
RESILIENT



ADAPTABLE

# PURPOSE-DRIVEN, RESILIENT & ADAPTABLE

with Business 4.0™



## Executive Summary



**VP, Global Head,  
CPG and Distribution  
Business Unit at TCS**

COVID-19 is one of the most devastating pandemics in recent history. The impact is threefold. First, is the human impact; with almost 6 million cases globally, over 300,000 fatalities as of May 2020 (worldometer, 2020) and no vaccine yet. Second, is the economic impact; estimated to be worth trillions of dollars due to lockdowns in many parts of the world and restrictions on travel. Third and most importantly is the social impact; social distancing and need for fewer physical interactions are becoming the new norm. These three together have a profound impact in the Consumer Packaged Goods (CPG) and Distribution industry.

Different segments of the CPG and Distribution industry are seeing varying disruptions to their supply and demand due to lockdown restriction and changing consumer buying behavior. There is a spike in demand for essential products as consumers stockpile causing immense supply chain pressure. On the other hand, there is a dip in demand for non-essential products as consumers defer discretionary spend causing high inventory holding cost. Irrespective of the situation, enterprises are prioritizing on COVID-19 essential products to support the community to navigate through the crisis. For example, a global home and personal care major is manufacturing N95 masks; a global tobacco manufacturer is investing in the development of COVID-19 vaccines; a global alcohol beverages manufacturer is making hand sanitizers. Distributors are also repurposing their fleets to provide logistics to essential shipments. Empathetic branding, optimal capacity utilization, alternate sourcing, realigning the supply chain to make and sell the most critical, workplace sanitation and financial discipline are some of the key focus areas towards driving purpose during COVID-19 times.

Different CPG Industry segments have their own unique strategy to navigate through COVID-19. CPG industry needs to orchestrate the supply chain to meet demand variability and adapt to changing consumer behavior such as shift to direct to consumer channels, subscription models, virtually engaging with products and enterprises, focus on at home food and buying healthy and safer products. The Distribution industry focusing on consumable products needs further automate its process to scale up its operation. Enterprises that can be purpose centric, adapt to change and build resilience will emerge stronger from the crisis.



PURPOSE-DRIVEN



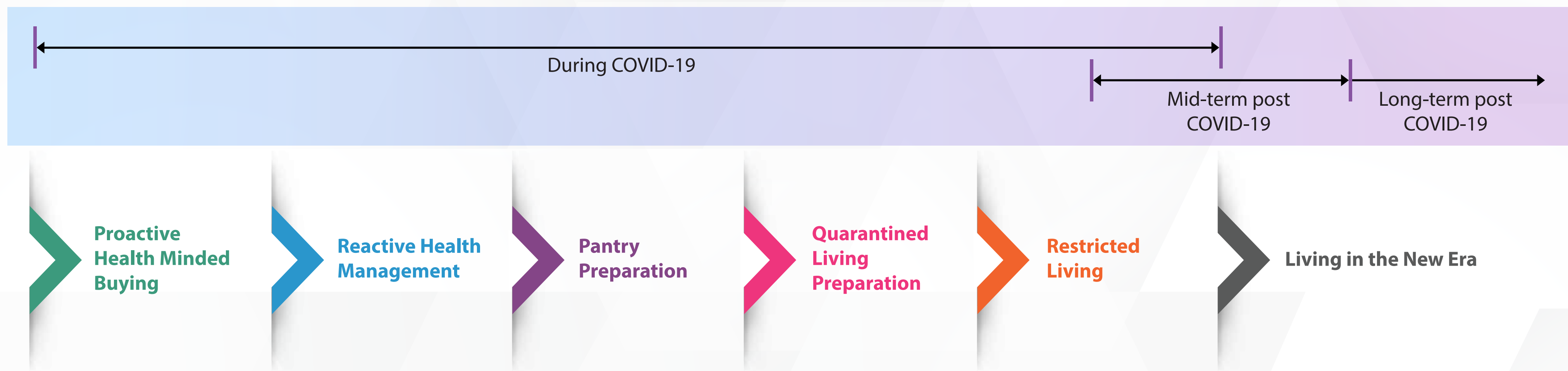
RESILIENT



ADAPTABLE

# Introduction

There are six key consumer buying behavior threshold (Figure 1) that we categorize into three timelines of COVID-19 pandemic –



**Figure 1: Consumer Buying Behavior through COVID-19\***

▪ **During COVID-19 phase:**

There is a huge spike in demand for health essentials and essential products as consumers start stock piling with a shift to online purchases

▪ **During mid-term post COVID-19 phase:**

Consumers limit their visit to stores and buys judiciously with increased basket and pack size at a lower buying frequency

▪ **Long-term post COVID-19 phase:**

Consumers are expected to return to a new era of lifestyle with increased focus on hygiene, demand for precautionary measures and increased reliance on ecommerce

\*Nielsen, Key Consumer Behavior thresholds identified as the corona virus outbreak evolves(March,2020),Retrieved May 2020, <https://www.nielsen.com/us/en/insights/article/2020/key-consumer-behavior-thresholds-identified-as-the-coronavirus-outbreak-evolves/>

# The Impact of COVID-19

Different products in CPG Industry segments have varying disruptions to the supply and demand due to current situation and consumer priorities (Figure 2). For example, a US based packaged food company has seen an increase in 53.5% sales during the lockdown.<sup>1</sup> Similarly, for royalty-based toys there has been reduced sales due to postponement in movie production and release.

Global pandemic has varying level of impacts on the supply and demand ecosystem across CPG segments

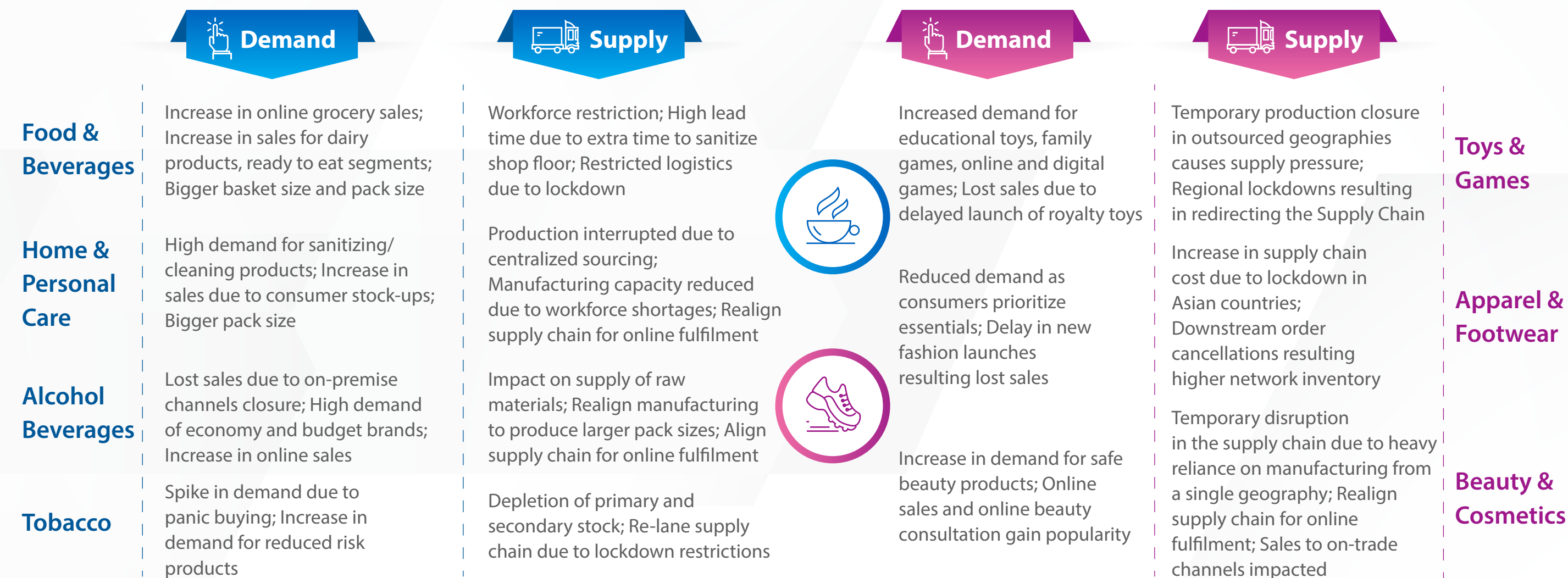


Figure 2: Varying Impact to Supply and Demand Across CPG Segments

<sup>1</sup>Conagra's stock turns up after reporting quarter-to-date retail sales growth of 37% , May 2020, Retrieved on May 2020, <https://www.marketwatch.com/story/conagras-stock-turns-up-after-reporting-quarter-to-date-retail-sales-growth-of-37-2020-05-15>

The matrix below (Figure 3) depicts the detailed impact of supply and demand parameters for CPG segments during COVID-19. Due to varying impacts to supply and demand parameters, each segments can have varying recovery speeds. The Food and Beverages (F&B) segment will rebound faster as it has an established local supply chain whereas the Home and Personal Care (HPC) and Apparel and Footwear (A&F) segment will see a drastic shift towards decentralized sourcing. Clearly, a detailed segment-wise analysis is needed to nourish the CPG industry for the future.

▲ HIGH   ■ MEDIUM   ▼ LOW

	Demand Parameters				Supply Parameters						Overall Impact	
	Product Demand	Advertising & Promotion Spend	Trade Investment	Online Sales	Logistics Disruption	Safety Stock Level	Working Capital Requirement	Workforce Non-availability	Input Cost	Production Continuity	Severity of Impact	Speed of Recovery
Food & Beverages*	▲	■	■	▲	▼	▲	■	■	■	▲	▼	▲
Home & Personal Care*	▲	■	■	▲	▼	▲	■	■	■	▲	▼	▲
Alcoholic Beverage	▲	■	■	▲	▼	▲	■	■	▲	▲	■	▲
Tobacco	▲	■	■	▲	▼	▲	■	■	▲	▼	■	▲
Apparel & Footwear	▼	▼	▼	▼	▲	▼	▲	▲	▲	▼	▲	▼
Beauty & Cosmetics	■	▼	▼	▼	▲	▼	▲	▲	▲	▼	▲	▼
Toys & Games	■	■	▼	▲	▲	■	▲	▲	▲	▼	■	■

\* Companies operating in multi-segment/product categories will have multi-layered impact in demand and supply. This chart represents impact to individual CPG segments

**Figure 3: Impact on Supply and Demand**

# Response Strategy

CPG and Distribution companies will need different strategies to navigate through the three phases of COVID-19

- **During COVID-19:**  
To make, sell and distribute the most critical products
- **Mid-term post COVID-19:**  
Adapt to emerging needs
- **Long-term post COVID-19:**  
To withstand future disruptions

The following sections will detail the strategy (Figure 4) for different CPG and Distribution segments for each of these three phases.

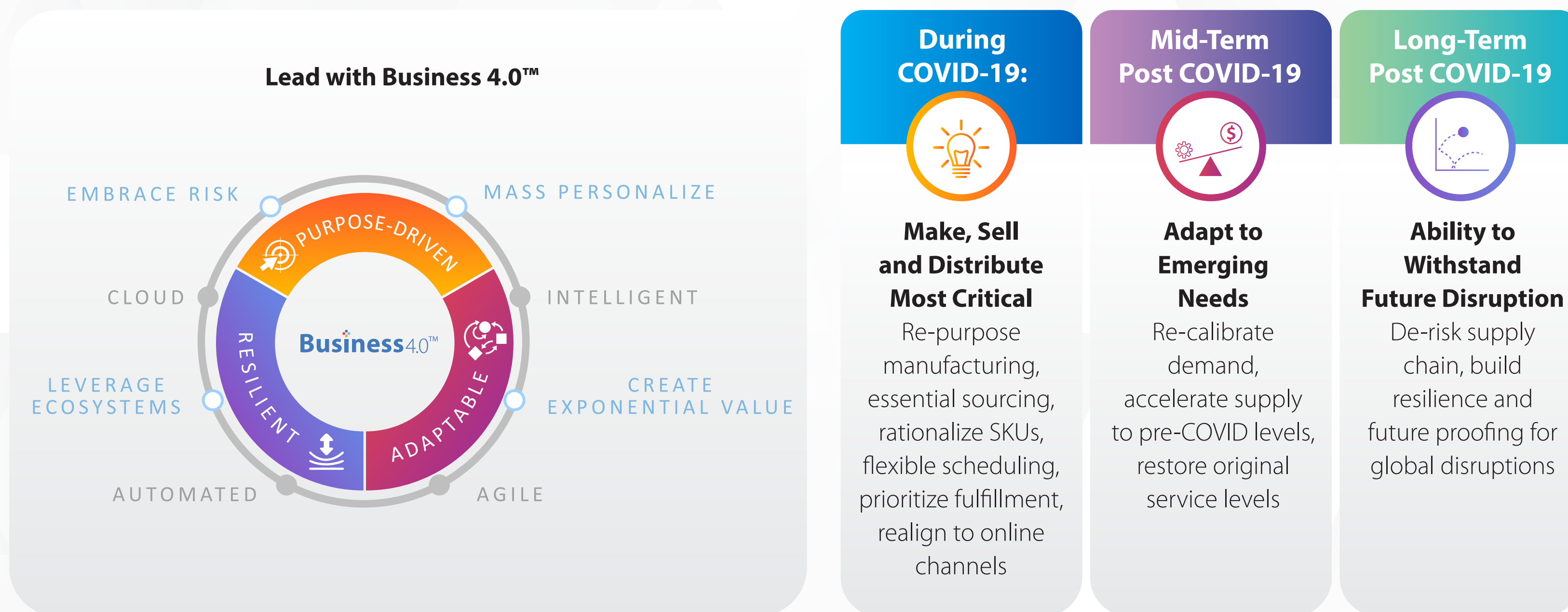


Figure 4: Response Strategy for CPG and Distribution Industry

## Home and Personal Care Segment

The HPC segment saw robust volumes and sales during the first quarter of calendar year 2020 due to panic buying. A leading HPC major reported an 8% increase in volume due to an upswing in demand for home cleaning and personal hygiene products.<sup>2</sup> High pantry loading of essentials required companies to prioritize fulfillment and realigning the supply chain to online channel. Reducing SKU variability would reduce the overall bullwhip in the supply chain. During COVID-19, HPC companies should be able to quickly design and source materials required to help the frontline workers and general public. In the mid-term, we recommend evaluating alternate sourcing for raw materials to reduce major reliance from a single geography and restore original service levels. In the long-term, we advise companies to focus more on creating innovative products with longer shelf life, Direct to Consumer(D2C) fulfillment through ecommerce, selling through virtual channels, contactless delivery, subscription models, remote workforce management, remote and cognitive operations to build a lasting resilience.




---

<sup>2</sup>Kimberly Clark Q1 2020 Results, Mar 2020, Retrieved on April 2020, <https://investor.kimberly-clark.com/node/33166/pdf>





**Figure 5: Home and Personal Care Segment Impact**

■ During COVID-19 ■ Mid-term post COVID-19 ■ Long-term post COVID-19

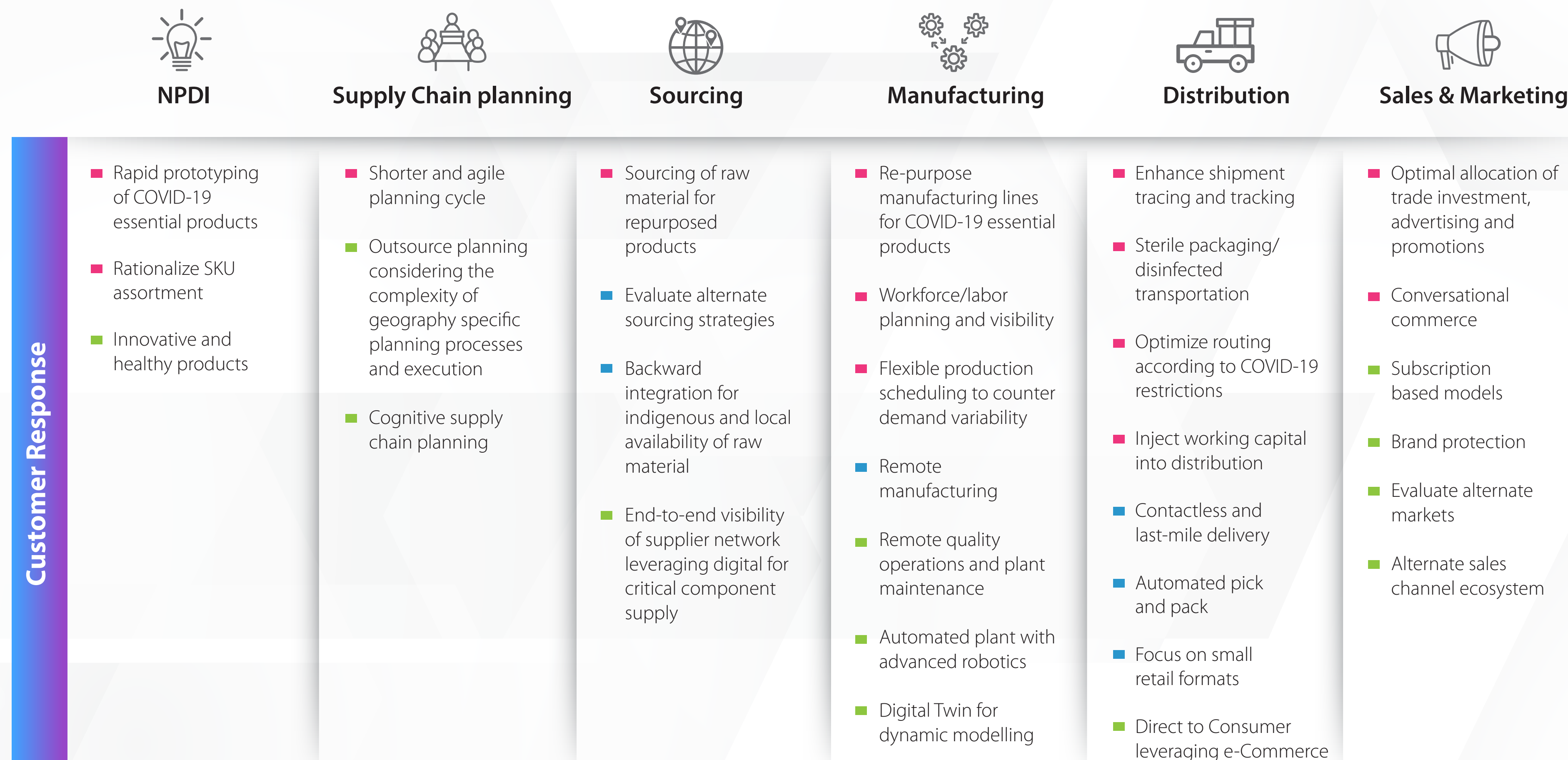


Figure 6: Response Strategy for Home and Personal Care Companies



## Food and Beverages Segment

In F&B segment, dairy products, cooking oil, ready-to-eat products and grocery items saw an increase in sales. A US based packaged food company have seen a 53.5% increase in sales in the initial weeks of the lockdown.<sup>3</sup> We suggest CPG enterprises should orchestrate replenishment with shorter planning cycles in both the offline and online channels with key imperatives to online channels with increased traffic. The supply chain in F&B is mostly local; however, workforce shortages and increased sanitization of shop floors and warehouses are resulting in delays to add to the network inventory. In the mid and long-term, consumer behavior changes towards safe, healthy, nutritious and immunity boosting products. We recommend F&B enterprises to adapt to technology-based ecosystem for quality gradation, supplier selection and collaboration, food handling and storing and last mile delivery with genealogy and subscription models, as consumers will drastically reduce out-of-home food and beverage and prefer online.

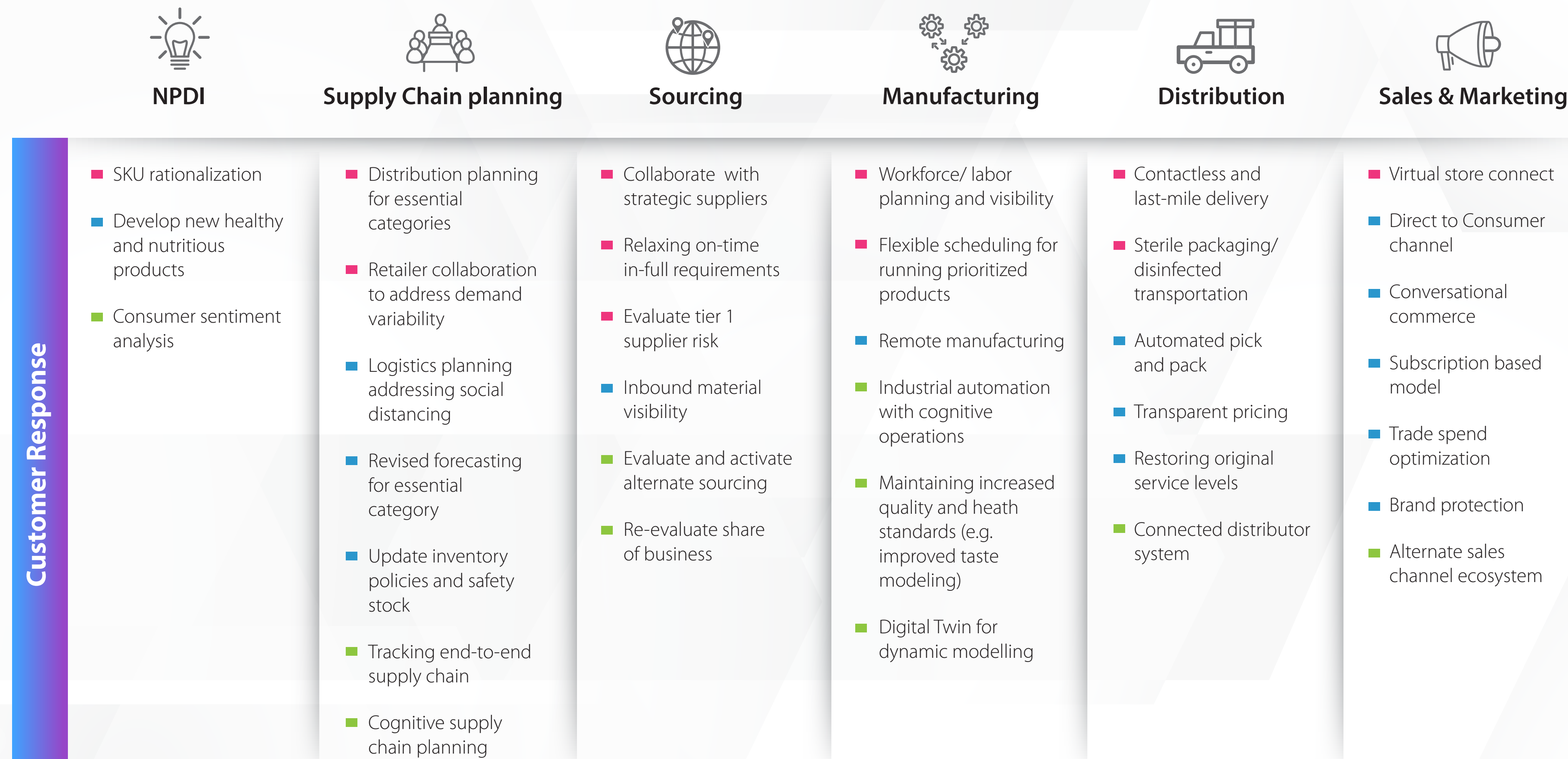
---

<sup>3</sup>Conagra's stock turns up after reporting quarter-to-date retail sales growth of 37% , May 2020, Retrieved on May 2020, <https://www.marketwatch.com/story/conagras-stock-turns-up-after-reporting-quarter-to-date-retail-sales-growth-of-37-2020-05-15>



**Figure 7: Food and Beverages Segment Impact**

■ During COVID-19 ■ Mid-term post COVID-19 ■ Long-term post COVID-19



**Figure 8: Response Strategy for Food & Beverages Companies**

## Alcohol Beverages Segment

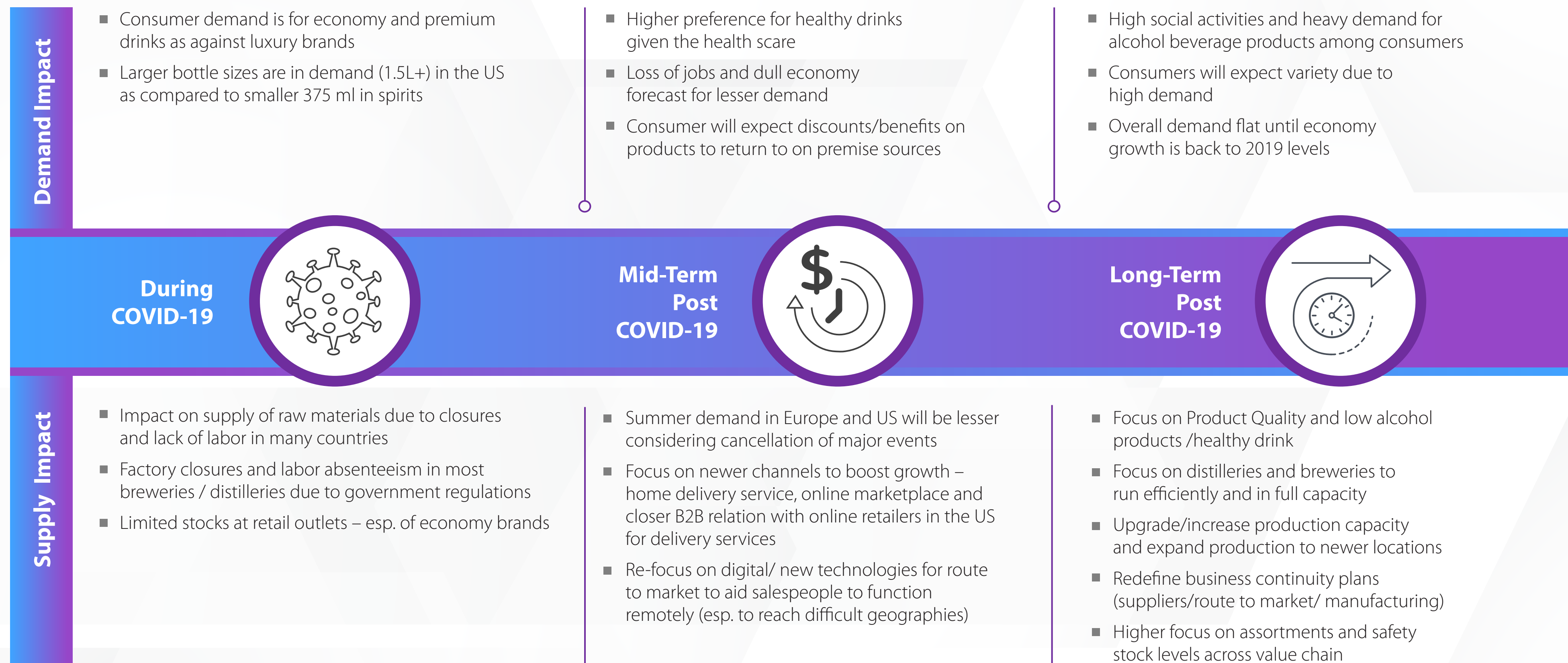
Amid COVID-19 and the subsequent lockdown, sales of alcoholic beverages sky-rocketed by around 55% during the initial weeks of lockdown due to consumer stock piling with online being the key channel.<sup>4</sup> A US-based online alcohol beverage aggregator reported 300% increase in sales, whereas a leading alcoholic beverage manufacturer saw a drop-in sale of up to 60% due to closure of on-premise channels such as bars, pubs and airports.<sup>4</sup> During COVID-19, most of the companies have repurposed the manufacturing line to make hand sanitizer as it contains 60% alcohol content.<sup>5</sup> We predict that the key focus now is to sell bigger pack sizes with sterile packaging and online as the preferred mode. In the new era, focus should be on manufacturing low alcohol content products as consumers will prefer healthier drinks. Re-planning for economy/value brands, re-evaluating trade and promotional investments along with exploring virtual channels to go to market would be some of the key priorities.

---

<sup>4</sup>Forbes, How The COVID-19 Pandemic Is Upending the Alcoholic Beverage Industry, April 2020, Retrieved April 2020, <https://www.forbes.com/sites/joemicallef/2020/04/04/how-the-covid-19-pandemic-is-upending-the-alcoholic-beverage-industry/#22d441184b0b>

<sup>5</sup>National Center for Biotechnology Information, Retrieved April 2020, <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3291447/>





**Figure 9: Alcohol Beverages Segment Impact**

■ During COVID-19 ■ Mid-term post COVID-19 ■ Long-term post COVID-19

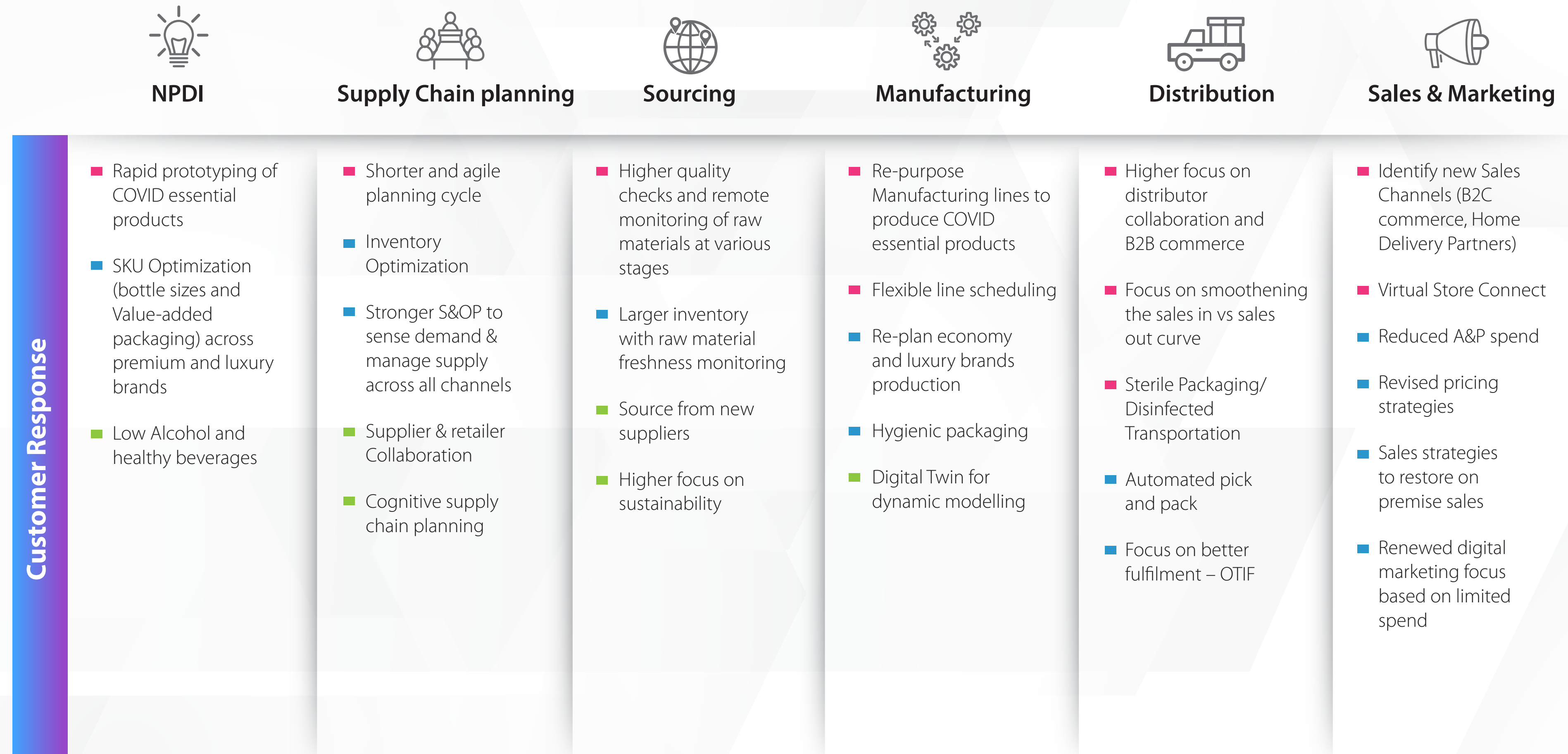


Figure 10: Response Strategy for Alcohol Beverage Companies



## Tobacco Segment

Tobacco products saw a spike in demand as soon as lockdown started as consumers resorted to stockpiling. The UK observed a 9% increase in sales during COVID-19 while a steady demand was observed in the US.<sup>6</sup> The sales of reduced risk products and non-tobacco products increased due to health and safety concerns among consumers. However, travel restrictions imposed by the countries have affected revenue streams from duty free outlets (<1% of revenue for a leading tobacco manufacturer).<sup>7</sup> Current fulfillment is possible due to higher network inventory levels however, prolonged shut down will lead to out-of-stock and force consumers to switch brands. One leading tobacco manufacturers has repurposed their resources to help develop a vaccine for COVID-19. The situation warrants redefining their existing HSE standards to meet the requirements of the new era. In the mid and long-term, we advise companies to design a resilient supply chain with increased focus on alternate and digital sourcing, reduced risk products to address the new buying patterns and health and work standards.

---

<sup>6</sup>Financial Times, Smokers stock up on tobacco and nicotine products, April 2020, Retrieved May 2020, <https://www.ft.com/content/362d7d51-6561-493b-a29b-72784157cca7>

<sup>7</sup>BAT - Capital Markets Day 2020, April 2020, Retrieved May 2020, [https://kvgo.com/IJLO/BAT\\_Capital\\_Markets\\_Day\\_2020](https://kvgo.com/IJLO/BAT_Capital_Markets_Day_2020)





**Figure 11: Tobacco Segment impact**

■ During COVID-19 ■ Mid-term post COVID-19 ■ Long-term post COVID-19

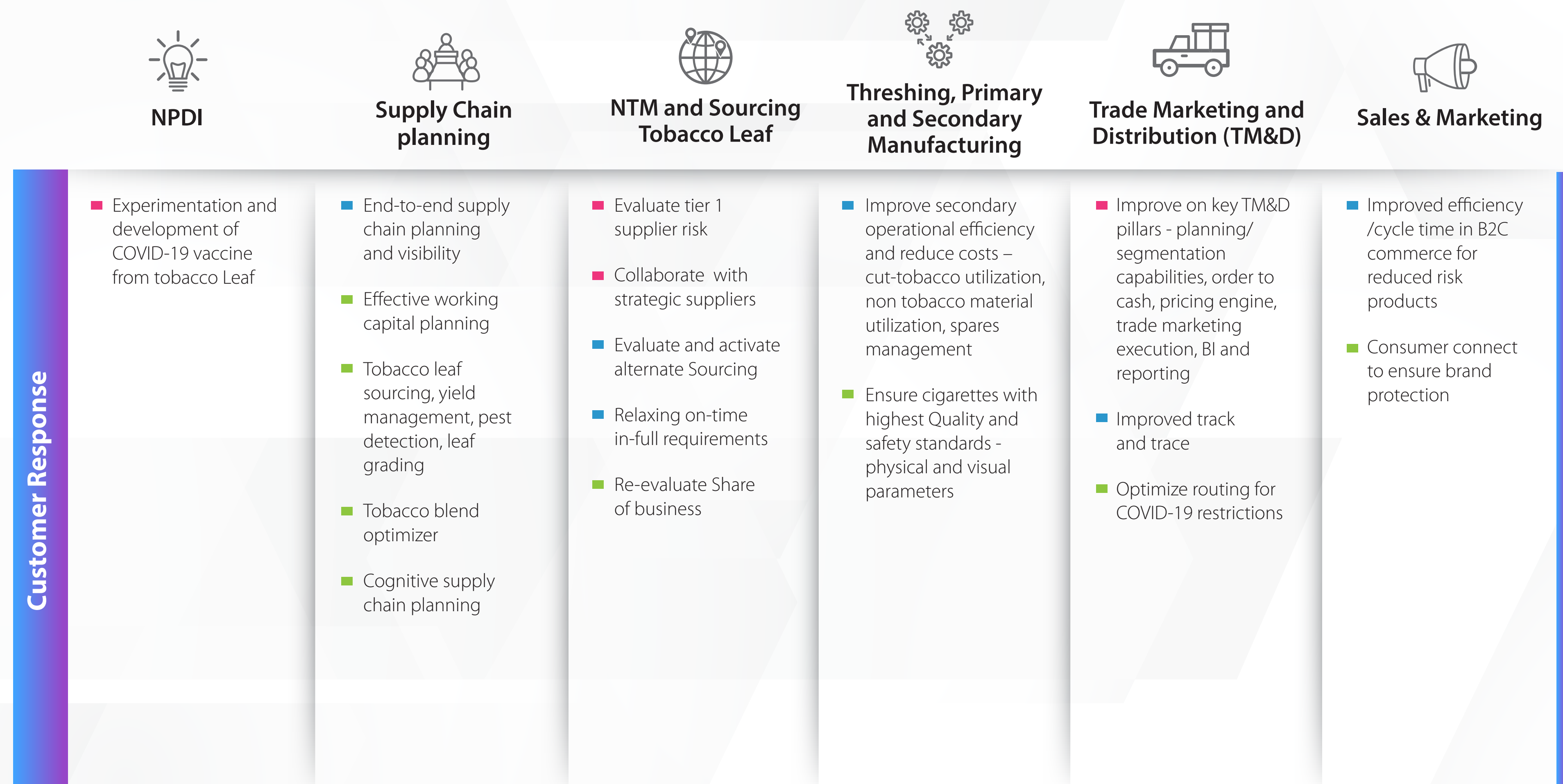


Figure 12: Response Strategy for Tobacco Companies

## Apparel and Footwear Segment

During and immediately post COVID-19 consumers are likely to spend less on A&F causing a decrease in demand of about 27-30%.<sup>8</sup> Cancelled orders worth over \$1.5 billion will cause supply disruptions and increase unemployment in developing countries.<sup>9</sup> However, a leading A&F major saw a rise in ecommerce sales of 35% in the first quarter, as consumers prefer online channels.<sup>10</sup> As sales drop, enterprises must prioritize on repurposing their manufacturing lines to develop COVID-19 essential products. We recommend enterprises to focus on empathetic branding to resonate well with consumers after the lockdown. In the near and long-term the key focus should be increasing sales on the online channel and enriching the consumer experience leveraging digital ecosystems in areas such as online fashion, digital trial rooms, contactless self-checkouts and AR/VR to make buying a safe, convenient and differentiated experience.

<sup>8</sup>McKinsey, It's time to rewire the fashion system: State of Fashion coronavirus update, Apr 2020, Retrieved May 2020, <https://www.mckinsey.com/industries/retail/our-insights/its-time-to-rewire-the-fashion-system-state-of-fashion-coronavirus-update>

<sup>9</sup>Bloomberg, European Retailers Scrap \$1.5 Billion of Bangladesh Orders, March 2020, Retrieved May 2020, <https://www.bloomberg.com/news/articles/2020-03-23/europe-retailers-cancel-1-billion-of-bangladesh-garment-orders>

<sup>10</sup>Adidas Q1 2020 Results, Retrieved April 2020, [https://www.adidas-group.com/media/filer\\_public/dc/77/dc776afe-d148-4e5b-a0a5-169c564d1b46/adidasag\\_q12020results\\_final\\_en.pdf](https://www.adidas-group.com/media/filer_public/dc/77/dc776afe-d148-4e5b-a0a5-169c564d1b46/adidasag_q12020results_final_en.pdf)

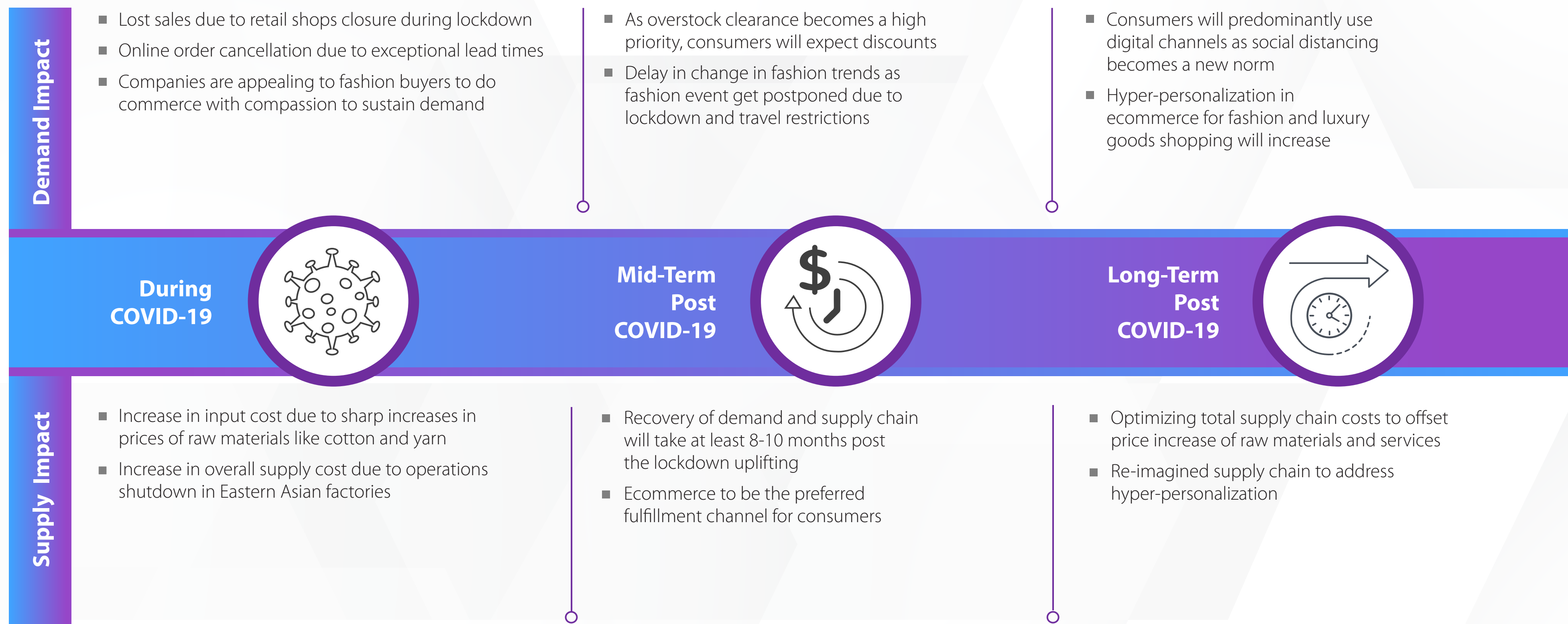


Figure 13: Apparel and Footwear Segment Impact

■ During COVID-19 ■ Mid-term post COVID-19 ■ Long-term post COVID-19

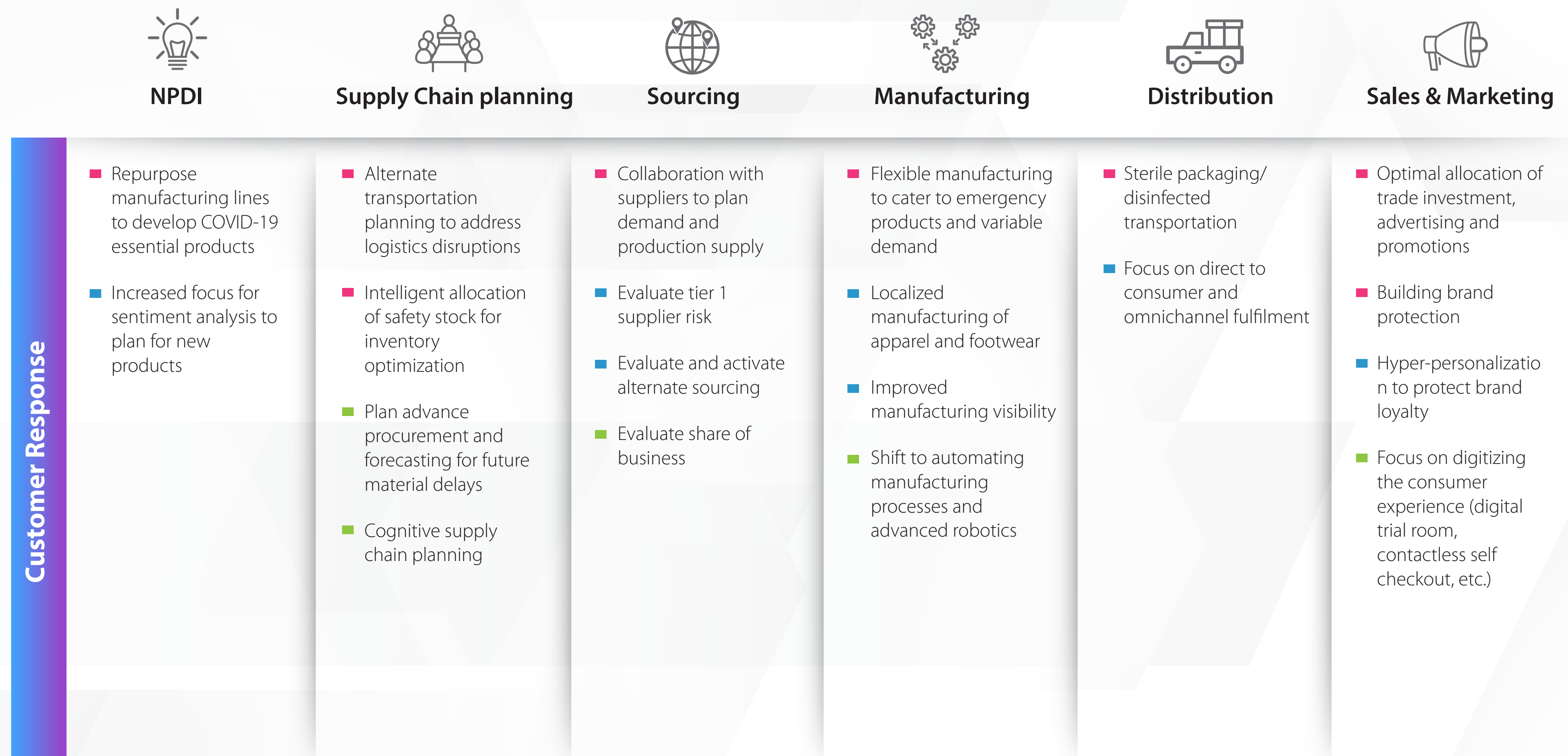


Figure 14: Response Strategy for Apparel & Footwear Companies



## Beauty and Cosmetics Segment

COVID-19 crisis has shocked the global beauty industry which accounted for \$500 billion in revenue during 2019.<sup>11</sup> The first-quarter sales have been weak, amid closure of stores and lockdown restrictions. A global beauty and cosmetics major reported an overall loss of sales of 4.8% during this period.<sup>12</sup> The company also observed an increase in sales by 52.6% through online channels, which marks the shift in consumer buying behavior amid lockdown restrictions and social distancing. During COVID-19, many companies have repurposed their manufacturing lines to produce essential products like hand sanitizers and are investing on vaccines. In the new era, we suggest a sustained focus on inventory optimization and alternate sourcing will be required to embrace digital channels in order to combat the competition from digital native brands that are already providing personalized skincare products. Safe products, sterile packaging and transportation, contactless delivery, online consultations and digital route to consumer with subscription models will be a priority to adapt to new era.

<sup>11</sup>McKinsey, How COVID-19 is changing the world of beauty, May 2020, Retrieved May 2020, <https://www.mckinsey.com/~media/McKinsey/Industries/Consumer%20Packaged%20Goods/Our%20Insights/How%20COVID%2019%20is%20changing%20the%20world%20of%20beauty/How-COVID-19-is-changing-the-world-of-beauty-vF.ashx>

<sup>12</sup>L'Oréal Finance, First Quarter 2020 Sales, Apr 2020, Retrieved May 2020, <https://www.loreal-finance.com/eng/news-release/first-quarter-2020-sales>

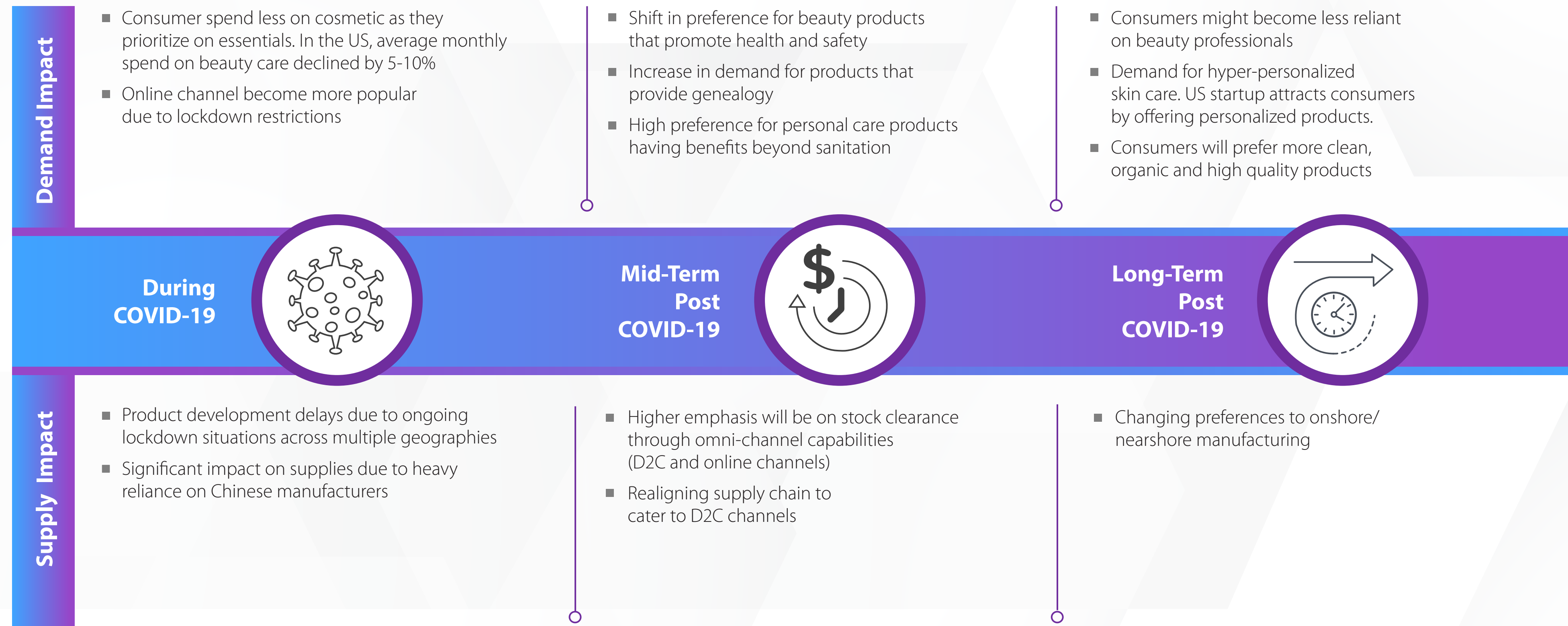


Figure 15: Beauty and Cosmetics Segment Impact



■ During COVID-19 ■ Mid-term post COVID-19 ■ Long-term post COVID-19

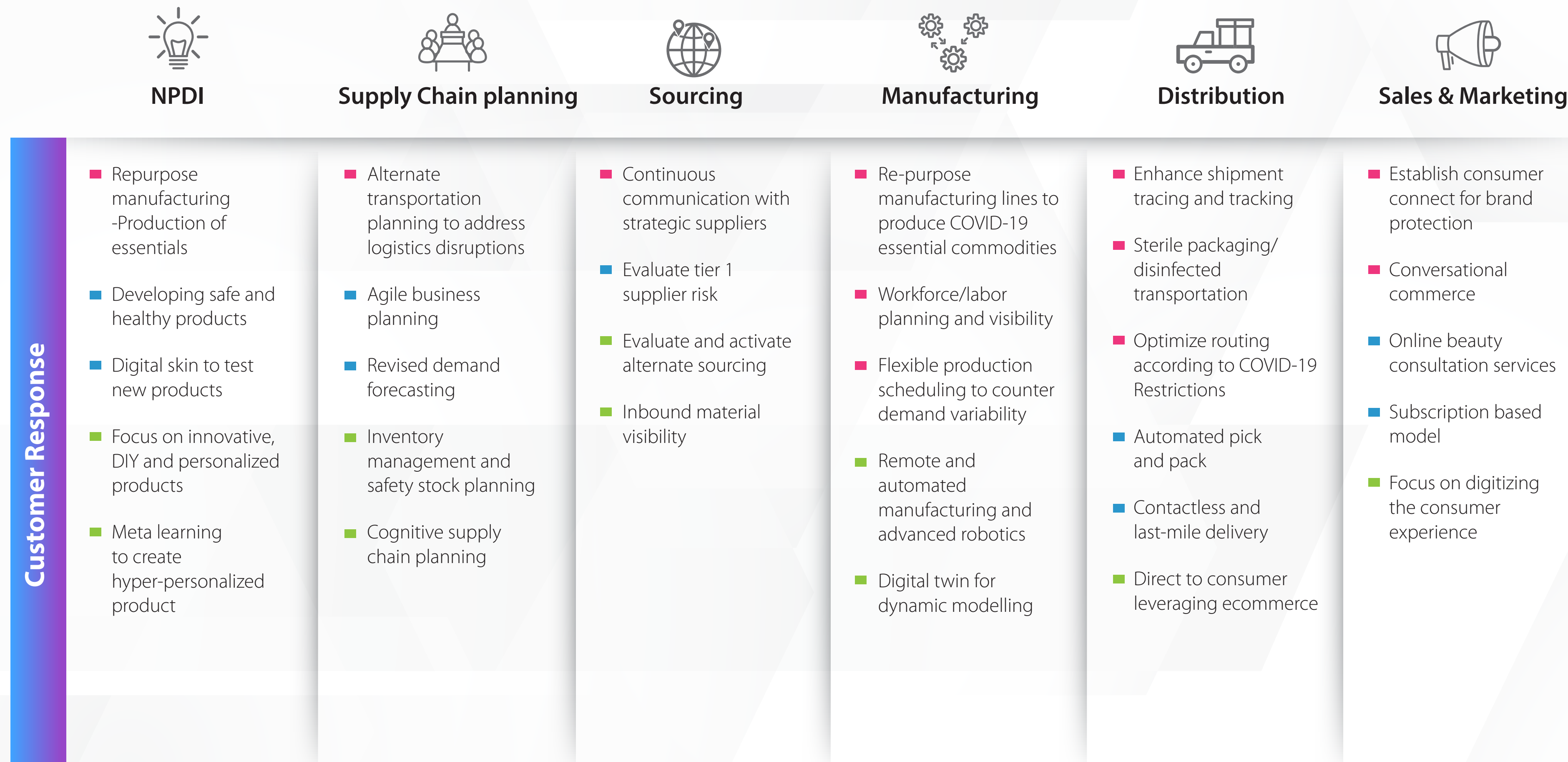


Figure 16: Response Strategy for Beauty and Cosmetics Companies



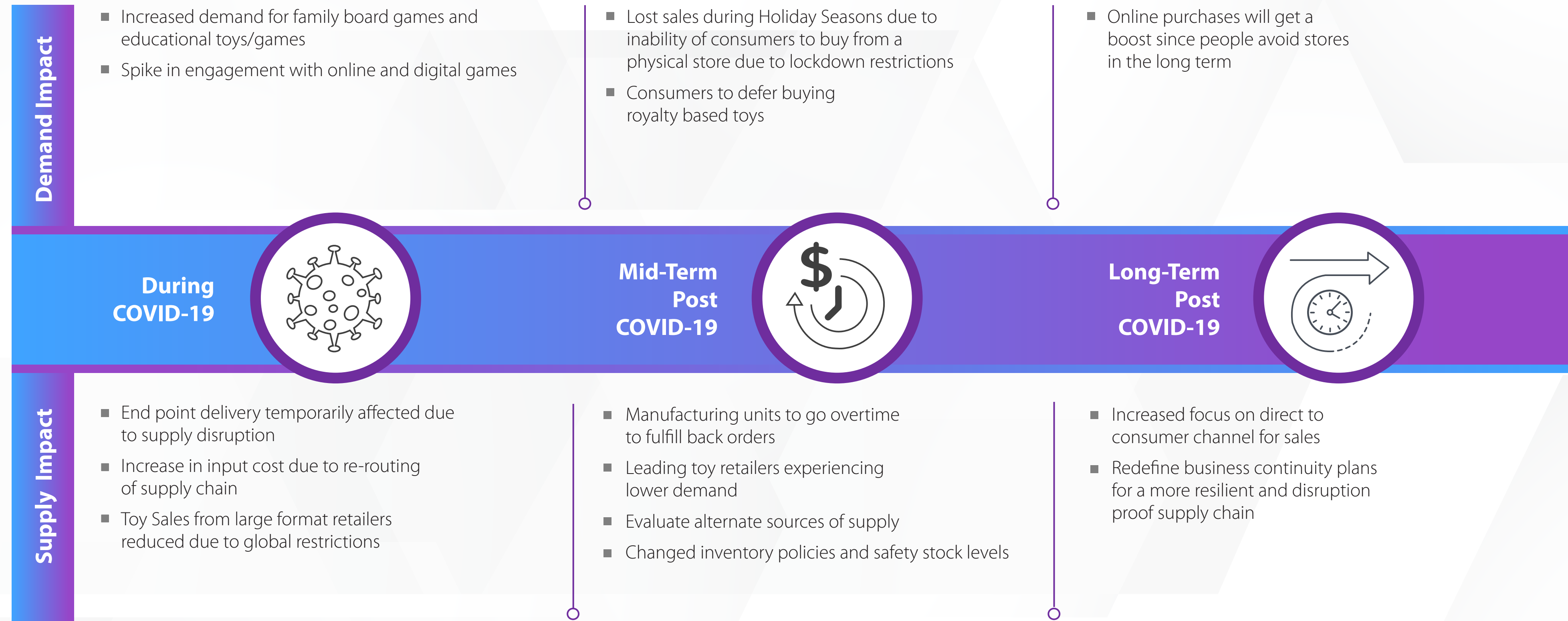
## Toys and Games Segment

The widespread of virus has caused closure of manufacturing plants resulting in a temporary supply pressure in the toy segment. Subsequent lockdowns across the world and closure of non-essential services affected retail stores sales. In the first quarter, a toys and games major saw a fall in revenue by 8%.<sup>13</sup> As kids prepared for the extended lockdown periods indoors, the demand spiked in the educational toy segments, family board games and puzzles. Additionally, there was an increase of 82% in sales of video games during March 2020 compared to previous year as lockdown restrictions commenced.<sup>14</sup> In the mid and long-term, we predict that promotional investments will play a key role in the large retail formats to boost sales. Flexible supply chain to adapt to both the offline and online with alternate hubs to address supply side issues would be key to regaining business. Potential M&A opportunities exist for toy companies in areas such as movies and TV series production houses to boost sales through royalty products.

---

<sup>13</sup>Hasbro Website, Q1 2020 Earnings, Apr 2020, Retrieved April 2020, <https://investor.hasbro.com/static-files/b4186119-428c-4121-aae4-fb6b21f8ea88>

<sup>14</sup>Statista, Increase in sales in the video game industry during the coronavirus (COVID-19) pandemic worldwide as of March 2020 (March 2020),Retrieved May 2020, <https://www.statista.com/statistics/1109979/video-game-console-sales-covid/>



**Figure 17: Toys and Games Segment Impact**

■ During COVID-19 ■ Mid-term post COVID-19 ■ Long-term post COVID-19

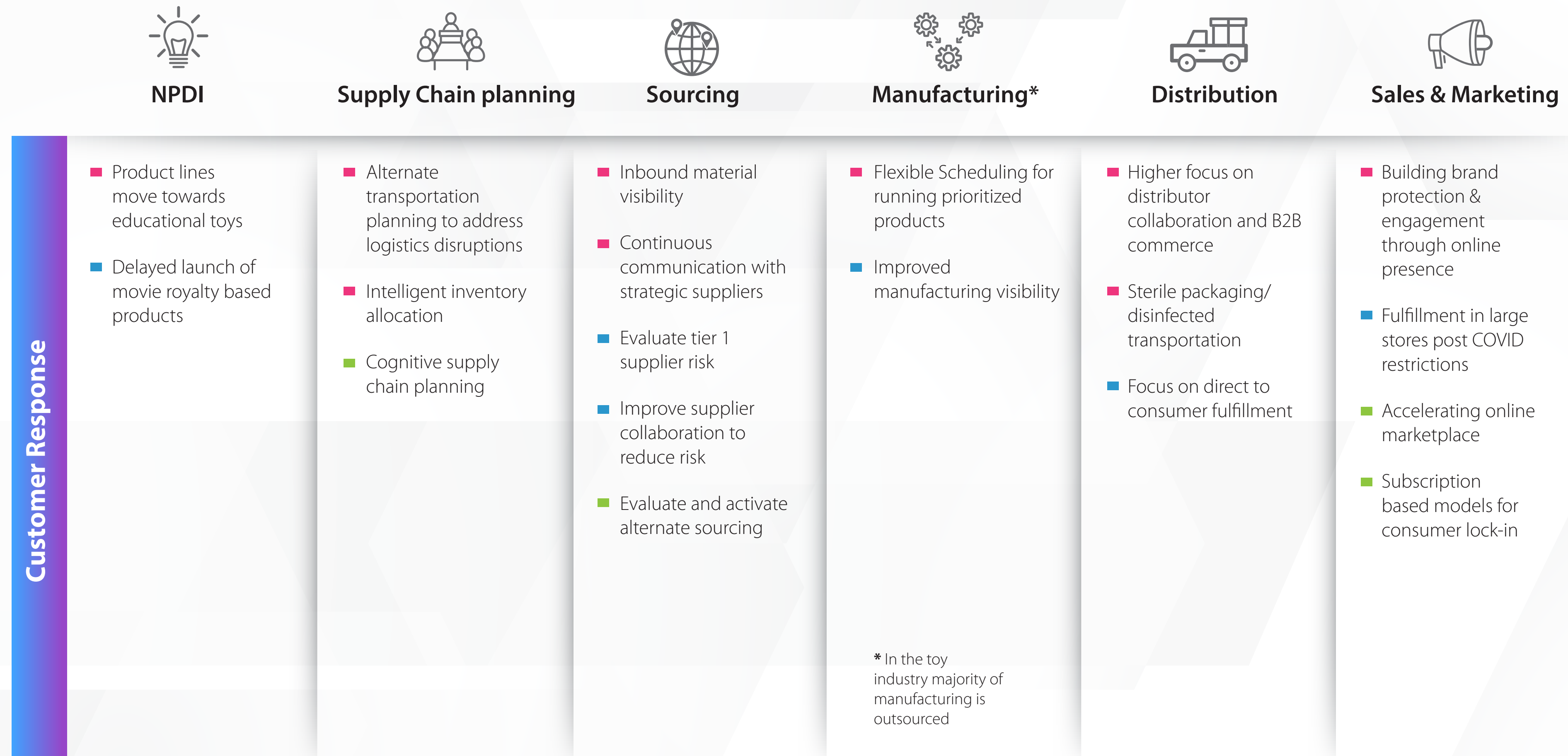


Figure 18: Response Strategy for Toys and Games Companies

The background of the slide is a photograph of a warehouse. A forklift operator is visible in the foreground on the left, wearing a white hard hat and a blue jacket. The forklift is positioned in front of tall metal shelving units filled with stacked cardboard boxes. The image has a blue and purple color overlay.

## Response Strategy for Distribution Industry

Distribution industry is closely related to the CPG industry segments focusing on wholesale distribution of CPG products and industrial supply, MRO, electronics, etc. We categorize the industry into two primary segments: Food and B2B distributors. Similar to the CPG segments, the demand have varying impact in the value chain of distribution and it requires a unique response strategy.

## Food Distribution Segment

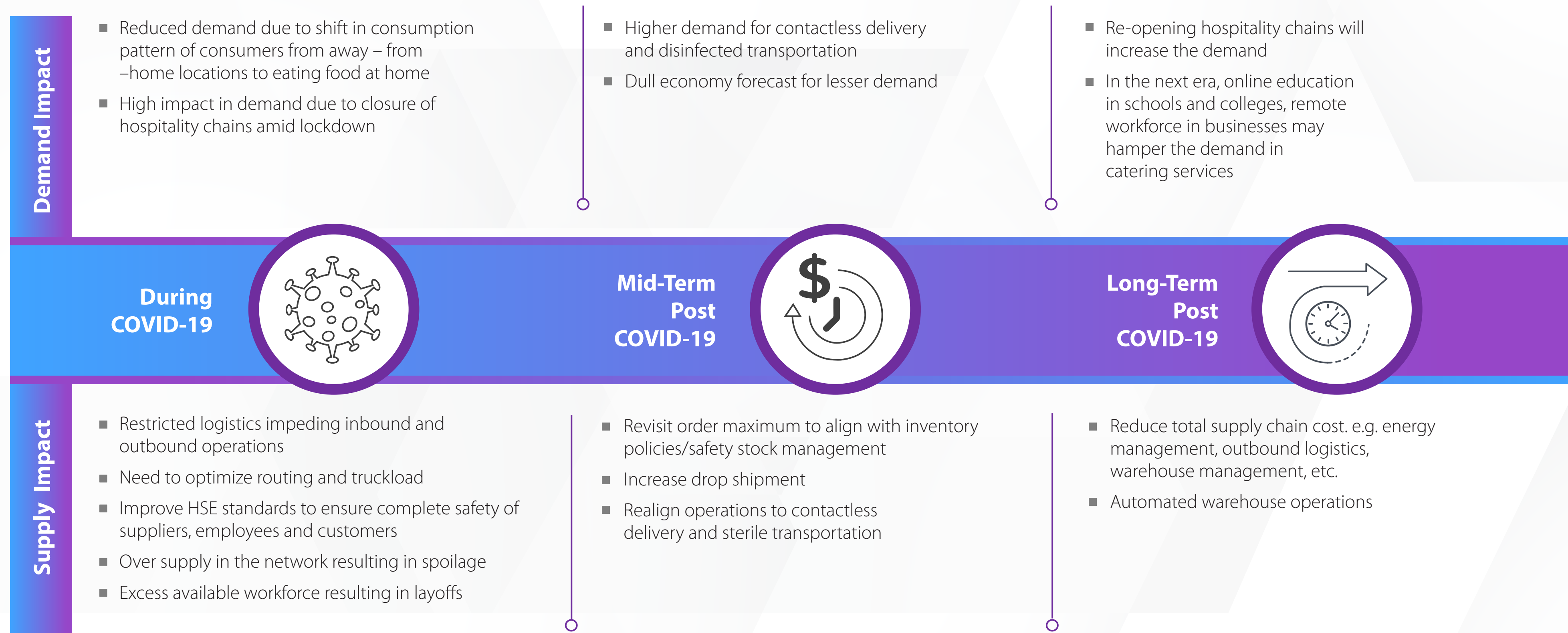
The Food Service distributors distribute food and non – food products to restaurants, healthcare, schools, workplaces and cafeterias in public places. Amid lockdown and closure of all these public places, the institutional food distributors are plagued by a sudden drop in demand (50% decline in case volumes by end of March 2020).<sup>15</sup> One large food distributor reported an overall loss of sales of 6.5% in the March quarter and expects a significant impact in the June quarter due to impact of the pandemic.<sup>16</sup> Over 10 million food service jobs are at risk with 60% of COVID-19 related layoffs in food services during March 2020.<sup>17</sup> In order to offset the revenue losses, the distributors are repurposing their excess fleet and workforce to provide logistics services for grocery focused initiatives. For example, the distributors cater services to retail grocery customers, enable small restaurants to start home delivery operations and distribute cleaning supplies to help maintain the restaurants sanitized. We recommend that the distribution companies should increase drop shipment and focus on contactless and sterile transportation in the mid-term to build customer confidence. In the long-term, the distributors should automate and re-design the warehouse operations to cut costs and build resilience.

<sup>15</sup>COVID-19 Update and Q1 Fiscal 2020 Result(May 2020),Retrieved May 2020,  
[https://s22.q4cdn.com/603501095/files/doc\\_financials/2020/Q1/Q1FY20-Earnings-Slides-Final.pdf](https://s22.q4cdn.com/603501095/files/doc_financials/2020/Q1/Q1FY20-Earnings-Slides-Final.pdf)

<sup>16</sup>Sysco PR,SYSCO REPORTS THIRD QUARTER FISCAL 2020 RESULTS (March 2020), Retrieved May 2020,  
[https://investors.sysco.com/~/\\_media/Files/S/Sysco-IR/documents/quarterly-results/3q-2020-press-release.pdf](https://investors.sysco.com/~/_media/Files/S/Sysco-IR/documents/quarterly-results/3q-2020-press-release.pdf)

<sup>17</sup>How the COVID-19 pandemic has dramatically affected agriculture and the way we eat (May 2020),Retrieved May 2020,  
<https://www.pbs.org/newshour/economy/how-the-covid-19-pandemic-has-dramatically-affected-agriculture-and-the-way-we-eat>





**Figure 19: Food Distribution Segment Impact**

■ During COVID-19 ■ Mid-term post COVID-19 ■ Long-term post COVID-19

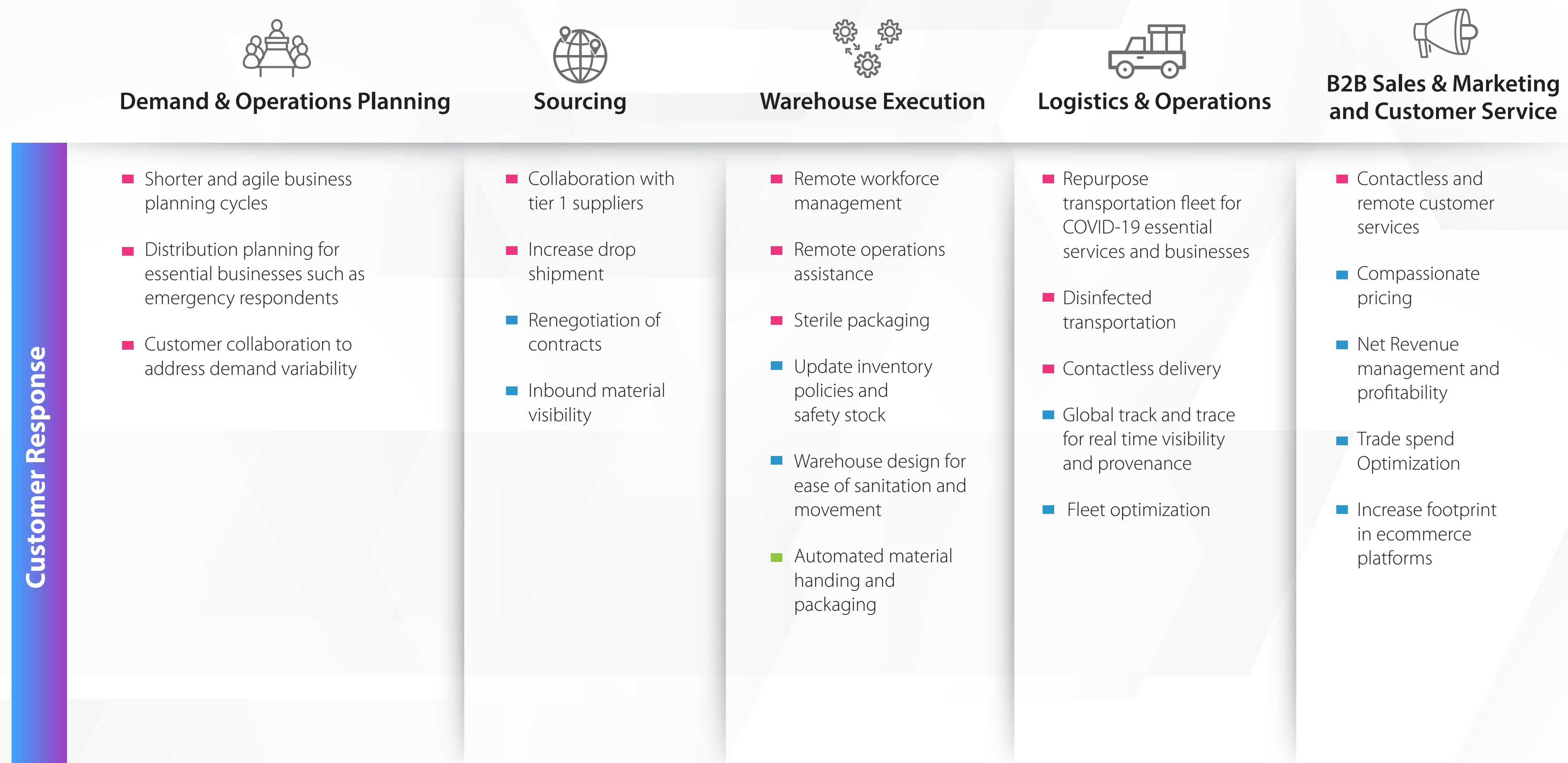


Figure 20: Response Strategy of Food Distribution Companies



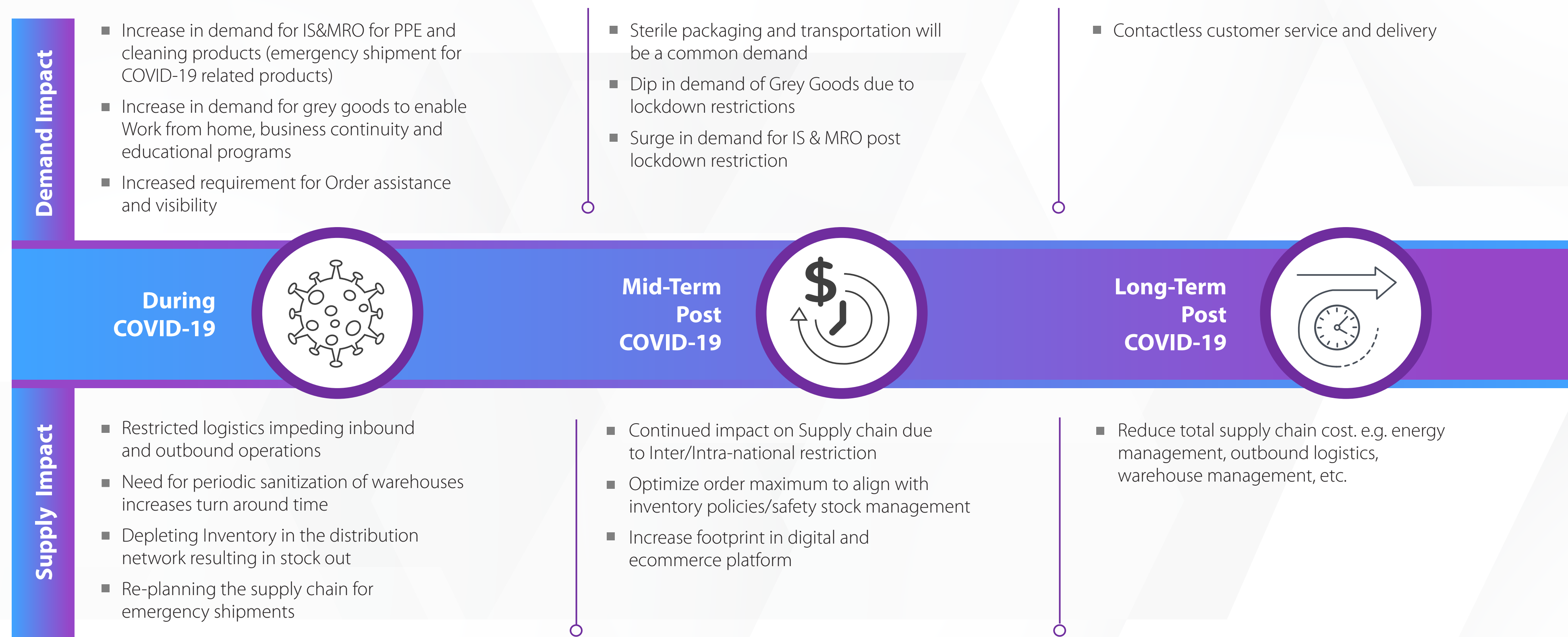
## B2B Distribution Segment

The Industrial Supplies (IS), MRO and grey goods distributors play a significant role for all industries. During COVID-19, the IS and MRO distributors prioritized on emergency shipment to businesses and government agencies providing essential services. To sell the most critical they compromised on their profit margin. The distributors faced a shortage in workforce in DC's due to lockdown restrictions. Moreover, packed warehouses had more lead-time and complexity in sanitization. During the lockdown phase, a US-based IS&MRO distributor reported a sales growth of 5.7% in the March quarter as there were lesser inventory shortages and suppliers doing more drop shipments to cut down on the lead-time. Similarly, grey goods distributors saw an increase in demand from educational institutions, students and businesses for their workforce operating from home. We see B2B distribution enterprises focusing on improving employee productivity, re-planning the supply chain for emergency shipment and warehouse sanitization during COVID-19. Mid-term and long-term post COVID-19, we suggest enterprise to scale up on visibility in the warehouse, automate package movement and reduce total supply chain cost.

---

<sup>18</sup>Grainger Q1 2020 Earnings (Apr 2020), Retrieved May 2020,  
[https://s1.q4cdn.com/422144722/files/doc\\_financials/2020/q1/Q1-2020-Earnings-Presentation\\_FINAL.pdf](https://s1.q4cdn.com/422144722/files/doc_financials/2020/q1/Q1-2020-Earnings-Presentation_FINAL.pdf)





**Figure 21: B2B Distribution Segment Impact**

■ During COVID-19 ■ Mid-term post COVID-19 ■ Long-term post COVID-19

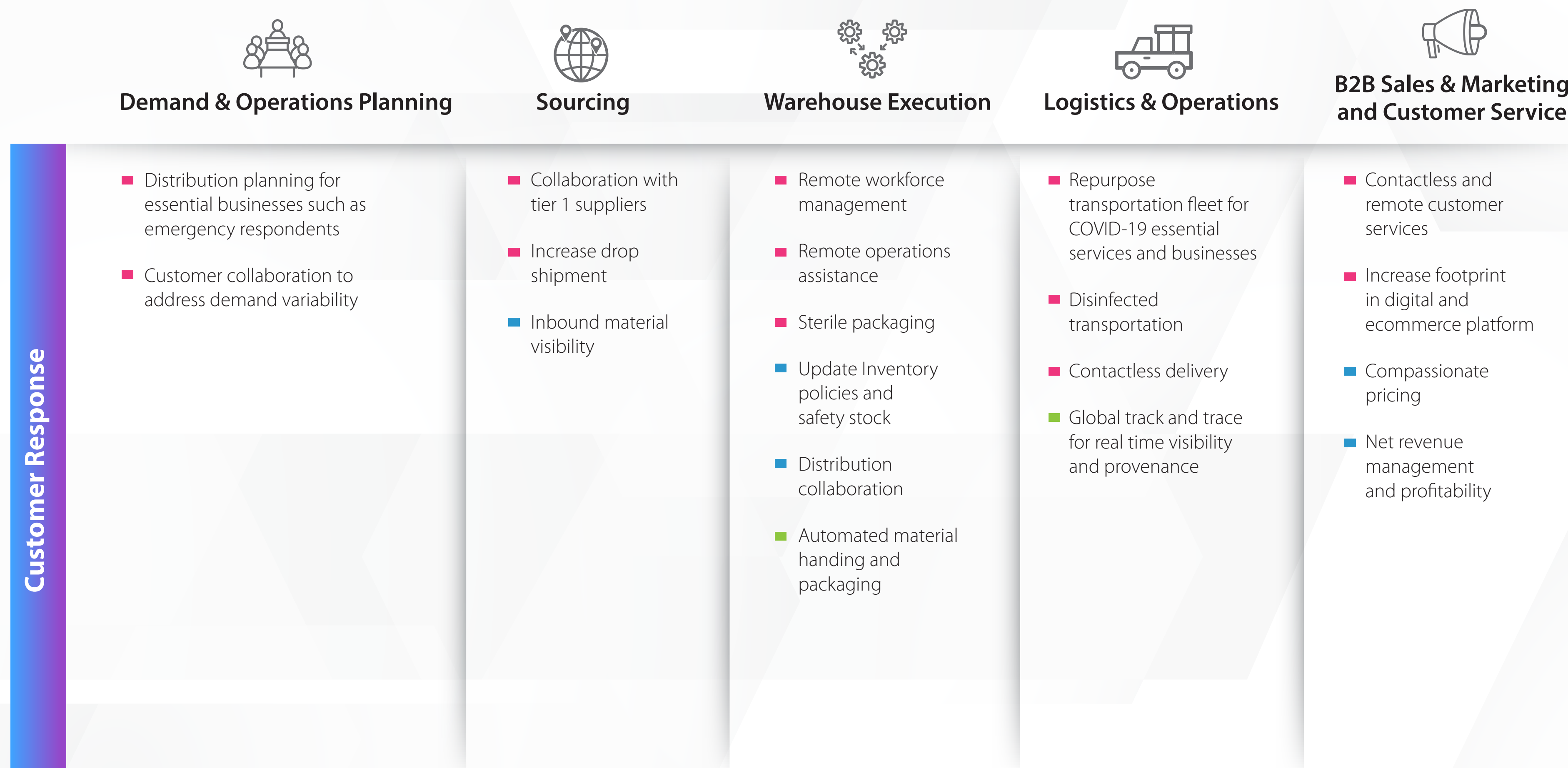


Figure 22: Response Strategy for B2B Distribution Companies

# Nourishing the CPG and Distribution Industry

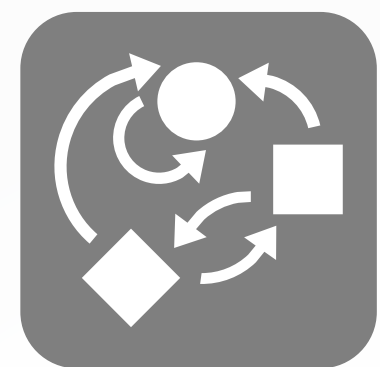
TCS Business 4.0™ framework helps industries monetize digital transformation through four business behaviors – creating exponential value, driving mass personalization, leveraging ecosystem and embracing risk. The companies have to take stock of each business function and nourish them to address the short-term needs while preparing to succeed in the new era by being purpose driven, adaptable and resilient.



## Being Purpose Driven

During COVID-19, many brands are re-purposing production lines to make and distribute essential products even with low profit margins, addressing lockdown restrictions and adapting to online channels.

Empathetic branding to align with consumers, AI-driven compassionate pricing, direct to consumer with contactless delivery, increased workplace sanitation and minimum workforce, alternate sourcing, orchestrating online and offline channels through supplier and Distributor collaboration will be the key levers to re-imagine CPG and Distribution enterprises to make, distribute and sell the most critical.



## Being Adaptable

Many consumers have primarily migrated to online channels as social distancing has become a norm. Different segments will continue to see demand fluctuations and CPG and Distribution enterprises must recalibrate the supply chain to address those and revert to original operational standards.

Factory and warehouse automation leveraging AI, Inventory optimization and safety stock management, ensuring sterile transportation and contactless last-mile delivery, increased drop shipment, consumer sentiment and spend insights leveraging deep learning, rapid prototyping and developing new demand driven products will be key levers for enterprises to adapt to emerging needs.



## Being Resilient

To be resilient, enterprises need to de-risk the supply chain through remote and cognitive operations on principles of innovation at scale leveraging agile and leveraging ecosystems.

Setting up new automated plants and warehouses with cognitive operations, setup new sources of supply and network design, remote workforce management, decentralized sourcing, cost analytics, end-to-end supply chain visibility, virtual and alternate sales channels and enriching consumer experiences leveraging digital and AR/VR will be the key levers for CPG and Distribution enterprises to build resilience to withstand future disruptions.

## Conclusion

While the overall impact of COVID-19 is significant, the CPG and Distribution companies are crucial to our day-to-day life. We strongly believe that the CPG and Distribution industries will survive and emerge stronger from the crisis in the new era. Our outlook is a result of our extensive global experience and understanding of the industry and can help your customers, employees, suppliers and distributors navigate through the operational challenges in this crisis to regain market leadership.

The evolving consumer behavior adopting online and digital channels during the crisis will likely persist in the new era. This requires enterprises to make a structural shift and reimagine their business model, transform their processes to become more agile, adaptable and resilient and drive a more purpose-centric agenda to tap the opportunities in the new era leveraging enterprise intelligent automation.

## About the Author



**Sudhakar Gudala** is the Vice President, Global Head, CPG and Distribution Business Unit at TCS. He has more than 30 years of experience across business strategy, outsourcing, offshoring, large program management, architecture, governance, general management and technology. Sudhakar has worked across various industry verticals and geographies worldwide. He is an alumnus of Stephen M. Ross School of Business and National Institute of Technology, Tiruchirappalli.



## Contact

For more information on TCS' Consumer Packaged Goods and Distribution Services, please visit <https://www.tcs.com/consumer-goods-and-distribution>

## About Tata Consultancy Services Ltd (TCS)

Tata Consultancy Services is an IT services, consulting and business solutions organization that delivers real results to global business, 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](http://www.tcs.com)

All content / information present here is the exclusive property of Tata Consultancy Services Limited (TCS). The content / information contained here is correct at the time of publishing. No material from here may be copied, modified, reproduced, republished, uploaded, transmitted, posted or distributed in any form without prior written permission from TCS. Unauthorized use of the content / information appearing here may violate copyright, trademark and other applicable laws, and could result in criminal or civil penalties.

Copyright © 2020 Tata Consultancy Services Limited



PURPOSE-DRIVEN



RESILIENT



ADAPTABLE