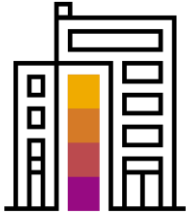




SAP® Innovation Awards 2020 Entry Pitch Deck

One of the largest SAP Ariba Implementation

Tata Consultancy Services



Company Information

Headquarters	Mumbai
Industry	Information Technology services
Web site	www.tcs.com

Tata Consultancy Services is an IT services, consulting and business solutions organization that has been partnering with many of the world's largest businesses in their transformation journeys for the last 50 years. TCS offers a consulting-led, cognitive powered, integrated portfolio of business, technology and engineering services and solutions delivered through its unique Location Independent Agile delivery model.

A part of the Tata group, India's largest multinational business group, TCS has over 450K+ of the world's best-trained consultants in 46 countries representing 146 nationalities. The company generated consolidated revenues of US \$20.9 billion in the fiscal year ended March 31, 2019 and reported a revenue of US \$5.2 billion for Q2FY20.

TCS operates globally in all major countries & markets. The philosophy & practice for constant endeavor to innovate & improve services & products, continuous learning & knowledge sharing is the integral backbone for TCS consistent growth.

The rapid pace of growth in digital technologies and their network effect is reshaping the industries. Technological platforms that have been built to be intelligent, agile, on the cloud and automated are driving this transformation. Procurement part of business processes has also been included in business 4.0 called Procurement 4.0

Sourcing transformation through SAP Ariba

Tata Consultancy Services

Challenge

TCS sourcing process needed to be digitized in line with TCS' thought leadership transformation model "Business 4.0™" which is orchestrated on four key pillars - Intelligent, Agile, On the Cloud & Automation. With this, TCS has carved out a blueprint for TCS Procurement business function called Procurement 4.0 and to be kicked off with "Sourcing" to collaborate with leading IT vendors. Operation being spread across globe, sourcing process for corporate and region require alignment and capturing sourcing approval to adhere with compliance.

Solution

TCS business team reviewed leading sourcing platforms available in market and leveraged TCS production selection framework of TCS. Also obtained input from respective product center of excellence. Emphasis was placed on procuring complete suite ensuring seamless integration between various modules. SAP Ariba's multi country, multi language and multi currency ability helped in usage of platform across TCS for digital sourcing to align with TCS Procurement 4.0 objective.

Outcome

Digitized Procurement through SAP Ariba helped in alignment between Region and Corporate to work collaboratively on sourcing events. TCS IT Procurement is able to convince leading IT vendors to provide quote for events using Ariba. Digitized sourcing award approval to capture relevant information digitally for all the stakeholders. Sourcing implementation started with corporate procurement for both IT and Non-IT procurements, along with infrastructural procurement. After deciding to implement SAP Ariba Sourcing solution, TCS buyer team went into action to bring TCS suppliers in SAP Ariba network using consistent communication and persuasion.


8%

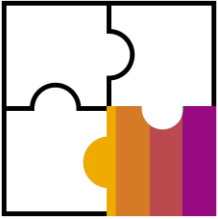
Realized savings
on sourcing volume
resulting in Mn \$

20%

Reduction of cycle
time of sourcing

14 %

Reduction in
Maverick sourcing



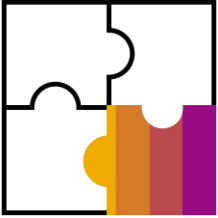
Participating Partner Information

Tata Consultancy Services

Implemented by TCS Ultimatix team and Enterprise Application Services Group



TCS Business embarked upon transformation of its procurement process as envisaged in its Business 4.0 document. Procurement 4.0 goals could only be realized by implementing the business intent through adoption of a proven procurement platform. New procurement platform has to be robust, scalable globally yet flexible enough to cater to the TCS process and organizational diversity. Improving the user experience was another important goal of any sourcing solution. TCS has been associated with implementing SAP Ariba for its customers since production inception in 2002 and has continued with its renewed focus since 2012 “on-cloud Ariba” implementations. TCS Business 4.0 objectives must be realized by in-house capability of TCS Ultimatix team in collaboration with Enterprise Application Services (EAS) group using Ariba business solution.



Participating Partner Information

Ariba helped us in adopting a formal and structured approach to sourcing by enabling information integration and reduction of cycle time through collaboration and met our objectives. Sourcing has widened our scope to actively support System Integration businesses and other geographies.

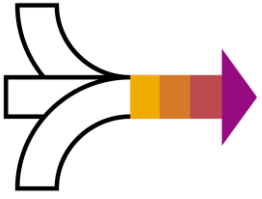
Rajesh Parameshwar, Global Head IT Procurement

TCS Sourcing Transformation is ushered by a combination of people, process and technology. SAP Ariba has helped us in process harmonization between decentralized regional and corporate.

Rahul Kapoor, Head Corporate Purchase & Technical Services

ARIBA Sourcing has yielded decent saves through a sound price discovery process on a digital complaint platform. Complex work packages have been procured for creating new TCS facilities .

Shailendra Joshi, Head IPD procurement



Business Challenges and Objectives

Business challenge

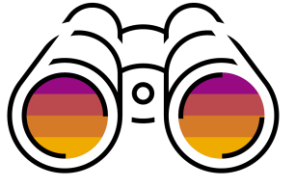
- Sourcing related documents and information for TCS were captured in multiple modes including paper and e-mail.
- For approval of request for proposal award in Ariba, all information were collated and compiled for approval.
- Measuring the savings as outcome of sourcing, post approval, was difficult; high cycle time of sourcing from creating request to receiving award.

TCS planned to develop a solution to reduce cycle time, digitize the process governance and measure the sourcing related savings.

Project Objectives

The top three business objectives for SAP Ariba Sourcing Implementation are as follows:

1. Reduce cycle time of sourcing from placing sourcing request through receiving RFP award
2. Measure the sourcing savings as per best practices of historical cost
3. Digitize the approval process along with information integration

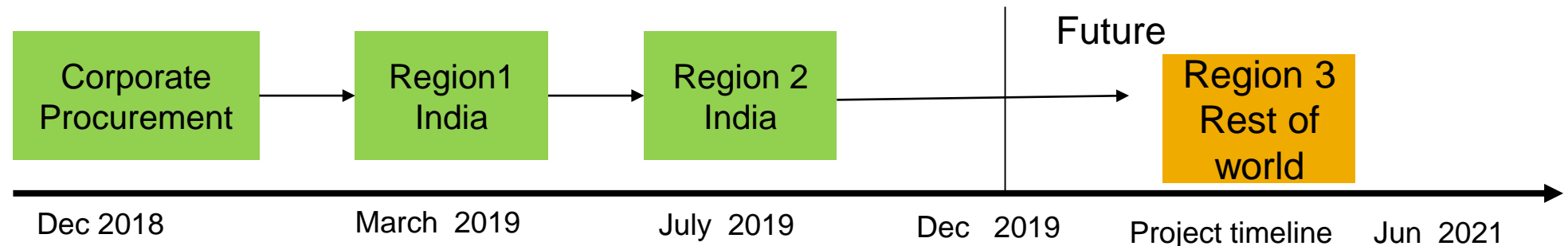


Project or Use Case Details

The objective of Procurement 4.0 program was to transform the source to pay process for its business operations. TCS Ultimatix team implemented a procurement suite application so that different aspects of source to pay can be transformed in seamless manner, TCS consultants analyzed the sourcing processes and configured and implemented ARIBA Sourcing and also conducted all Buyer and Supplier training sessions. Sourcing was chosen for first impact

1. Finalized and implemented information requirement of RFP and received auction award approval
2. Adopted and implemented the Savings measurement method available in SAP Ariba
3. Simplified, finalized and implemented the Sourcing task and approval structure

Ariba conducted Buyer training of Ariba sourcing and buyer team identified the waves for launching Ariba sourcing. It was decided to implement Ariba sourcing in pilot mode with TCS Corporate procurement as pilot. It was decided to be implemented across TCS branches





Benefits and Outcomes

Business or Social

- **20%** reduction in sourcing cycle time
- **8%** savings on sourcing volume resulting in Mn\$
- **Digitized sourcing approvals** for price negotiation along with time measurement of process execution
- Link the sourcing process governance of TCS regions with corporate policies changes

IT

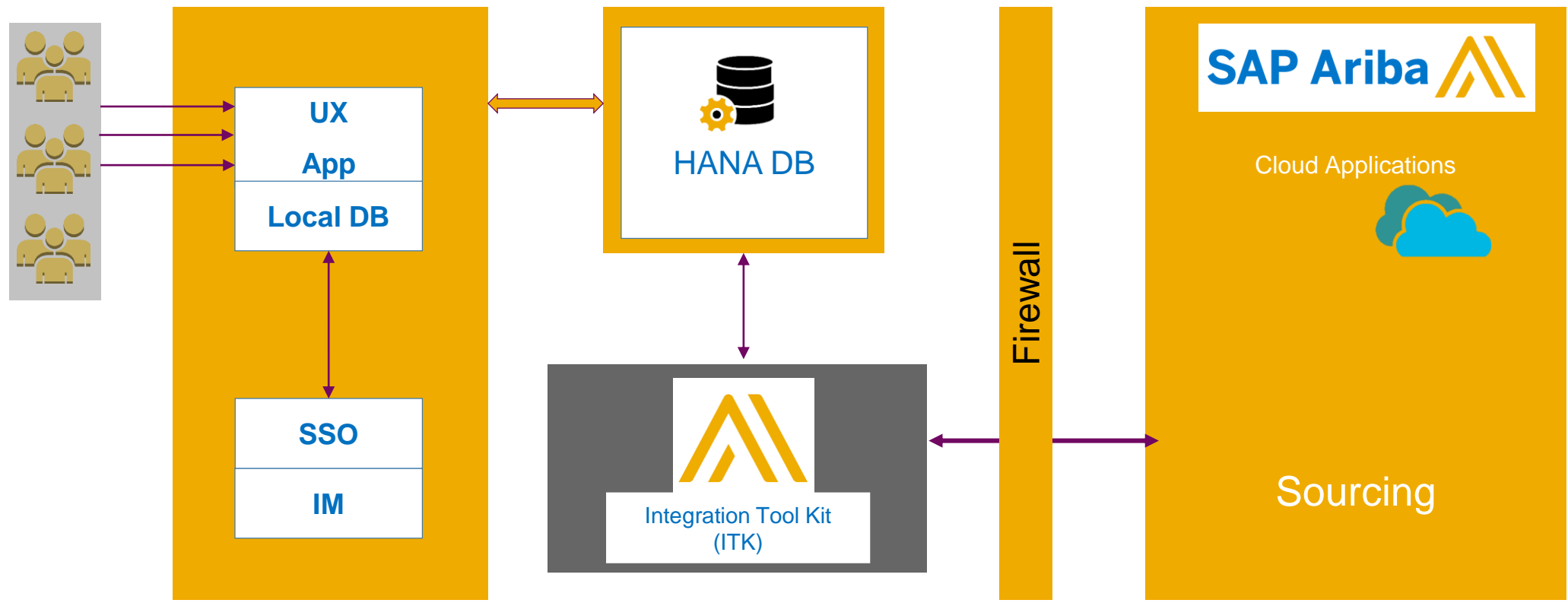
- Ensure the measurement of sourcing process digitally using reports
- Using Agile principles for realizing incremental business benefits
- Provide **single sign-on** to TCS users from TCS network to SAP Ariba logon
- TCS user role assignment should be controlled by roles and access management system approved by IT **Single platform of sourcing process** across TCS
- Enabled procurement teams in a short time of 13 weeks with technology to Embrace Risk and Leveraging Ecosystem effectively

Human Empowerment

- Empower the buyers with reuse of their sourcing content
- Provide role-based access and alert to stakeholder for performing their activity such as creation of sourcing events and approval



Architecture





Deployment

Deployment status Live

Date 15-July-2019

Number of users 550

SAP® technologies used:

	SAP product	Deployment status (live or proof of concept [POC])	Contribution to project
1	SAP Payroll	Live	Process standardization in Employee Payroll and Sourcing
2	SAP HANA & Business object	Live	Procurement Analytics
3	SAP Ariba sourcing	Live Dec 2018	Enhanced stakeholder experience using digitized sourcing

If you have used one of SAP's services or support offerings from SAP Digital Business Services during the implementation or deployment phase, please select with ☒ one or more of the following offerings:

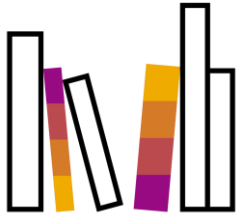
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| <input type="checkbox"/> SAP MaxAttention™ services | <input type="checkbox"/> SAP ActiveAttention offerings | <input checked="" type="checkbox"/> SAP Advanced Deployment service |
| <input type="checkbox"/> SAP Value Assurance program | <input type="checkbox"/> SAP Model Company service | <input type="checkbox"/> Others: |
| <input type="checkbox"/> SAP Innovation Services portfolio | <input type="checkbox"/> SAP Innovative Business Solutions organization | |



Advanced Technologies

The following **advanced technologies** were part of the project.

	Technology or use case	Yes or No	Contribution to project
1	3D printing	No	
2	Blockchain	No	
3	Internet of Things (IoT)	No	
4	Machine learning or AI	No	
5	Conversational AI	No	
6	Robotic process automation	No	
7	Data anonymization	No	
8	Augmented analytics	Yes	Enhance the sourcing analytics to find new sourcing area



Additional Information

TCS Ariba sourcing implementation is being supplemented by implementation of Ariba supplier life cycle & performance along with Ariba buying and invoicing. TCS is planning to use Ariba Spend Management, Supplier Risk Analysis and Ariba analytics to improve the Spend Analysis and Supplier Risk Assessment Process.

TCS intends to improve its Ariba users' experience for various stakeholders of TCS procurement process such as requester, buyers, supplier & approvers. This improvement is intended to be carried out by implementing best practices of Ariba procurement process along with procurement process redesign. However TCS also intends to capture and reuse knowledge enabler for TCS Procurement professionals

TCS intends to continue with process harmonization across its global operations eventually resulting in uniform process measurement as well as monitoring. This uniformity should result in an effective process collaboration between distributed teams of TCS.

Employees are critical asset for any IT services organization. With this core principle TCS intends to bring a set of measures providing process intelligence input to TCS procurement professionals.