



**Case Study:** Manufacturing

# Fulfilling a manufacturer's dream: Cutting costs and sending orders to factories around the world

A large global manufacturer found it hard to boost flexibility with a mix of manufacturing systems. We built a tailored one for the company.

Most manufacturers make one type of thing. But, when your manufacturing business is part of the Fortune 500, the chances are you make many types of things. That was the case with one manufacturing giant. It had six divisions and more than 800 plants across the planet. The company was a leader in many of its product segments but was keen to reach new heights of efficiency and flexibility with its internal operations.

One of the challenges the company faced was that each plant had its own manufacturing execution system (MES), none were compatible with others. This limited a unified view of plant operations and impaired flexibility to transfer production from one plant to another.

## At a Glance

A well known global manufacturer needed to harmonize its manufacturing execution system to gain greater visibility of operations, cut costs and prepare the enterprise for future system upgrades. We custom-built a unique MES that work across all the company's operations. Now, the company enjoys higher operational visibility and lower costs with a future-proof system.

## Outcomes

- Enhanced global visibility of shop floors in real time across the enterprise. Management gains the contextual intelligence it needs to make strategic and tactical business decisions.

# Breakthrough innovation boosts productivity

**We delivered a custom-built MES** that unified multiple sites and enabled real-time visibility across all its plants.

Things came to a head when the company wanted to embark on a widespread SAP upgrade and found that it couldn't because of the MESs.

The company needed a single advanced MES design that could work across all its product lines and manufacturing environments. The manufacturer was unable to find such a system in the market. The MES it needed simply didn't exist.

It was beginning to look like the manufacturer would either stick with its existing MESs or move to a new multiple vendor environment with low potential of integration.

## Building custom MES from scratch

Cognizant offered a daring alternative: Build a custom MES from scratch. Our track record in system implementation, and a 16-year history with the client, persuaded the company to employ our solutions.

Our team created an implementation architecture by categorizing sites based on complexity, considering parameters such as the number of workflows and interfaces and the degree of automation.

We applied our consulting, blueprinting, designing, development, deployment and business process knowledge to create the robust manager-of-managers architecture to harmonize operations and enhance real-time visibility across plants.

The solution were unique, in terms of geographical reach and operational scope. Once complete, we identified the plants where upgrades in SAP were most urgent and began roll-out.

- Fully updated SAP with zero disruptions in client's systems or business.
- Highly scalable solution that can be deployed in multiple sites, instead of new MES for each site.
- Seamless roll-out of more than 60,000 products globally, post system deployment.
- Reduce the readiness period to 3 years for new enterprise resource planning system roll-out.
- Minimized disruption to plant operations with the incremental feature development approach.
- Cut support costs by 80% with the retirement of four legacy platforms

## Solution benefits

The new custom-built MES was rolled out across two business divisions, and the results are universally positive.

Using a uniform MES across multiple sites, the company can essentially use any of its updated plants to produce its product lines. Something that was unthinkable before.

The positive transformation encouraged plant adaptation of the new technology. In its third year, the MES roll-out aimed to cover the client's entire global operations.

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## About Cognizant Manufacturing

Cognizant's Manufacturing business unit operates as a trusted partner to global manufacturing leaders, helping them accelerate business performance in the digital world. The unit is recognized for its forward-looking approach by industry gurus such as IDC MarketScape, which bestowed on it a "Leader" rating for service lifecycle management. Our business consulting professionals ensure that manufacturing and logistics clients receive exceptional business results from their technology investments and sourcing programs. Our domain solutions leverage digital technologies to build smart products, connect with digital consumers, provide real-time visibility into manufacturing operations and automate knowledge work with cognitive computing. Learn more at <https://www.cognizant.com/manufacturing-technology-solutions>.

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## About Cognizant Digital Business

Cognizant Digital Business helps our clients imagine and build the Digital Economy. We do this by bringing together human insight, digital strategy, industry knowledge, design and new technologies to create new experiences and launch new business models. For more information, please visit <https://www.cognizant.com/cognizant-digital-business>.

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## About Cognizant

Cognizant (Nasdaq-100: CTSH) is one of the world's leading professional services companies, transforming clients' business, operating and technology models for the digital era. Our unique industry-based, consultative approach helps clients envision, build and run more innovative and efficient businesses. Headquartered in the U.S., Cognizant is ranked 193 on the Fortune 500 and is consistently listed among the most admired companies in the world. Learn how Cognizant helps clients lead with digital at [www.cognizant.com](http://www.cognizant.com) or follow us @Cognizant.

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# Cognizant

### World Headquarters

500 Frank W. Burr Blvd.  
Teaneck, NJ 07666 USA  
Phone: +1 201 801 0233  
Fax: +1 201 801 0243  
Toll Free: +1 888 937 3277

### European Headquarters

1 Kingdom Street  
Paddington Central  
London W2 6BD England  
Phone: +44 (0) 20 7297 7600  
Fax: +44 (0) 20 7121 0102

### India Operations Headquarters

#5/535 Old Mahabalipuram Road  
Okkiyam Pettai, Thoraipakkam  
Chennai, 600 096 India  
Phone: +91 (0) 44 4209 6000  
Fax: +91 (0) 44 4209 6060

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