



accenture

*High performance. Delivered.*

Considering that manufacturing can represent the greatest cost, employ the most capital, and have the largest impact on customer service, the potential for improvement is enormous. And while cost management and asset efficiency are still important in today's business environment — flexibility, responsiveness and homogeneous solutions across plant networks are even more critical.

Given increased competitive pressures, globalization and shorter product life cycles, more companies are recognizing the strategic importance of manufacturing. Accenture has created solutions that help companies transform their manufacturing functions to support future growth.

Specifically, we're helping manufacturers drive value in:

- **Increased flexibility and responsiveness:** By linking the individual components of the supply chain to the manufacturing environment, companies can respond with greater agility to customer demand.
- **Improved quality and compliance:** Improving the quality of output lowers costs associated with warranties and recalls. Within highly regulated industries, ensuring that

manufacturing is aligned with ever-evolving standards and regulations can help companies avoid costs associated with fines and production disruptions.

- **Increased asset utilization and decreased cost:** By adopting leading-edge approaches, companies can realize greater value from their fixed assets. An integrated approach to asset management addresses not only the maintenance function but also areas like spare parts procurement, energy cost control and inventory management.

By making gains in any of these areas, companies can significantly lower cost of goods sold (COGS). For companies in low margin businesses, a 1 percent reduction in COGS could be equivalent to a 15 percent increase in sales revenue.

## Accenture's Vision of Manufacturing Excellence

To manufacture value, there are a number of elements a company has to get right. (See Figure 1.)

Among the most critical capabilities are:

**Achieve lean operational excellence.** Companies need to react quickly to competitive pressure. Accenture has developed the "Manufacturing Excellence Toolkit," which incorporates our experience of working with plant floor operatives to identify, implement and continuously review manufacturing change programs. The result: operational excellence that provides a lasting competitive edge.

**Improve flexibility to synchronize supply and demand.** Increasing customer service levels by reducing lead times can make the difference between an industry leader and a laggard. We've developed preconfigured solutions — using SAP and Manugistics applications — that can be readily tailored to meet the needs of a variety of industry environments, reducing risk, implementation time, and cost.

Figure 1. Accenture's Vision of Manufacturing Excellence



**Effectively introduce and manage product lifecycles.** Shorter life cycles and a greater demand for variety are forcing businesses to implement processes and systems to deliver better, faster products with fewer resources. Accenture has worked with leading software vendors like SAP, PTC and MatrixOne to improve the development, introduction and overall life cycle management of products.

**Effectively leverage enabling technology.** How can manufacturers increase productivity while decreasing overhead? Accenture has developed integrated manufacturing solutions that synchronize, organize and rationalize the complexities inherent in manufacturing. Through our alliance with ABB, Intel and Microsoft, we help companies drive significant value into their organizations through manufacturing transformation.

Copyright © 2003 Accenture. All rights reserved. Accenture, the Accenture logo, and Accenture Innovation Delivered are trademarks of Accenture and/or its affiliates in the United States and other countries. All trademarks used or referred to herein are the property of their respective owners.

## Centers of Excellence

Accenture has a network of European Supply Chain Centers of Excellence located in Barcelona, Frankfurt, London and Milan. These centers access the full range of Accenture's capabilities, tools and preconfigured software solutions that enable a step change in manufacturing performance. Those, combined with our deep experience across a range of industries, enable sustained change in manufacturing performance.

## About Accenture

Accenture is the world's leading management consulting and technology services company. Committed to delivering innovation, Accenture collaborates with its clients to help them realize their visions and create tangible value. With deep industry expertise, broad global resources and proven experience in consulting and outsourcing, Accenture can mobilize the right people, skills, alliances and technologies. With more than 75,000 people in 47 countries, the company generated net revenues of \$11.6 billion for the fiscal year ended August 31, 2002. Its home page is [www.accenture.com](http://www.accenture.com).

For more information on how you can accelerate your business vision by transforming your manufacturing function, please contact:

Gregory P. Caster  
Accenture  
+44 207 844 4747 — United Kingdom  
[gregory.p.caster@accenture.com](mailto:gregory.p.caster@accenture.com)

Alberto Proverbio  
Accenture  
+39 011 507 7305 — Turin  
[alberto.proverbio@accenture.com](mailto:alberto.proverbio@accenture.com)

Alejandro Cuartero  
Accenture  
+34 91 596 6314 — Madrid  
[alejandro.cuartero@accenture.com](mailto:alejandro.cuartero@accenture.com)

Visit us at  
[www.accenture.com/industries](http://www.accenture.com/industries)