

Tata Consultancy Services

Analysis Report 7

IST 755: Information System Capstone



Tanmay Kamble
4-1-2025

Dynamic Capability Framework – Transforming Existing Business

After exploring TCS's capabilities and strategic direction in previous assignments, one thing became very clear to me—while TCS is incredibly strong in IT services and implementation, it's not yet perceived as a top-tier player in high-end consulting. This space is still dominated by names like Accenture, McKinsey, and Deloitte, and that leaves a major growth opportunity on the table.

TCS already has deep technical expertise and long-standing relationships with global clients. But to unlock more value and build longer-term, higher-margin engagements, it needs to evolve—from being just a service provider to becoming a strategic advisor.

This transformation isn't just about offering consulting services—it's about reshaping how the company thinks, operates, and engages with its clients.

What Needs to Change (And How TCS Can Do It)

1. Leveling Up Talent & Capabilities

First, TCS needs to help its people grow into this new role. That means:

- Training existing teams to think like consultants—more big-picture, business-focused, and client-outcome driven.
- Hiring talent from the consulting world who already bring strategic experience from top firms.
- Creating opportunities for people to work on real-world consulting projects, not just implementation tasks.

This mix of upskilling and fresh perspective will help TCS build a more well-rounded, advisory-capable workforce.

2. Building the Right Structure

If consulting is going to be a serious focus, it needs its own space to grow:

- Create a dedicated consulting division with its own leadership and goals.
- Encourage collaboration between consultants and technical teams, so that strategy and execution work hand-in-hand.

- Use agile teams and delivery models that are flexible, fast, and aligned with client expectations.

This kind of structure helps TCS deliver end-to-end solutions—not just the “how” but also the “why.”

3. Shifting the Mindset

This is perhaps the biggest and most challenging shift—changing how people inside the company think:

- Moving from “What do you want us to build?” to “Let’s talk about where your business is going.”
- Encouraging teams to ask better questions, challenge assumptions, and drive meaningful conversations with clients.
- Promoting a culture where innovation and thought leadership are part of everyday work, not just something you do on the side.

It’s about becoming more proactive, curious, and bold.

4. Empowering with Tools & Tech

Consultants need the right tools:

- Internal platforms for knowledge sharing, project tracking, and strategic frameworks.
- CRM and analytics systems that give teams better visibility into client needs and long-term goals.
- Playbooks for consulting engagements—like how to approach digital transformation, change management, or innovation strategy.

This kind of support enables consistency and confidence in delivery.

5. Rebranding the Offering

Finally, TCS needs to let the world know what’s changing:

- Reposition the TCS brand to highlight its consulting capabilities and success stories.
- Launch marketing efforts, webinars, and thought leadership pieces that demonstrate this shift.

- Most importantly, educate existing clients—many of whom already trust TCS for IT services—about its new value proposition as a strategic partner.

What Outcomes Can We Expect?

If TCS commits to this transformation, the impact could be significant.

In the short term (6–12 months):

- We'll likely see pilot consulting engagements with key clients, especially around digital transformation and strategy.
- There will be a noticeable change in perception, both internally and externally, about what TCS can offer.

In the medium term (1–2 years):

- Consulting will become a real revenue generator, with higher margins and longer-term client relationships.
- TCS will start to compete more directly with major consulting firms on big strategic deals.

In the long run (2+ years):

- TCS will evolve into a true end-to-end transformation partner, leading strategy, execution, and innovation for its clients.
- It will have built a sustainable, future-proof business model—one that isn't just reactive, but visionary.

Personal Reflections

What stood out to me in this journey is that transformation isn't just about capability—it's about courage. It takes a bold vision to move from what's comfortable to what's possible. For TCS, that means betting on its people, evolving its identity, and stepping confidently into a more strategic role in the industry.

If this transformation is done right, TCS won't just be known as an IT powerhouse—it'll be seen as a business advisor, an innovation partner, and a leader in shaping the digital future.