

TADA Executive Brief: Orchestration Over Allocation

One page. For CEOs, COOs, CFOs, and boards evaluating supply chain operating model investment.

Seshadri Guha
CEO & Founder, TADA

August 2026

Table of Contents

1. The claim 3

2. The three fragmentations 3

3. The frameworks..... 3

4. The resolution: Digital Duplicate 3

5. Measured impact 4

6. The question for your leadership team 4

7. Next step 4

8. About the Author..... 4

9. About TADA 5

1. The claim

Your supply chain doesn't have a visibility problem. It has three fragmentation problems, and visibility only fixes one of them.

2. The three fragmentations

1. Data fragmentation — the same part, customer, or commitment exists as different, disconnected records across ERP, MES, WMS, and TMS systems.
2. Operational fragmentation — procurement, operations, commercial, and finance each optimize a local objective, using different tools and incentives, with no shared unit of decision.
3. Cognitive fragmentation — the same disruption is interpreted differently by every function that sees it, so there is no shared version of what happened or what to do next.

Most technology investment over the last decade targeted the first fragmentation and assumed the other two would follow. They didn't. That is why enterprises with more dashboards than ever still make slower, less coordinated decisions than the network requires.

3. The frameworks

Effective Capacity Function — throughput is bounded by the weakest constraint across internal capacity, suppliers, power/grid, labor, logistics, and regulatory readiness. Improving a nonbinding constraint adds cost, not output.

Lever Cost-to-Impact sequence — execution first (days to weeks, low capital), capability next (quarters, compounding value), capital-on-capacity last (months to years, only once the binding constraint is verified).

Complexity inversion — TADA's constraint-based Enterprise State Machine is designed to become more effective as network complexity and volatility increase, turning the current multi-industry supercycle into a competitive advantage rather than a permanent risk to manage.

4. The resolution: Digital Duplicate

TADA's Industry Action Graph and Digital Duplicate connect Buy → Make → Sell → Deliver → Service into one model, resolving all three fragmentations simultaneously: one connected data model, one operating layer across functions, one shared interpretation of consequence.

5. Measured impact

Metric	Result
Labor productivity	15–18% improvement, including overhead
Inventory / working capital	18–23% reduction while releasing cash
Revenue	2–3% uplift from better fill rates and fewer stockouts
Operating cost	5–6% reduction
ROI (for \$10B+ enterprises)	20–30x, ~20 weeks to value

Based on TADA's observed client outcomes across aftermarket and industrial engagements. These are observed outcomes, not guaranteed results.

6. The question for your leadership team

Which of the three fragmentations is costing you the most right now—and does your current technology roadmap actually address it, or only the data layer?

7. Next step

Schedule a 20-minute call with our team to see where your organization actually stands on coordination.

8. About the Author

Seshadri Guha is CEO and Founder of TADA. With 25+ years of experience in operational strategy and enterprise architecture, he previously led advanced technology and consulting organizations serving Fortune 100 manufacturers. He holds an MS in Engineering Science & Mechanics from Iowa State University, a BS from IIT Madras, and has completed executive programs at Northwestern's Kellogg School of Management and Purdue's Krannert School of Management.

9. About TADA

TADA is a model-first System of Action for enterprise supply chain, built to resolve data, operational, and cognitive fragmentation at once. Its Industry Action Graph and Digital Duplicate connect the industrial lifecycle — Buy → Make → Sell → Deliver → Service — into one live, decision-ready model that sits above existing ERP, MES, WMS, and TMS systems rather than replacing them. Three coordinated layers — Tactical Command, Operational Command, and Strategic Command — turn that connected model into real-time data integration, cross-functional workflow, and long-range planning. Based on TADA's observed client outcomes across aftermarket and industrial engagements, model-first orchestration has supported 15–18% labor-productivity improvement, 18–23% inventory reduction while releasing cash, 2–3% sales-revenue uplift, and 5–6% operating-cost reduction, with time-to-value in roughly 20 weeks. Learn more at tadanow.com.