



A leading German machine manufacturer transforms its digital unit into *a future-ready digital catalyst*

In partnership with Capgemini Invent, Uhlmann's software development unit redesigned and started implementing an agile Target Operating Model to increase reliability, efficiency, standardization, and employee empowerment.

Deriving the future state by understanding the status quo

Uhlmann, the world's leading system provider for the packaging of pharmaceuticals, decided to level up its digital unit, leveraging software excellence to deliver even stronger digital solutions to its customers.

To support this transformation journey, Uhlmann chose Capgemini Invent as their partner: From analyzing the initial situation across the digital unit over designing the digital unit's new agile Target Operating Model (TOM) with optimized processes, roles, responsibilities, and KPIs to implementing the TOM through comprehensive change management, communication, and enablement.

A jointly conducted initial organizational readiness assessment regarding Uhlmann's portfolio strategy and organizational structure revealed some areas for improvement. One of them was the organization of Uhlmann's software development division, which used to

Client: Uhlmann Pac-Systeme GmbH & Co. KG

Region: Worldwide presence with primary operations in Germany

Industry: Manufacturing for pharmaceuticals packaging systems

Client Challenge: Uhlmann aimed at transforming and enabling its Digital Business Unit, which is in charge of the end-to-end development of Uhlmann's digital products, to fully support the strategic goals of reliability, efficiency, standardization, and empowerment.

Solution: In partnership with Capgemini Invent, Uhlmann designed and initiated the implementation of a scaled agile operating model that integrates streamlined processes, roles and performance measurement.

Benefits:

- Stronger self-organization and empowerment of leaders and employees
- Higher delivery reliability for teams and clients
- Increased market focus and market-driven innovation
- Strengthened sense of ownership for the joint success of an agile Target Operating Model (TOM)
- Great internal support and engagement to drive the transformation

have a strong focus on developing customized solutions and faced some operational challenges. To effectively optimize the potential, Uhlmann and Capgemini Invent collaboratively designed a new agile Target Operating Model (TOM). This new TOM empowers teams to take over end-to-end responsibility for digital solutions. Furthermore, the TOM enhances operational efficiency, fosters strategic development of the solution portfolio and enables a balance between custom and standard solutions.

After this close and trust-building collaboration phase, which was met with widespread approval across the involved units, Capgemini Invent was invited to support the implementation of the TOM further. A dedicated team for change and communication took over seamlessly. The change team worked closely together with Uhlmann colleagues to develop a holistic change strategy that involved all stakeholders for a sustainable implementation of the TOM. The approach ensured that all stakeholders (employees, HR, management and other business units) could be aligned and informed at the right level via elaborated change and communication material. Customized enablement assets supported leaders and employees in adopting the new organizational structure and internalizing agile roles while securing business continuity throughout the transformation process.

Maximizing value through collaboration and alignment

In detail, Uhlmann and Capgemini Invent started their partnership in 2022 by conducting a 10-week organizational readiness assessment with 30 expert interviews and 9 deep-dive workshops. This intense kick-off phase allowed to identify optimization potential – both from an organizational as well as technical perspective. The assessment led to the identification of 16 strategic action fields, which focused on enhancing strategic and operational efficiency.

As one action field, Uhlmann and Capgemini Invent iteratively elaborated a new agile Target Operating Model (TOM) for the digital unit. The partners collaboratively worked in defined workstreams. Each team came together in weekly working sessions, iteratively selecting and defining the required roles, processes and KPIs to enable the overall target picture development. The results were shared and discussed in bi-weekly workshops at the client site. Within 12 weeks of joint effort, the extended leadership team had a new agile TOM ready for implementation, supporting Uhlmann's overall strategic goals.

The project team ensured a smooth and seamless handover from the TOM design phase to the



implementation phase, taking up speed and momentum for the change process. With the help of further workshops, a holistic change strategy and communication plan were developed based on Stakeholder Mapping and a Change Impact Analysis. Continuous collaboration with the digital unit's leadership team ensured transparency, leadership buy-in and support for the implementation. Together, a shared change vision and change story were developed, setting the tone for the transformation. Under the three pillars of awareness building, information sharing, and enablement for the new TOM, a comprehensive collection of change, enabling and communication measures was developed, and the iterative implementation of the agile TOM was started.

Central to the successful collaboration stood close and continuous alignment between the project partners. A core team consisting of Uhlmann and Capgemini Invent colleagues established a joint agile way of working with weekly sprint plannings, dailies and joint working sessions, leveraging co-development, buy-in and the iterative prioritization of the change backlog.

Uhlmann's Transformation: Results and future direction

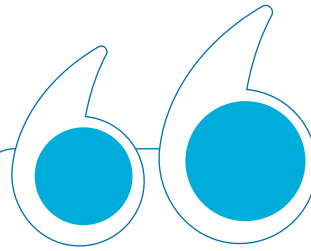
Based on the analysis of the digital unit's overall organizational readiness, the partners jointly developed and kick-started the implementation of a comprehensive concept for a solution-centric organization. This resulted in the following outcomes:

- Target Operating Model (TOM) based on a lean-agile organizational structure
- Descriptions of the new roles and respective responsibilities
- Streamlined and harmonized processes and a measurable KPI set
- Holistic change strategy and communication plan
- Comprehensive change and communication measures
- Elaborated concepts and material for leadership and role enablement

Overall, all relevant aspects of the TOM are combined in a comprehensive documentation, which provides leadership, all team members, and the transformation team with tangible guidance.

Following the successful launch of the transition with Capgemini Invent, Uhlmann's software development unit is now fully prepared to lead its own transformation. They possess customized, actionable strategies for change management, communication, and enabling measures according to a set transformation path that aligns with the overall change strategy. The resources, e.g. Communities of Practice and Leadership Workshops, will facilitate ongoing role development and enhance understanding of the new TOM through interactive learning modules, paving the way for effective and lasting organizational growth. Additionally, the collaboration persisted further, with a focus on advancing Leadership Development.

After a gradual 18-months implementation phase, which ensures operational stability, Uhlmann's software division will be set to transform into a digital catalyst for the pharmaceutical packaging sector. New processes, roles and KPIs will enhance Uhlmann's capacity and focus on maximizing customer value while minimizing unprofitable efforts. The new TOM will bring clarity to roles, processes and how success is measured while fostering collaboration through clear responsibilities and reducing dependencies. This leads to greater impact through end-to-end responsibility in value streams, enabling teams to deliver solutions independently while creating maximum impact for their customers.



"The great collaboration between the Capgemini Invent team and the Uhlmann team was key for the successful finalization of the change concept for our digital business unit."

Alexander Schöllhorn
Chief Financial Officer

"Without your support, we would never have been able to achieve this level of quality and detail in such a short time."

Dr. Olaf Weinmann
Vice President Digital Solutions

"Your great preparations of the working sessions have significantly accelerated the pace."

Reinhold Bentele
Director Agile Mastering Digital Solutions

"Thank you for consistently condensing our extensive discussions into concise suggestions."

Alexander Weggerle
Head of Development Digital Solutions

"I'm glad that we continue working together and that Capgemini Invent supports us during the initial rollout and communication phase."

Dr. Olaf Weinmann
VP Digital Solutions

About Capgemini Invent

As the digital innovation, design and transformation brand of the Capgemini Group, Capgemini Invent enables CxOs to envision and shape the future of their businesses. Located in over 30 studios and more than 60 offices around the world, it comprises a 12,500+ strong team of strategists, data scientists, product and experience designers, brand experts and technologists who develop new digital services, products, experiences and business models for sustainable growth.

Capgemini Invent is an integral part of Capgemini, a global business and technology transformation partner, helping organizations to accelerate their dual transition to a digital and sustainable world, while creating tangible impact for enterprises and society. It is a responsible and diverse group of 340,000 team members in more than 50 countries. With its strong over 55-year heritage, Capgemini is trusted by its clients to unlock the value of technology to address the entire breadth of their business needs. It delivers end-to-end services and solutions leveraging strengths from strategy and design to engineering, all fueled by its market leading capabilities in AI, cloud and data, combined with its deep industry expertise and partner ecosystem. The Group reported 2023 global revenues of €22.5 billion.

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