

Uhlmann transforms into a solution provider with an integrated, future-ready operating model

Uhlmann Pac-Systeme and Capgemini Invent are boldly reshaping the company's role in the pharmaceutical packaging industry – evolving into a solution provider by seamlessly integrating development, engineering, and operations for a more unified customer experience.

Driving Uhlmann's NextStep Program

Uhlmann Pac-Systeme, a global leader in pharmaceutical packaging machinery, is reshaping its role in an industry marked by rapid technological shifts and rising expectations for fully integrated solutions. As customers increasingly seek seamless combinations of machine, software, and service, Uhlmann is proactively evolving from a traditional machine manufacturer into a holistic solution provider – uniting mechanical, digital, and service expertise for cohesive, customer-centric solution offerings.

This strategic transformation is driven by foresight.To future-proof its business and strengthen differentiation, Uhlmann launched the NextStep program, a company-wide initiative to connect sales, product development, engineering, and operations into one end-to-end (E2E) value chain. The transformation builds on a trusted partnership with Capgemini Invent and the previous collaboration with the digital business unit.

Client: Uhlmann Pac-Systeme GmbH & Co. KG

Region: Global presence

Industry: Manufacturing for pharmaceutical packaging systems

Client Challenge: To realize its strategic ambition of becoming a solution provider, Uhlmann strengthened end-to-end collaboration across its entire value chain.

Solution: Together with Capgemini Invent, Uhlmann designed and activated a unified Target Operating Model that fosters integrated, customer-centric solution delivery.

Benefits:

- End-to-end (E2E) integration of product development, engineering, and operations
- Faster and more flexible development of complex customer solutions through the synchronization of machine, software, and service
- Empowered teams with clear roles and shared success metrics
- Strong market orientation and innovation capability
- Scalable foundation for sustainable growth and competitiveness



A central pillar of this journey is a new Target Operating Model (TOM), designed to align functions under an E2E process, shared goals, harmonized roles, and unified performance metrics. The TOM aims at fostering even faster delivery, stronger collaboration, and customer-centric innovation.

Together, Uhlmann and Capgemini Invent co-created a transformation roadmap and designed the TOM in terms of structure and process organization. Together, they also brought to life a holistic organizational activation approach that engaged leaders and employees across all levels to actively shape the new organization and make it real.

The result is more than a reorganization; it is a cultural evolution that embraces even more alignment, empowerment, and customer proximity. Uhlmann is setting a new benchmark for transformation and continuous improvement in the manufacturing industry and is now ready to build integrated solutions for the pharmaceutical world of tomorrow.

From vision to reality: Implementing the Target Operating Model

Uhlmann's new TOM was implemented by a cross-functional team of Uhlmann and Capgemini Invent, with one stream designing the TOM collaboratively and another activating the new organization through embedded change management. As one transformation team, all impacted Uhlmann departments, as the "internal clients", were engaged from the start to foster buy-in.

A three-stage approach ensured relevance and applicability to Uhlmann's specific circumstances.

"With NextStep, we are laying a critical foundation for our strategy, sustainable innovation and differentiation in the market. It gives us the clarity, focus, and capabilities needed to turn ambition into execution – strengthening our competitive position and enabling long term success as a solution provider."

Dr. Olaf Weinmann,
Vice President,
Global Solution Engineering,
Uhlmann Pac-Systeme

"NextStep is not just a project – it is our shared journey into a new future. The entire executive leadership team stands firmly behind this path with full conviction and genuine commitment."

Cristian Reiter,
CTO & Managing Director
Uhlmann Pac-Systeme

"With NextStep, we are preparing Uhlmann for the future – with higher speed, clear structures, and efficient processes. I expect less bureaucracy, more dialogue, and joint issue resolution directly where it happens."

Serhat Toykan,
Vice President,
Global Operations
Uhlmann Pac-Systeme

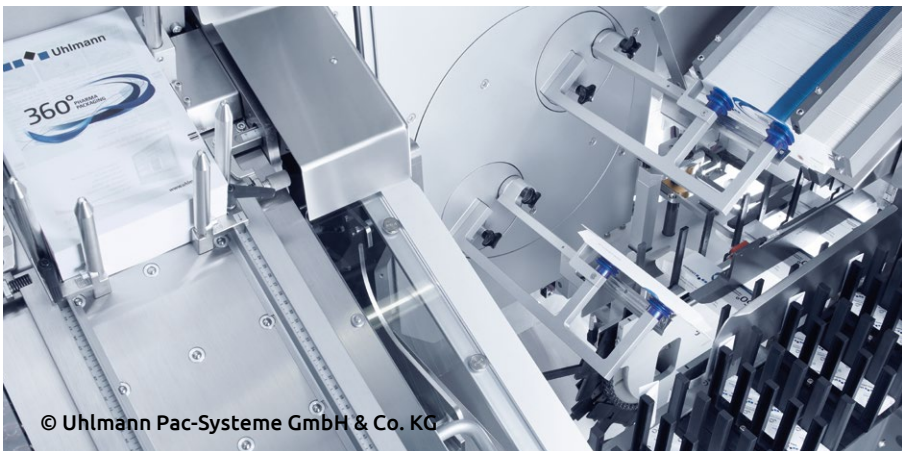
The project began with an analysis phase, including semi-structured interviews. Improvement potential was identified across the value chain and organized into nine cross-functional workstreams, with six spanning the E2E value chain, from offer quotation to client handover, as well as further overarching streams, such as project management and industrial engineering. The aim of those workstreams was to explore root causes and determine tangible improvement opportunities.

In parallel, Uhlmann and Capgemini Invent conducted a stakeholder analysis to deeply understand concrete engagement needs. This informed an integrated change strategy aligned with corporate strategy and the evolving TOM design. A strong transformation vision and purpose-driven change story, both of which were developed and communicated early to foster leadership alignment and employee engagement.

In phase two, the TOM design was co-created in workshops with Uhlmann and Capgemini Invent experts. The workshops addressed specific organizational challenges, aligning roles, processes, structures, and KPIs across organizational functions to embed and enable a solution mindset. A so-called "Book Cover" was developed to capture the future organization's essence, displaying how value flows through the organization, and how collaboration modes and synchronization points are defined. This "Book Cover" serves as the high-level target picture, from which stakeholders can dive into the key changes and more specific details of the TOM.

Simultaneously, all leaders experienced the planned changes firsthand in workshops and actively shaped the transformation. A targeted communication campaign and scalable activation formats supported the transformation – including program branding, a video series, a poster campaign, and cascaded go-live communication from top management. A dedicated "NextStep Room" made the transformation tangible for all teams. Regular pulse checks and feedback loops enabled data-driven change management, allowing timely adjustments and targeted interventions based on emerging needs.

The final phase marked a turning point: a full E2E process simulation, based on a tangible solution example, made the new TOM and ways of working real for leaders across all departments. The transformation moved into implementation, guided by an agile governance, a stepwise rollout, and clear implementation roles with strong ownership. Uhlmann is now set to sustainably bring the new organizational model to life and shape its future as a holistic solution provider.



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NextStep delivers a path into the future

The transformation at Uhlmann has delivered tangible impact, both structurally and culturally. The newly designed TOM enables Uhlmann as a solution provider by redefining E2E processes and collaboration across organizational units. Roles were consolidated and clarified to increase consistency and identification, resulting in a ~60% reduction in roles – improving efficiency and eliminating redundancies. Reorganizing organizational units nurtured innovation and enhanced collaboration in product development, engineering, and operations. This positions Uhlmann to unlock measurable business benefits through a more agile and resilient setup, improved cross-functional collaboration, reduced operational disruptions, and a strong focus on overall solution delivery.

A critical success factor was leadership alignment through a staged process, co-creative live workshops, simulations and further interactive formats. Colleagues were not only informed, but actively empowered to drive the change, fostering ownership and momentum across all levels of the organization. Thanks to the scaled activation approach, the shift towards a future-focused organization reached employees at all levels. Tailored communication and enablement formats helped foster understanding and engagement, resulting in a 37% increase in positive sentiment towards the NextStep program. Employees recognized the relevance of the transformation and committed to its success.

The co-creative and agile setup of the project allowed Uhlmann to reach the joint vision: A proactive change, not because they need to, but because they can. NextStep allowed the company to adapt quickly to evolving transformation needs, while maintaining a clear focus on long-term goals and securing business continuity. With clearly defined ownership and a shared north star, the organization has powerfully started the implementation journey of the new TOM.

Looking ahead, Uhlmann is well-positioned as a future-ready manufacturer that is now capable of delivering integrated, customer-centric solutions at scale. The transformation has laid the foundation for continued innovation, operational excellence, and sustainable growth as solution provider.

"NextStep has been a true success story for us because it did not only change structures – it fundamentally changed mindsets. By involving leaders and employees early on, transparently and actively, an organizational objective turned into a shared transformation journey. This broad activation was key to ensuring that the new Target Operating Model does not just work on paper, but is truly lived in everyday work – bringing greater clarity, stronger collaboration, and tangible momentum for our future as a solution provider."

Frank Dobler,
HR Business Partner
Uhlmann Pac-Systeme

About Capgemini Invent

As the digital innovation, design and transformation brand of the Capgemini Group, at Capgemini Invent we enable CxOs to envision and shape what's next for businesses. Located in over 40 studios and more than 70 offices around the world, we are a 13,500 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, an AI-powered global business and technology transformation partner, delivering tangible business value. We imagine the future of organizations and make it real with AI, technology and people. With our strong heritage of nearly 60 years, we are a responsible and diverse group of over 420,000 team members in more than 50 countries. We deliver end-to-end services and solutions with our deep industry expertise and strong partner ecosystem, leveraging our capabilities across strategy, technology, design, engineering and business operations. The Group reported 2025 global revenues of €22.5 billion.

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