

Capgemini Invent accelerates a major carve-out in the commercial vehicle industry with successful IT infrastructure separation steering

Partnering with a leading commercial vehicle manufacturer, Capgemini Invent supports an industry-defining IT infrastructure separation by setting up a dedicated 360° program office and orchestrate execution across 500 locations.

Tackling IT infrastructure separation in an ambitious timeline

To sharpen its strategic focus and unlock long-term value, a DAX-listed vehicle manufacturer decided to carve out its commercial vehicle business. Besides the separation of business units, this meant that the company had to break up global IT infrastructures that had been shared for decades all while operating within an ambitious timeline. Although this carve-out was a major change, it also represented a significant opportunity to achieve full autonomy and lay the foundations for a future-proof digital organization.

Even though the organizational split represented a decisive milestone, the real challenge was unbundling the deeply integrated IT landscapes across continents. This extended far beyond organizational boundaries, shared platforms, and joint vendor ecosystems. With numerous stakeholders involved – from executive leadership to global delivery partners – the IT infrastructure separation process demanded precise coordination, robust

Client: Daimler Truck AG

Region: Global

Industry: Commercial Vehicle

Client Challenge: Following a major carve-out, the company had to work within a tight timeline to separate its global IT infrastructure.

Solution: Capgemini Invent implemented and continuously refined temporary program governance while steering and accelerating the separation program.

Benefits

- Set up centralized 360° program office as temporary operating model with clear governance structure and new established roles
- Full internal transparency on program results enabled by enhanced data quality reporting
- Modernized IT infrastructure reduces complexity and improves cost efficiency

governance, resilience, dependency management, and a clear path to digital independence.

Given the considerable time pressure surrounding the infrastructure spin-off and the insights gained from previous IT transformation efforts, the company engaged Capgemini Invent as its strategic partner due to the extensive experience in IT transformation and vendor orchestration.

From the beginning, the collaboration with Capgemini Invent was built on trust, shared objectives, and a commitment to delivering long-term, full independence in a steady state. Working as one team, the partners focused on three key success factors that proved critical to the program's turnaround.

Establishing clear governance and a temporary operating model

Capgemini Invent worked closely with the leading OEM to implement a tailored temporary operating model that was responsive to the carve-out's complex requirements. This included clearly defined roles and responsibilities, streamlined reporting structures, and effective escalation pathways, all of which ensured decisions could be made quickly and transparently across global teams and multiple vendors. To strengthen the organizational structure and collaboration through 360° program steering, a new program management office (PMO) and integration pillar were implemented.

Accelerating execution and seamless stakeholder coordination

To ensure global end-to-end steering and communication exchange as well as multi-stakeholder orchestration during the complex IT infrastructure carve-out, Capgemini Invent and Daimler Truck jointly designed the accelerator role, which was appointed with team members out of the PMO, who maintain regular communication with the infrastructure separation leadership. Serving as a central coordination point between the leadership, product owners, and local leaders, the accelerator role facilitated seamless

communication, set up and coordinated task forces, and actively managed operational clarity by fostering collaboration, identifying risks early, and resolving cross-functional dependencies. As a catalyst for the PMO, the accelerator roles were able to resolve blockers, drive decision-making, and enabled the organization to focus on target-oriented execution while ensuring alignment across all stakeholder levels involved in the separation process.

Applying dedicated focus, smart refinements, and global transparency across all stakeholders and countries

By leveraging insights from earlier transformation challenges and establishing a critical path for all infrastructure separation activities tracked via dedicated milestones, Capgemini Invent helped the OEM's teams remain focused on a clear vision. In collaboration, they introduced targeted refinements to delivery processes, addressed recurring pain points, and created space for continuous improvement.

A foundation for long-term digital autonomy and growth

Capgemini Invent contributed to the organization's transition to fully independent and modernized IT infrastructure by playing a key role in supporting the successful and timely completion of over 800 milestones, including the separation of the server landscape, devices for all employees, and the migration of all future applications to a unified identity management system. The project team also assisted with steering the migration of global SAP systems and the introduction of independent platforms such as IT service management tooling, giving the organization full control over its IT services, assets, and operations. As a key partner for managing the IT infrastructure separation, we supported the organization in transitioning to a state-of-the-art, cloud-based endpoint management system – underpinned by a resilient network backbone and future-proof data center architecture that were implemented as part of the separation.

Consequently, the company's IT infrastructure was streamlined with a lean application portfolio, standardized device types, and a modernized IT infrastructure tech stack that ensures global scalability, stability, and performance while significantly reducing complexity and improving cost efficiency.

Capgemini Invent brought structure, transparency, and delivery discipline to a highly complex, multi-stakeholder environment. By aligning global teams, orchestrating vendor collaboration, and maintaining a sharp focus on business outcomes, it ensured that the IT infrastructure carve-out was not only delivered successfully, but also positioned the organization for long-term digital autonomy, operational excellence, and growth.



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 350,000 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, generative AI, cloud and data, combined with its deep industry expertise and partner ecosystem. The Group reported 2024 global revenues of €22.1 billion.

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