

TRANSFORMING INTO AN ADAPTIVE ORGANIZATION PREPARES DATEV FOR NEW CHALLENGES

Capgemini Invent supports DATEV in the design and implementation of a new way of working to account for dynamic changes and better resilience

Expansion into new digital and B2C products

The German cooperative DATEV provides software and IT services in accounting, tax calculation, HR management, and office organization. Founded in 1966, the organization has grown to over 8,000 employees serving a network of over 380,000 clients. Many German residents will also recognize the green square of the DATEV logo on their payslip, as the software is used to process over 13 million individual salaries a month.

DATEV's success can be attributed to its solid reputation for high-quality solutions, supported by a dedicated customer base and workforce. This stability allowed the organization to shift its strategic direction and strengthen its focus on innovative digital solutions and B2C offerings.

However, the organization's existing set-up did not meet the growing number of requests for digital products. It was clear that DATEV needed to transform internally in order to meet rapidly changing market demands. With this in mind, DATEV launched the "Fit for the future" project. The aim was to develop a target operating model and organization to be able to react faster and more flexibly to changing market conditions in the course of digital transformation. Based on its expertise in future organization and organizational restructuring, DATEV selected Capgemini Invent as a partner throughout the transformation.

Overview

Client: DATEV

Industry: IT software & services

Location: Germany

Challenge: Complex processes and organizational siloes made it difficult for DATEV to rapidly meet changing customer and market demands

Solution: Capgemini Invent established an adaptive operating model based on interdisciplinary workstreams and a collaborative internal culture. The project team took a minimum viable organization (MVO) approach, built on value-chain focus.

Results (Benefits):

- Flexibility in resource allocation accelerates time-to-market
- Faster decision-making processes improve workstream performance
- New way of working allows frictionless delivery and even growth during COVID-19 pandemic

"The model we designed and implemented with Capgemini Invent is a highly modern, tailor-made operating model. It is based on three key pillars: customer-oriented value creation, adaptability, and clear responsibilities. Taking the COVID-19 pandemic as an example, it became clear how quickly and flexibly we can now react to changes."

Dr. Robert Mayr
CEO, DATEV



A value-chain-based operating model

Capgemini Invent began by analyzing the existing situation to truly understand DATEV's strengths and challenges from both the employer and employee perspectives. This was achieved through focus interviews with leading management and dedicated key stakeholders, focus groups with team leaders and employees, and more than 20 expert speaking arrangements. Though DATEV had cultivated an employee-driven culture of client intimacy and reliability, these events highlighted the need for faster decision-making capabilities and product development as well as a stronger collaboration model. To meet these requirements, Capgemini Invent developed an adaptive operating model that allowed for both agile and traditional delivery.

After the analysis and high-level design phase, Capgemini Invent applied its unique Minimum Viable Organization (MVO) approach to iteratively implement the new target model. The team carefully selected initial workstreams in focus areas to test and adjust the new design, governance model, organization structures and processes. Further workstreams were then gradually integrated as the leadership team and employees continuously adapted to the new processes and workflows.

The new operating model and organization has enabled DATEV to focus on customer value creation through flexible, interdisciplinary value chain streams, which are fully responsible for the entire product lifecycle. DATEV and Capgemini identified four main pillars to guide decision-making and set priorities for daily operations: end-to-end responsibility, updated governance, a culture of cross-disciplinary collaboration, and adaptability. These values now support the cultural shift towards a more open-minded, flexible mindset, which fosters communication and focuses on results.

The transition was closely accompanied by systematic change management to include, inform, and engage all employees and leadership to align DATEV's unique culture with the new set up. Dialogue groups were used to gain additional insight throughout the project and a customizable leadership empowerment program was put in place to facilitate guidance and orientation for employees.

Business continuity, customer value creation and collaborative ways of working

Following the transition to a new organizational model, DATEV now mainly works in interdisciplinary workstreams that accelerate development for new customer-oriented products and existing solutions. In addition, over 50 leadership boards have been consolidated into three decision-making bodies, speeding up DATEV's ability to respond to changes to demand and within the industry. Finally, cross-unit collaboration has broken down silo thinking and fostered team spirit while the organization has become more flexible with allocation of resources thanks to optimized internal staffing processes.

DATEV's new organizational model had already proven to be beneficial prior to COVID-19 and has become even more valuable during the pandemic. The robust framework contributed to how quickly DATEV could adapt to the unprecedented situation and maintain the usual high level of service for its members and clients. Going forward, the organization will continue to innovate in order to ensure that it remains flexible and responsive in order to better serve its customers.

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Capgemini Invent is an integral part of Capgemini, a global leader in consulting, digital transformation, technology and engineering services. The Group is at the forefront of innovation to address the entire breadth of clients' opportunities in the evolving world of cloud, digital and platforms. Building on its strong 50-year+ heritage and deep industry-specific expertise, Capgemini enables organizations to realize their business ambitions through an array of services from strategy to operations. Capgemini is driven by the conviction that the business value of technology comes from and through people. Today, it is a multicultural company of 270,000 team members in almost 50 countries. With Altran, the Group reported 2019 combined revenues of €17billion. People matter, results count.

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