



## A&M INTERVIEW

# Extracting efficiency and enhancing productivity at Syntegon

Alvarez & Marsal (A&M) Managing Director Roswitha Terteza speaks to Kurt Gleichauf, Director, Technical Development, Syntegon Packaging Systems AG Switzerland, about Syntegon's recent transformation, the company's long-term goals for engineering, and the supporting role played by A&M.



### About Syntegon

Syntegon is a leading provider of processing and packaging technology. Founded in 1969, the company was known as Bosch Packaging Technology until 2019, when Syntegon became independent in a private equity-backed deal.

Syntegon is headquartered in Waiblingen, Germany and boasts 6,000 employees across 15 countries. 2019 revenues were €1.33 billion.

### A&M: What was the core challenge the business faced?

**Syntegon:** We needed to leverage synergies between different business units and deliver savings through operational improvements. In particular, we wanted to increase productivity and reduce lead time and time to market within the engineering and operations divisions.

### A&M: How did you agree on a process by which to execute the project?

**Syntegon:** Having agreed on the scope and timeline, we set up cross-functional teams for the selected topics, mixing Syntegon know-how with A&M methods expertise. These teams worked using Agile principles in three – week sprints, thus having a good overview of activities that had to be completed and the ability to verify the impact of the actions in real time. The sprint planning allowed the teams to work flexibly, i.e., being able to deliver daily operational work in parallel to the transformation.

### A&M: How did you align around objectives for the transformation?

**Syntegon:** In the diagnostic phase, we jointly identified the strengths and opportunities for optimisation in the organisation and defined improvement actions that we prioritised and put on a timeline, which made the transformation realistic and ensured a sustainable implementation in the organisation.

### A&M: How did the transformation align with Syntegon's long-term corporate goals?

**Syntegon:** Our mission is to deliver processing and packaging for a better life, and we have a company vision to deliver intelligent and sustainable solutions for everyone. The transformation has equipped our engineers and engineering leaders with the processes needed to continue innovating, while minimising unproductive time. In turn, this has had a positive effect on the time taken to bring products to market.



## A&M: Were there any roadblocks or unforeseen difficulties that you encountered along the way?

**Syntegon:** There were certainly best practices we followed when preparing the engineering organisation to work in a slightly different way. For instance, no one benefits when many new tools are introduced without detailed demonstrations of the tools' value to users. Digital products and services only add value if their usefulness for the business is clearly defined. We sought to set out clear standards and expectations for digitisation workstreams as part of this transformation. Similarly we have defined and aligned on a set of KPIs that would allow clear performance tracking across the organisation. Understanding the use of KPIs and working with the KPIs was enabled by brief training sessions across the organisation.

## A&M: What were the main outcomes of the transformation?

**Syntegon:** We certainly saw a positive impact on the productivity of our engineers. The lead time for customer projects was significantly reduced through digitization and optimization of processes. Likewise, interdisciplinary collaboration was improved. In terms of flexibility, we were able to make a real step change with various outsourcing activities. Thanks to an improved planning tool, we have an increased visibility of the allocation of resources to projects. This allows us to better plan, prioritize and focus on development projects, which results in being able to deliver both customer projects and new products faster.

## The impact of more productive engineering functions



Defragmentation of activities and clearer prioritisation



Clarity on targets and KPIs



More time for congruent activities and improvement of existing portfolio of products



Improved cross-functional collaboration



Lower stress in the function

## A&M: What did you gain by working with A&M on the project?

**Syntegon:** A&M's team brought clear structure to the transformation and were not afraid to communicate difficult messages clearly where a tight focus on results drove all activities. We appreciated the strong partnership we developed alongside A&M which was always at eye level.



## A&M: Leadership. Action. Results.<sup>SM</sup>

A&M has worked with some of the largest European and global organisations to stabilise financial performance, transform operations and accelerate growth through decisive action. Our restructuring and turnaround heritage brings fact-based, action-oriented leadership to transformations, delivering rapid results.

Our professionals have both operational and advisory experience together with a proven track record in leading businesses through tough, complex situations. To speak to us about our experience delivering transformation and performance improvement initiatives for leading engineering and manufacturing businesses, please visit our website or speak to one of our contacts below.

### KEY CONTACTS



#### Kurt Gleichauf

Syntegon Packaging Systems AG  
Switzerland, Director, Technical  
Development

kurt.gleichauf@syntegon.com  
+41 586 746 638



#### Roswitha Terteau

Alvarez & Marsal Deutschland  
GmbH, Managing Director

rterteau@alvarezandmarsal.com  
+49 173 323 3331

### ABOUT ALVAREZ & MARSAL

Companies, investors and government entities around the world turn to Alvarez & Marsal (A&M) for leadership, action and results. Privately held since its founding in 1983, A&M is a leading global professional services firm that provides advisory, business performance improvement and turnaround management services. When conventional approaches are not enough to create transformation and drive change, clients seek our deep expertise and ability to deliver practical solutions to their unique problems.

With over 5,000 people across four continents, we deliver tangible results for corporates, boards, private equity firms, law firms and government agencies facing complex challenges. Our senior leaders, and their teams, leverage A&M's restructuring heritage to help companies act decisively, catapult growth and accelerate results. We are experienced operators, world-class consultants, former regulators and industry authorities with a shared commitment to telling clients what's really needed for turning change into a strategic business asset, managing risk and unlocking value at every stage of growth.

Follow A&M on:



© Copyright 2021 Alvarez & Marsal Holdings, LLC.  
All Rights Reserved.  
395933/September 21

To learn more, visit: [AlvarezandMarsal.com](https://www.alvarezandmarsal.com)