# Capgemini

# A single source of truth for a
## *transformed nuclear company*

The organisation partnered with Capgemini to unite newly merged business units around consistent ways of working and a consolidated, single system that sets the foundations for process transformation.

**Client:** A Global Nuclear Company

**Region:** United Kingdom

**Sector:** Energy and utilities

**Client challenge:**

This nuclear company was merging three business entities and sought a transformation that would embed best practices by standardising ways of working and consolidating processes and documentation.

**Solution:**

Capgemini introduced a new Business Management System (BMS) that streamlined processes, eliminated information silos, and ensured compliance by providing a single source of truth for all staff.

**Benefits:**

- Assured compliance with key nuclear industry standards

- Standardisation and consolidation of documents

- 150+ processes standardised to unify ways of working

- Successful engagement of more than 1000 staff

In order to bring together three distinct business entities, a global nuclear company partnered with Capgemini to implement a new Business Management System (BMS) that unified disparate processes and documentation. As a result, the organisation now operates in a consolidated and centralised manner that will enable more effective process transformation in the future.
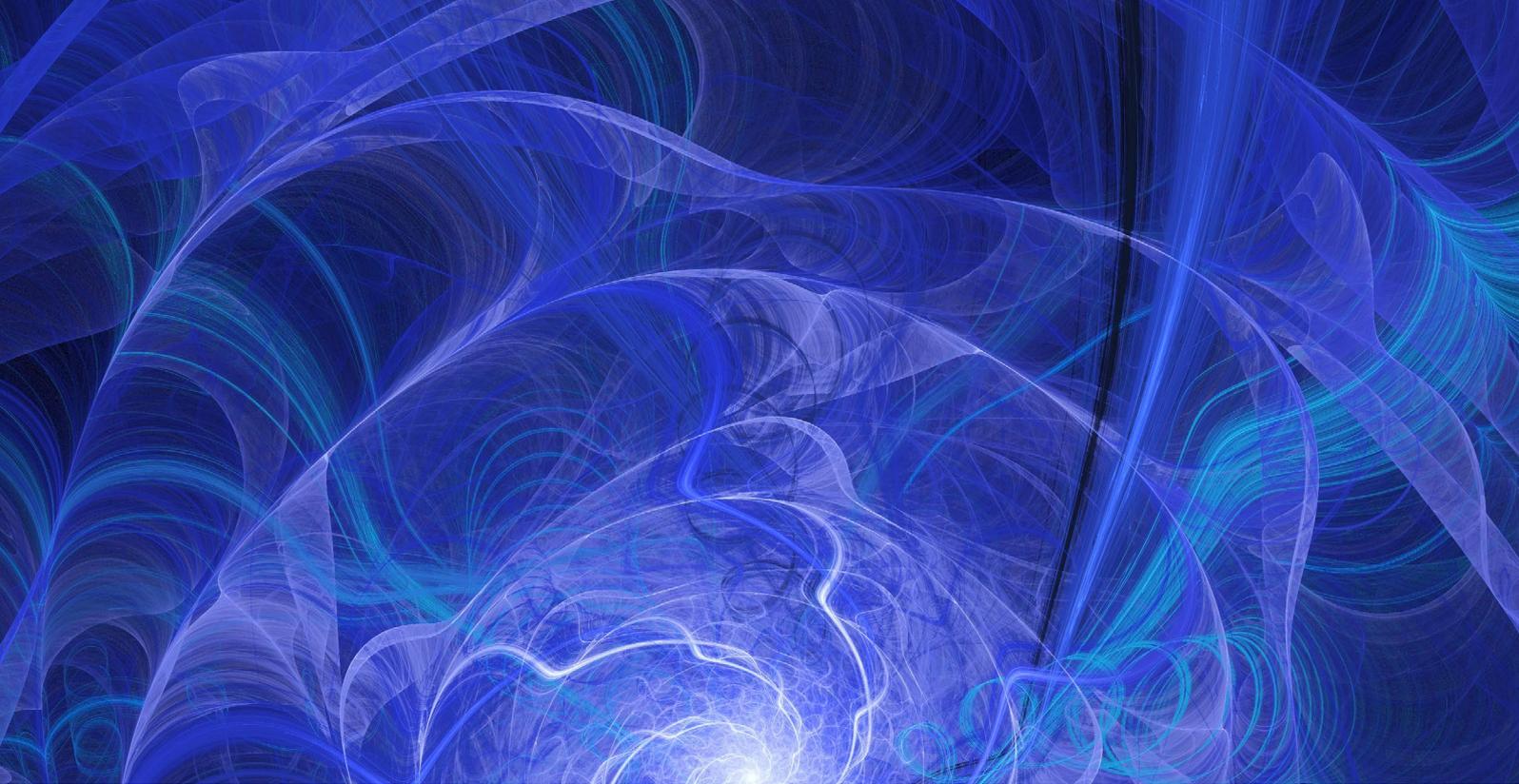
## Building a new organisational structure with best practice at its heart

A global nuclear company had embarked on a transformation that merged three separate business entities, each of which operated at one site but was entirely siloed with different ways of working and separate documentation and systems.

The company wanted to seize the opportunity to bring these together by overhauling fragmented, often paper-based systems, establishing standardised, streamlined ways of working and creating a single source of truth for documents and processes that all staff could quickly and easily access.

This would not only help advance a cohesive and efficient organisational structure but also make compliance easier. As the nuclear industry is highly regulated, it is essential that staff are able to easily and rapidly draw on documentation and evidence of how their work is performed, and a single, accessible management system would enable this.

To that end, the company needed a single process framework to consolidate over 3000 documents and processes across the three business entities. This involved immediately addressing more than 150 procedures across areas ranging from corporate governance to decommissioning and waste management. In addition, considering that the business and its more than 1000 staff had been undergoing a period of considerable change due to the transformation and other initiatives, successful change management was required to bring all stakeholders on board and enable a smooth rollout.

The company partnered with Capgemini to help design, build, and implement a new Business Management System (BMS) and move forward as a united, streamlined organisation assured of best practices and compliance in all areas of its work.

## A single source of truth in one "big bang"

The partners embarked on the project with a three-phase approach.

First, they spent six weeks interviewing department heads throughout the company to establish business requirements and define the process framework that needed to be implemented.

Second, the partners assessed vendors to determine the best fit for those business requirements, and Aris emerged as the preferred tool. Capgemini then gathered the approximately 3000 documents that needed to be put into the new system.

Throughout this process, the team collaborated closely with all business departments to ensure that essential processes were captured and situated within the process framework. Meanwhile, Capgemini worked with the company to define an interim and future governance workflow and developed new documentation standards.

In the third phase, the go-live date was set for July 2025, with the new system to be rolled out in one "big bang." To meet this ambitious timeline, Capgemini worked with ARIS at an accelerated pace to tailor an out-of-the-box tool that fit business requirements. Simultaneously, the team updated documentation and processes to meet industry best standards and began identifying further opportunities for improving processes going forward.

To ensure successful uptake of the tool, the partners ran an extensive change programme involving over 50 team meetings, multiple live and pre-recorded demonstrations of the BMS, and a six-week programme of learning rooms where team members could drop in to deal with questions or concerns and also train on the new system.

## A streamlined, resilient organisation and a model for the future

The tool was successfully launched on time and immediately adopted with no disruption to the business. This was an exceptionally smooth rollout that was aided by a business readiness plan that had been repeatedly assessed in the preceding months.

The partners worked hand in hand throughout the project, and the combined team addressed any issues that arose in a timely manner, overcoming challenges related to organisational communication and expanding scope. On the day of the launch, 60% of those on site accessed the tool, an unusually high level of traffic that reflects the success of user engagement efforts.

Following the transition, the partners finalised new standards and procedures and identified further opportunities for process improvement. All procedure documents were mapped directly into ARIS while the document generator feature was incorporated to provide documentation when requested for audit and regulatory purposes. The nuclear company is now fully equipped to enable and manage process transformation throughout the site. Moving forward, the BMS team can take the tool forward with a mindset of continuous improvement and draw on a newly created knowledge library to support this. As a result, the organisation is streamlined, future-fit, and ready to meet any compliance needs and adapt to evolving business requirements.

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*The team's readiness to transition to the new Business Management System was reassuring. They demonstrated they were well organised, there was good control of the many moving parts and interfaces, and the system configuration was demonstrated to be considered, robust, and have the end user experience at the forefront of its design. Furthermore, the approach taken for change management in launching a new software application to the organisation is considered to be best practice. The approach and learning should be documented to enable others to do the same on future projects. I look forward to seeing how the system can further develop over time."*

**Project Executive Sponsor**

# About Capgemini

Capgemini is 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 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 2024 global revenues of €22.1 billion.

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