



Transforming Becton, Dickinson and Company's global integration landscape

Preparing for the next era of healthcare

BD and Capgemini managed a strategic partnership that delivered modernization, automation, and integration excellence

Client: Becton, Dickinson and Company

Region: Global

Industry: Life sciences and healthcare

Client challenge:

World-spanning medical technology company Becton, Dickinson and Company (BD) needed to pursue digital transformation and scale its operations efficiently, but it was struggling with siloed legacy platforms.

Solution:

The company worked with Capgemini to co-develop and implement a transformation roadmap that transitioned the organization to MuleSoft using a multi-pod architecture.

Benefits:

- 2,700% increase in work order processing capacity (from 25/hour to 700/hour)
- \$600,000 annual IT savings and more than \$4.4 million in total cost optimization
- 99.99% uptime, zero P1/P2 incidents for over nine months
- Reduced onboarding time from 30-plus days to near real-time



As one of the world's leading medical technology companies, Becton, Dickinson and Company (BD) operates in a highly complex global technology environment. Over time, the organization realized that its legacy, siloed integration platforms lacked the modern capabilities required to support digital transformation, scale efficiently, and integrate new systems following recent acquisitions.

BD recognized that incremental improvements would no longer suffice. To achieve its "One BD" vision, the company needed a bold, enterprise-wide integration transformation that unified and standardized its integration landscape, strengthened global agility, ensured alignment with evolving regulatory requirements, and prepared the business for an AI-ready future.

Co-developing the solution with Capgemini

BD took an active leadership role in co-creating a transformation roadmap with Capgemini to enable modernization and governance at scale. This partnership was founded on joint ownership, shared ambition, and transparent decision making through a two-in-a-box model.

Together, BD and Capgemini executed an integrated transformation program that spanned strategy, governance, modernization, and global delivery. The journey began with the development of a unified enterprise integration strategy supported by a collaborative governance model. Working side by side, BD and Capgemini established shared architectural oversight and defined a clear roadmap to build future- and AI-ready integration capabilities aligned with BD's long-term vision.

A central pillar of this transformation was the creation of a global Integration Center of Excellence (ICoE). This joint ICoE introduced standardized reference architectures, integration frameworks, and domain-based composable APIs that created consistency across regions. To strengthen quality and accelerate delivery, the teams also adopted integration DevOps practices, test automation, and a suite of embedded automation tools including SonarQube, TOSCA, and RPA bots.

“At BD, integration modernization wasn’t about technology alone: it was about unlocking strategic agility across the enterprise. Our goal was to build an integration capability that enhances global resilience and powers intelligent automation. With Capgemini’s partnership, we have transformed our ecosystem into a scalable, future-ready platform that accelerates value creation and prepares BD for the next decade of digital transformation.”

David Power

*Director – API Architecture, Integrations and Middleware
Global Delivery Lead - APM Integration
Technology & Global Services,
Becton, Dickinson and Company*



Modernizing at scale: from legacy to a resilient, global platform

Modernizing BD's legacy platforms formed the next major phase of the program. More than 150 WebMethods integrations were successfully migrated to MuleSoft, laying the foundation for a more scalable and resilient ecosystem. The introduction of a multi-POD delivery model provided the flex capacity needed to respond dynamically to business demands.

This new integration solution was built on real-time and event-driven integration patterns that improved responsiveness across global operations. BD and Capgemini also standardized third-party logistics integrations across regions and prepared the organization for emerging Model Context Protocol (MCP) led AI business uses cases.

To ensure long term sustainability, BD and Capgemini established a robust operating model for build and run integration at-scale. The program enabled the ongoing delivery of more than 100 business demands each year and completed over 300 production enhancements through a globally distributed multi-POD model. With 24x7 operational support across APAC, Europe, and North America, BD achieved the reliability required for its mission-critical operations.

Additionally, onboarding time for new systems and teams was reduced from more than 30 days to nearly real-time, accelerating the pace of innovation and simplifying enterprise adoption.

Business benefits and impact

The transformation delivered significant operational, financial, and strategic outcomes.

Operational excellence

- 2,700 percent increase in work order processing capacity (from 25/hour to 700/hour)
- 99.99 percent uptime with zero P1/P2 incidents for more than nine months
- Streamlined order fulfilment and real-time shipment tracking

Financial impact

- \$600,000 annual IT savings
- More than \$4.4 million total cost optimization through automation and modernization
- 30 percent reduction in operational costs

Enterprise transformation

- Integrated, secure, and scalable MuleSoft-based foundation
- Faster integration of new platforms post-acquisition
- Standardized global processes and reusable assets
- AI-ready integration ecosystem for autonomous and intelligent workflows

A partnership built for what's next

BD's leadership did not stop at modernization. Recognizing the success of the program, BD and Capgemini signed a new enterprise-wide framework agreement in July 2025 to extend their partnership into intelligent automation, advanced agentic and AI powered integration, and next generation digital solutions and co-innovation.

BD and Capgemini are redefining agility, resilience, and interoperability for the next era of healthcare operations.



About Capgemini

Capgemini is an AI-powered global business and technology transformation partner, delivering tangible business value. We imagine the future of organisations 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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