

Iberdrola drives its PPM transformation for Digital Organizations with support from Capgemini and ServiceNow

Together with Capgemini, Iberdrola consolidated a global PPM ecosystem based on ServiceNow, modernizing digital portfolio management and accelerating decision-making

In order to more effectively standardize its business digital landscape and enable more visibility, which would improve its ability to make information decisions, Capgemini collaborated with Iberdrola to introduce PPMNow on ServiceNow. This introduced a unified way of working and enhanced user experience while enhancing the company's overall transformation strategy.

Transforming disparate process and tools

In 2023, Iberdrola launched a strategic digital transformation program aimed at maximizing the value of its digital technologies projects and strengthening the organization's ability to manage digital projects more efficiently.

Iberdrola already had a established process and a tool to manage the digital portfolio, but the company looked for a more integrated-ecosystem, enhancing the user experience and adding new functionalities, improving the global portfolio visibility. The idea was to enhance the end to end process capabilities, reducing the cost of reporting and providing dashboards creation features to the end

Client: Iberdrola

Region: Global (Europe and Latin America)

Industry: Energy and utilities

Client challenge:

Iberdrola required a unified and scalable PPM model that integrated processes, data, and tools to improve governance, decision-making, and global investment management for the Digital Technologies budget and Portfolio, evolving their previous system and process to the next level.

Solution:

Capgemini supported Iberdrola in the design and implementation of PPMNow on ServiceNow to standardize processes, improve traceability, and connect digital technologies portfolio management at a global level.

Benefits:

- Single platform for global digital portfolio and budget plan management
- Full visibility of costs, progress, and real-time KPIs
- Standardized processes and strengthened governance across all geographies
- Integration with corporate systems for end-to-end traceability
- Increased productivity through reduced manual tasks



users, increasing the reliability of indicators used for decision-making, seizing the opportunity to improve functionality with new capabilities and a better end-user experience.

Iberdrola decided to implement a new corporate PPM platform that would enable the standardization of key processes—demand, budgeting, planning, execution, and reporting—and improve end-to-end traceability including integrations with legacy systems. To achieve this, the company selected ServiceNow as the project's core technology due to its integration capabilities, scalability, and modular vision.

This implementation has marked a turning point in end-to-end process management, visibility, user experience, data analysis, and overall functionality.

Building a single platform for a global company

Iberdrola used Capgemini's services to undertake this transformation because of our experience with ServiceNow, industry knowledge, and ability to combine strategy, process, and technology. Together, the organizations launched a project that covered everything from defining the future operating model to configuring modules, integrating with corporate systems, and driving adoption across the company's global teams.

The transformation was carried out in three main phases. First, Iberdrola and Capgemini conducted a global review of PPM processes to define the target model, governance, roles, and necessary workflows. This exercise helped establish a common framework that was applicable across all geographies. After evaluating different alternatives, ServiceNow was selected as the corporate platform due to its functional robustness and ability to integrate with the group's systems.

The second phase focused on the implementation of PPMNow. Capgemini configured key modules such as Demand, Budgeting, Project, and Resources, tailoring functionalities to Iberdrola's needs and developing interfaces with satellite systems including SAP back-office areas, as well as the IT Buying system and Software Factories management system. In addition, data was migrated from legacy tools to ensure operational continuity and data consistency.

Meanwhile, the project team executed a comprehensive change management plan, which included training sessions, guides, support materials, and user coaching. As a result, Iberdrola, in collaboration with Capgemini, achieved consistent and sustained adoption across its global operations.

Finally, the third phase saw the solution go live and stabilized by incorporating dedicated support to resolve incidents and consolidate platform usage. This provided Iberdrola with an integrated PPM ecosystem that offered reliable data, unified processes, and a platform ready to scale according to the company's future needs.

Empowering users and preparing for the future

The implementation of PPMNow has enabled Iberdrola to establish a global platform that manages its entire digital portfolio in a more agile, data-driven manner while fully standardizing processes. The solution provides immediate visibility into portfolio plan status, financial progress, and key indicators for more than 500 users, significantly reducing manual reporting efforts and improving data quality.

Integration with corporate systems ensures complete cost traceability, from planning to execution. The common interface facilitates smoother collaboration across teams and geographies, bringing consistency to the company's ways of working and interpretation of metrics. Moreover, Iberdrola has enhanced the user experience with a unified interface and by reducing repetitive tasks, directly contributing to higher productivity.

With this solid foundation in place, the energy company is now in an optimal position to further evolve its Digital Portfolio Management model by incorporating advanced analytical capabilities, predictive scenarios, and an even more integrated management of value delivery. The PPMNow platform has become a cornerstone of Iberdrola's technology ecosystem and a key accelerator of its transformation strategy.

The ongoing collaboration with Capgemini ensures that the organization will continuously evolve this new model in alignment with future challenges and industry best practices.

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