

Case Study: Bruce Power

Saving Millions by Consolidating Information with KANA IQ



THE COMPANY

Ontario's largest independent power generator

THE CHALLENGE

Improve productivity while mitigating risk.

THE SOLUTION

KANA IQ

THE RESULTS

Savings of up to \$7.5 million annually through improved productivity; reassignment of 4 HR staff to higher-value activities.

A single, trusted source for information delivers higher employee productivity for savings estimated at \$7.5 million a year.

Under the Intranet Infrastructure Project, Bruce Power consolidated three disparate sources of corporate information into one accurate, consistent, comprehensive Knowledge Repository available to all employees.

The project is a real success for Bruce Power, which is saving money while enhancing safety at its nuclear reactors. The company is recouping its investment quickly through improved productivity and the reassignment of four HR staff. By selecting KANA IQ for its Knowledge Repository, Bruce Power brought the solution into production quickly and achieved its flexibility, scalability, and ease of integration goals.

Bruce Power is the largest independent power generator in Ontario. The firm is located northwest of Toronto and employs more than 3,000 highly skilled employees with experience in the safe and reliable operation of nuclear generating stations. With safety as its first priority, Bruce Power generates enough clean electricity to supply approximately 15% of Ontario's power needs. The company operates four reactors with two more coming online soon.



"We needed a solution that would be quick to implement without requiring a lot of high-level people. It had to support authoring workflows that could be effectively used by non-IT personnel. It also had to be easy to scale and easy to integrate with other technologies, such as wireless communications. I knew from previous experience that KANA IQ is best-of-breed in all these respects."

Chris Michel, Manager of Technology Solutions

Until recently Bruce Power's Human Resources (HR) department operated three separate platforms for providing information to employees — a Help Desk, the company Intranet, and Employee Self-Service. Without knowing where to look for answers, employees had a great deal of difficulty finding information. Too often they wasted time hunting for answers, only to wind up calling HR in the end. Not only did the productivity of all employees suffer, but HR spent far too much time answering routine questions.

With many of its experienced employees approaching retirement age, Bruce Power faced another challenge to mitigate the risk of losing vital intellectual capital that resided in the minds of those who left the company. Bruce Power needed a consistent, reliable way to document their knowledge in a place where others would know where and how to find it.

With the expected rapid influx of new employees to replace the retirees and support the two new reactors, managers would need to spend most of their time in the field coaching the new staff, far from their desktops and land lines. To make important decisions on site, management required access to key information via mobile and wireless devices available in a single, easy-to-navigate repository. Since Bruce Power's business is nuclear power, where rapid access to accurate information is essential to safe and effective operation, these concerns were vitally important.

In response to these challenges, Bruce Power conceived the Intranet Infrastructure Project in early 2002 to develop and deploy the Bruce Power Knowledge Repository.

The goals were to:

- Consolidate the disparate platforms into one accurate, consistent, comprehensive information source available 24x7 over the Web.
- Make it easy to navigate and use by employees of all levels at any location.
- Provide a mechanism to enhance content by continually adding key information.
- Increase operational efficiency.

KANA IQ: Best-of-Breed

Bruce Power decided that KANA IQ was the strong knowledge management solution needed to serve as the foundation for the Knowledge Repository. "We needed a solution that would be quick to implement without requiring a lot of high-level people. It had to support authoring workflows that could be effectively used by non-IT personnel. It also had to be easy to scale and easy to integrate with other technologies, such as wireless communications," explained Chris Michel, Manager of Technology Solutions. "I knew from previous experience that KANA IQ is best-of-breed in all these respects."

Under Michel's leadership, Bruce Power's Information Technology department migrated content from the previous information sources into the KANA IQ knowledgebase.

Saving as Much as \$7.5 Million Annually

In late 2002, the company announced the availability of the Bruce Power Knowledge Repository to all employees. Immediately it became the trusted source of information company-wide, with hits arriving at the rate of approximately 20,000 per month.

Every day, between 200 and 300 cases are selected and examined in detail. The system's use is by no means confined to headquarters. Over 5000 employees at reactor sites, none of whom needed a training course, access it on a regular basis.

“In justifying the project, we calculated that by saving employees an average of 15 minutes per day, Bruce Power would reap \$7.5 million per year in improved productivity. Even if we were off by a factor of ten in that estimate, it’s obviously a clear win economically,” said Michel.

“That’s just on the employee side of things. Another bottom line saving lies in HR, where the staff no longer spends time answering routine questions. Whenever they receive a call these days it’s for a tough question, where they’re adding value, making decisions and maximizing their contribution to the company. Because of the reduced workload, we expect to be able to reassign four members of the HR staff to other positions in the company. With only one information platform to manage instead of three, we’re saving on IT support costs as well.”

Adoption Rate Surpasses Expectations

Bruce Power is on track to meet its other goals as well. Processes are in place for capturing and recording information from key employees before they retire. A mobile/wireless project is underway that will provide Knowledge Repository information via hand-held mobile devices, and will also permit real-time interaction with the central repository using wireless communications.

“We are very pleased with the success to date of the Intranet Infrastructure Project and the role of KANA IQ in making it possible,” concluded Michel. “The Knowledge Repository’s adoption rate has already surpassed our expectations, and it will become even more valuable when we realize the project’s full scope.”

To learn more about how the KANA suite of intelligent multi-channel solutions can help you create customers for life, call **1-800-737-8738**.