Pentagon

LONDON GATWICK

ENABLING THE ASSET MANAGEMENT PROCESSES AT LONDON GATWICK AIRPORT TO TRULY TAKE OFF

Based in the UK, London Gatwick Airport is the world's busiest single-runway airport. Served by more than 55 airlines – with 38 new destinations added in the last five years – the airport welcomed over 43 million passengers in 2024 alone. It continues to be the focus of significant investment, with significant focus on developing new infrastructure and improving existing assets to maintain its status as one of the most iconic names in aviation.

> ***"Collaboration was at the core of this project. The sheer size of what we were trying to accomplish meant that the path to success was never going to be straightforward, but this has been as much about the journey as the destination."***
>
> – Danielle Lines, Document Control Manager, London Gatwick Airport

43M+	627K	250	120
PASSENGERS EACH YEAR	DOCUMENTS IN MERIDIAN	MERIDIAN PORTAL USERS	COMPANY GROUPS IN PORTAL

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THE CHALLENGE

A major capital investment project aimed at upgrading systems and improving processes identified that London Gatwick Airport's asset management framework was falling short of modern standards. At a granular level, outdated and unsupported software resulted in siloed working, disconnected structures, and inefficiencies. Data duplication increased workloads and undermined the reliability of reports. Additionally, a lack of standardised processes created inconsistencies, making it difficult for teams to operate efficiently.

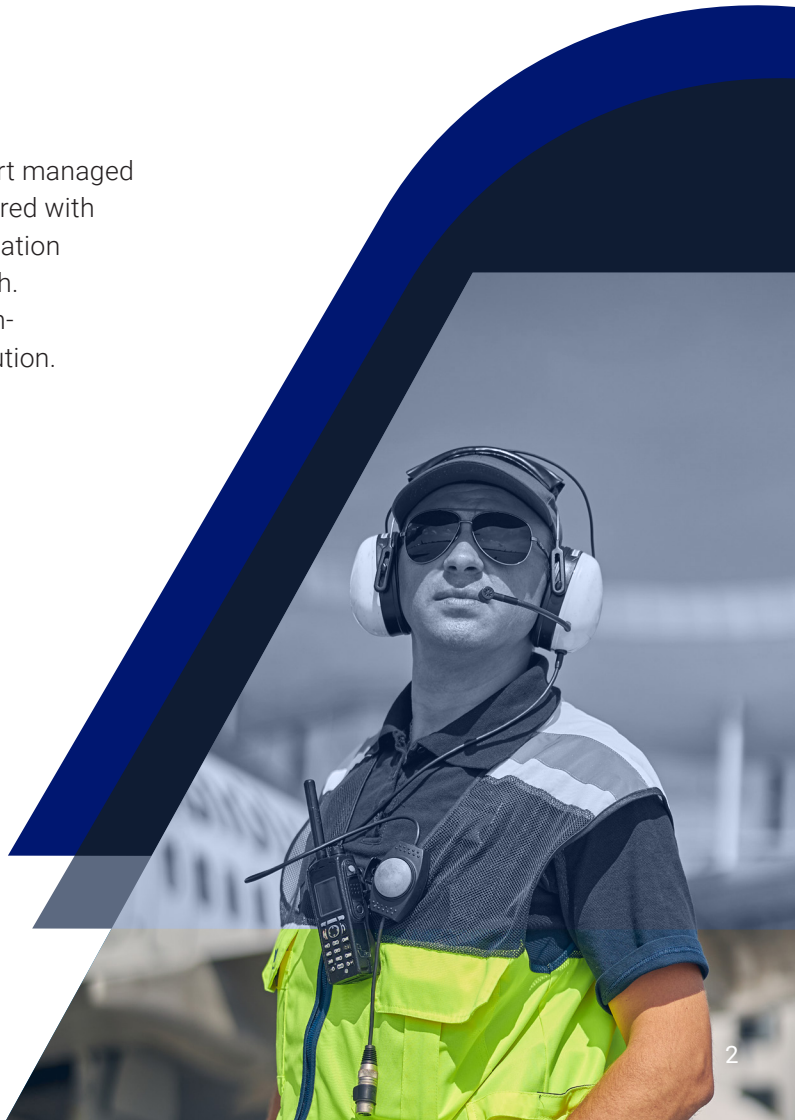
From a broader perspective, the airport had to migrate from legacy systems. This complex and far-reaching initiative required more than just a software upgrade—the organisation had to re-evaluate connected processes and redefine roles across the airport. Each stage of the migration uncovered new questions, queries, and qualities that had to be assessed through the bigger-picture lens. This meant a tremendous amount of testing and learning in real-time, not to mention the necessity to find and create solutions to new or unexpected problems. Key challenges included:

- Out-of-date and unsupported software allowed teams to work outside of a defined process
- Siloed work limited collaboration and efficiency
- Duplicate data made it difficult to find accurate, existing information
- Unclear processes led to inconsistent workflows
- A lack of a common language across systems created inefficiencies
- Criticality of incidents and the challenge of understanding their full context
- Resource changes added complexity to the implementation
- The escalation process needed to be clearly defined

THE SOLUTION

The objective was clear: Improve how London Gatwick Airport managed its documents and assets. To achieve this, the airport partnered with Accruent and Pentagon Solutions, embarking on a transformation from outdated systems to a modernised, integrated approach. While Meridian was the foundation of this transition—both on-premises and in the cloud—there was no one-size-fits-all solution. The implementation involved two key components:

- **Meridian Vault (on-premises)** – Established as a single source of truth for internal document management
- **Meridian Portal (cloud-based)** – Designed to facilitate seamless document exchange between the airport, suppliers, and stakeholders



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This structured approach ensured compliance with London Gatwick Airport's framework contracts and project governance. While the transition wasn't without its challenges, these situations only served to spur the teams to identify a solution and a way to move forward. By working together to find answers to problems, the collaboration eventually landed on a tailor-made system that worked for London Gatwick Airport. This included:

- **Interim direct escalation routes** – A structured escalation process was put in place to ensure quick resolution of issues
- **Periodic meetings for critical issues** – Regular reviews were scheduled to assess challenges and drive improvements
- **Communication** – Open dialogue between teams ensured alignment on project needs
- **Consistency** – A standardised approach was applied across all stakeholders to maintain clarity in processes

Additionally, Company Group functionality was developed within Meridian Portal, allowing multiple users within supplier organisations to access shared documents efficiently. To facilitate adoption, an immersive training program was introduced, led by a curated group of 'Meridian Champions' who provided hands-on guidance to users.

> ***"Meridian Portal has been written into all of our contracts as the only formal method for document exchange on projects, and any supplier must agree to use it as the only method of exchange when it comes to handing over their project deliverables."***
>
> – Danielle Lines, Document Control Manager, London Gatwick Airport

THE RESULTS

The London Gatwick Airport construction project delivery team has been the primary beneficiary of the new Meridian system. Meridian has been instrumental in delivering a number of high-value, critical projects, including North Terminal IDL Refurbishment, Pier Six Extension, and Multi-Storey Car Park Seven. There are now approximately 627,000 documents securely managed within Meridian, with around 120 Company Groups set up in Portal, encompassing around 250 individual users.

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Looking at specific improvements, a clear, consistent and structured approach to document exchange was established, ensuring compliance and efficiency across all projects. Any project undertaken by construction must now utilise the systems for exchanging and managing key project deliverables, while documentation completion is a mandatory stage of the Project Handover Process. No project can be financially closed until all documentation is signed off as complete.

A routine matrix has also been put in place to triage issues. This is continually reviewed to ensure challenges are addressed efficiently. Additionally, the structured approach to document exchange ensures that every project undertaken by London Gatwick Airport follows a clear and consistent workflow.

The partnership with Accruent and Pentagon Solutions remains dynamic, with feedback loops in place to drive ongoing enhancements to both the software and airport operations.

KEY OUTCOMES:

- A client relationship driven by continual improvement
- Stability and consistency established within the Document Management System
- Uniform, clear and consistent document exchange

Looking ahead, London Gatwick Airport continues to explore new ways to enhance its asset and document management processes. Several initiatives are currently being assessed, including:

- Adopting an add-on to Meridian that will enable advanced text search and reporting within documents
- Utilising the Electronic Signature feature as an alternative to DocuSign to streamline approvals
- Supporting the Engineering Department with an improved folder structure to encourage better document management practices and record-keeping

These ongoing improvements demonstrate London Gatwick Airport's commitment to efficiency, accuracy and collaboration, ensuring that its asset management processes continue to evolve in alignment with the airport's long-term vision.

SPEAK TO A SPECIALIST

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