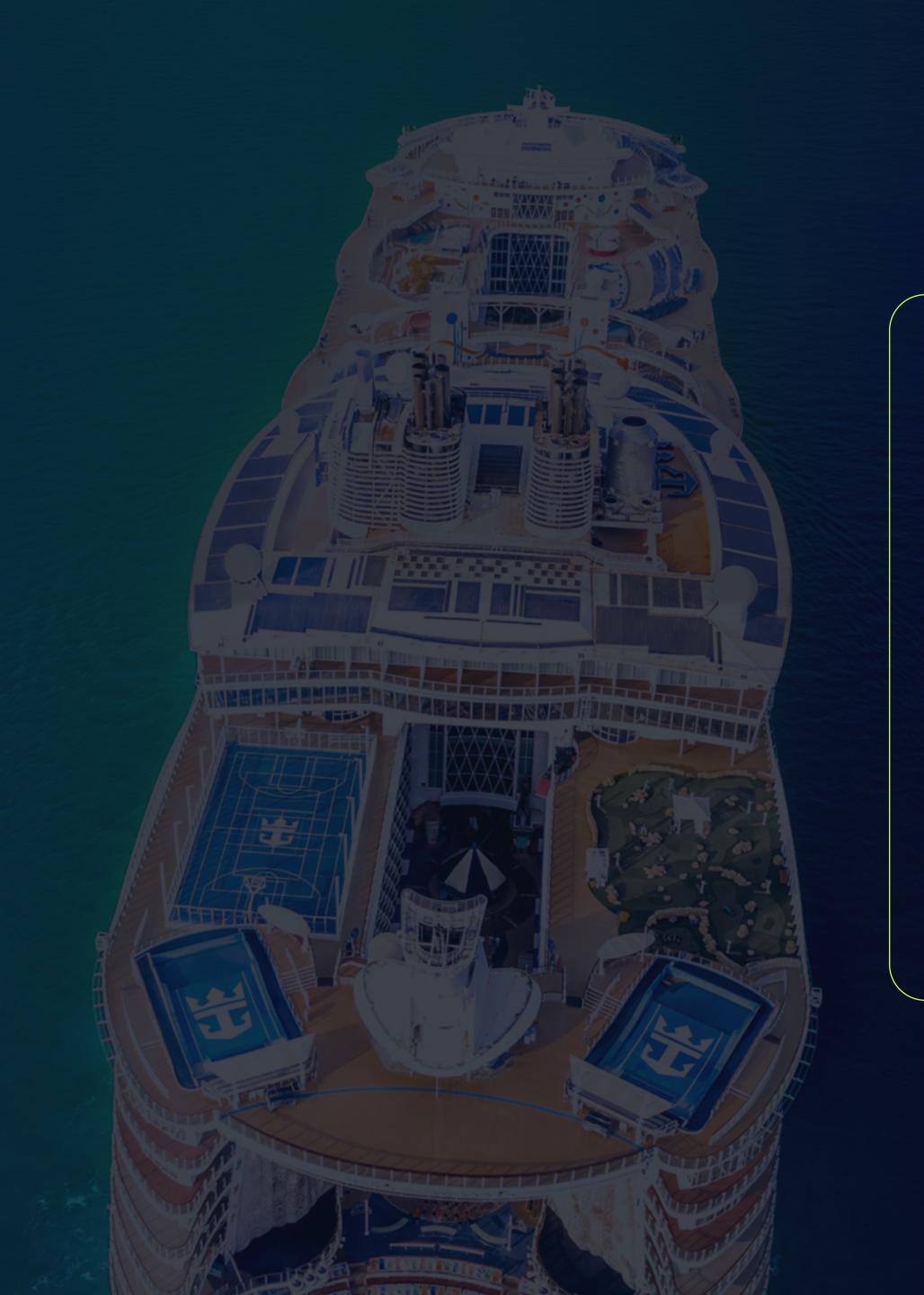
Globant)

Reinvention story

Revolutionizing Work Processes at Royal Caribbean

Globant's quest to streamline work at the world's top-grossing cruise line





Royal Caribbean International corners the leisure cruise business, commanding nearly 20% of all cruise travel globally.

They are the most extensive cruise line by revenue and the second largest by passenger volume. With more than 20 ships operating at any given time, a lot of productivity is demanded from internal operation resources, including their program, product, and engineering management pods.

The Challenge

Improve access to reliable real-time data for better forecasting at scale

Royal Caribbean sought a partner to help them improve standardization and consistency of processes within their Jira instance, bringing the ability to have reliable data linkages and top-level forecasting and enabling multi-level management oversight. They needed a skilled team of Atlassian experts to partner with Agile delivery leadership in the assessment, design, and implementation of best practices tailored to fit the organization's needs. The Agile delivery leadership objective was to organize around a clear and effective common language for epics, user stories, task decomposition, grooming, sizing, prioritization, planning, and capability implementation that sets the ground to scale to a portfolio level.

Globant, an Atlassian partner, emerged as a top contender due to the availability of resources, proven performance, and global scale of operations.



Our Approach

A Phased Approach to Create a Scaled Standard Configuration

Globant's Process Optimization Studio comprises talented professionals: engineers, process improvement experts, project managers, and more. Our team partnered with Royal Caribbean Agile Delivery leadership to design and deploy a phased approach throughout the year, starting with an immersive fact-finding engagement to understand the existing setup of Jira.

This included an assessment of the following:

- Products & Add-ons
- Tool governance policies
- Services types & WOW
- Security
- Planning & prioritization, work tracking, and dependencies across multiple levels
- Cross-release management
- Strategic & execution alignment (inc. streams of value, OKRs, etc.)

The Globant team has been collaborating with all Value Streams across the portfolio who use Atlassian products to track work daily.

Our strategy was to obtain "as is" configuration information, then we collectively proposed the "to be" configuration based on our process experience and knowledge of the tool. In this method, we engaged the teams to help with the definitions and align on technical and process boundaries that apply uniformly across teams.

We followed this workflow as part of the implementation strategy; we:

- 1. Discovered the "as is" state by value stream and documented it using Confluence.
- 2. Designed the "to be" state, documented it in Confluence, and configured it in the Sandbox environment.
- 3. Brought accurate data from production into the Sandbox and reconfigured it with the new design. The step-by-step process was documented to replicate it in production.

- 4. Validated the Sandbox data with relevant stakeholders. When approved, training sessions with teams began.
- 5. Started the implementation of the changes in production following training.
- 6. Created automated reports and published them in Confluence after the changes were made in production.
- 7. Move to the next Value Stream and repeat the process.

A reporting hierarchy was established, paying close attention to specific value streams for stakeholders, which led to the following levels: **Portfolio level:** Guiding investment decisions and planning for top leaders, providing a centralized location to manage portfolio components to meet organizational objectives.

Program level: Providing insights for cross-team decisions and planning. Centralizes components of each program to enable insight-led decision-making.

Team level: A home base for teams to organize project work, applying knowledge, skills, tools, and techniques to meet project requirements efficiently and effectively.

What's next?

Now that the standard implementation has been completed, the Globant team is guiding the Royal Caribbean team through the change management process to scale the new and improved way of working within the Jira infrastructure. From there, they will handle group implementation, guiding teams through the tool's setup, migration, and day-to-day use. Lastly, full implementation will include work to ensure all stakeholders are aligned and that the tool is a single source of truth, proving data reliability.



The Impact & Results

Saving Royal Caribbean Time and Money

While the project engagement between Royal Caribbean and Globant is ongoing, the impact and results are already measurable.

- \$43,717 was saved during the first semester by reviewing Attlasian's quote and reducing the number of redundant user seats.
- Leaned down Jira issue types and screens to simply use and improve consistency across teams.
- 100% coverage of automated program reporting across all Value Streams, including real-time 30, 60 and 90 day.
- Assessment and clean up of all projects across Jira cloud instance. 7 retired/unused projects removed for a leaner jira portfolio.
- Consolidated to 7 standardized workflows across all Scrum teams. Consistent and effective definitions of sprint ready and sprint done have lead to improved efficiency and quality
- Decreased the time spent gathering data and building manual reports from **8 hours per month to 15 minutes** by automated reports and leveraging Confluence.
- 36% of users spent more than 4 hours per month explaining the details and insights in the reports to stakeholders, now approximately 20 minutes.

Over time, the Royal Caribbean team will continue the way it provides lean and effective portfolio oversight over empowered Value Streams. Cascading from the portfolio to the team level, leadership can obtain key information that helps them make strategic decisions with reliable and real-time data.



Conclusion

Strategic Process Management Improves Efficiency and Cost-Effectiveness

The collaboration between Royal Caribbean and Globant illustrates the power of agile management and optimized software use. Royal Caribbean required robust and standardized Jira processes to command a hefty share of the global cruise sector. Globant offered a customized solution, from thorough assessment to deployment and continuous support.

The impact was significant, with direct savings in licensing costs as well as productivity gained due to a substantial decrease in system clutter and reliable Atlassian governance.

As the partnership proceeds, Globant's commitment to change management will allow Royal Caribbean to scale its revamped operations effectively, turning Jira into an unambiguous data source for stakeholders. By leveraging Jira as the source of truth, we are creating a more cohesive organization with a unified way of managing the portfolio, creating a path forward for better visibility of projects and a data-informed decision-making process.



About Globant:

We are a digitally native company that helps organizations reinvent themselves and unleash their potential. We are the place where innovation, design and engineering meet scale.

- We have more than 27,000 Globers present in 30 countries in 5 continents working for companies like Google, Electronic Arts and Santander, among others.
- We were named a Worldwide Leader in CX Improvement Services by IDC MarketScape report.
- We were also featured as a business case study at Harvard, MIT, and Stanford.
- We are a member of The Green Software Foundation (GSF) and the Cybersecurity Tech Accord.

For more information, visit

www.globant.com

Disclaimer

This report is intended for informational purposes only, based on information available in public domain. While the information provided has been obtained from sources believed to be reliable, neither Globant nor any of its affiliates, directors, neither officers nor agents attests to its accuracy or completeness.

No representation or warranty, expressed or implied, is made regarding the completeness, accuracy, timeliness or suitability of any and all information and data contained within any part of the report. Globant shall in no case be liable for any direct, incidental, special, consequential or exemplary damage or loss (including, without limitation, loss of profit), which may arise or derive directly or indirectly from use of or reliance on the information contained in this report. All information contained in this report is subject to change by Globant without notice. Prior written approval of Globant is necessary to reprint or reproduce in whole or in part this report. All contents, text, images, data, information and other materials displayed, including any Globant trademarks or copyrights, are the property of Globant or the designated owner and are protected by applicable laws.

Globant)