

How **SmileDirectClub** and **Globant** have reinvented the Oral Care Industry



Globant ➤

smile[™]
DIRECT CLUB

The story of **SmileDirectClub's** incredible growth

Having the perfect smile is what we all dream of. But for many people the cost of expensive orthodontic treatment simply put this out of reach. SmileDirectClub set out to change this - and in turn reinvent the oral care industry. This required creating a highly integrated service with technology at the core - bringing together everything from the initial customer interaction, the treatment plan, expert consultation and care, to manufacturing the aligners, and even providing financial support if required. To date, SmileDirectClub has helped well over a million people straighten their smiles.

This case study is the story of how SmileDirectClub has transformed a traditional industry, and used technology to achieve record-breaking growth.



Introduction

SmileDirectClub's growth has been nothing short of staggering - in just four years, they went from **\$20.6 million revenue, to \$656.8 million in December 2020**. The Financial Times recognized SmileDirectClub as one of the America's **fastest growing companies in 2021**. This pace of growth placed tremendous pressure on everything from organizational processes, to their technology environment. They currently have **4,000+ employees**, and a customer base spread around the world, from North America, to Europe, to Asia and Australia.

To help achieve this scale and provide the technological and business foundation for hyper-growth, Globant partnered with SmileDirectClub in early 2019. Reflecting the rapid growth of the company, we quickly ramped up operations - going from zero to hundreds of Globers in just a few months.

"One of the key reasons we chose to work with Globant is due to your strong culture and empowerment of your people"

- Justin Skinner, CIO, SmileDirectClub



Reinventing a **traditional industry**

SmileDirectClub brought a direct-to-consumer approach to the oral care industry. Instead of having the hassle of frequent in-person visits to your orthodontist, individuals can complete doctor-prescribed and monitored treatment from the comfort of their own home - where in many cases they can start to see the results of their aligners in just 60 days.

To put this new customer-centric approach into place, Globant and SmileDirectClub built a highly consumer-friendly telehealth platform. With the advent of the Covid-19 pandemic, this became even more important - as it was a way to safely receive treatment with limited contact.

And indeed, SmileDirectClub was quick to adapt to changing consumer preferences during 2020 - implementing video chat for example, so their dental team could talk directly with customers.

It has been incredible to work together with SmileDirectClub to reinvent a traditional industry, providing much needed oral care to those who may not be able to afford it. From evaluating the latest technologies, to discussing business plans for the next year, I'm exceptionally proud of how we've become such close partners on this journey.

- Axel Abulafia, Executive Vice President, Globant



How **Globant** helped SmileDirectClub achieve record breaking growth

Globant and SmileDirectClub have become close partners - working together in almost all areas of the technology environment. Some of the highlights of the partnership include:



● **Creating highly customer-centric software.**

We've worked together on the core customer portal, where customers can register and start their treatment.

This is the mobile application at the heart of the customer strategy. Alongside this, we've worked to build the customer fulfillment application, which handles the manufacturing of the aligners once a customer makes an order (as a side note, SmileDirectClub has one of the largest 3D manufacturing facilities in the US).

● **Hacking the business.**

"SmileDirectClub 2.0" is all about becoming a more efficient and agile organization. The experts in [Globant's Business Hacking Studio](#) have worked together to implement key methodologies, such as OKRs and unified workflows at scale. One key OKR for 2021 for instance is creating a customer's treatment plan for a treating doctor's review in an average of 20 minutes. We're working together to create a more data-driven organization.

Business Hacking

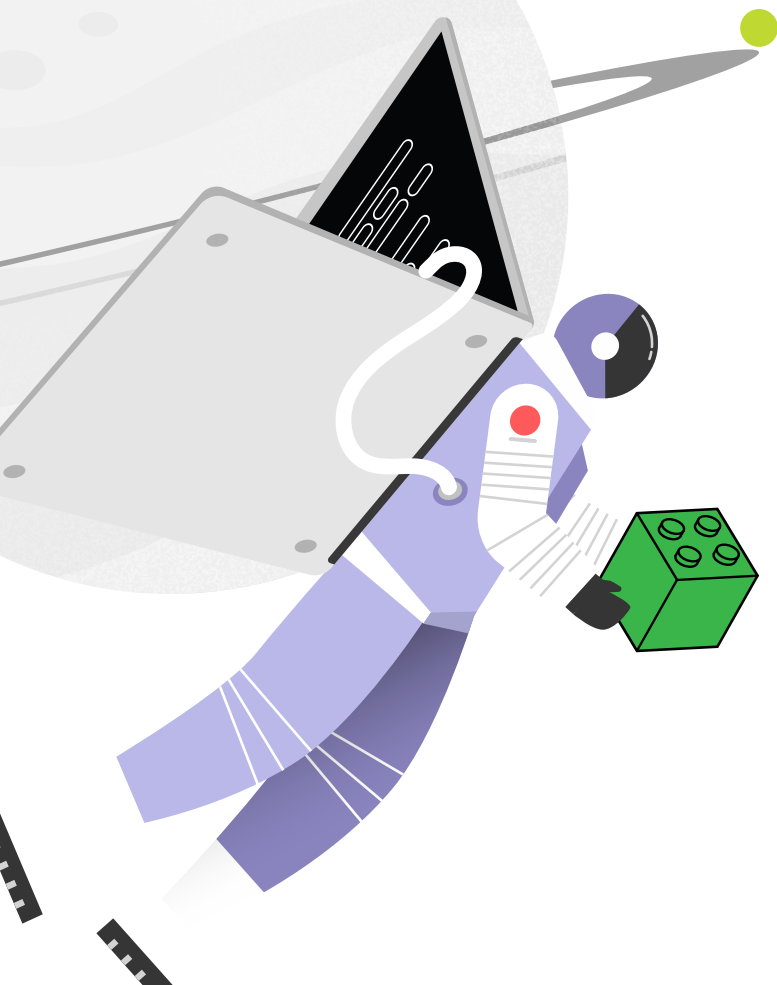


● Providing world-class platform engineering.

Providing a robust technology infrastructure is a core priority given SmileDirectClub's rapid expansion and international growth. Globant has provided expertise around the latest technologies, tooling, DevOps, pipelines, and cloud services. The new data platform that we are building will enable self-service data integration, reducing the need for data engineering teams to build specific pipelines. We're currently creating the infrastructure to enable the greater use of machine learning models in SmileDirectClub's business.

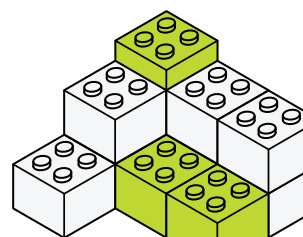


Globant University



● Building a digital culture and upskilling personnel.

[Globant University](#) is providing the capabilities, as well as specific courses, to provide learning opportunities to SmileDirectClub's employees. As part of the upskilling, we have been providing technical advice and best practices to manage the transition of legacy code.



The impact of **automation and RPA**

The automation of key processes has been crucial to providing SmileDirectClub with the business agility they need to act as a massively scaled start-up. Globant's [Process Optimization Studio](#) has transformed how SmileDirectClub handles its core processes. For example, it now requires no manual effort in order to create a customer order ready for processing - dramatically reducing the amount of time required.

Since this was implemented, to the time of writing, we estimate to have saved more than one year in working hours.

Globant's [Quality Engineering Studio](#) has implemented test automation practices throughout the technology environment. For example, the time it takes on average to complete smoke testing has been reduced to from 36 hours, to just one hour.

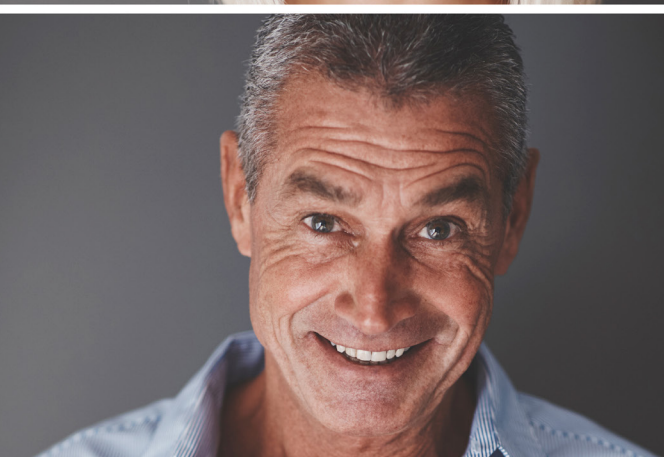


**Process
Optimization**



**Quality
Engineering**





Conclusion

As a young startup, SmileDirectClub was looking to scale rapidly, and build a digital-first organization. Together we put in place an engineering organization that could meet their needs in record time. Those capabilities became the backbone for the company to become one of the fastest growing companies in the US. We jointly make key decisions and are proud of the true partnership we have created - something for everyone to smile about.

About **Globant**

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

- We have more than 17,250 employees and we are present in 18 countries working for companies like Google, Rockwell Automation, 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 Cybersecurity Tech Accord.

For more information, visit

www.globant.com

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