



Technology Landscape Management in a Multi Portfolio Organisation

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First a couple of quick questions





GLOBAL CRUISE INDUSTRY

24 MILLION
PASSENGERS

470+
CRUISE SHIPS

**\$120
BILLION**
ECONOMIC
IMPACT

500,000
BEDS

7.2%
PASSENGER GROWTH

CARNIVAL CORPORATION

10
BRANDS

11 MILLION
PASSENGERS

277,000
PASSENGERS EVERY DAY

120,000
EMPLOYEES

101
CRUISE
SHIPS

ONLY 2%
OF THE HOLIDAY MARKET

AN OCEAN OF OPPORTUNITY



2 BRANDS
10+ SHIPS
350 YEARS OF HERITAGE
35% OF THE UK CRUISE MARKET

.....and we deliver this at scale

A ship delivers unforgettable holiday happiness to5,500 Passengers

These experiences are provided to the ships passengers by.....1,500 crew

Every day, around the world.



Floating smart cities deliver a host of experiences to their residents and visitors



Hotel



Restaurants



Retail Outlets



Bars



Theatres



Entertainment
& Events



Gym



Tour Operator



Casino



Art Gallery



Spa & Beauty



Cinema

.....with a complex supporting infrastructure



Utilities



Safety & Security



Medical



Environmental Compliance



Technical & Hotel Supply Chain

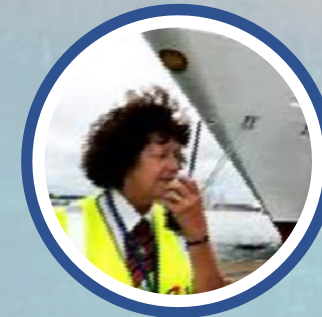


Communications

.....that moves



Itineraries



Port Operations



Customs & Immigration



Flights & Baggage



Crew Movements



Maritime



CARNIVAL UK



CUNARD®

Integration



Connectivity



Technology

Niche



Lean





The value of Corporate Memory

ADAPT MORE RAPIDLY TO PERPETUAL CHANGE

GREATER QUALITY IMPACT ASSESSMENTS

LEAD CHANGE IN A PRODUCTIVE AND COST EFFECTIVE WAY

CONSISTENT KNOWLEDGE

SUPPORTS TIMELY INFORMED DECISION MAKING

IDENTIFY RISK & IMPACT

UNDERSTAND HOW TO CHANGE COURSE

PROJECTS DON'T REINVENT, RE-SPECIFY & REDESIGN KNOWLEDGE

ONE VERSION OF THE TRUTH

EXPOSE AND FILL GAPS AND DISCONNECTS IN KNOWLEDGE

Where we have been

NO KNOWLEDGE BASE

Disparate | In heads | Cant query | Out of date

COST OF AMNESIA

£354,000

FOR EACH EMPLOYEE LEAVING

25%

EMPLOYEE EFFORT
LOOKING FOR
INFORMATION

TOO MUCH TIME IN ARCHEOLOGY

Project delays | Continue at risk

TECHNOLOGY DECISIONS

Lacks fact base | Uncertainty | Tactical

VALUE FROM KNOWLEDGE

Little visualisation | Manual collation

GROWING TECHNOLOGY TEAM

Elongated time to value

HIGH CONTRACTOR RATIO

Knowledge is leaving

HIGH DEMAND ON INDIVIDUALS

Single points of knowledge | Day Jobs

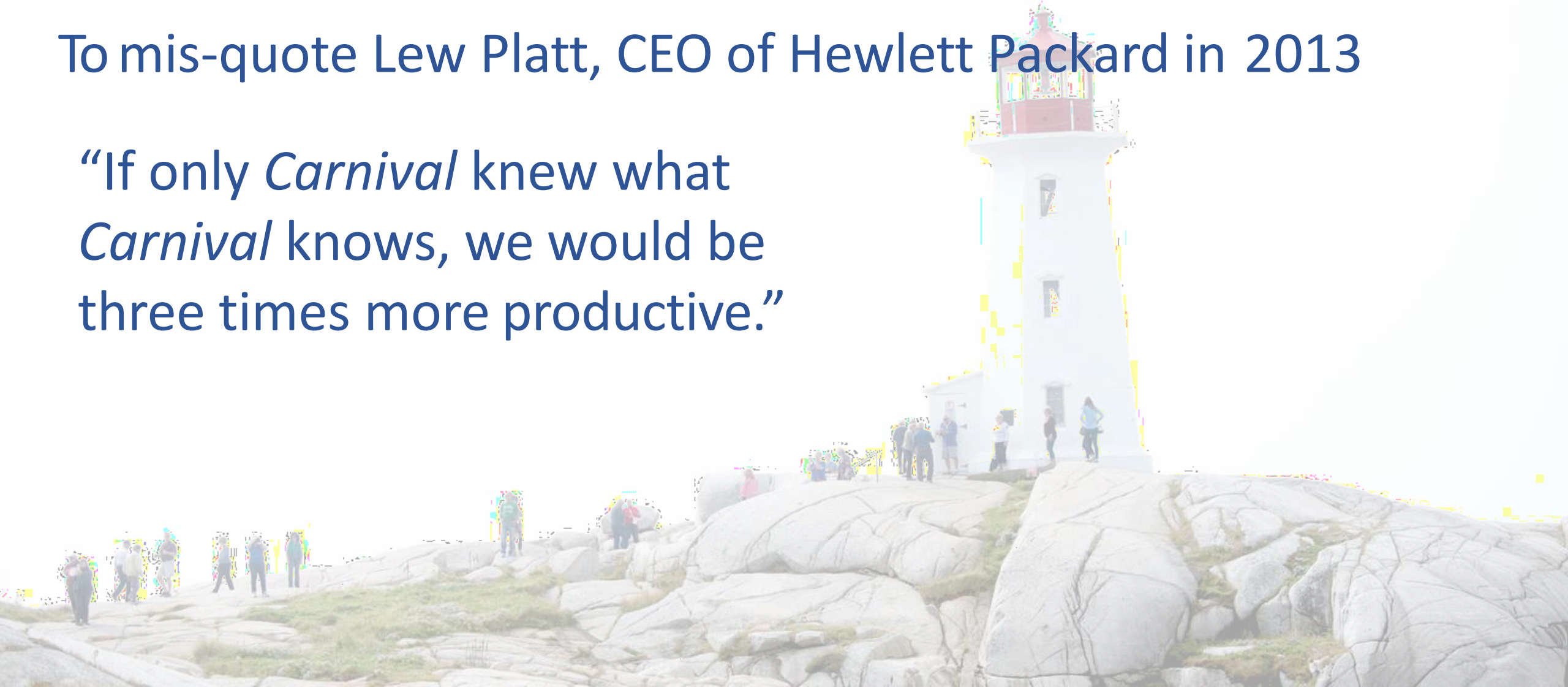
RESPOND TO DEMAND


Difficult to keep up



To mis-quote Lew Platt, CEO of Hewlett Packard in 2013

“If only *Carnival* knew what *Carnival* knows, we would be three times more productive.”





Where we need to be (based on the questions we get asked)

BETTER UNDERSTANDING OF TECHNOLOGY KNOWLEDGE

Visible | Searchable | Purposeful | Sharable | Disseminated systematically | Free of gaps & disconnects | No Archaeology

IMPROVED STRATEGIC PLANNING

Gap between As Is and Future State | Capabilities to Strategy | Support big picture thinking | Maturity Eval.

CHANGE & PORTFOLIO ANALYSIS

Impact Assessments | Options | Strategy alignment | Investment Analysis

UNDERSTAND AND ACT ON RISKS & THREATS

Outdated | Unsupported | Non standard | Business Impact | Value

TECHNOLOGY PORTFOLIO GOVERNANCE

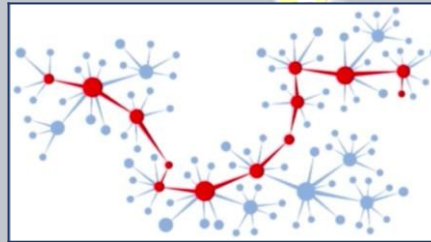
Approve | Deny | Promote re-use | Remove redundancy & complexity

INVENTORY COST ANALYSIS

TCO | Reduction Opportunities

Why ardoq?

Flexible



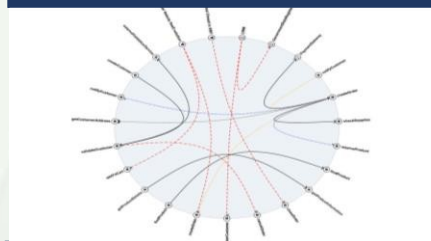
Data driven

Simple & easy to use



Cloud

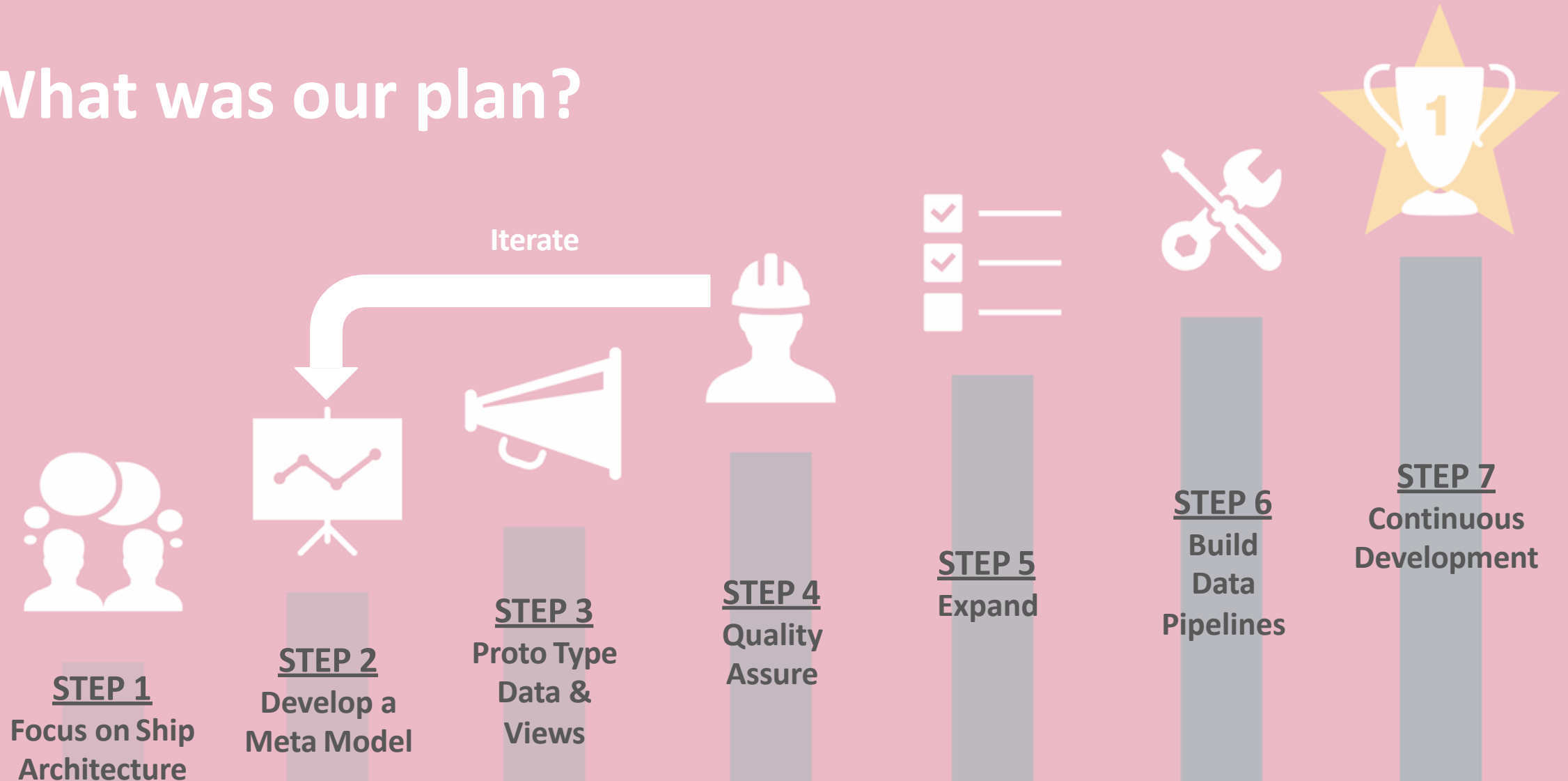
Automated Visualisation



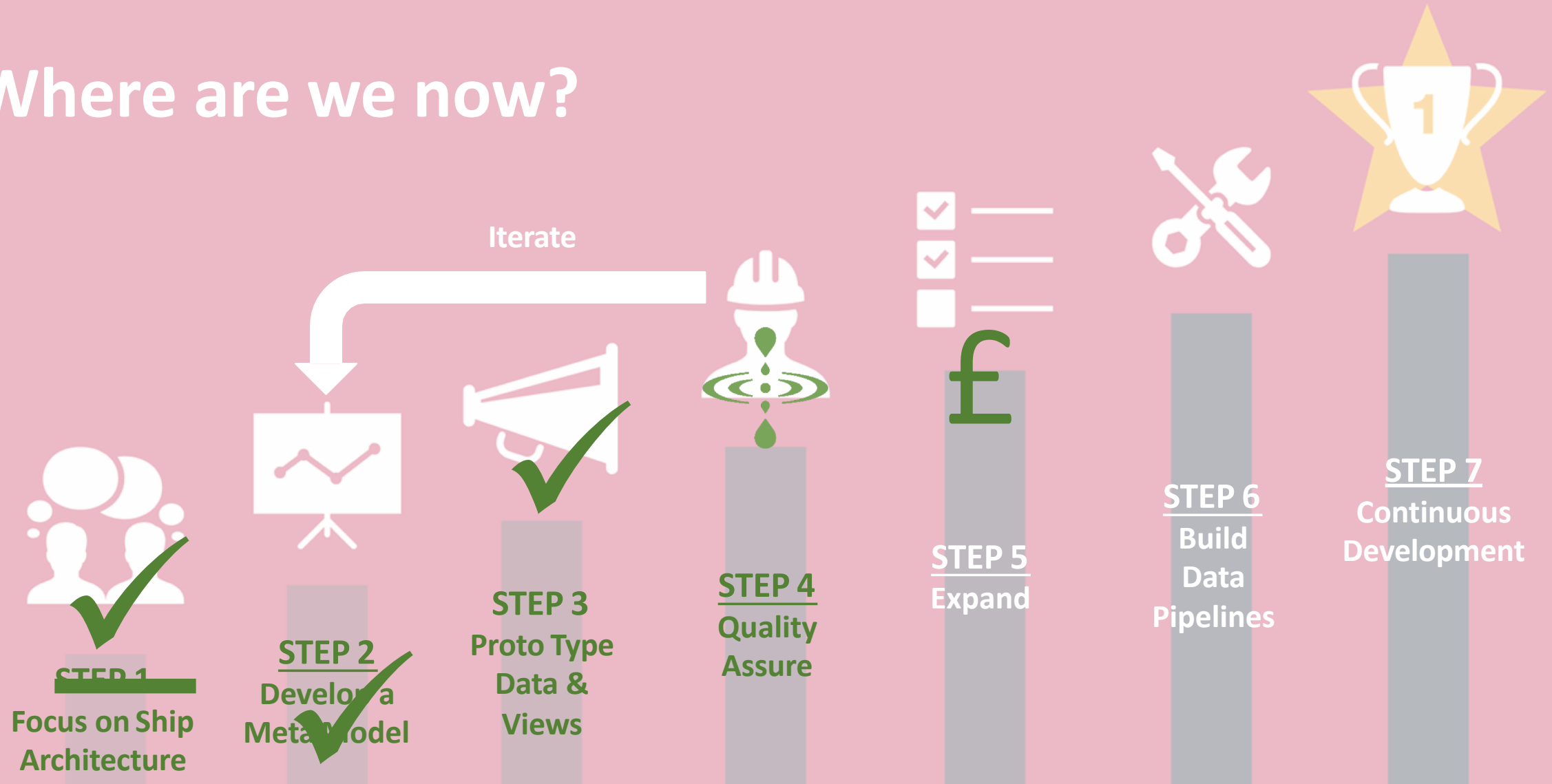
Sharable Views

COST EFFECTIVE

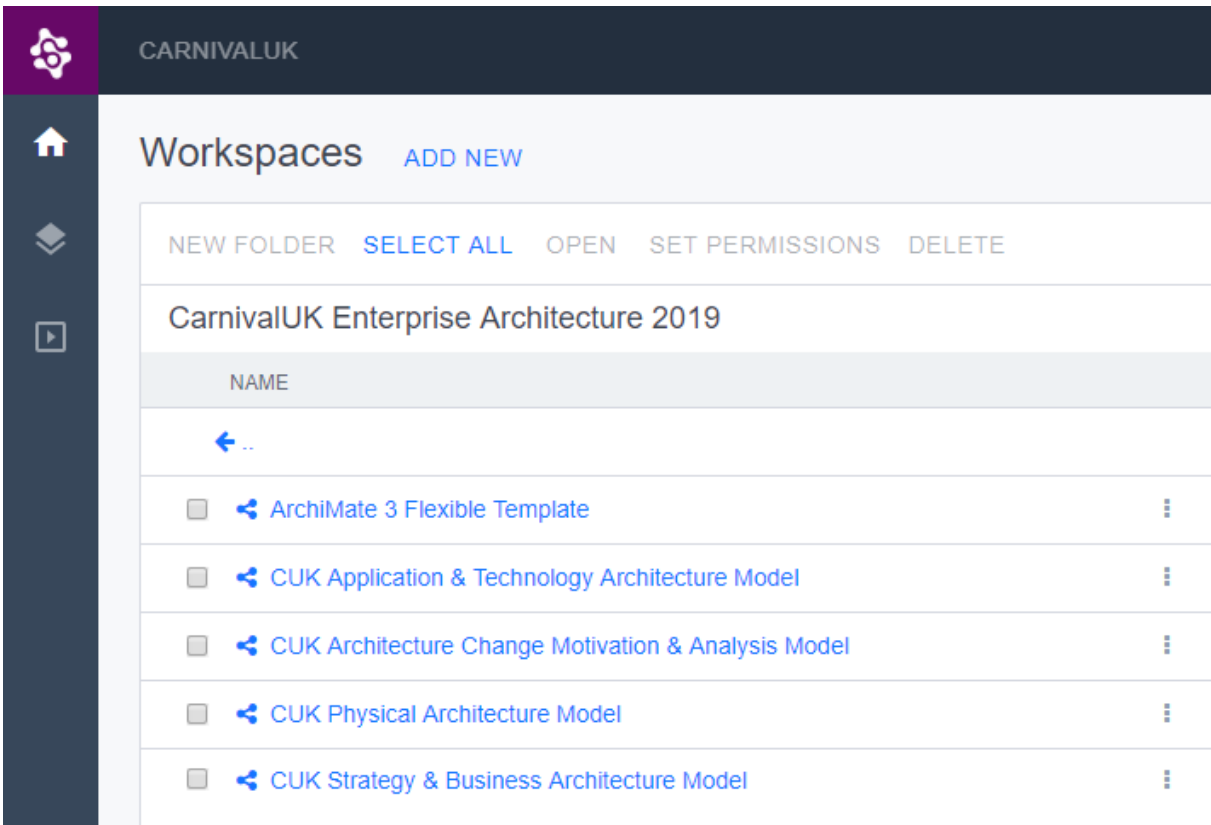
What was our plan?



Where are we now?



Our Meta Model: Work in Progress

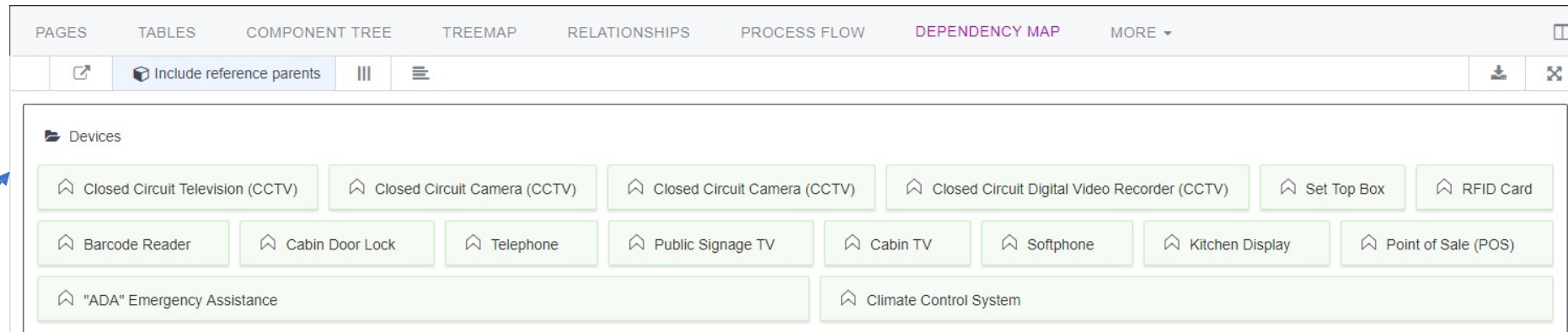
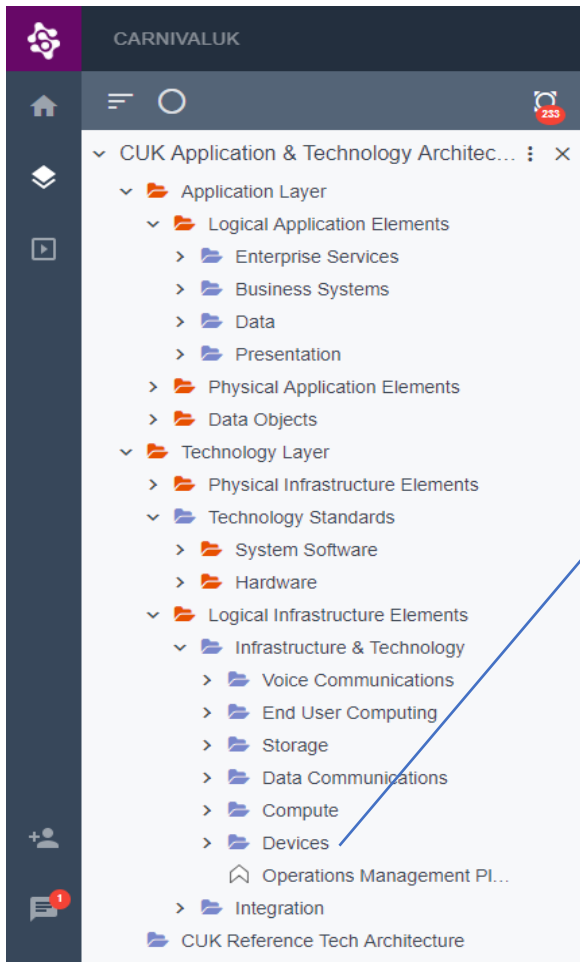


There are four key workspaces



Our Meta Model: Drilling In

Simple visualisation of the estate gives clarity of what we have for the first time.



Having both the logical and physical levels allows for better questioning of our technology.

What have we learned

- ! Don't underestimate the scale of archaeology
- ! A flexible model is a double edged sword
- ! Don't try and get the meta model perfect
- ! There is not always the right view out of the box
- ! Exporting data

- ✓ It is easy to flex the model as our thinking matured
- ✓ Switch to data driven will help remove static visual silos
- ✓ We will have real time exploration of our data
- ✓ The complexity in the inter-connectivity



“Rome wasn’t built in a day, but parts of it were”

..... and don’t forget to book your cruise!