



CUSTOMER STORY

JLL Boosts Efficiency, Customer Satisfaction by Using Jama Connect[®]

Jones Lang LaSalle Inc.

With a history dating back to the 1700s, the longevity of Jones Lang LaSalle Incorporated (JLL) is a testament to its relentless ingenuity. Many strategic changes are necessary to support a thriving real estate business for hundreds of years. And those sorts of shifts become more challenging when you consider that, at present day, this global leader of real estate and investment management counts 82,000 employees across 300 corporate offices around the world.

And yet it's exactly those type of critical process adjustments that help the company successfully manage 4.6 billion square feet of property for clients in over 80 countries.

One such example is a digital transformation initiative JLL underwent around 2013. Marshall King, Senior Vice President of IT Solutions, was tasked with making a set of necessary changes to JLL's processes for its Digital Solutions division — which counts nearly 900 members.

At the heart of JLL's Digital Solutions division is the mission to ensure seamless implementation of best-in-class technologies to help customers — including Fortune 1000 corporations, universities, and government entities — manage and optimize their real estate portfolios and investments.

King oversaw a large-scale migration of its solutions to the cloud in an effort to help the team become more flexible and agile and to offer better client services. As part of that endeavor, it became clear the requirements management process being used by the Digital Solutions team had become more of a hindrance than an enabler.

“One of my goals during that time was to be the easiest company to work with,” King says. “We want our customers to feel like there's not a lot of barriers to working with JLL, and that we make it easy. And Jama has become a key part of that.”

Burdened by the Weight of Documents

Members of JLL's Digital Solutions division primarily act as technology consultants, with the focus of defining and documenting customer requirements. Once created, the requirements are ultimately expressed as solutions that developers and architects design and deploy.

As part of their previous process, JLL provided face-to-face and virtual meetings with customers, which would involve a series of workshops for requirements gathering purposes. To ensure accuracy, the team would write every detail in a Microsoft Word document, which would quickly turn massive and messy.

Lengthy Word Docs

Following the client meeting, the Digital Solutions team would then spend a few weeks working on the requirements Word document — which, usually, by this point, numbered some 100-200 pages, including such things as a table of contents, multiple sections and sub-sections, screen shots, etc. — and send it back to the customer for review.

Scope Creep and Misalignment

After all the time spent creating the requirements document, JLL didn't really have any visibility into how thoroughly the customer actually reviewed it. Anywhere from a couple weeks to a month after

the fact, 10 stakeholders or more would sometimes all pass marked-up versions of the document back to JLL. This type of process can result in scope creep and disagreements, not just due to the amount of time involved in reviewing the gigantic document, but also because, invariably with the collaboration element being so imprecise, JLL would wind up building a feature or solution that the customer didn't want.

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Sometimes you have to go back and fix it and there's all that sunk cost with no revenue. Other times, you say no, and then you have an angry customer who might not continue to work with you or provide a reference. So, there's definitely a lot of risk.”

Marshall King, Senior Vice President of IT Solutions, JLL

Over time, this process frustrated both JLL's Digital Solutions team and its customers, precipitating the realization that changes needed to be made.

Searching for the Right Cloud Solution

After some thorough consideration, JLL began its search for a requirements management system to improve its process. It wanted a solution that would allow it to directly engage with customers during the requirements gathering, writing, and review process — not have clients stuck behind a login wall. To match its digital transformation initiative, JLL also wanted the solution to be cloud-based.

Through some Google searches, King landed on Jama Connect™, and he doesn't recall discovering anything even remotely comparable in its class. The features that were most attractive to JLL were:

- Cloud-based
- Structured hierarchy of related items
- Ability to create a replicable template for all projects, ensuring consistency and repeatability
- Traceability matrix to improve change management
- Online reviews and collaboration capabilities
- Atlassian® Jira® integration

As per best practice, JLL worked with Jama's Professional Services team to implement Jama Connect and begin initial training. Afterwards, King found Jama Connect so accessible, he felt comfortable enough to handle the internal training himself, although he says many team members find the solution so easy to use it doesn't require much additional guidance.

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Jama Connect is really pretty easy to use and intuitive. I don't do very much training these days. Occasionally, I'll have a team of people that ask me for some training, and it's more almost just like tips and tricks.”

Marshall King, Senior Vice President of IT Solutions, JLL

An Improved Process for All

Jama Connect's performance exceeded JLL's expectations. Gone are the lengthy, tedious Word documents, version control issues, and misalignment with customers.

Real-time Access and Alignment

JLL still does face-to-face meetings with clients to capture requirements. Unlike in the past, however, now all notes and requirements are documented live, in real time, in front of the customer using Jama Connect. And instead of waiting weeks for customers to review a Word document, they now have the ability to immediately provide feedback and corrections directly within Jama Connect.

Streamlined Reviews and Approvals

Afterwards, the project team fills in additional details and technical specifications on the requirements gathered with the customer. Then, the Review Center feature within Jama Connect is used to collect additional feedback and get final approval of the solutions, all directly within the solution itself. Plus, Jama Connect allows JLL to see how much time someone has spent on a review, which helps when prioritizing feedback, and providing stakeholder accountability.

Bottlenecks and Late-Stage Changes Eliminated

Another aspect of Review Center that JLL's Digital Solutions team loves is the way requirements can be dispatched out

in pieces, instead of within one massive document. This efficiency boost helps clear bottlenecks, because as one section gets finished, it can be sent out for reviews, just as the team begins working on the next section. That helps make requirements a little more palatable and iterative.

"The Jama Connect process has been hugely successful and much more efficient and effective than our previous method," King says. "It's easier for the customer to review and consume individual requirements rather than one huge Word document. And it also helps us break requirements down and think about them at the right level."

Single Source of Truth

After the customer approves the requirements, the Digital Solutions division transfers them from Jama Connect to Jira, so JLL's technical team can begin work.

And, given the size and scope of JLL, combined with the external communication it must constantly do with customers, Jama Connect has given the division one common, single source of truth from which it can view and collaborate on projects in development with a variety of stakeholders.

"We could have a project in Canada with some resources in America, India, and Australia," King says. "Having that connection with Jira creates a central place where everybody can go, and it's incredibly valuable."

JLL with Jama Connect + Jira

With its previous process, the JLL Digital Solutions team used massive Word documents that weren't just creating problems for customers. Those unwieldy documents would also eventually make their way to the solutions designers as well.

"We would send the giant document straight to the development team and say, 'Here, go do this,'" King says.

That was a lot of information for developers to all take in at once, which increased risk.

Jama Connect's integration with Jira simplifies the process, breaking down the requirements into more consumable tasks with higher levels of visibility.

Full Visibility into the Project Lifecycle

"Jama and Jira stay in sync so the project manager can look either in JIRA or Jama to get the status of each work item," King says.



Once the tasks are confirmed as completed in JIRA, the project manager then completes them in Jama Connect. This gives the entire project team full visibility into the lifecycle of the project and its current status. It also gives the project manager a better ability to manage the project's timeline, critical dates, and customer expectations."

Marshall King, Senior Vice President of IT Solutions, JLL

Testing is also done in Jama Connect, and then when defects are logged, the project manager reviews and approves them to ensure they are valid. Those defects then get sent to Jira for fixes.

[Learn more about the Jira integration for Jama Connect.](#)

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Never Looking Back

The Digital Solutions team at JLL will continue to expand its use of Jama Connect, and continue expanding its use of Jama Connect and making strides in efficiencies and accuracy for its customers.

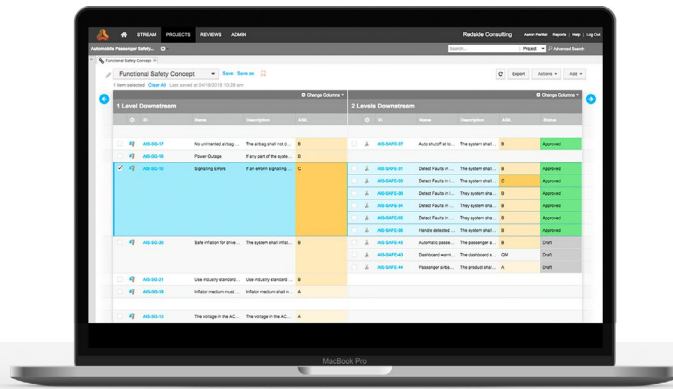
Speaking of retention, King said JLL clients have been so impressed with the division's use of Jama Connect, they have asked if they could run some of their own projects in Jama Connect.

Unfortunately, King has had to tell these customers that there's only a limited amount of Jama Connect licenses available, but has instructed them to contact Jama Software directly for more information.

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We would never return to the old days,” King says. “We are giving our clients an excellent customer experience, which will hopefully make them customers for life.”

Marshall King, Senior Vice President
of IT Solutions, JLL



Interested in improving your project and requirements management process with Jama Connect? [Let's go.](#)

ABOUT JAMA SOFTWARE

Jama Software® is focused on maximizing innovation success in multidisciplinary engineering organizations. Numerous firsts for humanity in fields such as fuel cells, electrification, space, software-defined vehicles, surgical robotics, and more all rely on Jama Connect® requirements management software to minimize the risk of defects, rework, cost overruns, and recalls. Using Jama Connect, engineering organizations can now intelligently manage the development process by leveraging Live Traceability™ across best-of-breed tools to measurably improve outcomes. Our rapidly growing customer base spans the automotive, medical device, life sciences, semiconductor, aerospace & defense, industrial manufacturing, consumer electronics, financial services, and insurance industries.