Travel Best Practice Category Management

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Agenda

- Travel spend management process overview
- Travel trends, programs, and opportunities
- Best practices and case studies
Business travel market trends

- Managing travel is at the forefront of corporate priorities
  - Excess capacity in the airlines
  - Evaluation of travel budget to decrease
  - Travel costs are 5%+ higher in 2003

- Corporate internet travel bookings are becoming mainstream and Corporate users are already familiar with on-line travel booking

- Focus is shifting from tactical to strategic
  - Travel Spend Management vs. travel expense handling
  - Travel Spend Management should be priority

1. AMR, April 2002
2. Aberdeen Group, 2002
3. American Express, 2002
Many steps to manage travel spend

- Inconsistent process and technology with multiple niche solution
- Lack of spend visibility
- Unable to leverage detail spend information for strategic sourcing
Travel Process


Pain Points
- Visibility to cost cutting opportunities
- Technology and supplier availability
- Dependent on changing business needs
- Regional differences
- Extended ‘old’ relationships
- Limited suppliers (car)
- Fragmented market (hotel)
- Policy compliance across users
- Lack of realization on contracts
- Can only control post-spend
- Ineffective manual process
- Lack of documentation for audit purposes
- Real-time data: booked vs. actual
- Hard to measure supplier performance

Opportunity
- Do same with less $$$
- Real-time visibility booked vs. actual spend
- Develop tier services to match different needs
- Volume discounts
- Encourage competition
- Better leverage national contracts
- Control spend and demand
- Efficient process
- Auto accruals
- Better tracking for actual spend
- Monitor and measure spend and supplier performance
- Leverage best market value
Future View Of Corporate Travel
On the Horizon - Corporate Travel

- Suppliers
  - Consolidate / Reduce Commissions / Bypass / Corporate Deals
  - Airfare Pricing Reform Takes Center Stage
- Travel Services Providers - (Agencies)
  - Viewed as Corporate Cost Center - New Focus on Alternatives
  - Transaction-Based / Management Fee Agency Pricing
- Informed & Self-Service Traveler
- Corporate Travel Management
  - The Value of a Corporate “Managed Program” is Substantial; but Challenged by Rouge Travelers & the Internet
  - Safety is an Integral Part of a Managed Program
  - Technology Boom; Processes and Efficiencies
  - Globalization is More Clearly Defined
  - Expanded and “Total” T&E Understanding & Focus
  - Who owns the Data and how will it be used?
Integrated Corporate Trends & Strategies

- Building Managed Programs; Travel, Expense Processing & Payment
- Travel Services & Fulfillment Provider Defined (Outsource or CTD?)
- Redefining Need for Travel (Pre-Trip & Trip Value)
- Payment and Billing Systems (Corporate Cards)
- Productivity Tools (Online Booking Applications)
- Automated Business Processes (Expense Reporting and Purchasing)
- Integrating into Corporate eBusiness Strategy
- Travel Request Workflow, Approvals and Processing / Audit
- Short vs. Long-Term Strategies
- Reporting Mechanisms & Effective Vendor Negotiations
- Corporate Policies as the Backbone to Program
- Alternative Management Scenario’s
- Going Global
Revenue Equivalent of Costs Savings

For Every $1 of SG&A saved:
- Equivalent to $0.66 Increase in Bottom Line Net Profit
- Equivalent to Generating $13 More Dollars in Gross Sales
- Effect on Company Value = $10 Increase in Market Value

Source = CFO Magazine
Corporate View Of Budget

- Airfare 40%
- Misc. On Expense Report 28%
- Hotel 23%
- Car 5%
- Agency Fee’s 4%
  (Does not include travel Manager / Internal Program Administration / New Technology, etc.)

Internal Costs

- Cost of Reservation Workflow & Approvals
- Cost of Expense Processing / Audit
- Cost of Program Management / Admin.
- Cost of Money
  - Internal Cost Range Is 22-45% Above Direct Reimbursable Employee Travel Expenses
Building A Corporate Managed Program
Integrating Components

Policy
Compliance & Administration

Managed Travel Programs

Corporate Payment Systems

Workflow

Cash Flow Management

E-Procurement

Automated Expense Reporting & Reimbursement
Recognized Best of Class Programs

1. “Managed” and Mandated Environment
2. Program is Balanced
   A. Service
   B. Cost Containment
   C. Uniformity & Fairness
   D. Safety & Security
3. Program Administrator / Manager with or without Travel Council
4. Policy
   A. Pre-trip Controls
   B. Trip value Approvals
   C. Enforcement & Violations Clearly Defined
5. Online Tools, Internet Controls
   A. Trip Models
6. Global Strategy Defined (Where Applicable)
7. Net-Net of Commissions for Preferred Supplier Programs
8. Preferred Supplier Contracts are in Corporation’s Name
9. Redefine Travel Agency Role
   A. Processing Vehicle
   B. Value Added / Consulting
10. Strategic Annual Plan
11. Commencement Benchmarks-Measure, Track & Report Accomplishments
12. Senior Management Support
Managed Vs Unmanaged Corporate Travel

Managed Travel
- Managed Site Follows Corporate Directives
- Enforced Travel Policy
- Agency is “Backbone” & POS Manager
- Program = Value Added
- Economies of Scale
- Consolidated Buying Power
- Powerful Reporting
  Capabilities=Leverage

Unmanaged Travel
- Traveler Direct 8-20 Minutes per Reservation
- Agency = Value Added
- Web surfing for Fares
- Decentralized
- Multiple Agencies
- Lenient or no Travel Policy
- Low Supplier Returns
- Policy Control is Post Trip
- High Chance of Fraud / Misuse
**Preferred Supplier Strategy**

1. Gather Historical Data
2. Confirm Projections / Future Trending 2003+
3. Review “Managed Program” Implementation Timeline
4. Operate in a “Net-Net” Environment
5. Look at Alliances & Networks (Minimize Number in Program)
6. Key is Utilization Potential then Discount
7. Build Performance “Hurdles” into Contracts
8. Build Company Specific Hotel Directory
9. Incorporate into Policy
10. Administer, Communicate & Manage Program
Opportunity Areas
Achievable Savings Ranges

- Budget Expanded to all Impact Areas (Traditional Approach is only Travel)
- Managed Travel - 12%-18% / year
- Automated Expense Reporting - 15%-30% / year
- Corporate Payment Systems - 10%-25% / year
- Work Flow & Cash Flow - 5%-25% / year
- Supplier Discount & Speed of Pay – 2%-4%
- Program Management & Administration
Case Studies
Case Study – TCG Client #198

Client Profile:
EXECUTIVE HEADQUARTERS: New England
PRIMARY BUSINESS: Acquisition Company / Conglomerate
TOTAL EMPLOYEES / # OF FREQUENT TRAVELERS: 33,000 / 18,000
SCOPE OF BUSINESS OPERATIONS: North America
TOTAL TRAVEL AND EXPENSE BUDGET: $180 million
TOTAL AIR VOLUME ANNUALLY: $96 million

Consulting Objectives:
- Review existing travel management program and develop a strategy to integrate over 136 companies within 8 business units in the U.S.
- Develop a consolidated “Managed” travel program while enhancing services provided to travelers
- Develop a hotel program
- Develop a long-term strategy for managing and enhancing the consolidated travel program
- Develop a strategy for the introduction of an On-line Booking Tool
**Case Study – TCG Client #198 (cont.)**

**Accomplishments:**

- **Q** Achieved cost savings in excess of $23 million trending in the first year. This did not reflect additional savings that will be realized with the introduction of a new Corporate Travel Policy.

- **Q** Conducted Corporate Travel Agency bidding process and supplied proposal financial analyses and normalization. Negotiated an incentive-performance based travel services contract, creating $2 million / year savings in a consolidated scenario.

- **Q** Brokered “enterprise-wide” airline agreements with multidimensional performance measures providing lift in 85% of the client’s travel markets.

- **Q** Developed and implemented a company negotiated hotel program including over 300 properties.
Case Study – TCG Client #198 (cont.)

Accomplishments:

Q Developed a travel council commissioned to evaluate the benefits of a consolidated travel program and design a program to identify cost reductions opportunities, enhance services and provide a consistent program for all employees.

Q Established company wide travel policy specific to the new vendor agreements and company requirements.

Q Facilitated the development and implementation of an extended travel program for Canadian Based Operations.

Q Established benchmarking metrics for reporting the cost savings, contract compliance and success of the travel program.
**Action Points**

- Integrate Travel, Expense & Payment
- Build a “Managed Program”
- Evaluate Program Management Options
- Build Supplier Programs in Corporation’s Name
- Aggressively Adopt Online Strategies
- Set Commencement Benchmarks; Track & Report Accomplishments
- Build Communication Strategy; Gain Support from Senior Management
Innovative Ideas ✦ Proven Results

- Travel Management
- Process Re-Engineering
- Procurement & Expense Management
- Workflow Solutions
- Vendor Programs
- Global Strategies
- Payment & Billing Systems

Offices & Affiliates:
- Key Biscayne
- Orlando
- Los Angeles
- London
- Singapore
- Buenos Aires

Telephone: 305 / 361-0201
Fax: 305 / 361-9038
Email: albert.taras@tcgconsulting.net
A Global Case Study...

Manfred Heil
Ariba
Approach to travel management

Analysis phase:

- Analyse organization, processes and IT-solutions:
  - Sourcing
  - Planning and Ordering
  - Requisition and Approval
  - Invoicing and Accounting
  - Cost and specific prices

- Create spend visibility
Approach to travel management

Optimization phase:

- Make-or-buy analysis and decision.
- Redefine processes and automate through workflow-solutions.
- Determine optimal organizational structure (central, de-central, mixed solution).
- Optimize specs and travel policy.
- Introduce controlling and compliance-tools.
- Renegotiate price as often as possible.
Lessons learned

- Companies define comprehensive travel policies, which are hardly executed. Maverick buying is daily reality.
- Complexity of travel results in non-transparent processes. Over-all spend and order patterns are not transparent.
- Employees are frustrated with internal processes.
- Carriers drive complexity in order to hide margins.
- Market players try to avoid competition.
Project overview: Airfare

STAGES
• Specifications
• Volume
• Actual prices
• Terms and conditions

Meeting

Kick off meeting
• Specifications
• Volume
• Actual prices
• Terms and conditions

Sept 13th-19th

Sept 19th-Oct 17th

STAGES

RFQ creation
• Strategy of the project
• Bidding rules
• Registration of suppliers
• Specification Templates

Sept 19th-Oct 17th

RFQ

Oct 10th - Nov 5th

Live

Next steps
• Pricing analysis
• RFQ evaluation
• Customer contacts suppliers

RFQ analysis
• Overview quotes
• Overview per countries
• Overview per class
• Overview per supplier
• Overview city pairs

Nov 5th-10th

Nov 18th Meeting

Sept 19th-Oct 17th

Oct 10th - Nov 5th

Nov 5th-10th

Nov 18th
Case study Airfare

- Specifications
- Market research
- RFQ Strategy
- Training suppliers
- Event
- Event analysis

Airfare

- Technical data
  - Current supplier(s)
  - Delivery conditions
  - Payment terms
- Volume
- Current price

LIVE2003
## Case study: Airfare

### Specifications

- Event analysis
- Training suppliers
- RFQ Strategy
- Market research
- Specifications

### Event

- The Netherlands, Belgium, Germany, Hong Kong, UK, USA

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Case study Airfare

- Specifications
- Market research
- RFQ Strategy
- Training suppliers
- Event
- Event analysis

- Market players
- Suppliers’ strategy
  - Market trend
  - Pricing policy
Case study Airfare

- Specifications
- Objective of the project
- Market research

Multi-variable RFQ: routes with degrees of flexibilities

Ariba releases RFQ Oct 17th
Ariba ®Buyer™ releases RFQ Oct 17th
Seller confirms participation

Articles per country
Suppliers
Bidding rules
### Case study: Airfare

#### Specifications
- RFQ

#### Market research
- Training suppliers

#### RFQ Strategy
- RFQ analysis

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**Lots of the tender**

**Maarten Gaedeke**

**Market Manager**

**Status:** In evaluation

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# Case study: Airfare

## Specifications

### Market Research

- RFQ:
  - Strategy
  - Training suppliers

## RFQ Analysis

- Overview quotes
- Overview per countries
- Overview per class
- Overview per supplier
- Overview city pairs

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Concluding Thoughts

- Recent industry trends and supplier market shifts create travel spend reduction opportunity
- Companies are already realize savings through integrated travel and expense process, contract compliance, and supplier performance management
- Change management is critical to travel spend management success