

CASE STUDY: GLOBAL CONSOLIDATION



CUSTOMER

The customer in this case study is a large automotive industry manufacturer based in the U.S. with locations in more than 100 countries and 2,600 employees globally.

THE SITUATION

Prior to becoming a Fox World Travel client, the client was concerned about the global safety of their travelers and had an unconsolidated travel program.

THE SOLUTION

Fox recognized the customer's need for global travel consolidation as part of a strong duty of care program, developed a global policy to support the company's objectives and coordinated a phased, global implementation plan within the BCD Travel network. Fox initiated the following:

- Review of the current travel program by individual country
- Definition of goals and objectives
- Establishing a consolidation planning and support team
- Implementing changes including centralizing bookings geographically, card consolidation and technology consistency
- Creating a global policy

Global results of the consolidated program

- Cost savings
- Stronger relationships with preferred vendors
- Adherence to booking through approved channels
- Consistent policy enforcement
- Improved data collection and reporting
- Ability to provide global travel risk management



BENEFITS OF CONSOLIDATION

- Global visibility of employee travel for safety and security management.
- Cost reduction with:
 - Greater spend visibility lead to global air, hotel and car programs
 - Consolidated meetings program provided further negotiation opportunity
 - Uniform travel management fees
- Streamlined program administration and consistent service levels

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THE PROCESS

To customize a globalization approach for the customer, Fox and BCD conducted a thorough review of employee home countries, travel volume and current agency relationships to recommend a phased global implementation plan.

Goals and Objectives

Fox and BCD defined key objectives and established performance indicators to ensure the client would achieve desired results from consolidating travel globally, especially traveler safety and security goals.

Pre-Implementation Planning

- With Fox's assistance, the client established strategic consolidation team which includes members from procurement, travel management, risk management, human resources and finance departments. The members are travel champions and representative from each country involved in global consolidation.
- The customer obtained senior management support throughout participating regions to aide in the implementation and promotion of a successful global policy.



Internal Support

Globalizing a travel program requires a concerted enterprise effort supported from the uppermost levels of an organization. Fox assisted the client in creating an intern global committee to support and champion the project in the following key areas:

- Strategy – understanding the need for and approach to global consolidation
- Sponsor - an executive sponsor was assigned to lead the charge
- Steering committee – cross functional team that is equipped to lead the process
- Support – include travel champions from representative countries/regions

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Implementation Tactics

- Provided the customer's employees with a globally consolidated card program
- Fox and BCD streamlined technology to be consistent globally and supported the client's direct agreement with Concur travel and expense.
- Deployed online booking in countries where usage was supported. Fox and BCD periodically review configuration in countries where online booking is not widely used to support continuous improvement.
- Established a regional booking center in Europe. Whereas previously, ten different countries booked independently, service was consolidated through a singular hub. The regional hub solution worked well for the customer as they had a small number of travelers across multiple countries that spoke the same language. This allowed for the travel volume to be combined and provided savings compared to every country being implemented as an in-country service configuration. Additionally, the regional hub delivered streamlined program management for application of consistent policy, online configuration, and program administration.
- Utilization of DecisionSource to consolidate supplier data into a single, holistic global reporting tool.

Policy Update

Fox assisted the customer with updating their existing policy to a global travel policy. Recommended best practices were incorporated and Fox worked with the customer to reduce the number of preferred suppliers and established a common set of service standards. Fox integrated policy information for the client in consultation with BCD and industry resources from both GBTA and ACTE. With an emphasis on traveler safety, Fox partnered with International SOS, the customer's risk management company, to deliver specific policy revisions and updates. For example:

- Restricting the customer's maximum number of employees on same airplane to no more than four passengers on a plane
- Requiring U.S. employees traveling internationally to be evaluated by the customer's medical department prior to travel
- Implementing required travel authorization - mandating that travel be approved prior to booking.



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DISCOVERIES

Within months of implementation, the client realized a 5% net effective discount on their consolidated supplier program.

- They realized savings through a streamlined policy, favorable supplier agreements, decreased fees, and consolidated meeting programs.
- With consolidated supplier data, Fox lead negotiations for more favorable global agreements with suppliers, resulting in further cost savings for the client.

Globalization resulted in a strengthened client duty of care program, further ensuring traveler safety and security through systems like traveler tracking.

Gained greater visibility into the client's meeting and group spend, allowing Fox to integrate the programs into the consolidated policy, identifying opportunities for improved group processes.

Fox understands that consolidation requires continual consultation and monitoring to opportunities further improve the customer's global travel program.

With the strong foundation of solutions that Fox has implemented for them, the customer is poised to further expand their global travel consolidation. As they develop new markets and open new international offices, they will continue to partner with Fox to integrate additional countries into the current global program.




Fox's affiliation with BCD Travel extends to a global network of more than 100 countries worldwide. We deliver flexible global programs that combine worldwide support and consistent service with local expertise and personal attention.

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