

Successful consolidation in China

PROGRAM CONSOLIDATION
CHINA

FAST FACTS

Company: 307,000 employees in over 100 countries. Annual sales of US\$152 billion

Industry: Banking, Insurance & Finance, Energy, Industrial, Consumer Products, Healthcare, Transportation & Automotive, Security and Technology

Scope: Consolidated multiple business travel centers to one national servicing centre

Results at a glance:

- Savings of US\$440,000 achieved and great service delivered
- The capture and analysis of consolidated management information data enabling the negotiation of an increase of up to 10% in contract discounts

THE CHALLENGE

Already working with CWT in 45 countries including 12 in the Asia Pacific region, a global multinational corporation was being serviced by CWT in China by multiple business travel centers. In 2003, due to significant business growth in China, CWT and the client reviewed the service configuration with an objective of changing the service configuration to one national servicing centre to reduce total travel costs and drive process efficiencies, while maintaining high quality customer service.

THE SOLUTION

CWT worked closely with the client to fully understand the needs of the businesses and the feasibility of moving to one national servicing centre. From this analysis CWT developed a business case to determine the right location for the national centre, identify return on investment, forecast cost savings and opportunities for process efficiencies. As a result of this, the client decided to establish the national servicing location in Beijing within a three month timescale. A comprehensive project plan included:

Establishment of Project Team

- A project team was established to include key stakeholders from both CWT and the client. This was jointly led by the CWT Regional Account Manager and the client's Regional Travel Manager.
- A joint National Operations and Account Manager was appointed and based in Beijing to provide local knowledge and support.

Implementation of:

- The client's global profile database.
- An incident management process for corporate security and tracking.
- Processes to capture consistent quality travel data for all transactions.

Development of:

- An ongoing induction and training program for the 20 team members assigned to service the client.
- A communication plan for all travelers and travel arrangers. This included road shows and written communications explaining the benefits of the consolidation to a single servicing location.

THE RESULT

- The set up and transition to a national servicing centre in Beijing was completed within three months.
- A national servicing centre now processing over 86,000 transactions a year with a spend volume of US\$13 million.
- Savings of US\$440,000 in the first year after the transition.
- The capture and analysis of consolidated management information data enabling the negotiation of an increase of up to 10% in contract discounts.
- Each year from 2003, an annual fare audit by an independent company found that CWT offered the lowest domestic fare 99% of the time.
- A satisfaction rate of 84% was achieved in a traveler survey in 2005 demonstrating continued high levels of customer service.

CONTACT

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