

Monsanto successfully consolidates travel program in 58 countries over phased 7-month schedule, exceeding program goals

IMPLEMENTATION | CONSOLIDATION

GLOBAL

THE CHALLENGE

Monsanto, a U.S.-based agricultural company known for “thinking outside the box” wanted to boost operational efficiencies, track its travelers for safety and security, and fully leverage its global travel spend. Its existing process was fragmented, with countries using local travel agencies, resulting in significant reporting and communication gaps. With business operations in 82 countries, it wanted to consolidate its travel program with one global agency source which could also meet requirements for the Foreign Corrupt Practices Act (FCPA).

MONSANTO



THE SOLUTION

During the discovery process, CWT examined pain points and opportunities with the client. To demonstrate its plan to maximize effectiveness while also simplifying processes, CWT created a video which aligned Monsanto’s vision and corporate fit with CWT, as well as a poster showing the roll-out timeline surrounded by words representing strategic outcomes, such as: “Responsiveness,” “Predictability,” “Single Point of Contact,” and “Simplicity.”

CWT was selected for its exceptional customer satisfaction track record handling Monsanto’s U.S. and Canadian travel programs the previous four years. Also, CWT, its partners, and the passport and visa service agencies with which it engages are approved for FCPA compliance.

Taking direction from Monsanto, the two teams identified needs and determined a realistic, phased timeline. The CWT program and implementation managers met regularly with their internal teams and the client team to ensure every stakeholder understood what needed to be done and when. Weekly client

meetings used the “Four Block” approach to: identify recent achievements; pending issues; risks; and next week’s plans.

To fully understand local requirements, CWT teams reached out to Monsanto’s regional and country stakeholders and conducted training sessions about the benefits of global consolidation, how to use tools and services, and contact information details.

To mitigate risk and ensure a seamless transition, the CWT implementation team focused on details such as contingency planning (including avoiding coverage gaps as countries moved from existing travel agencies) and updating and consolidating traveler profiles. Because tax and other legal issues vary by country, CWT explored alternate and/or interim solutions for potential roadblocks regarding credit card and service configurations.

CWT travel center agents were trained so they were familiar—well before Day One—with Monsanto’s travelers, preferred suppliers, company culture and travel policy.

To take advantage of global spend, CWT introduced its CWT Hotel Program with 30,000+ hotels to supplement Monsanto’s own hotel program.

Success would be measured by whether timelines were met, products in place, customer feedback, and reporting.

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THE RESULT

Within one year of the award of business, 58 countries were implemented on schedule into one global program. The Monsanto-CWT partnership, based on shared vision and teamwork, was critical to the success of this complex initiative.

Significantly, through the use of tele- and web-conferencing, globalization was accomplished without requiring Monsanto's global leadership team to travel.

Change management and other cascaded communications demonstrated both companies' commitment to achievement at all levels. With Monsanto's leadership buy-in, tiered communications from global, to regional, to local levels within the company were especially effective, and also paved the way for CWT's regional project managers to build relationships with local travel managers—achieving consensus through involvement.

Communications to employees helped them understand that using a single travel agency with comprehensive global services would:

- Leverage their company's global travel spend
- Enhance traveler security
- Improve overall service levels for travelers
- Reduce complexities of regional travel management

Currently, four offices use onsite travel counselors; others use CWT business travel centers where a designated team of trained travel counselors handles all aspects of the reservation process for air, hotel and ground transportation.

In addition, five countries now use the Concur online booking tool and expense management system (while the contract is managed directly by the client, CWT collaborated with Concur and Monsanto to optimize results). In Canada and the U.S., where the online tool has been used for more than four years, more than 70% of domestic airline tickets are booked online. Additional countries are being evaluated for successful deployment of an online booking tool.

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All 58 countries now use seven tools that bring consistency and transparency:

- A portal page for each country
- A single sign-on from the client network to *CWT Portal*
- Global traveler profile database (with daily data feeds in all countries but China)
- Global reporting through *CWT Travel Management Center*
- Traveler tracking and security alerts
- *CWT Policy Messenger* to encourage travel policy compliance at point of sale
- Global surveys to assess customer booking service

Through its consolidated travel program, this Fortune 500 company is experiencing a range of benefits that improve efficiencies, including:

- Online reporting for all travel managers from the same data source
 - Travel reports that drill down to local company codes and cost centers
 - Global reason codes (for booking/not booking preferred suppliers) to show lost and realized savings for every transaction
- Aggregated data for supplier negotiations
- Global service level agreements
- Monthly global billing for service fees

The CWT team continues to proactively identify opportunities and make recommendations for enhancements, especially within regions or countries with unique requirements.

Monsanto recently signed a multi-year contract for ongoing management of its globally-consolidated program.

FAST FACTS

Industry: Agriculture

Scope: Implementation in 58 countries

Results at a glance:

- Strong collaboration on complicated components
- Customized service configuration
- On-time, on-target implementations
- Change management communications