

# Dow, DuPont and Corteva

SUCCESSFUL CHANGE MANAGEMENT PAVES THE WAY FOR TRAVEL PROGRAM CONSOLIDATION, SIMPLICITY AND SAVINGS

**With BCD managing cross-company travel volume, costs drop 13% for car rentals, 10% for air travel and 7% for hotels.**

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**We had a whole team of experts at the table, and we started to strategize immediately.**

—Jean-Paul Vanherf

DuPont's Global Category Manager for Travel & Meetings

Months after DowDuPont became one of the biggest conglomerates in the world, it separated into three companies: Dow, a leading materials science company; DuPont, producer of specialty products; and Corteva, dedicated to agriscience.

BCD Travel played an essential role in managing travel-related changes, which happened in phases from 2018 to 2020. The travel management company brought together 65 countries into a single global program in just two months. Then the TMC collaborated with corporate travel leaders to envision and orchestrate a unique strategy allowing the three separate U.S.-based companies to keep benefiting from combined travel volume.

Today, BCD provides a single view of travel across the companies, demonstrating a depth of partnership and BCD's ability to simplify complexities of the companies' shared travel structure.

## Challenge

The DowDuPont merger became a catalyst for much-needed travel program changes. Just look at where DuPont's travel program was at the beginning of 2018. The company was using multiple travel agencies around the world. Each agency had its own set of tools and menu of services. Traveler experiences were inconsistent. DuPont struggled to get a handle on travel spend. Nonetheless, going through a global agency consolidation seemed too painful.

"It was just unmanageable with so many agencies and agent tools, and so little global oversight," explained DuPont's Global Category Manager for Travel & Meetings **Jean-Paul Vanherf**. "Still, changing agencies is not something you do because the management of change is so big. That's why we kept postponing it.

"The merger forced change," he said. "We had to redo everything." That included what Vanherf calls "harmonizing" travel.

## Approach

Making the leap to a uniform travel program began when the soon-to-merge companies selected BCD as their global TMC. The travel program consolidation had to sync with other required milestones of the merger. At a kickoff meeting, Dow, DuPont and BCD leaders set an aggressive six-month timeline with no room for delays.

**They mapped out and then executed a multiphase plan. The approach included:**

- ✓ Consolidating travel under a single global program across 65 countries; implementation was completed in two months
- ✓ Analyzing savings opportunities using expertise from BCD consulting arm Advito
- ✓ Refreshing travel policy and procedures
- ✓ Rolling out SAP Concur end-to-end solutions for booking and expense
- ✓ Training travelers on new processes and tools
- ✓ Creating localized traveler engagement communications and traveler hotlines
- ✓ Redirecting all supplier feeds to BCD
- ✓ Establishing BCD as the single lens for travel across the three companies, per regulatory requirements

Reassigning traveler profiles was particularly complicated. Many travelers started the merger employed by one company and ended as an employee of another company. In all, over 40,000 traveler profiles were migrated.

## Results

Dow's travel leader **Nathan Brown** is still amazed by how smoothly it all went. "No travel was interrupted while we transferred travelers, although we were aligning across three different companies, many different countries and thousands of traveler profiles.

"The things that had to come together to make it work are just astounding," Brown said. "The amount of due diligence, collaboration, checks and customer-first service—all of it took a lot of really good people from BCD. This wouldn't have gotten done without them."

Now BCD manages travel and reports on performance for the three companies, giving travel leaders visibility into their shared volume.

Vanherf explained the benefits. "Having one travel agency globally helps us get better reporting, compliance and supplier management. It's less complex, easier and more transparent. I get fewer emails. All that noise from travelers has gone away. The number of things that can go wrong is reduced by a factor of five."

Brown noted that **travel efficiencies have created the kinds of savings that corporate leaders envisioned when they launched the corporate changes.** By early 2020, the cross-company travel program managed by BCD had realized:

- ✓ 13% savings on car rentals
- ✓ 10% savings on air travel
- ✓ 7% savings on hotels

"BCD keeps finding new avenues for savings," Brown said, noting that everything from increasing traveler engagement to reusing canceled airline tickets is driving down costs. Up next: He sees potential in rolling out BCD's merchandising strategies, which use consumer-style sales tactics to influence travelers' buying decisions. "Our travel strategies and technologies have advanced beyond where I thought we would be so soon after the merger and separation.

"With a change this big, you expect the worst and hope for the best. In this case, we got what we hoped for."

