

## Case Study

# Making sense of policy compliance

*In 2012, our client in the marine and engineering industry was voted “Best Travel Policy Compliance Program” at the European Travel Buyer Awards.*



The award celebrates cutting-edge Corporate Travel Management and is decided by industry peers. BCD Travel worked with the firm to remodel the global travel program that won the award.

With 170 offices around the world and more than 18,000 employees, our client needed a travel policy that was easy to follow, saved money, and could support travelers in a crisis. The company had multiple policies for their various business units. They knew that numerous trips regularly fell outside of policy because the employees had to take complicated journeys that routinely included:

- Last minute travel to dangerous and unusual destinations
- Multiple stops to destinations that were far apart
- Extra luggage fees for safety and specialist equipment that had to be taken on board





## Results in brief

- 2012 award winners for “Best Travel Policy Compliance Program,” voted by their peers
- 85% better policy compliance

The travelers didn’t always consider the costs involved; they just needed to reach their destinations as quickly as possible.

With a dedicated global account manager leading the way, we transitioned 10 countries into a multinational service center located in Finland. This project was additionally challenging because of all the various markets and cultures that had to be considered. In our 90-day phased implementation program, we tackled the headquarters in Finland, followed by the other countries. We introduced an online booking tool at the same time.

### Managing compliance with a single policy

We used our DecisionSource platform to consolidate data and security reporting for the travel manager. Our global account manager helped with the analysis. They immediately noted:

- The high cost of extra luggage charges, hotel stays, ground transportation and last-minute bookings
- Low policy compliance - reports showed only 40 percent of travelers were following the program

The serious effects from not keeping to policy meant no one was ever sure exactly where the travelers were. The company took its duty of care responsibilities seriously but, without a way to properly manage information, supporting travelers in a crisis was complicated.

From analyses, the BCD global account manager knew that one of the solutions was to introduce a single travel policy. One that could be easily applied to new subsidiaries as the company kept growing across the world. The account manager worked closely with the organization’s global travel manager, our global supplier relations team, implementation team, and others to help shape the new policy.

### Gatekeepers for travel compliance

The account manager and travel manager knew the client was missing savings due to non-compliance. They realized that they needed to implement a pre-trip authorization process. Approval needed to be quick and easy because their travel was often at the last minute. Any delay meant that the cost of travel might go up. This led to a simple change: the dedicated agents would act as the “gatekeepers for travel compliance.”

## Industry

Marine and engineering

## Annual T&E in EMEA

€ 6-10 million

## Number of travelers

18,000



They'd be empowered to refuse travel if the choice was out of policy. The escalation procedure required the Global Travel Manager to be involved. The "gatekeeper approach" was approved and mandated by the Executive Management Board. The dedicated BCD agents embraced the new approach.

### The results: compliance grows to 85%

Within four years, 85 percent of travelers were keeping to the new policy. Reports that showed travel spend and pre-trip bookings could be compared against each other to help forecast travel budgets. Pre-trip reports also could be compared against a third party's country risk assessments. Our support gave the global travel manager insight into the behavior of their travelers. The company also used the security management reports to decide how to best support travelers in high-risk locations.