bcd travel

CHANGE MANAGEMENT CALLS FOR SYSTEMATIC APPROACH TO IMPLEMENTATION

BCD Travel takes the lead in supporting client in transition from incumbent travel management company

Challenge

After a rigorous multi-agency bid process, our client selected BCD Travel as their new travel management company (TMC) in China. This required effective change management and strategic stakeholder engagement to drive efficiency and cost savings. With seven legal entities and over 10,500 travelers in China, there were additional layers of complexity in implementing the travel program.

Approach

The company asked BCD to integrate existing travel and expense tools and internal systems. These tools affected productivity as travelers had to manually input their data into each system. BCD focused on customizing TripSource® China, creating a single sign-on gateway, engaging key stakeholders and offering a more comprehensive offline delivery solution.

Results

✓ The project delivery was successful and went live as scheduled.

✓ Online adoption grew to 80% for travel bookings, with 45% booking via mobile within four weeks of implementation.

✓ Travelers see a positive improvement to their travel program.

✓ The project team was complimented on the successful transition to BCD and for elevating their travel program and traveler engagement.

BCD Travel was servicing a global pharmaceutical company in 55 markets when the TMC entered a rigorous multi-agency bid process to manage the client's travel program in China. The company had a long-standing relationship with their incumbent Chinese agency. In choosing BCD as their new TMC, they moved to meet strategic corporate goals by aligning the local and global travel programs.

CHALLENGE

This decision to change TMC required effective change management and strategic stakeholder engagement to drive efficiency and cost savings. With seven legal entities and over 10,500 travelers in China, the travel program implementation involved additional layers of complexity:

1. There were four different travel policies across the seven entities, each with different requirements for approval, booking processes and Online Booking Tools (OBTs).
2. Each entity had different OBT development and integration requirements as they had existing tools, like WeChat for Work and Concur Expense for travel booking and processing expenses.
3. Existing tools had to be integrated into their OBT to create a seamless and frictionless travel experience.
4. The incumbent agency's technology had created servicing and delivery friction, leading to less than satisfied travelers.

APPROACH

To simplify their travel program and reduce travel friction for their travelers, the company asked BCD to integrate their existing travel and expense tools, such as Concur, WeChat for Work, Workday, and internal systems. These systems worked independently of each other and affected productivity, since travelers had to manually input data for each system.
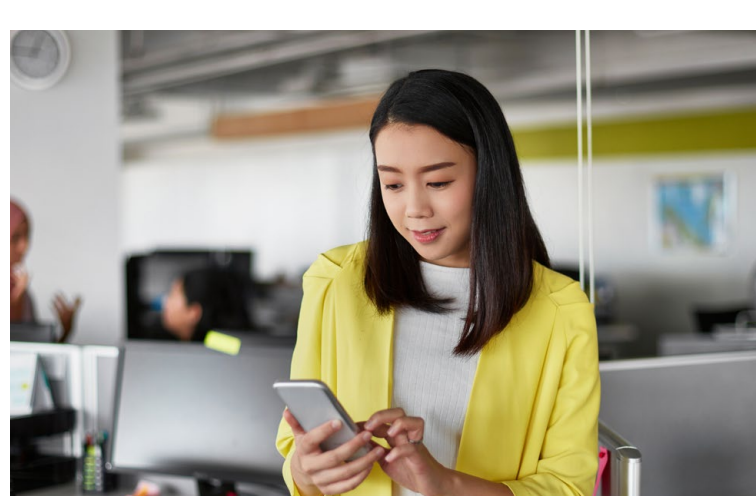
Highlights

✓ Single sign-on through WeChat for Work to access the OBT on both desktop and mobile devices.

✓ Concur Approval email integration; offline team can access all Concur approval emails.

✓ Workday HR feed integration to support travelers' profile management.

✓ Conducted 25 successful virtual and onsite roadshows as part of change management.

BCD approached the implementation systematically, focusing on the following:

1. **Customizing** TripSource China, our proprietary online booking tool to meet the different set-up requirements of each entity, including incorporating Concur Request pre-trip approval into the booking process for two specific divisions. With this, travelers are able to raise a travel request in TripSource China and proceed with the booking once the request is approved. This helps travelers simplify their trip booking and approval process.
2. **Creating** a single sign-on gateway to allow travelers to access their OBT via WeChat for Work, an internal communication and collaboration tool they use everyday, without the need to download additional apps to their mobile device.
3. **Engaging** key stakeholders through a continous change management pathway.
4. **Offering** a more comprehensive offline delivery solution for their travelers.

> The BCD team has been absolutely professional. The implementation process was well executed, with every unique requirement from our different entities thought through and resolved. The team has displayed agility and flexibility and their collaborative approach has helped to keep all key stakeholders involved and informed throughout this journey and made the transition to BCD easy.

Robert Zhao
Sourcing manager, Region APAC, global pharmaceutical company

RESULTS

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2. Travelers see a positive improvement to their travel program.
3. Online adoption grew to 80% for travel bookings, with 45% of travelers booking via mobile within four weeks of implementation.
4. The travel project team was complimented for successfully transitioning to BCD and elevating traveler engagement.
5. The company's global travel team was commended on the prompt implementation delivered by BCD China and team.

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