



# Investing in Intuitive Change Management:

How a Fortune 100 consumer goods manufacturer trusted FCM to deliver a seamless, traveller-first change plan



1000

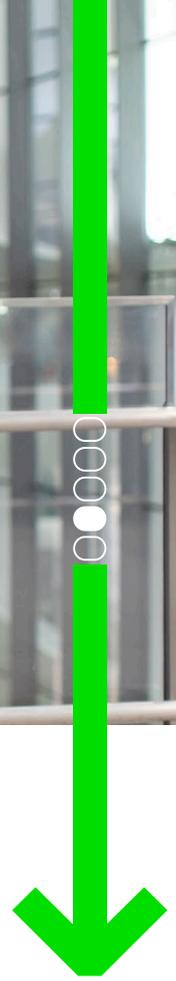
Hours of effort  
by FCM

4000

Employees  
trained

96.6%

Satisfaction  
rating



## A global icon

The client is an American multinational consumer goods manufacturer that produces a plethora of personal care items including hygiene, beauty, health, and home care products across sixty-five distinct brands. Their travel programme covers **60,000 employees** (managers, bookers, and travellers) in twenty-seven countries at an average annual spend of **US\$170 million**. Prior to partnering with FCM, the client had been with their previous travel management company (TMC) for ten years.

## Avoiding complacency

The client concluded that to move their programme forward in a post-pandemic world, they needed to embrace change despite the relative stability of their programme operations. A new travel tech stack, an optimised travel policy, and a future-forward mindset were necessary to achieve their goals – and they needed a partner that could match their pace.

In March 2021, the client took their first step toward transformation by choosing FCM as their new TMC. They singled out FCM's holistic tech offerings as their vehicle for a forward-focused travel programme, as well as FCM's agility and partnership-focused goals. They also decided FCM's experience, content, and strategy would ensure their stakeholders realised the benefits of transforming their TMC services.

FCM placed an emphasis on creating a collaborative RFP process to ensure the FCM team had a full, comprehensive understanding of the client's needs and goals. This resulted in their voice being elevated in the process, and the proposed solutions being truly customised and personal, not one-size-fits-all.

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## The work truly begins

FCM started by conducting a change impact analysis. In only two calls, the FCM Account Management team was able to assess the full scope of the client's needs. First, the decision was made to migrate all twenty-seven countries included in the client's travel programme to the FCM Platform, FCM's proprietary SaaS offering that manages itineraries, approvals, duty of care, and reporting. In the United States and Canada, travellers would use FCM Booking, FCM's proprietary OBTA that provides a simple, clean user interface (UI), and more transparent rate shopping. In the remaining countries, FCM would create an integration between Cytric and the FCM Platform, so data would feed cleanly between the two.

The client also emphasised the need to improve their travellers' experience, and ensure they felt informed and supported before, during, and after their trips. FCM proposed FCM Mobile, which places the Platform in travellers' pockets. The added benefit of on-demand chat support, powered by SAM, would empower travellers to reach out with their concerns and questions whenever they needed and wherever they are in the world.

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## Rolling out the changes

**“The part of the process that really made the client's change so successful was the detailed communication plan, and it's where FCM's alternative energy really shined. By tailoring communications to persona, region, language, and more, we ensured everyone was engaged from the get-go.”**

BEN JOHNSON  
DIRECTOR OF CUSTOMER STRATEGY

Massive change needs a framework that won't collapse. The client knew that organisational change needed to be the driving factor behind their efforts, and they needed FCM to build a plan that would keep them moving while also providing peace of mind. To address the varying needs and motivations of different employees around the world, FCM designed a persona-based change plan that identified what will drive buy-in, the type of training each employee group needed, and how to measure success for each group.

The scope of the project also required it to be rolled out in ten phases. To minimise back-and-forth and emphasise transparency, FCM built a project dashboard so FCM project team members, the client's travel manager, and client stakeholders could track project status in real-time.

Throughout the months of June and July in 2021, FCM Account Managers conducted virtual and on-site training sessions to **4,000 employees** that covered FCM technology and processes, and most importantly, how to book travel and accommodations. Client stakeholders noted that the training sessions were especially important to the rollout and rectified major change pain points.

The final, but no less critical, step of the change plan was to effectively communicate the upcoming changes to the wider employee base. FCM knew that to reach everyone, varying methods of communication needed to be used. The result was an omnichannel awareness campaign that included exciting teaser videos, digital flyers, physical flyers, and persona-based “hype” content to get employees onboard with the change. All promotional content was translated into the eleven major languages of the client's traveller base. FCM's conversational and alternative tone of voice proved especially helpful in this phase because employees felt engaged with and related to the communications.



## What was achieved

In total, from planning, training, to go-live, the entire change process took forty-two calls over nine months, resulting in **1,000 hours of effort from FCM teams**. After the change phase was complete, employees gave FCM a **96.6% satisfaction rating**, and noted that travellers felt comfortable booking travel, and managers felt prepared to navigate the FCM Platform to gather information, insights, and communicate with travellers.

## A final reflection

The reason this organisational change was such a massive success was due to the client's hunger for change, and FCM's ability to identify points of opportunity and create custom solutions. The outcomes of this change project are a testament to FCM's philosophy that if you plan, consider all personas, and provide transparency, successful change is closer than you may think.