

Navigating Corporate Travel Change: A How-To Guide



FCM

eBook

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Introduction: Unravelling corporate travel change



Search or ask an AI assistant “what is change management,” and you’re bound to get different definitions and strategies to explain how enterprises can roll out large-scale organisational transformations.

Change management is a monolith in the enterprise/enterprise+ sphere, with the phrase provoking either ire or inspiration. And the ire isn’t entirely misdirected: [according to McKinsey](#), 70% of all organisational change attempts fail.

You’re here because your need for change is focused on a specific part of your business: your corporate travel program. An area where people, technology, and process all intersect.

And because corporate travel change crosses so many parts of your organisation, a quick search about change management may have fallen flat for you. This guide applies change processes to corporate travel, recognising that tech implementation, process improvement, people optimisation are equally important.

What comprises corporate travel change?

Change is scary. Not because of the process, but because of the unknown. It's easier to stay comfortably in the status quo, but procrastinating won't lead to solutions, and it definitely won't result in transformations.

Change management comes with risks, but the reward is bigger.

Three major fault lines that corporate travel in particular can fall victim to are:

- Technology inadequacies
- Policy gaps
- Supplier negotiations

Beneath these three, we can find even more common granularisations such as leakage, lack of expense management visibility, backlogged approvals, and more. When these inefficiencies are occurring in enterprise-level programs, their effects are massive, and the aftershocks can be felt across the organisation.

There's another less obvious reason to change...it's when things are simply okay. Business as usual. When your travel program is working at the surface level, it may be difficult to wrap your mind around undergoing any type of change. However, we've seen this stage as a perfect opportunity to innovate and transform; since no outward influences are forcing you to change, you can set goals, and then go at your own pace.

Let's pause for a moment. Focus not on the negatives that require change, but the positive things that will result from change. Examples include: easier processes, savings, increased visibility, reduced leakage, enhanced traveller experience, improved sustainability...the list can go on!





Signs it's time to change

The hardest part of starting a change process is accepting that change has to happen.

Accepting the need to change means accepting the planning, execution, training, and indefinite iterations involved.

However, your travel program touches various departments, so affects the entire organisation. Here's examples that you may find yourself in that are signs it's time for change.

- Your online booking tool (OBT) user interface (UI) is hard to navigate and clunky. Travellers can't figure out how to book efficiently in-channel, so they get frustrated and book elsewhere. Now your travellers are taking trips that you can't approve spend for, and you can't safely track their location. HR may come knocking.
- Your organisation undergoes an acquisition or a merger. As team members join and policies adapt, you realise that your travel program is fragmented due to multiple TMCs, tech platforms, and more. This will require consolidation under one TMC to streamline your global operations and governance.
- Your TMC may go through a restructure or merge with another. Your relationships and technology may change amidst that process, or the custom workflows you worked hard to implement aren't possible any more. It might be time to change.



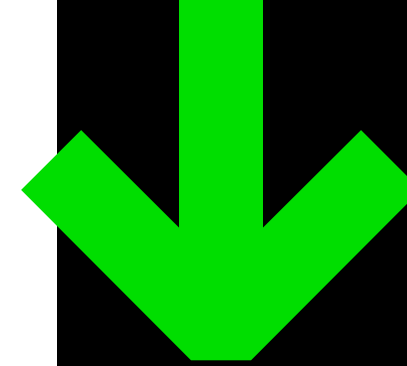
- Expense management is fragmented, and your visibility is decreased, leading to rogue costs and unapproved spending. Finance ends up cutting your budget until you get things under control (and can you blame them?). Budget cuts can result in layoffs, deprioritisation of travel, lacklustre supplier agreements (including traveller benefits), and more.
- Your business requires your employees to travel regularly, but you find out from your recruiters that candidates have heard travelling for you is a nightmare, resulting in difficulties hiring top talent.
- Your duty of care software is lacking, and isn't efficient at keeping travellers up to date on safety alerts. Then one day, a political crisis happens in a frequently visited city, and your travellers are stranded. This group of travellers then files a lawsuit asserting corporate negligence. Legal won't be happy about this.

The list can go on. When your travel program isn't operating efficiently, it has wide-reaching consequences.

Self-assessment:

Is it time to change?

1. Are your travellers complaining about your travel program (this includes booking, wellness, approvals, and overall experience)?
 - a. I have received complaints concerning one or fewer of the above.
 - b. I have received complaints concerning two to three of the above.
 - c. I have received complaints concerning four or more of the above.
2. Are you exceeding your projected budget each fiscal year?
 - a. I am coming in below my budget year after year.
 - b. I am meeting my budget every year and feel stretched thin.
 - c. I am over budget each year and I'm finding it difficult to reign in expenses.
3. How many TMCs does your global organisation employ?
 - a. We work with one TMC globally.
 - b. We use one TMC in each key market (AMER, APAC, EMEA, LATAM, etc.).
 - c. We use a different TMC in each country we operate in.
4. When was the last time you audited your travel program?
 - a. I have a set audit schedule (quarterly, biannually, yearly).
 - b. I conduct an audit when things aren't going well.
 - c. I can't remember the last time we had an audit.
5. How many software tools are you currently using to manage your travel program (this includes traveller-facing and management-only tech)?
 - a. 2-5
 - b. 6-10
 - c. 10+
6. On average, how far out do your travellers book trips, and how long does it take for post-trip expenses to be approved?
 - a. Our travellers book at least 10 days out and we remit expenses within two business days after their trip.
 - b. Our travellers book at least five days out and we remit expenses within five business days after their trip.
 - c. Our travellers book up until the day before their trip, and we remit expenses on a first-come, first-served basis.



Let's take a look at your results...

Mostly A:

Your travel program is in a solid place, but don't think that means there isn't any work to be done. For example, if you're regularly coming in under budget, where could you allocate that leftover cash to improve your program further?

Mostly B:

You're in a place where you should start planning to change, because if you let things go further, you may find yourself forced to change soon.

Mostly C:

The time to change is now. Assemble a team, start a program audit, and let's get to work.



Chapter

01

**Say it with us:
Change is an
opportunity,
not a roadblock**

We've covered some specific scenarios that should set off your need-to-change alarm bells, but for the sake of streamlining this guide we've boiled these scenarios down into three buckets: financial, employee unhappiness, and process inefficiencies.



Financial

- Documented losses against overall budget
- Consistently over/under budget significantly
- Excessive leakage
- Wider organisational changes require a modified budget



Employee Unhappiness

- Poor tech user experience (UX)
- Unreliable customer service
- Lack of safety and mental wellness safeguards



Process Inefficiencies

- Slow, outdated tech
- Lackluster OBT configuration/integration
- Backlogged approvals & expenses workflow

While we have bucketed these reasons into three distinct categories, it's important to always remember that all inconsistencies and inefficiencies will have wider-reaching effects, cross-category and across your organisation.





The importance of *change management*

Bottom line: Nothing that is good (and works well) ever stays the same. Your travel program shouldn't either. And to be honest, that in a nutshell is why change management is important. There isn't a fancy answer or a complex theory behind it: change management should just be a natural part of an organisation, whether it's proactive or reactive.

Checkboxes vs. custom solutions

Many times, when we approach any kind of big project, we think about the tasks we need to complete in an itemised list. No one can deny the satisfaction of checking a box or crossing out a line item, but the truth is that this standard approach hinders your change, not helps it. And that's where solution design comes into play. What happens when you start with what you want to achieve, and define concrete outcomes to measure your change plan against? You get more focused, more successful change.

Solution design is built for the complexity that enterprise corporate travel programs need, without necessarily being overly complex. You know what's actually complex? Making your travellers use an OBT that they need a map to navigate!



Compare & contrast: standard implementation vs. solution design

Not all rollouts are created equally, and this most surely applies to change management. Experience has shown that focusing on tailored outcomes rather than simply “getting it done” yields more successful results. Solution design is the perfect precursor to the implementation phase, allowing for greater customisation and clearer goal setting. **Let’s break down the key differences:**



Standard Implementation

- One-size-fits-all approach
- Focus on checking boxes, not transformation
- Lack of transparency, communications are focused to the core project team
- One-and-done with no plan for iteration



Solution Design + Implementation

- Custom per client, based on their needs
- Multiple parts of the project run in tandem, with everything flowing together
- Establish champions and stakeholders across the organisation
- 30/60/90 plans in place, with annual iterations scheduled

One key factor to successful solution design is a neutral perspective, which you won’t find within the walls of your organisation. Budget should be allocated to collaborating with an external consulting firm that can take a fresh look at your processes, infrastructure, and tech stack, and then give you an honest assessment. From there, holistic solutions can be designed, and change management objectives can be defined.

Mind the metrics that matter

While the change management metrics you need to measure will vary depending on your program's goals, organisational factors (size, industry, scope), and timelines, there are a few key change management KPIs that you should make sure are in your plan before you start. And they go further than the usual (but also very important) metrics like spend, leakage, and ROI. These are the often forgotten, tried-and-tested metrics that are applicable across any travel program change process, implementation, or adoption rollout in enterprise organisations.

Presented in no particular order, here are the top three change management metrics to keep track of.

Traveller Sentiment

Don't dismiss measuring your travellers' approval as overly qualitative. A targeted survey sent on a scheduled cadence can get you clear answers on your travellers' overall feelings toward your travel program operations. Keep the survey to no more than five questions, and make sure all questions can be answered with a number value on a one to ten scale. Assessing overall sentiment can help you prioritise different parts of your change plan, and also give you insight into what's actually wrong – oftentimes we can have blinders on due to our own bias.

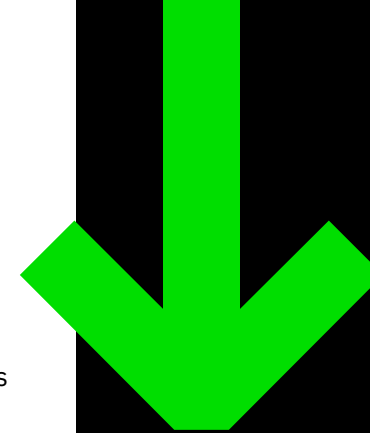
User Acceptance Testing Benchmarks

When your change plan involves software adoption, it's crucial to measure how your users (travellers) respond to the technology. Define three to five benchmarks you want to measure (time to book, time to raise a service request, time to find a specific piece of information, among others), and choose users from different parts of your organisation to do a blind run of these workflows. Observe, note any difficulties, confusion, or feedback, and then take this back to your account manager.

Travel Program NPS

Conduct an NPS score survey before your change, after your change, and at 30, 60, and 90 days-post change. Note any fluctuations in this number to determine the efficacy of your travel program. Remember, anything below a 9 or 10 indicates a non-promoter.

No matter what type of change you undergo, there will inevitably be custom metrics you'll need to measure. This is where working with a consultant is extremely helpful. If you have any custom metrics you need to measure, a consultant can make sure they are identified and scoped into your plan early on, along with these mandatory measurements.



“Understanding traveller sentiment in relation to your travel program is crucial. The most successful change management puts people first, and includes them from the beginning.”

**JO LLOYD,
HEAD OF ACCOUNT MANAGEMENT
& FCM CONSULTING**

We promise, *it works.*

Solution design is a key part of how we run our onboarding, implementation, and go-lives at FCM. This process starts as early as RFP, where we gather information that helps us build a custom experience from sales to launch. Our team, timelines, and training are all structured around the client, and what the client's goals are.

One of our greatest success stories is a global enterprise client who wanted a technology and TMC overhaul. 1,000 hours and 4,000 employees trained later, we had a story for the history books.

Read more [here](#).





Chapter

02

**Taking the leap
(Don't worry,
we have your
parachute)**



**You decided to change.
You've identified
inefficiencies and areas
of opportunity. You've
scoped, you've budgeted,
and it's now or never.**

That may be a bit overdramatic, but this is honestly how we hear many travel professionals speak of any corporate travel change projects. And they are completely justified! But as we established in the last chapter, complex change doesn't need to be complicated.

*Enough preamble
– let's jump in.*

Microlevel change, macrolevel results

So, why do 70% of organisational change attempts fail? It's a simple answer, with a not so simple solution: people. This may feel impossible to fathom – how can massive change projects executed by talented management teams, planned down to meticulous detail, fail because of people? It's because you're not focusing enough on a certain group of people – the ones outside of the strategy calls and workshops. In this case, those people are your travellers, travel bookers, HR team, and anyone else who interacts with your travel program policies and technology in their day-to-day work.

The conclusion here is clear: To become a member of the 30% that see success with their change, you need to have a plan that focuses on the individual to make a difference. And that's where the **ADKAR® Model** comes in.



Introducing **ADKAR[®]**

Now for all the things we at FCM would love to take credit for, the ADKAR[®] Model isn't one of them. This proprietary change model was developed in 2006 by Jeff Hiatt after studying how over 700 organisations managed change. Now, it has become a blueprint for change projects across industries and businesses around the world. And it's what FCM uses to support our net-new and established clients with their travel program transformations.

The ADKAR[®] Model encompasses five different elements that exist within Prosci's three-phase change methodology. Let's explore what this all means.





Exploring ADKAR®

ADKAR® is an acronym that stands for awareness, desire, knowledge, ability, and reinforcement.



Awareness

I know things need to change

This is the crucial first step to any change plan: accepting that change must happen.



Desire

I want to participate in the change process.

This focuses on the intrinsic motivation from the individuals involved with and affected by change.



Knowledge

I have the knowledge to complete change.

This step is where you round up your experts and build your change team, including hiring any external consultants or auditors.



Ability

I know the skills and behaviors necessary to implement change.

Are your goals realistic? Are they sustainable? Do you have the policies and infrastructure in place to support your change goals?



Reinforcement

I have a plan in place to sustain and maintain my change goals.

This is the iteration phase. No change project is truly “one-and-done.” In fact, successful change projects are regularly reviewed for efficiency and user acceptance, and gaps are fixed on a defined cadence.

**Prosci Methodology*

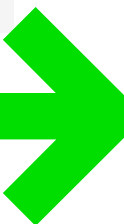
Prepare approach



Manage change



Sustain Outcomes



Adding *ADKAR*[®] to corporate travel

The simplest way to illustrate how to apply ADKAR[®] to corporate travel is to show how each element lines up to a specific part of a corporate travel change scenario and plan. So, without further ado...

The problem

Your OBT is not a winner. The UI is clunky, it isn't intuitive, travellers can't find what they need, reporting is a mess...the list goes on. After hearing from your travel bookers that they spend most of their day helping travellers navigate your OBT, along with costs running amok, and with few other support options available from your current travel company, you realise it's time to make a big change: partner with a new TMC, get a new OBT, and update your travel policy to go along with it.





Preparing your *approach*

Now that you're aware of the problem, you need to inform your key stakeholders as well. Once you have them on board with your desire to change, it's time to assemble your project team and then assess the desire to change across your entire organisation. This is a good time to send out a traveller sentiment survey to find out how your frequent flyers feel about your travel program. After you get the results back, you discover that travellers aren't just unhappy with your OBT, but they find your approvals policy convoluted as well. After consulting with your project team, you realise that updating your approvals can be seamlessly added to scope.

You map out a **3:3:3** list to present to stakeholders: three ways this change plan will affect your organisation, three ways to move forward, and three ways to measure your success.



Three effects

1. Travellers and travel bookers will be onboarded to a new OBT with a cleaner UI, simpler booking process, and easier navigation.

Potential risks to plan for:

- lapses between legacy OBT downtime and net-new go-live
- user training
- data migration errors.

2. Travel bookers will gain more time in their workday to attend to other job responsibilities instead of being on the phone all day handling OBT questions.

Potential risks to plan for:

- layoffs of travel bookers due to decreased labor need.

3. A new approvals process will prevent leakage and give finance a clearer picture of your actual travel spending, resulting in more accurate reporting and budget for the department.

Potential risks to plan for:

- errors with the new approval automations.

Three ways to move forward

1. Put together a business case for a new TMC and OBT, along with a budget for any supporting costs. Once costs are approved, start booking demos.

2. Define what you need as a business so you can scope it with internal team and external providers.

3. Investigate what kind of external resources you need, such as managing scope, guiding the RFP process, or executing the change plan.

Three ways to measure success*

1. See a **70% reduction** in OBT help calls 90 days post go-live.

2. Increase traveller sentiment survey results by **20% 90 days post go-live.**

3. Reduce leakage by **85% one year post go-live.**

**These KPIs are just examples and not global benchmarks.*

Managing the *change*

When your **3:3:3** is approved, you get to work on designing your official change plan; and now it's time to bring in more support and contract a consulting team. This may require hiring a third party firm that focuses on corporate travel, or it could be the consulting arm of your TMC. Together with consulting, you identify each key stakeholder and project team member, and target personas. You also define a meeting cadence and due dates for each step, as well as a communication plan.

The team



C-Suite Stakeholder(s)

You may not need them in every meeting or demo, but they're generally the ones who need to sign on the dotted line. Better have them sold on the vision from the start!



Travel Manager

Travel managers should be an intrinsic part of the process. Have them document all the key pain points, concerns, and goals from the start, and then make sure each potential TMC and/or vendor matches up.



HRIT Admin(s)

Integrations are critical to any successful data transfers and onboarding processes, so make sure the people who have the (API) keys are in the conversation from the start.



Travel Booker Champion(s)

Identify travel program employees that are engaged and excited for change. Get their feedback early in the process. These champions should also be among your first user acceptance testers (UAT).



Business Traveller Champion(s)

Don't forget the people who will be on the receiving end of many changes who don't usually have a lot of input. Include them in the UAT processes and document any confusion or blockers they experience.

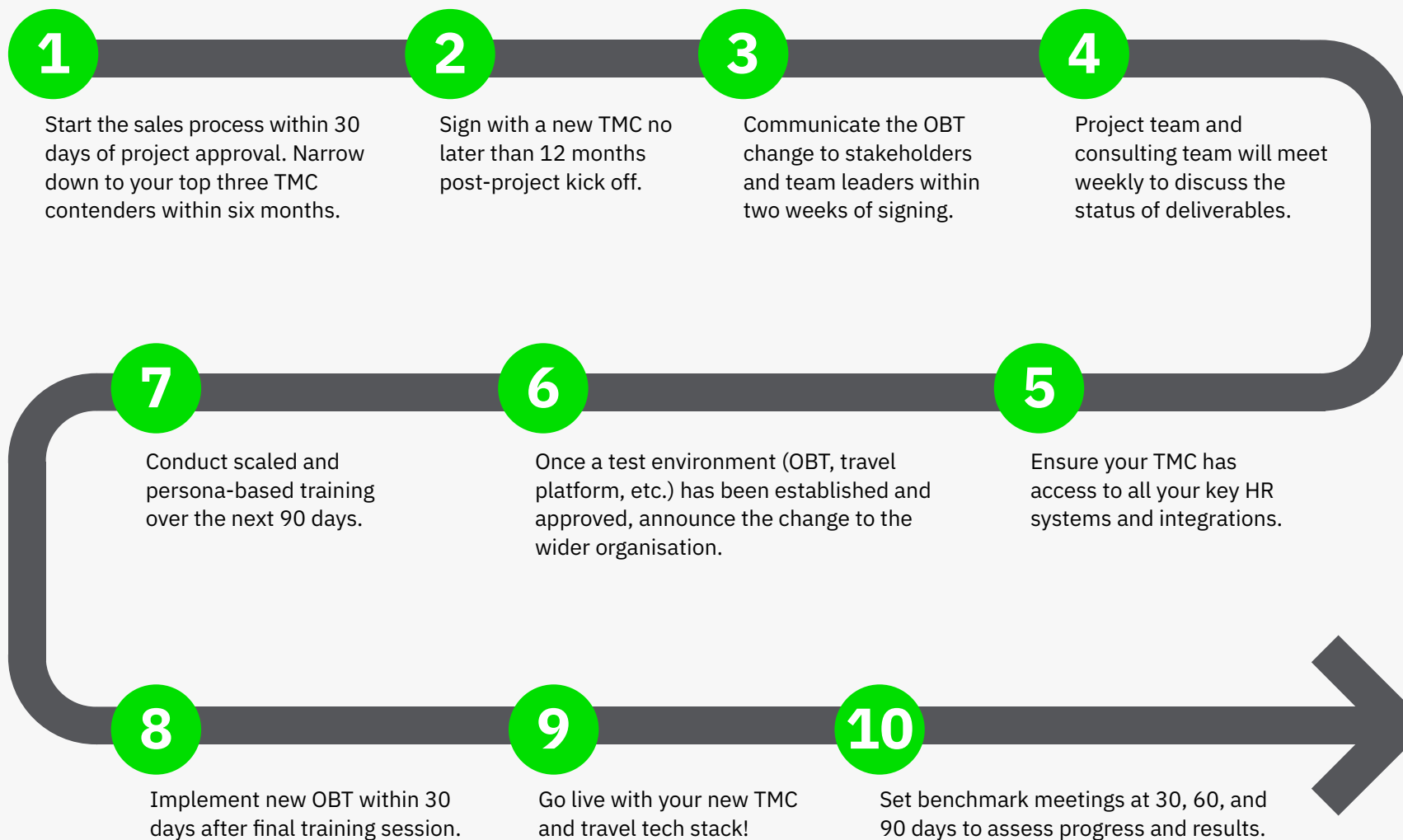


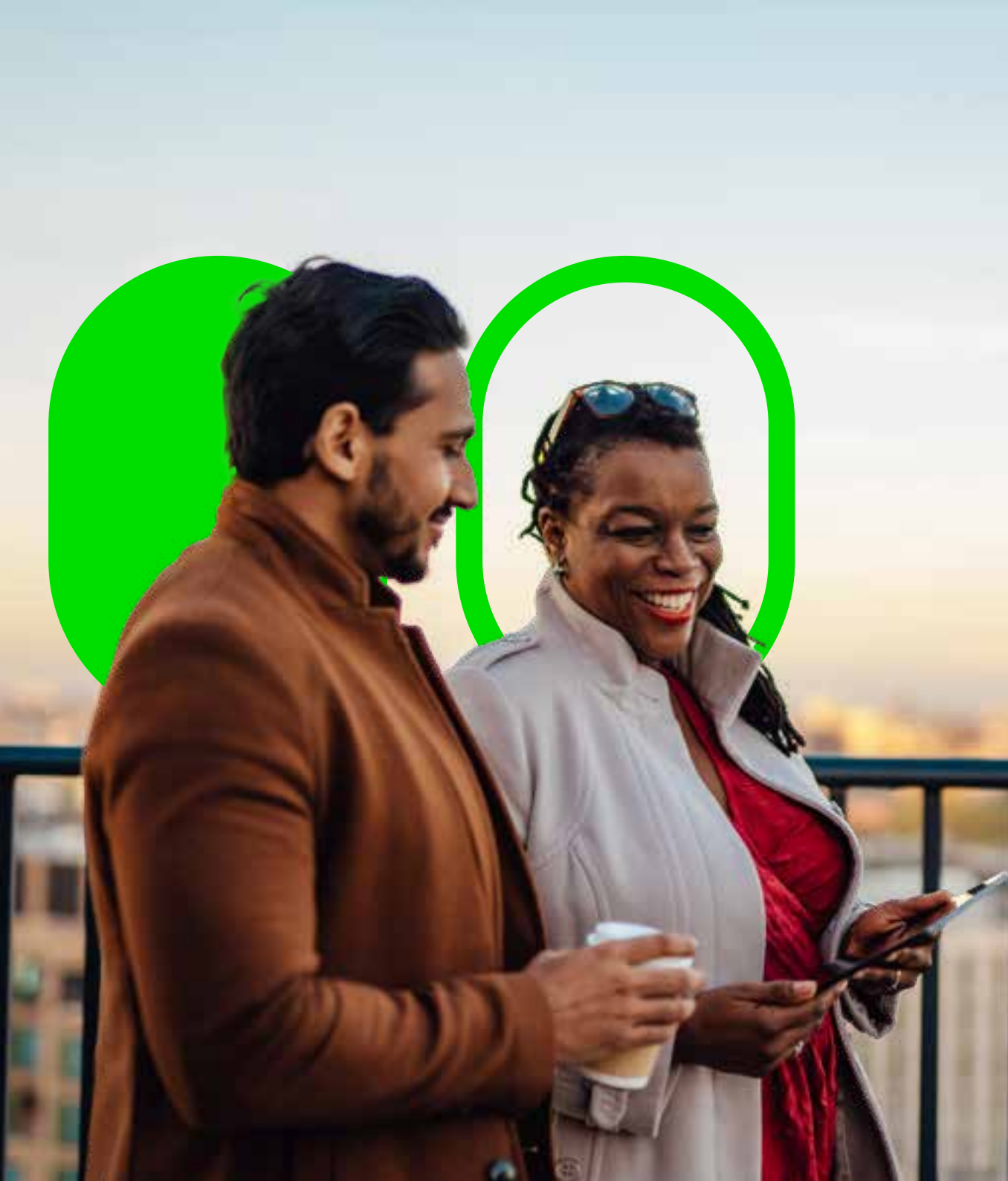
Internal Communications Team

Communication is key. Get your internal communications team on board as early as possible, such as after signing, to design a communication plan that will leave agents and travellers feeling informed and included.



The *Plan*:





Personas:



C-Suite & Executive Leadership

– will require higher-level communications surrounding project progress.



Middle Management – will require more detailed feedback about how their teams will be affected by the change, what training and enablement will be offered to aid the transition and talking points to share with their teams.



Travel Bookers – will require very detailed feedback on the new OBT's features, how it differs from the legacy OBT, training schedule, troubleshooting tips, and what to expect once bookings are live. Must place special emphasis on how this will change their job for the better.



Travellers – will require communications around the benefits of the new OBT and why they should be excited, instructions on how to set up their profiles, training schedules, and go-live date.

The communications framework:

Remember: your “boots-on-the-ground” employees will be the ones most affected by changes. Don’t leave them high and dry. They are the most critical persona when it comes to change management success.

1. Decide early on what kind of “personality” you want your travel program to have. Travel is about people, so make it personal! The more genuinely excited you are, the more your teams will be. What’s your overarching message? Is there a theme?
2. You divide up communications by persona and design a drip-style cadence. You intend for the emails to create “hype” by including countdowns to go-live, favorite OBT features, testimonials from internal champions, and energetic slogans.
3. You also make sure to cover all your organisation’s key communication channels, such as Workplace, Yammer, Slack, Teams, monthly email newsletter, Intranet web banners, and more. When it comes to change of this caliber, there’s no such thing as overcommunicating.





Sustaining *outcomes*

Now you define what you want to measure at 30, 60, and 90 days. For example, by how much of a percent do you want to be meeting your overall objectives at each benchmark call? You also keep the communications going with your teams and end-users, ensuring a constant feedback loop that keeps your organisation and change efforts going forward.

Focusing on *sustaining* and not maintaining

Your new organisational change will only “stick” if you have the framework in place to sustain its quality and efficacy. And that’s the key difference between looking at your change project as sustainable and not just maintainable – a sustainable program, just like the eco-friendly travel initiatives we’re all adopting, exists for the long haul and is ready for the future. It takes consistent effort to keep your operations running at the level you require. Travel program maintenance should support a sustainable travel program with scheduled audits and refreshes, but the work exists outside of these cadences.





Chapter

03


**Congratulations,
you did it!
Now what?**



So you've implemented your new TMC.

This is where many assume the journey ends. But if you've made it this far in this eBook series, then you know that's not that case. The day your change plan goes live only marks the end of your change management process. But the day after? That's when your organisation will start to test your change's endurance.

**Time to turn the
dreaded day two into
just another day.**



When it comes to day two, three things are certain:

1. You need to focus much of your effort on adoption resistance. There will inevitably be people in your organisation who won't be onboard with your change.
2. The entire change project won't be implemented/rolled out on day one, so you still need a communication strategy in place for all relevant parties.
3. You need a defined escalation process for users and stakeholders to report bugs, issues, and areas for improvement.

Key Focus Areas



Adoption adversity

Change is a constant, but that doesn't mean people are used to it. People even find change that is universally perceived as "good" as stressful, like starting a new job or moving to a new place. You need to create a landing zone for those at your organisation who still don't "buy it" even after your rollout is complete. Here are ways to get them onboard:

- Continue to host office hours or lunch-and-learns after your launch date.
- Create a designated inbox for people to submit their questions or concerns, and make sure to respond within a timely manner!
- Accept that successful adoption doesn't mean everyone will "like" your change, they just need to comply with it.

Continued comms

Don't stop talking about it! Day one isn't the last day of your change project. Whether it's friendly reminders of new processes, sharing new updates, reporting on key benchmarks, or celebrating those involved, you'll always have something to say.

- Keep the same persona-based comms in place for any future critical updates, such as phased go-lives, new features, maintenance outages, service updates, and more.
- Don't keep the ROI updates only to stakeholders – let everyone know! It will be motivating for stakeholders and travellers alike to hear that 85% of your bookings were completed via your new OBT the previous month.
- Is there a standout champion of your change? Give kudos to a traveller that's consistently booking within policy, or the booker who knows the ins-and-outs of all your tools.

Empowering escalation

Your travellers, users, and administrators need to be able to raise concerns about your change, and you need insight into those concerns. All feedback is valuable, from disgruntled grumbings to all-out system bugs.

- Make sure you provide clear training documentation (one pagers, short user guides, quick videos) that are easily referenced.
- Create an official support system (not just an inbox) to track and manage errors. Use this support data to define your maintenance and improvement cycles and designate specific points-of-action.
- Don't forget to track positive feedback as well! Support systems can also be used for managing compliments. It's always great to show stakeholders proof that travellers are happy with your change.



“Escalation” doesn’t need to be a scary word

Not every escalation needs to be a five-alarm fire. Here are some tips on how to build a framework that keeps travellers’ voices heard, but your inbox uncluttered.



Create a ticketing system

There are plenty of software tools available to help you build an efficient support ticket system. A well-known example is Atlassian (JIRA & Trello). This way you can categorise, respond to, manage, and funnel support requests more easily. But before you go out and spend money on licences, see what your TMC offers when it comes to support.



Create clear parameters for what requires an escalation

Tunnel vision happens, and it’s easy to forget that what may feel like an emergency to you isn’t actually an emergency in the grand scheme of things – this is never more true than when it comes to end users after a substantial organisational change. Set clear guidelines for what is considered an emergency and provide easily accessible troubleshooting documentation. To make things even easier, list out the contact flow for any concerns so they know exactly who to reach out to and when.



Categorise tickets by severity

This will need the close eyes of your HRIT team and TMC. What is severe depends on your business operations, your resources, and your bandwidth. Work with these teams to define what kind of requests and bugs fall into which categories, so you can make sure you are addressing the most mission-critical issues first.

Remember: This phase should focus on influencing your travellers’ ability to problem solve and help them identify what an emergency truly is. The more confident travellers are with their own decisions, the more confident they are with the overall change.

Embrace *agility*

Iteration and analysis are also key parts of an agile mindset, which is a framework that will keep your travel program effective for years to come. Agility accepts that change never truly stops, but emphasises the need to build performance reviews, retrospectives, and maintenance cycles into your travel program operations.

Here are three ways an agile mindset keeps your change goals alive:

- 1. You can identify more opportunities at your organisation for change**
When you are open to reviewing your program's operations on a regular basis, you will naturally find more chances to take things to the next level. Make time in your retrospectives to ask "what's next?" for your travel program.
- 2. Consistently successful change contributes to company morale**
The more often you roll out new processes, procedures, and technology with as little disruption as possible, the more faith your employees and travellers will have in your vision. This will make adoption of future change smoother and less jarring.
- 3. It helps you feel (and actually have) more control over your travel program's destiny**
When you prepare for your change plan to, well, *change*, you immediately put yourself, and your travel program, one step ahead of the curve. No one can see the future, but when you accept (and invest in) agile iteration and evolution, you have a firmer grasp on what's coming next for your travel program.

Not sure what all this talk about "agile" means?
We've got you covered in our **Agile eBook**.





How can your TMC help?

A TMC who is a proven changemaker will know how to prepare you for what's next. Here's how your account management team should be prepared to help:



They don't wait until "Day 2" to start planning for it

The conversations surrounding what happens after your change launches should start from the very first conversation. Work with your TMC, consulting partner, and project team to determine what the immediate and long-term steps are after go-live. Setting clear, measurable objectives from the start will ensure everyone is moving in the same direction.



They're creative innovators, not crisis managers

Yes, it's important for a good TMC account manager to have a cool head in a crisis. However, your relationship with your account team should be a collaborative one. A changemaker TMC will provide account managers that are creative, intuitive, and ready to help you plan for what's next, while always staying focused on what you need right now. Clear objectives ultimately mean you always have one eye on the long-term and one hand on the short.



They're driven by philosophy, not flowcharts

A TMC that is a true changemaker has it built into their DNA. They fully embrace the idea of change being an opportunity, and not a roadblock. When they guide you through the change process, you'll feel like it's focused on you and your organisation's goals, and not some one-size-fits-all template. Execution against consistent, proven methodology frameworks keep everything on track.

Where do you go from *here*?

Three chapters later, you probably have a lot of thoughts surrounding change management on your mind. Maybe you feel like you have more questions than answers – that's okay. The main goal of this eBook was to get you thinking differently about how you approach corporate travel change (and any organisational change) from here on out. If you didn't have more questions, we'd be worried!

Our advice? Close this eBook, and think about where you want to see your travel program go: What do you want it to accomplish, how do you want it to evolve, and what do you need to change to achieve those goals? Take a moment to think about those goals within the context of opportunity instead of inconvenience. Put your thoughts down on paper, create a mood board, doodle in your notebook. Whatever it takes to firm up your change goals, do it! Creativity is often the best solution.

Then, when you know what you want, team up with the people who will help you get where you need to go. Use the information provided in this eBook to guide your vision...that's what it's here for! But if you're looking for that extra support, that extra bit of expertise, we're here to help.

But that means we should properly introduce ourselves...

Who we are

FCM Travel is a proven changemaker with more than **300 multi-national clients** for whom we've consolidated over **US\$2 billion in travel spend**. New FCM clients **save an average of 10%** in their first contract year, with a mature program saving an average of **5% each** contract year.

We're **experts** in agile travel tech and programs, and are determined to be the alternative to cookie cutter corporate travel management.



Streamlining 95 TMCs to one

Using so many TMCs meant this manufacturer had a lack of global visibility into their program. After consolidating with FCM, they uncovered US\$7m in savings, delivering a return on investment of 3:1.

"Bringing in FCM has been the highlight of my career." - Travel Manager

Changing TMC after 15 years

When you've had the same TMC for so long, the change in your organisation is a big one. A custom change management plan included 3,000+ demos, 14 in-person events and 17k Yammer interactions.

"The FCM launch has gone very well, well done to all involved" – Regional Travel Manager

Convincing a hesitant subsidiary

When you're going through a global change, you'll find some offices are resistant. FCM Consulting worked with this multi-national company to hold group workshops, run training sessions and create targeted communications.

"FCM Consulting was instrumental to successful engagement" – Global Travel Manager



Meet FCM Consulting, your corporate travel change superhero

FCM Consulting supports organisations around the world navigating complex travel environments by leading them through positive change, so that travel – and business – can reach its maximum potential. You can count on FCM Consulting to:



Immerse
ourselves in our
clients' worlds



Deliver
immediate and
sustained impact



Offer worldwide
and world-class
services



Give and get
great value
for all

“

FCM Consulting played a vital role in establishing our strategy, policies, and overall management of our program. Travel is just one of the many purchasing categories that I'm responsible for, so I couldn't have done it without them.

”

**PROCUREMENT MANAGER,
TECHNOLOGY & DISTRIBUTION COMPANY**



Need more *change management* content?

Check out our **Change Management Hub** with more resources, information, and updates.

We're here to help

If you are ready to overcome the “pain of change,” we’re here to talk. Reach out to us today for a Q&A, demo, and deep dive into change management.