Navigating Corporate Travel Change:
A How-To Guide
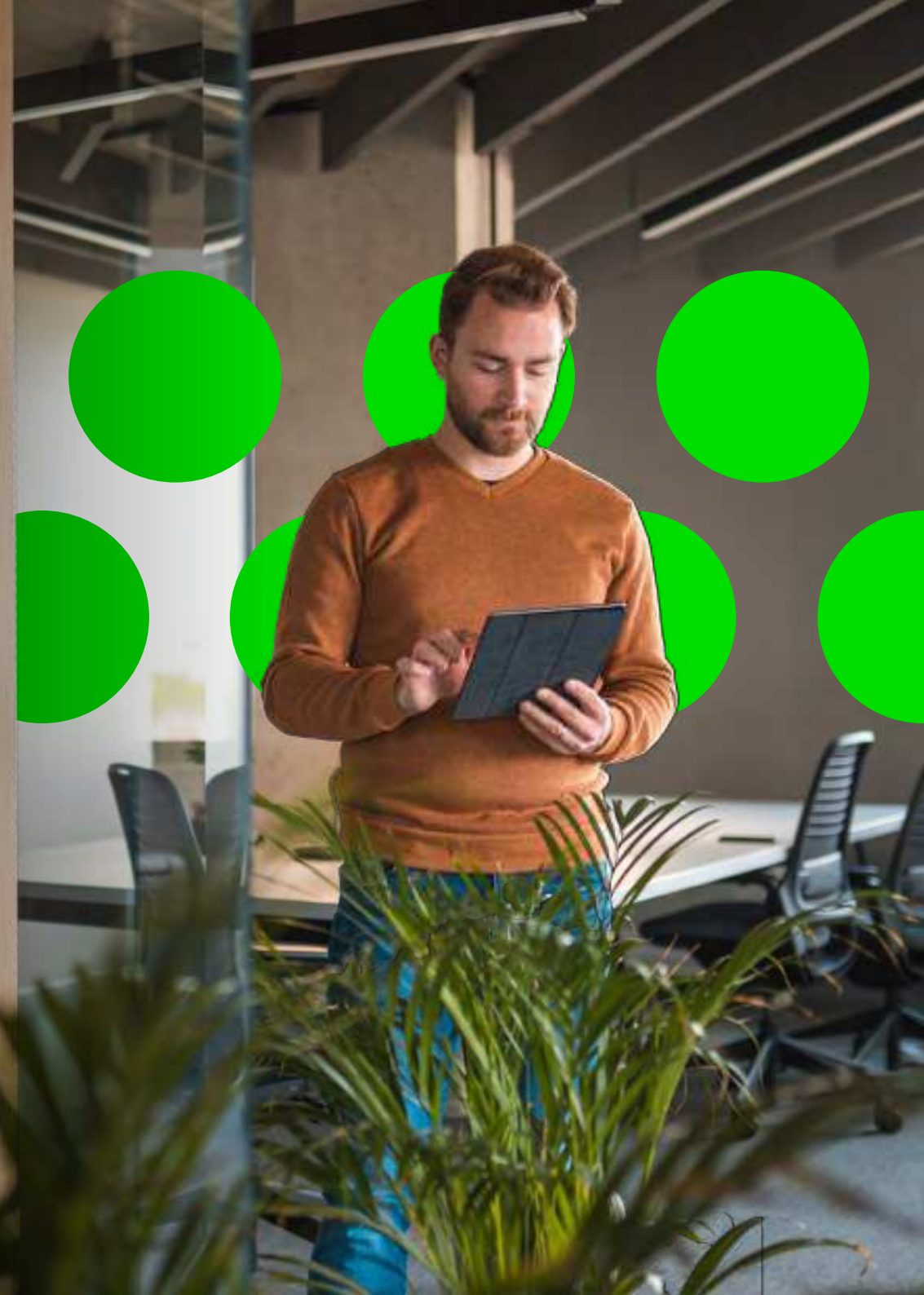
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eBook

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Introduction:
Unraveling corporate travel change

If you Google "what is change management," you're bound to get hundreds of different definitions, theories, and strategies to explain how enterprises can roll out large-scale organizational transformations. Change management is a monolith in the enterprise/enterprise+ sphere, with the phrase provoking opposite reactions: ire or inspiration. And to be frank the ire isn't entirely misdirected: according to McKinsey, 70% of all organizational change attempts fail.

But if you're here, you are searching for change management advice that transcends the generalized advice dotting the Internet. Your need for change is focused on a specific, and dare we say, niche, part of your business: your corporate travel program, an area where people, technology, and process all intersect equally. And that's where all the change management advice you've received may fall flat for you: corporate travel change management isn't just one change process (tech implementation, process improvement, people optimization), it's all of them, and none can really be identified as more important than the other.

What comprises corporate travel change?

Change is scary, not because of the process, but because of the unknown. Even if you're not happy with some facet of your travel program, it may be easier to stay comfortably in the status quo. But we all know common sense dictates that procrastinating won't lead to solutions, and it definitely won't result in transformations.

Let's just get it out in the open: change management comes with risks. But like with many other sweeping corporate initiatives, change management risks can very well turn into change management rewards, especially when it comes to travel programs.

There are three major fault lines corporate travel can fall victim to: online booking tool inadequacies, policy gaps, and supplier negotiations. Beneath these three, we can find even more common granularizations such as leakage, lack of expense management visibility, backlogged approvals, and more. And when these inefficiencies are occurring in enterprise-level programs, their effects are massive, and the aftershocks can be felt across the organization.

There's another less obvious reason to change...it's when things are simply okay. Status quo. 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 a-okay 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 take a pause – no doubt reading the last few paragraphs has stirred up some stress. First, take a breather, and then, focus not on the negatives that require change, but the positive things that will result from change: decrease process redundancies, savings, increase visibility, reduce leakage, improve the traveler experience, improve sustainability... honestly, depending on your change goals, the list can go on!

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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, if this feels overwhelming and is your main deterrent to change, let us remind you of a very critical fact: while your travel program is "niche" within your organization, it still affects the entire organization in one way or another. Here's a comprehensive, but not exhaustive, list of cause-and-effect:

- Your Online Booking Tool (OBT) User Interface (UI) is hard to navigate and clunky. Your travelers can't figure out how to book efficiently in-channel, so they get frustrated and book on a consumer site. Now your travelers are taking trips that you can't approve spend for, and you can't safely track their location. HR may come knocking.

- Your organization undergoes either an acquisition or a merger, and as you start the process of absorbing workforces and adapting policies, you realize 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 expense management is fragmented, and your visibility is decreased, leading to rogue costs and unapproved spending which ultimately results in Finance cutting your budget until you get things under control (and can you blame them?). Budget cuts can result in layoffs, deprioritization of travel, lackluster supplier agreements (including traveler benefits), and more.

- Your business requires your employees to travel regularly, but you find out from your recruiters that candidates have heard traveling for you is a nightmare, resulting in difficulties hiring top talent.

- Your duty-of-care software is lacking and isn't efficient at keeping travelers up to date on safety alerts. Then one day a political crisis happens in a frequently visited city, and your travelers are stranded. This group of travelers then files a lawsuit asserting corporate negligence. Legal won't be happy about this.

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

Self-assessment:
Is it time to change?

1. **Are your travelers 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 organization 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 traveler-facing and management-only tech)?**

   a. 2-5

   b. 6-10

   c. 10+

6. **On average, how far out do your travelers book trips, and how long does it take for post-trip expenses to be approved?**

   a. Our travelers book at least 10 days out and we remit expenses within two business days after their trip.

   b. Our travelers book at least five days out and we remit expenses within five business days after their trip.

   c. Our travelers book up until the day before their trip, and we remit expenses on a first-come, first-served basis.
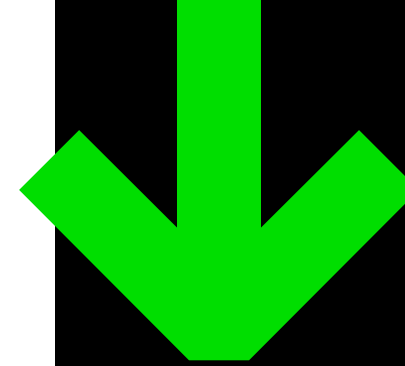
Let's take a look at your results...

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.

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

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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 organizational 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 organization.

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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 organization, 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 itemized 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 travelers 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 customization 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 organization
- 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 organization. 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, organizational 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 organizations.

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

Traveler Sentiment

Don't dismiss measuring your travelers' approval as overly qualitative. A targeted survey sent on a scheduled cadence can get you clear answers on your travelers' 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 prioritize 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 (travelers) 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 organization 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.
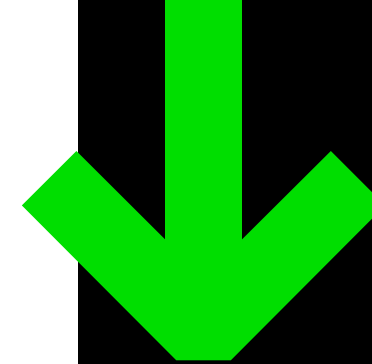
> *Never underestimate the power of traveler sentiment; It's the first metric our consulting team starts with. The most successful change transformations always put their people first, and include them from the beginning.*

**ASHLEY GUTERMUTH,
DIRECTOR,
FCM CONSULTING - AMERICAS**

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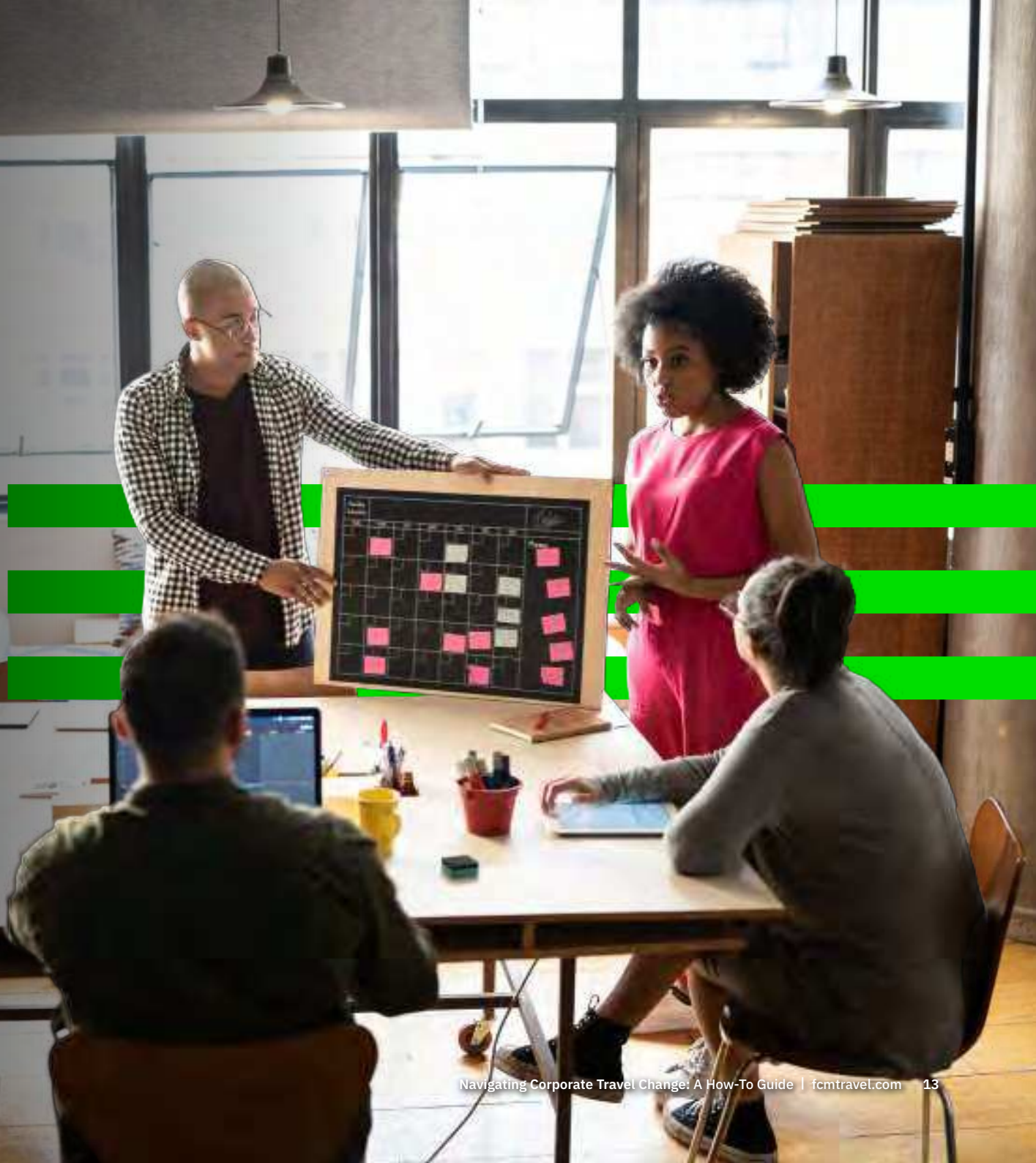
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Taking the leap (Don't worry, we have your parachute)

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 organizational 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 travelers, 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.
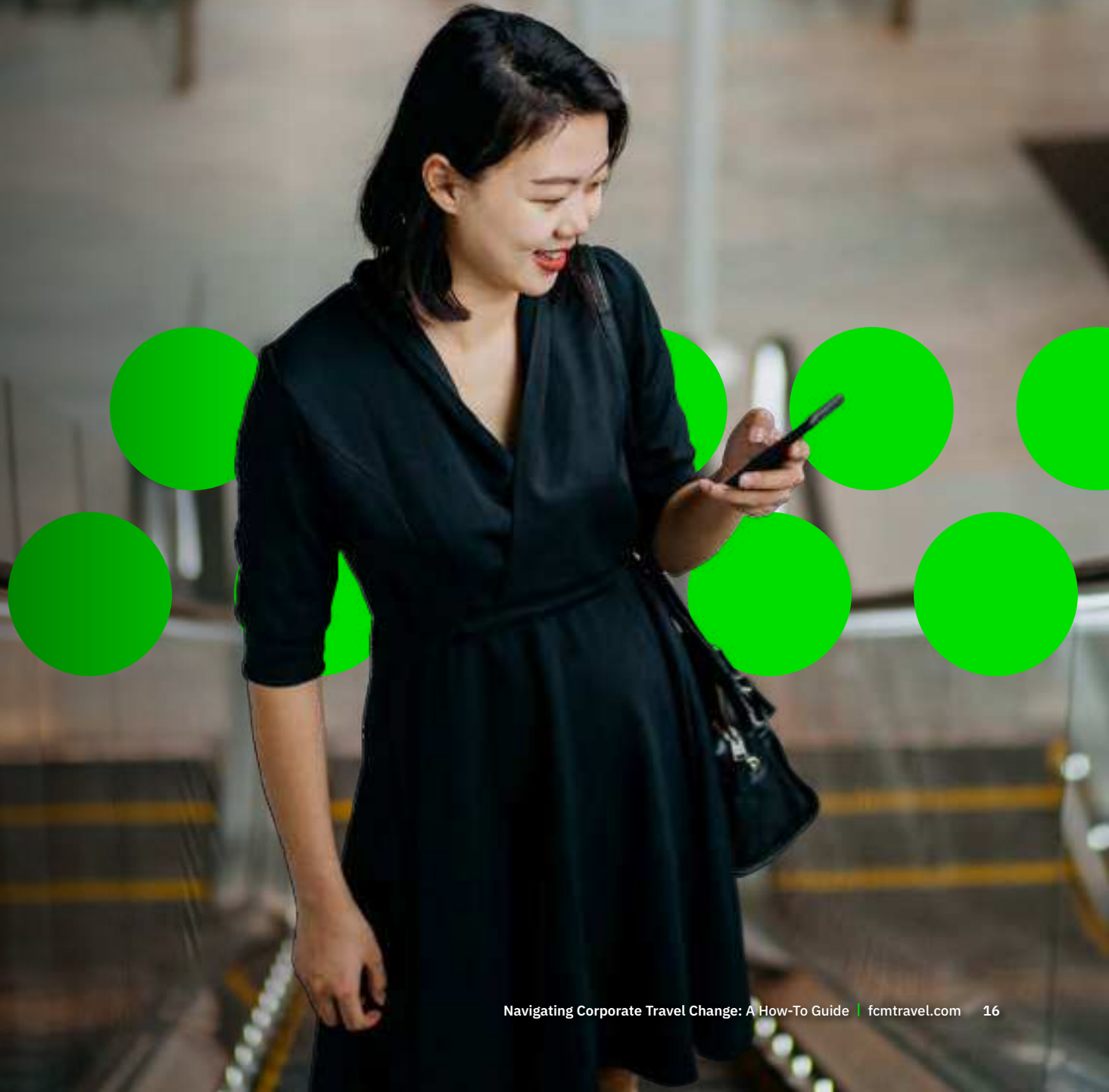
Introducing ADKAR®

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 organizations 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.
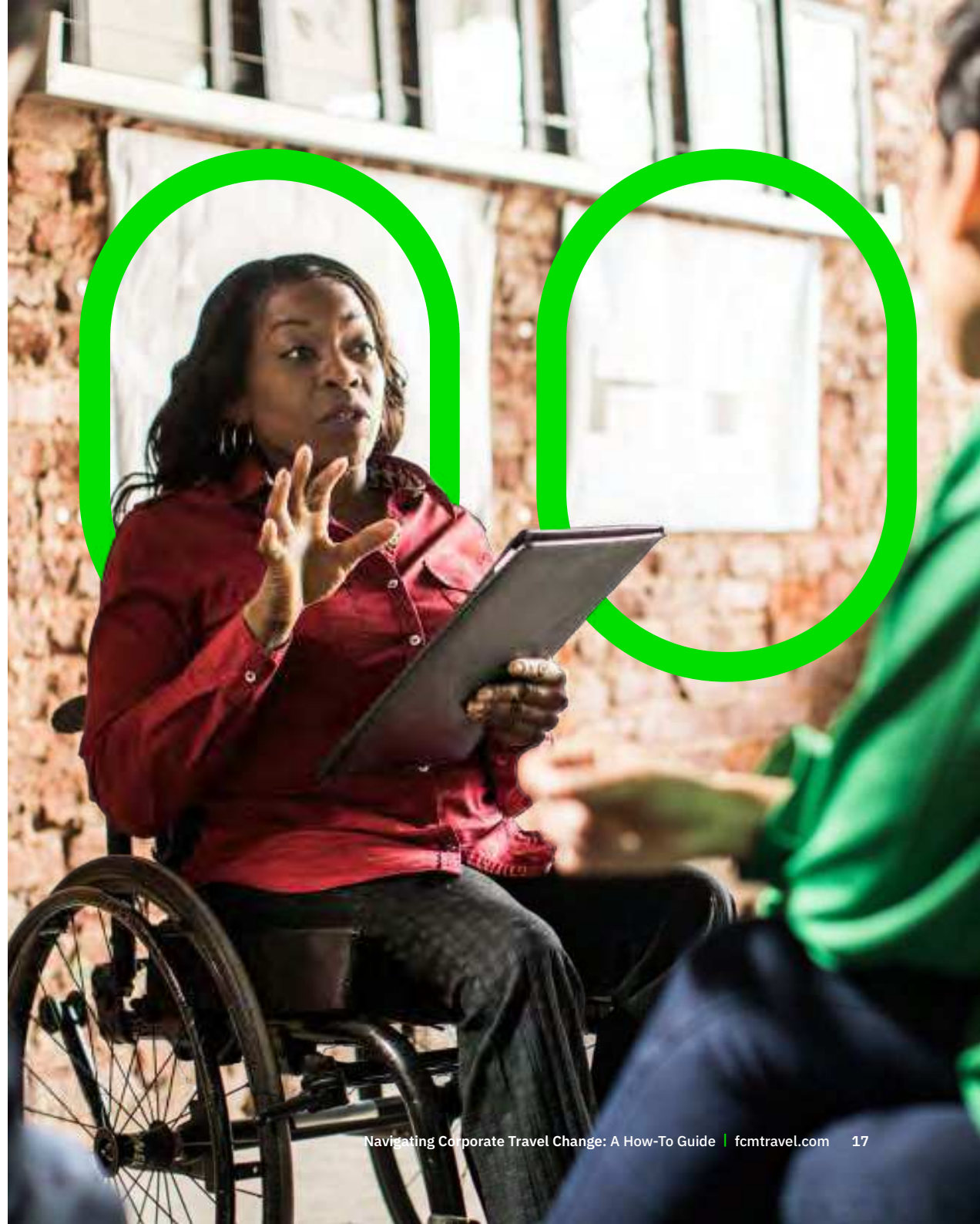
Exploring *ADKAR®*

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.
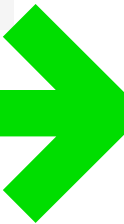
Prosci Methodology

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, travelers 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 travelers navigate your OBT, along with costs running amok, and with few other support options available from your current travel company, you realize 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.
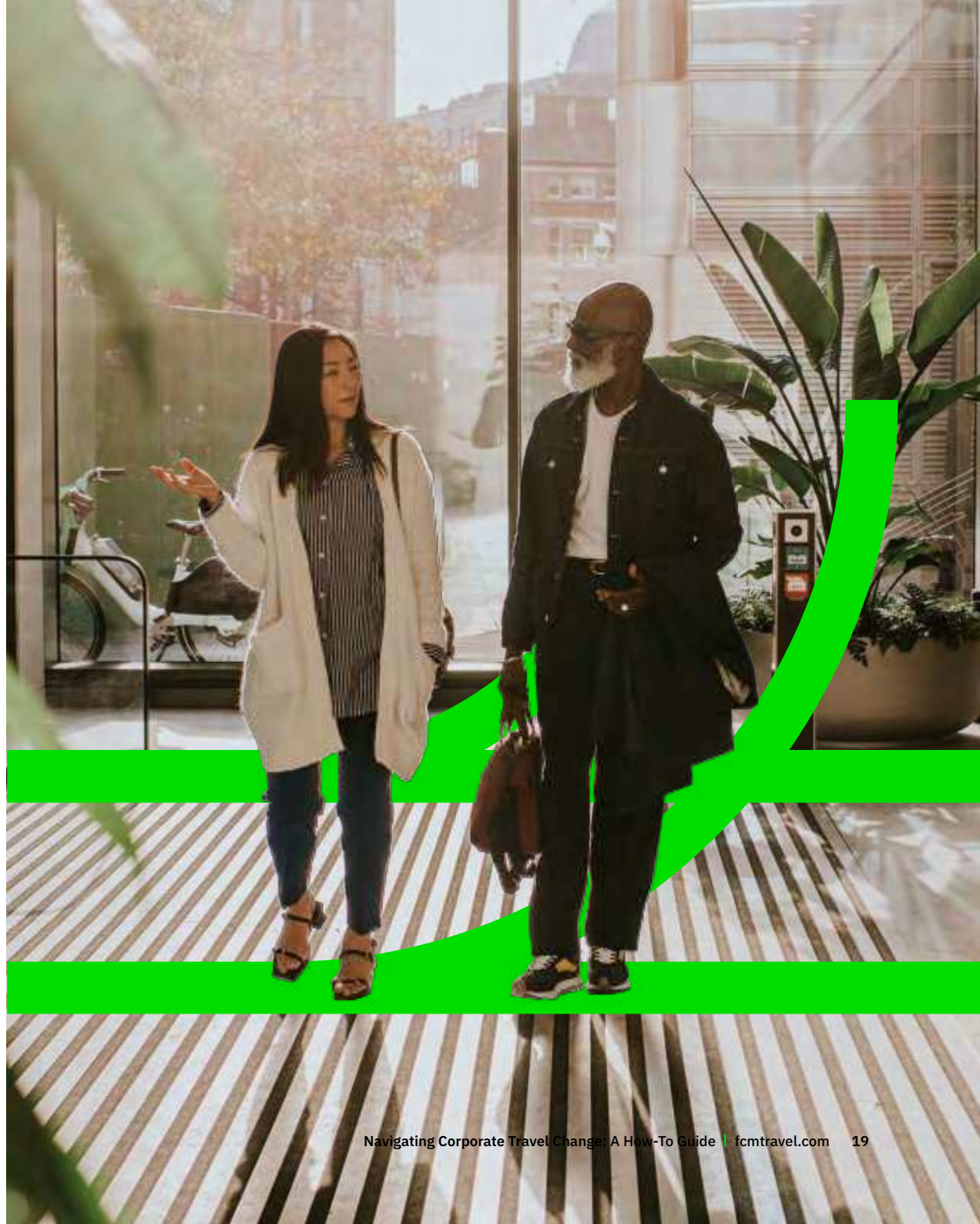
Preparing your *approach*

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 organization. This is a good time to send out a traveler sentiment survey to find out how your frequent flyers feel about your travel program. After you get the results back, you discover that travelers aren't just unhappy with your OBT, but they find your approvals policy convoluted as well. After consulting with your project team, you realize 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 organization, three ways to move forward, and three ways to measure your success.

Three *effects*

1. Travelers 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 traveler 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 Traveler 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.
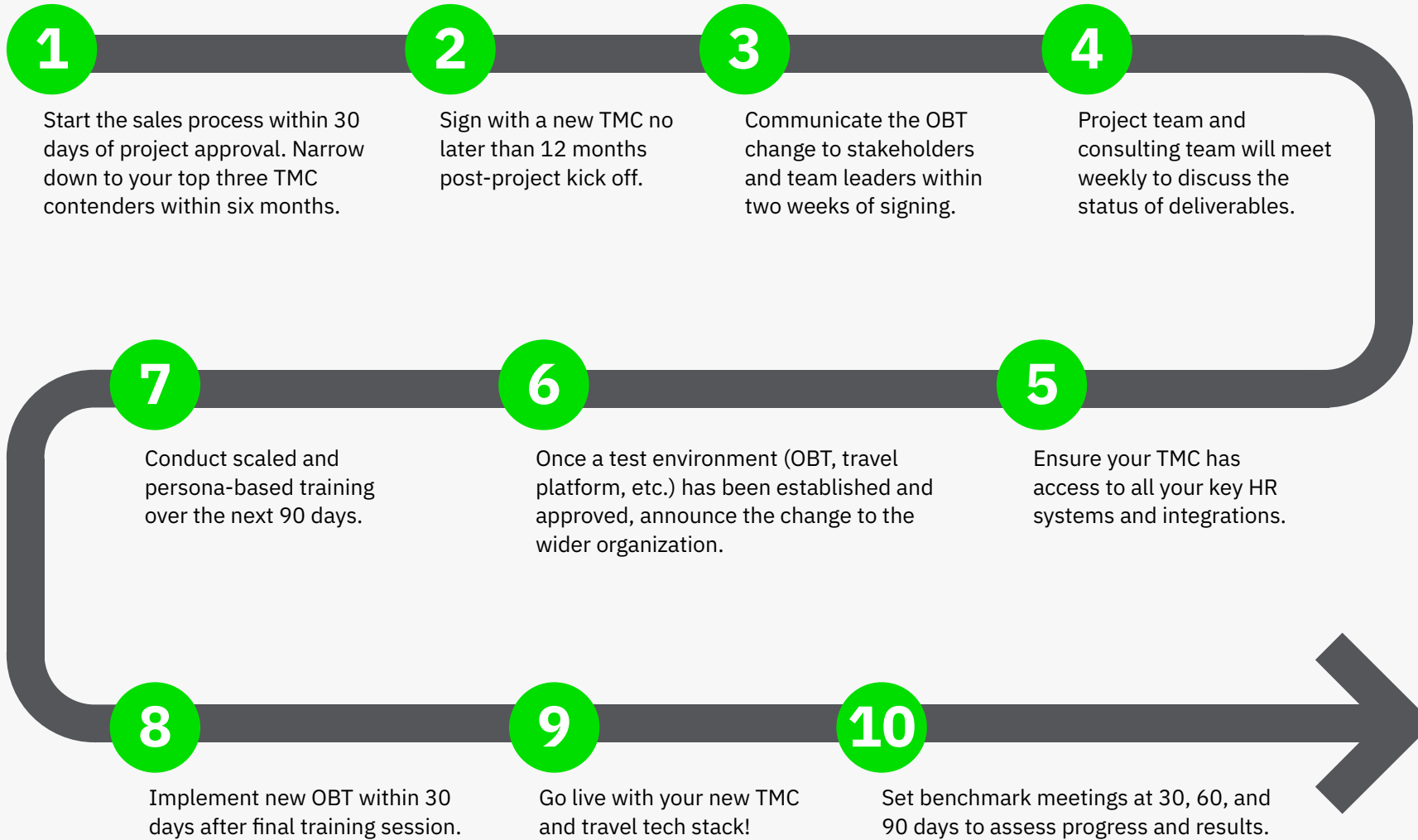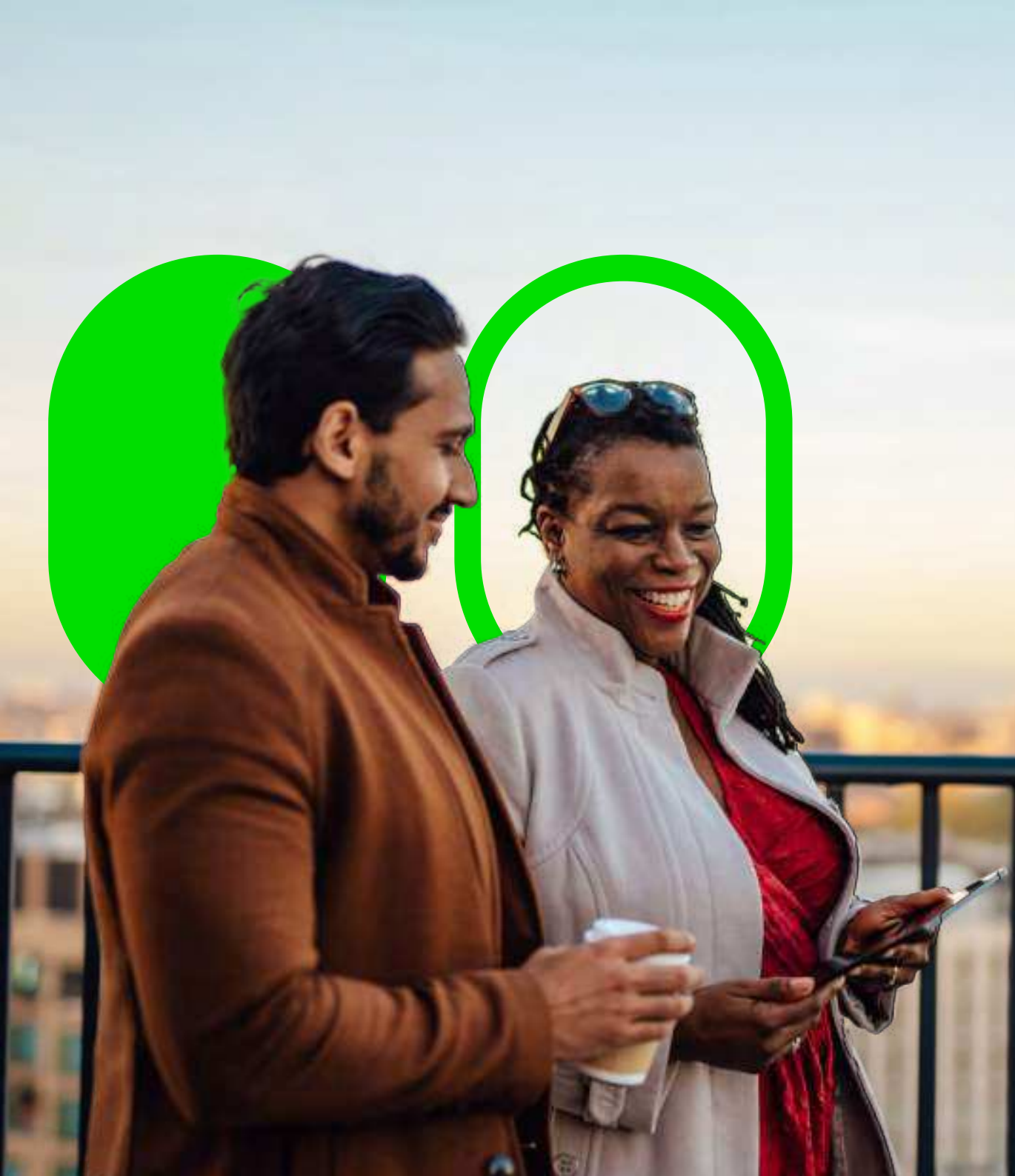
Internal Communications Team

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 travelers feeling informed and included.

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The *Plan*:

1 — Start the sales process within 30 days of project approval. Narrow down to your top three TMC contenders within six months.

2 — Sign with a new TMC no later than 12 months post-project kick off.

3 — Communicate the OBT change to stakeholders and team leaders within two weeks of signing.

4 — Project team and consulting team will meet weekly to discuss the status of deliverables.

5 — Ensure your TMC has access to all your key HR systems and integrations.

6 — Once a test environment (OBT, travel platform, etc.) has been established and approved, announce the change to the wider organization.

7 — Conduct scaled and persona-based training over the next 90 days.

8 — Implement new OBT within 30 days after final training session.

9 — Go live with your new TMC and travel tech stack!

10 — Set benchmark meetings at 30, 60, and 90 days to assess progress and results.

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.

Travelers – 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 organization'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.

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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 organization and change efforts going forward.

Focusing on *sustaining* and not maintaining

Your new organizational 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.
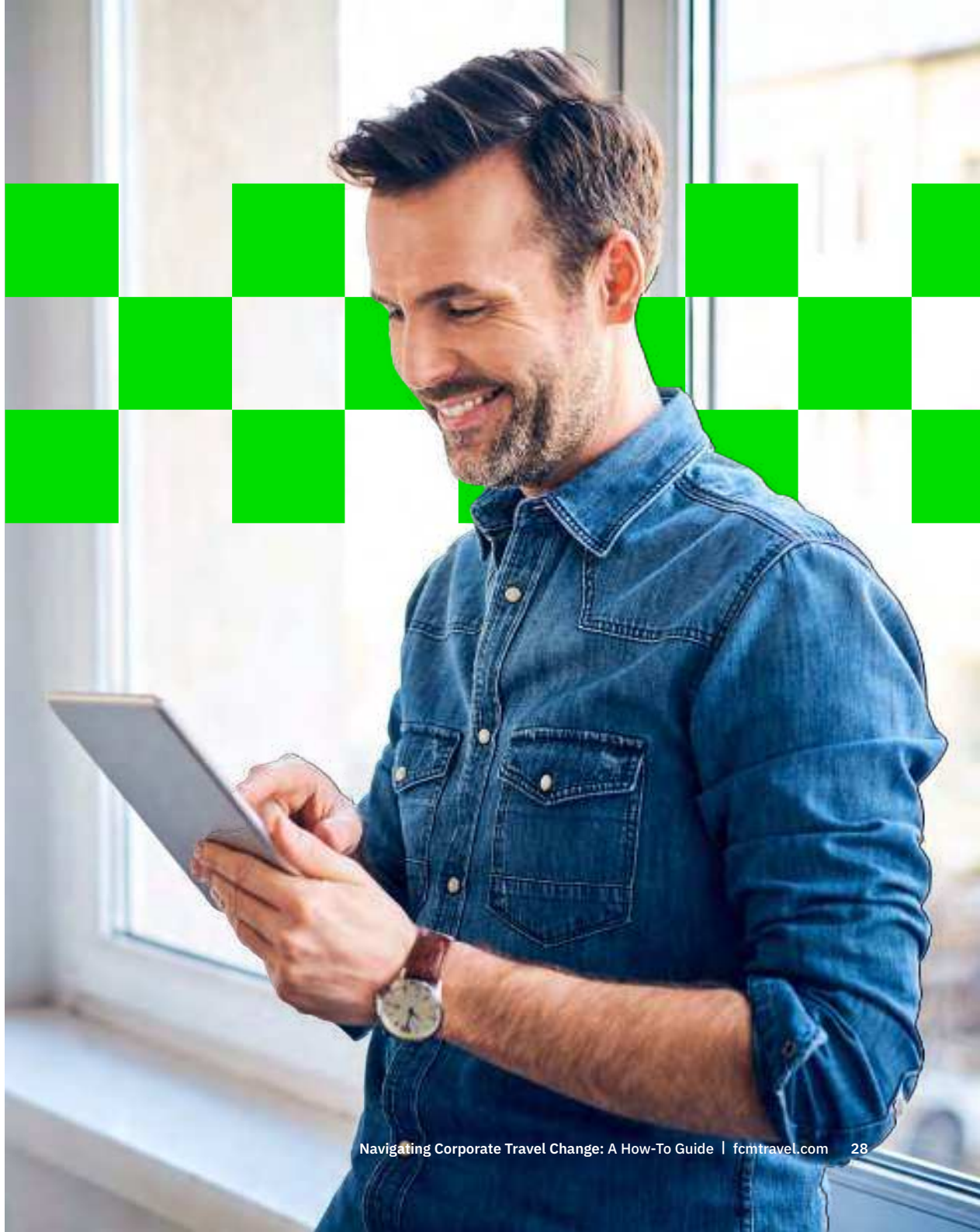
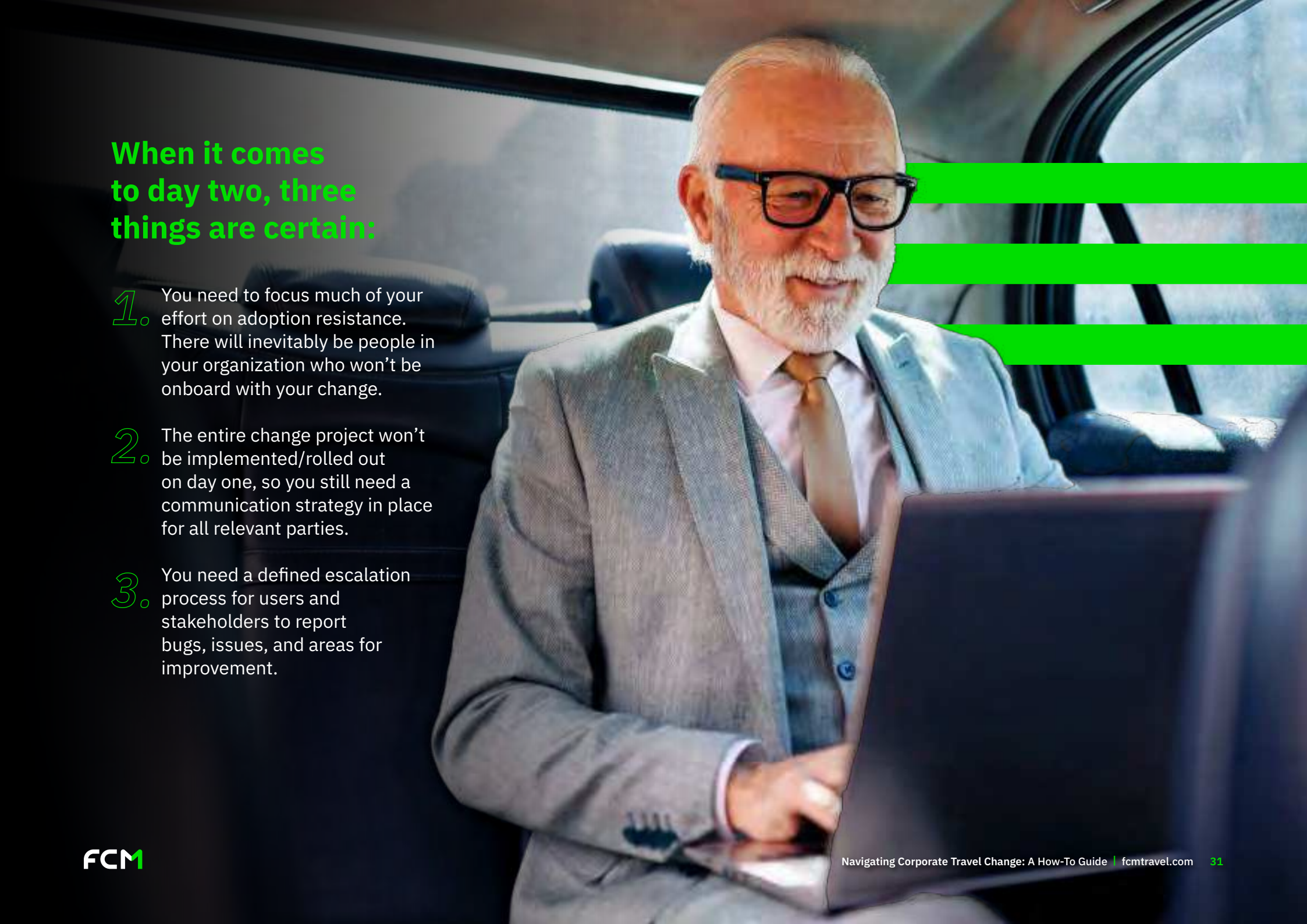# Congratulations, you did it! Now what?

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 organization will start to test your change's endurance.

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.

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 organization 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.

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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 organization 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 travelers 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 traveler that's consistently booking within policy, or the booker who knows the ins-and-outs of all your tools.

Empowering escalation

Your travelers, 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 grumblings 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 travelers 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 travelers' 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 categorize, respond to, manage, and funnel support requests more easily. But before you go out and spend money on licenses, 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 organizational 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.

Categorize 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 travelers' ability to problem solve and help them identify what an emergency truly is. The more confident travelers 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 emphasizes 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 organization 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 travelers 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 organization'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 organizational 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 is a proven changemaker with more than **300 multinational clients** for whom we consolidated over **$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 status quo corporate travel management.

Adaptable and agile

Crisis? Averted. With FCM, you'll cruise at the speed of business, but always have the support you need to get ahead. Whether it's an industry shift, emerging trend, or global pandemic, we're here to make sure your corporate travel program withstands it all.

Proven changemakers

We don't just implement and manage corporate travel programs, we transform them. With our ADKAR®-based change management style, our alternative personality that's never satisfied with the status quo, and our customer-first solutions mindset, we build travel programs that last and adapt.

Agile, user-first travel tech

We saw the gaps in corporate travel tech: clunky UX, inconsistent policy management, painful implementation...the list goes on. Inspired by you, driven to solve today's travel challenges, and designed by FCM: Our proprietary platform is here to change the way you do business travel.

A TMC to write home about

You don't need to take our word for it – just speak to our community of successful and happy clients. One travel manager said (and we quote) that "implementing FCM has been the highlight of my career." With kudos like that, it's no wonder we're the world's favorite TMC.

Meet FCM Consulting,
your corporate travel change superhero

FCM Consulting supports organizations 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.