

University Travel

Why can't we just use bookings.com



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During this session we will look at how QUT took a totally unmanaged travel program to one with:-

- high level of compliance
- traveller focused
- simplified processes
- one point of truth
- removed bureaucracy
- introduced self service



What University Travel looks like?

Main Groups of Travellers:

1. **Corporate** - VC, DVC, Provost, Executives, Marketers, Professional staff, Managers, Directors, & lots of Visitors
2. **Academic Staff** - Conference attendance 60% of travel at QUT
Research and collaboration
Paid by University funds or grants (grants are considered by Academic to be their money - untrue)
Avg. 35+ days in advance bookings
3. **Students** - as many destinations as possible for the lowest fare.
Supported by University and personal funding
Avg. 35 days in advance

Types of bookings

There isn't a continent or nearly a country that our travellers don't travel too in a year.

International travel 70% - large percentage is complex

45% of QUT bookings don't have accommodation even though they are away overnight Why?

Conference attendance with accommodation booked via conference site

Nearly 5000+ hotels booked last year.

Academics are researchers with enquiring and questioning minds they do and will question everything.

A Little about QUT

- 51,000 students –1000 under grads have international experience each year
- 4713 FTE staff with 60% who travel
- Total travel spend of \$22m
- Real World Young University - Founded in 1989
- Travel was identified as a Real Difference Project – Dedicated to creating both new and unlocking the hidden value across the University

Key points of Real Difference Project gave us the platform to succeed.

- User Centred
- Manage by exception
- Standardise where possible
- Simple sustainable customer journey
- Rapid change

The changes to Travel were driven by the NESTT – Review

Basic outline of NESTT process:-

Navigate-Expand-Strengthen-Tune-Take-off

A room with 4 blank walls

1. Present
2. Doesn't work
3. Works
4. Ideal world



Key Findings:-

- **Approvals** - Complex and individualised across University by departments some required 3 levels of approval (**over 3 years only 2 requests had been rejected 10,000 + trips a year**)
- **Expenses** - either reimbursements or per diems paid at different percentage amounts across University
- **Leakage** from program over 45%
- **Travellers wanted** - No duplication of work - approvals, system, expenses
- Average Age of **Staff Traveller 54 Gen X** and **Student 22 Gen Z**
Traveller ages range from 17 to 88
- No idea of group/retreat/meeting spend
- One booking the **end to end process was costed at \$450.00**

The How:-

- **Support** from the highest level of University Executives VC and Executive Committee – Top down push
- **Dedicated Resource Travel Manager** in October 2016 to take ownership of travel program and support the change
- **Spend under management** RFO - at the time 2 suppliers & 45% leakage
- Global Assistance RFO end to end coverage
- **Consultation** with stakeholders Deans, Managers and lots of Travellers
- **Communication** – appointed a Communication Officer for 10 months to assist project deliver the change - piggy back off existing channels
- **Minimum effort & maximum value**
Make/have a great system so staff want to use it

Key Changes:-

- 10 other university travel program reviewed - took on board their lessons learned
- **1 TMC appointed-** Company is intuitive, will grow and change with us, and have a vision beyond today
- Replicate in Business /Corporate process same availability travellers can have directly on the internet
- **Credit cards** – payment method for staff for all – 2,697 currently from 480 at start of project, prepaid cards for Guests and Students
- **Simplified** - Policy & Procedures
- **Choice** - No lockdown of policy on OBT- full choice of all products
- **Safety** - New Global Assistance company
- **Self- service** - everyone books their own travel...well nearly

Whole change based on Travellers being



Outcomes:-

- Over 200 face to face meetings, training and discussion held across QUT
Learn to accept the good, the bad, and the sometimes ugly feedback
- Lightning OBT take up from first month-
 - Domestic never below 90%
 - International 35 - 50%
 - First quarter 2019 Domestic 94% International 49.8%
- Less than 8% leakage from program
- Agreements with key airlines & hotels in place
- 2500 Credit card – 3 travel related non compliant expenditure in two years
- Student Portal – dedicated portal for students to book and flows to Global Assistance company
- Far better utilisation of unused tickets

Hurdles:-

- Taking away my freedom of choice one provider is a monopoly
- Removal of the use of personal credit cards
- Not being able to book multi sector International bookings
- Loss of personal relationships with current providers Consultants
- Perception they are paying more than website travel booking sites
- Every traveller can't be trusted and will over spend on meals, drinks and incidentals, hotels and airlines
- Re-assignment of travel bookers roles

LESSONS LEARNT

- Have a communication person
- Keep your stakeholders engaged and coming on the journey with you
- Keep your TMC accountable – build strong relationship with the whole team not just the Account Managers
- Continuous review of your program and what's new in the industry
- Don't be afraid of further changes but be aware of change fatigue

BENEFIT

QUT can now track all spend in the category with minimal leakage

Faculty Experience

- SEF = Early Adopter
- Passionate about encouraging staff to get on board
 - Training sessions
 - Corporate Card
 - Embraced the Self Service model
 - Reduced the number of Travel Bookers
 - Enforced use of the Travel Management System
 - Undertook and education campaign of the benefits of the Travel Mgt System

Faculty Experience

- SEF = Ongoing Management
 - Committed to the process
 - Working in collaboration with Finance to resolve issues
 - Working with the academic staff to improve the experience for both the Faculty and the Division
 - Developed relationships Travel Manager and Professional Services Mgr.
 - Nothing that together we cannot solve.

The Future.

This is a never ending story...

There are challenges we are all going to face in the months ahead.

We are ensuring our program is agile enough to respond and rapidly change.



Questions?