

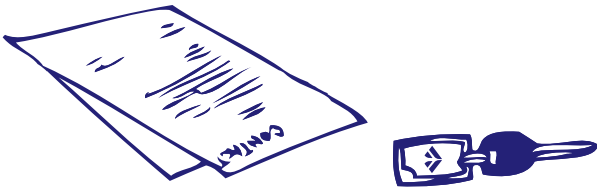
CASE STUDY

Process Engineering for a Complex Program

The client is a non-governmental organization operating in over 60 countries throughout the world whose focus is on humanitarian relief efforts.

THE CHALLENGE

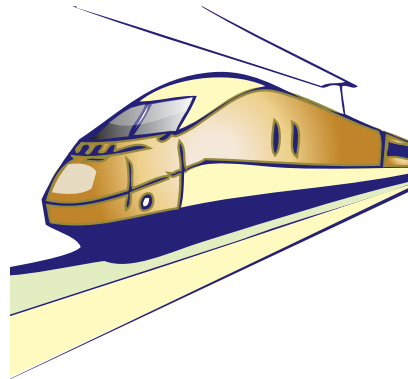
Post 9/11 brought with it many challenges for complex International travel particularly for an organization whose primary function is traveling to traditional global “hot spots”. In addition to language barriers present due to the nature of the work, other significant challenges existed to ensure a smooth, safe, and seamless travel experience both for employees and those traveling as a guest of the organization. Authorizations, vaccinations, export control for valuable data, visas and passport requirements, process around emergency evacuation, and people tracking were just a few of the issues with no well defined process in place. These issues, while critically important to the organization’s overall mission, clouded other fundamental shortfalls such as vendor leverage and negotiation, agency service, and traveler satisfaction. After a failed and tragic hostage rescue effort the company decided to identify a workflow to process map its entire corporate travel supply chain.



THE SOLUTION

The client engaged KesselRun to perform a comprehensive strategic review of the program in an effort to re-engineer everything from its on-site agent service configuration, pre-trip processes to vet travelers and destinations, technology to include both travel related and risk management software, and in country support services to ensure traveler requirements and safety.

As part of its solution, KesselRun interviewed key stakeholders from IT, Finance, Human Resources, Procurement, and Risk Management. KesselRun also surveyed travelers and guest travelers to ascertain perceived gaps in the current service model and expectations of a new program and process. Working with these groups, KesselRun provided a detailed roadmap to remediate the program along with all applicable capital expenditures and return on investment. In addition, KesselRun provided an overview of the type of work that would need to continue in order to maintain a current and best in class program that not only reflected the needs of the client but also enabled maximum cost savings as a way to return as much revenue into Program Initiatives as possible.



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THE VALUE

While non-governmental organizations remain keenly aware of funds used directly for Program Initiatives relative to total funds received, cost savings was not the primary driver for this activity. KesselRun was able to successfully provide a process flow and road map using many of the client's existing vendors, and in some cases expanding those relationships to create an end to end service model. As a result of these recommendations the client implemented a new corporate travel agency that placed automation at the right touch points both pre-trip and during travel to ensure that everything from authorization to security to export control had touched the traveler.

Capital expenditures required for such things as new and improved risk management software, expanded relationships with third party security firms, in country support services, and other travel related technologies were more than offset in less than a year of deployment by cost savings realized by consolidating the program, gaining a high level of traveler compliance, and leveraging air, car, and hotel discounts.



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