

France Telecom optimises the management of its employees' travel with Amadeus

Amadeus Case Study

Summary

The challenge

- > To achieve the ambitious savings objectives on the group's global travel budget
- > To put in place a common travel policy with a single provider
- > To roll out an online reservation tool that integrates with the travel purchasing process
- > To allow online and automated travel planning
- > To streamline payments and invoice handling

The solution

- > 'Convergence', an integrated solution incorporating:
 - Online reservation tool: **Amadeus e-Travel Management**
 - Travel order management and centralised invoicing with **Ulysse Travel & Expenses** from Etap-On-Line

The outcome

- > More than 10,000 online bookings per month
- > High adoption levels: 50% from the first week for the 40,000 France Telecom SA travelling employees
- > Quicker, simpler and more efficient processes
- > Real savings:
 - 30 to 60% on transaction costs
 - 2% on travel expenses
 - € 6 on average per trip in indirect costs



The success of our project was due to the quality of the solution and both the support provided by Amadeus and the involvement of their teams.

Michel Dieleman
Travel Manager, France Telecom

About France Telecom

The France Telecom Group is one of the largest telecommunications companies in the world. In 2007 France Telecom invested in new territories both by growing its geographical presence and by developing its service offering to other areas of business such as content, health and the public.

The Group now provides services to more than 159 million clients across five continents. Two thirds of these are under the Orange brand which is now a distinct brand for internet, television, mobile and all digital services in the majority of the countries where it is present.

With a turnover of 51.7 billion euros, 2007 marked the success of the integrated operating strategy that has enabled the Group to achieve and even exceed the objectives it set itself.

In France, France Telecom has 90,000 employees, 40,000 potential travellers, which represents approximately two thirds of the group's global travel budget.

In 2007 the annual travel budget for the group (excluding additional expenses like meals, taxis etc.) reached 102 million euros (compared with 98 million euros in 2006 and 130 million euros in 2003).

The growing number of business trips quickly highlighted the need to automate the process and put in place a global travel policy with a single provider.



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The birth of the project

When Michel Dieleman was appointed Travel Manager in 2003, the travel budget for the France Telecom Group was €130 M. In France alone they had close to 60 people dealing full time with invoicing and more than 50 working exclusively in travel management.

On joining, Michel Dieleman established a benchmark by visiting a dozen companies to evaluate solutions that could satisfy France Telecom's requirements.

As a result, in 2005 a tender was launched to a number of providers.



Travel management at France Telecom before 2005

No standard France Telecom travel policy

- > 110 travel agencies handling employee travel requirements.
- > Limited scope for negotiation with providers.
- > Many different reservation processes leading to a significant drain on resources.
- > Very high costs.
- A clear need to rationalise, harmonise and set up online solutions.

The project

Why has France Telecom chosen Amadeus e-Travel Management?

- > The reliability of the solution
- > Its ease of use
- > The price
- > The ability to integrate the online reservation system into the Ulysse Travel & Expense solution
- > The good working relationship between Amadeus and Etap-On-Line

Stakeholders and the adopted solution

- > A unified travel management system: '**Convergence**', integrating Amadeus e-Travel Management for online bookings and Ulysse Travel & Expenses from Etap-On-Line for travel management and centralised invoicing.
- > A single travel agency: Carlson Wagonlit Travel.
- > A system integrator: Cap Gemini Consulting.
- > A payment solution: introduction of corporate credit cards and lodge cards from Crédit Mutuel and Mastercard.

Deployment of the solution

The contract with Amadeus was signed in November 2005. The various tools were rolled out separately during 2006 and 2007.

Phase 1

- > Introduction of standalone Amadeus e-Travel Management for online bookings at Orange France and Orange UK.
- > Introduction of the Ulysse Travel & Expenses tool for France Telecom SA.

Phase 2

- > Full-scale global deployment of online bookings within '**Convergence**' for the 90,000 France Telecom SA employees in November 2007.

The outcome

Thanks to the close cooperation of the Amadeus and France Telecom teams with other project stakeholders, significant adoption levels were reached from day one of the introduction of the chosen solution.



The two tools complement each other, making switching from one to the other straightforward.

This is why the 'Convergence' solution works so well.

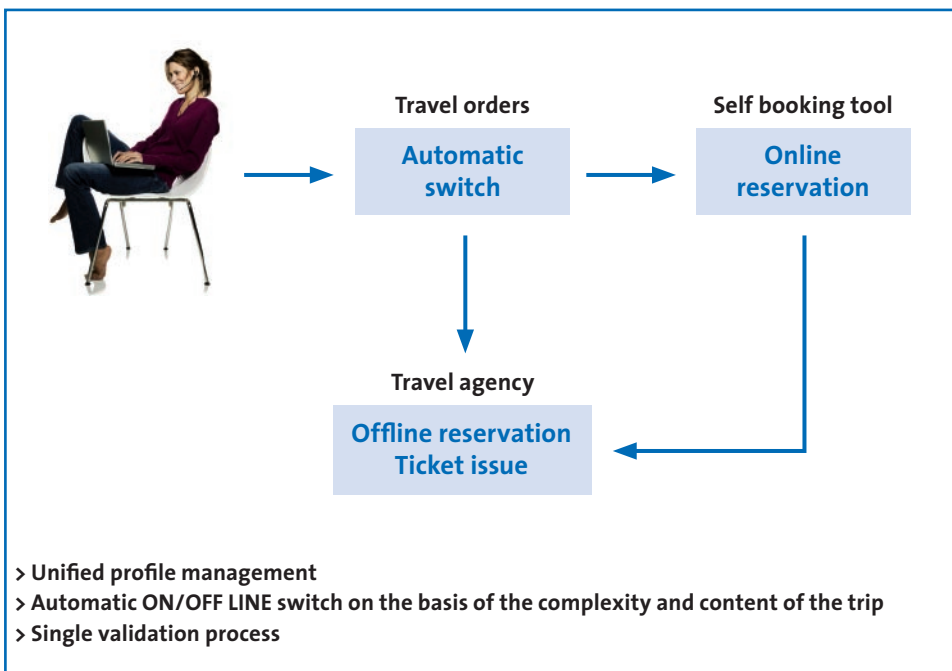
Michel Dieleman
Travel Manager, France Telecom



A positive outlook from the very start

- > **High adoption levels:** adoption reached significant levels within the first week of deployment, with more than **50%** of bookings made online.
- > More than **10,000 online bookings** per month.
- > Use of **e-tickets for 99% of eligible rail bookings.**
- > **Process improvement** (quicker, simpler and more effective).
- > **Savings of 30 to 60%** on transaction charges, **2%** on travel expenses, **€ 6** on average per trip in indirect costs as a results of process automation.
- > A travel policy that is **rigorously controlled.**
- > A very fast **return on investment** measured by 2 variables:
 - Time saved by users
 - Indirect management costs

'Convergence': Amadeus e-Travel Management integrated with Ulysse Travel & Expenses



The success of the implementation was due to both the tool itself and the use of an automatic travel order screen which directs travellers to the online booking tool when required by the travel policy.

Michel Dieleman
Travel Manager, France Telecom



Key success factors

User guidance throughout the rollout process

The plan of action put in place by France Telecom did not require face-to-face meetings.

- > Over a period of two months prior to installation and for one month after deployment of the system, they run **daily conference calls** open to those responsible for travel as well as to travellers looking for training.
- > **The Voyages portal, keystone of France Telecom's approach.** "Voyages", the portal for France Telecom Group business travel played a large role in ensuring the success of the project. It is a reference site for travel amongst employees that includes guides and tutorials.
- > A **user hotline** was put in place, often redirecting employees towards the "Voyages" site.
- > **Tutorials** both for supporting distance training and as a permanent information source accessible via the Voyages portal.

Strict application of the travel policy

- > Immediate access to the best rates (Low Cost Carriers, Low Fares, etc.) via the customised configuration of Amadeus e-Travel Management.
- > Increased online adoption through the use of an automatic switch to direct employees to the online booking tool or the travel agency, depending on the complexity and content of the trip.

Introduction of monitoring and control tools

- > A team of "**savings trackers**" analyse spend and travel policy compliance and communicate with the travel manager via monthly reports. This allows to dynamically adjust the travel programme improving performance.
- > Each month a travel policy deviation report is sent to the Executive Committee to track France Telecom's performance in relation to its travel budget.

Top Management buy-in

Top Management involvement is vital to legitimise a project. The appointment of Michel Dieleman was validated by the Executive Committee, thereby endorsing the project.

Obtaining support from management across all countries and from the different stakeholders was essential in order to set up such a travel policy.

Michel Dieleman
Travel Manager, France Telecom

France Telecom's goals for the future



The next stages in the France Telecom project will be to reinforce adoption of Convergence's online functionalities and also to pursue deployment to other business units.

Our aim is to increase adoption levels, in order to make even greater savings by steering our employees towards cheaper options, such as restricted fares, including low cost carrier fares.

Michel Dieleman
Travel Manager, France Telecom

Amadeus, world leader in IT solutions for over 20 years, offers products and services in the following four areas: **Distribution & Content**, **Sales & e-Commerce**, **Business Management**, **Services & Consulting**.