

### Amadeus conducted a Business Consulting mission for Hogg Robinson Partners to help optimise their business and operational processes.

The Hogg Robinson Group (HRG) supported their Partner agencies' initiative to increase productivity and deliver consistent services to multinational customers across 19 markets. Amadeus consultants analysed HRG agencies and drew out business and operational best practices. By identifying the most efficient processes and advising on how to implement them, the Amadeus Business Consulting mission allows HRG's Partners to significantly increase their competitive advantage in the region.

#### In brief

##### The Challenge

- > Improve productivity
- > Drive convergence of processes
- > Homogenise customer delivery across markets

##### The Mission

###### Amadeus Business Consulting

- > Analyse agencies' business & operational performance in 19 markets
- > Identify and document best practice processes across the region

##### The Expected Business Impacts

- > Homogenised processes and services leading to higher brand recognition in the region
- > Market share increase in corporate travel management due to high quality cross-border services
- > Mid-term potential results, based on industry research:
  - 12% productivity increase resulting from automated service fee management
  - 18% productivity increase due to front to back office process integration



The HRG CSEE Partners were very impressed by the quality of the recommendations from the Business Consulting mission and how they can learn from them to increase their agencies' productivity.

**Allison Walsh**  
Regional Manager Europe,  
Hogg Robinson Group

#### About HRG

The Hogg Robinson Group is an international travel management company with operations in over 100 countries globally.

The group has more than 160 years of experience specialising in a variety of high quality travel services for multinational and national clients.

#### The Challenge

With the Central, Southern and Eastern Europe (CSEE) region pinpointed as being a tremendous area of growth opportunity for the travel industry, HRG was determined to

focus on this market in order to maximise the benefits represented by the region.

HRG's Partners identified that business and operational processes could be further optimised. HRG therefore turned to Amadeus, to see how to tackle this challenge.

Objectives for the CSEE region were to improve productivity, drive the convergence of processes and be able to deliver consistent services across the region.

The challenges for HRG's Partners were: to understand how each market was performing; and to evaluate local operational best practices to improve agency productivity.



Amadeus Business Consulting experts delivered the mission following a clear and solid methodology. They demonstrated an impressive know-how fulfilling very well our needs. In addition, the timeline was rigorously respected raising the confidence we had initially put in them and strengthening our privileged relationship.



**Allison Walsh**  
Regional Manager Europe,  
Hogg Robinson Group

## The Approach

Amadeus and HRC's Partners kicked-off a tailored Business Consulting mission.

The mission was split into two phases consisting of information collection and data analysis, followed by onsite workshops and a recommendation report.

The project team was composed of Amadeus Business consultants with 40 years of travel industry experience in consulting, research and travel technology systems.

## The Mission

During Phase 1, Amadeus consultants ran an advanced business diagnosis of all HRG's CSEE markets. This was done via an online questionnaire. From the collected data, Key Performance Indicators (KPIs) were extracted and ratios to analyse critical business areas were calculated.

To ensure that the KPIs were relevant to the business, HRG were actively involved in their review and validation.

Central HRG management provided coordination and support during the business diagnosis stage.

Phase 2 of the consulting mission involved Amadeus consultants visiting two of the 'best-in-practice' HRG Partners selected from Phase 1.

To identify which practices lead to high performance results, onsite workshops were carried out involving a review of the business data collected and mapping of operational sales processes.

Thanks to a close collaboration with HRG Partners operation managers, Amadeus consultants have managed to produce high level application mappings of the Partners' IT infrastructures. Particular focus was put on tasks automation or integration. Business

management practices were also analysed. These activities allowed understanding of how the travel agents are servicing their corporate customers.

Following the workshops, Amadeus consultants identified 20 best practices covering both operational and business management activities. The best practices were documented and ranked in terms of their potential business impact on other HRG offices.

The results of the mission were presented to HRG at the CSEE Partners regional meeting. The recommendations were received with great enthusiasm from the participants.

## Expected Business Impacts

HRG and their Partners were very pleased with the results and recommendations.

HRG Partners have started to implement the best practices according to their business priorities and the readiness of their IT environment.

The objective to harmonise services across the region and increase overall productivity will be reached in phases, based on internal implementation roadmaps.

Recent travel industry research shows that optimised front to back office process integration can lead up to an 18% increase in productivity; and that automating service fee collection can improve the processing time by up to 12%.

HRG Partners can expect similar outcomes, and more, when implementing the identified best practices.

Thanks to the Amadeus Business Consulting mission, and as a result of the processes homogenisation, HRG and their Partners will be able to provide seamless high quality cross-border services and benefit from competitive advantage in the region.

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