

PROGRAM METRICS AND BENCHMARKING

AGENDA

1

Higher Education Industry Best Practices - HURON

2

Leveraging Travel Program Data at Arizona State University

3

Leveraging Travel Program Data at the University of British Columbia

1

HURON

Higher Education Industry Best Practices



OUR HIGHER EDUCATION PRACTICE

Our **Procurement Solutions team** has worked with over 100 higher education institutions across more than 250 procurement related projects, **including Travel & Expense**.



Travel & Expense Management

- ▶ Travel program assessment and improvement
- ▶ Technology and TMC selection, planning and implementation
- ▶ Optimization of existing T&E program
- ▶ Change management/ business process transformation



Procurement/ Payables Transformation

- ▶ Source to settle operational assessment and improvement
- ▶ Organizational redesign and development
- ▶ Technology selection, planning, implementation and optimization
- ▶ Program and change management



Spend Analysis and Strategic Sourcing

- ▶ Spend analytics
- ▶ Category expertise
- ▶ Sourcing strategy advisory
- ▶ Bid event and negotiation support
- ▶ Knowledge transfer and training

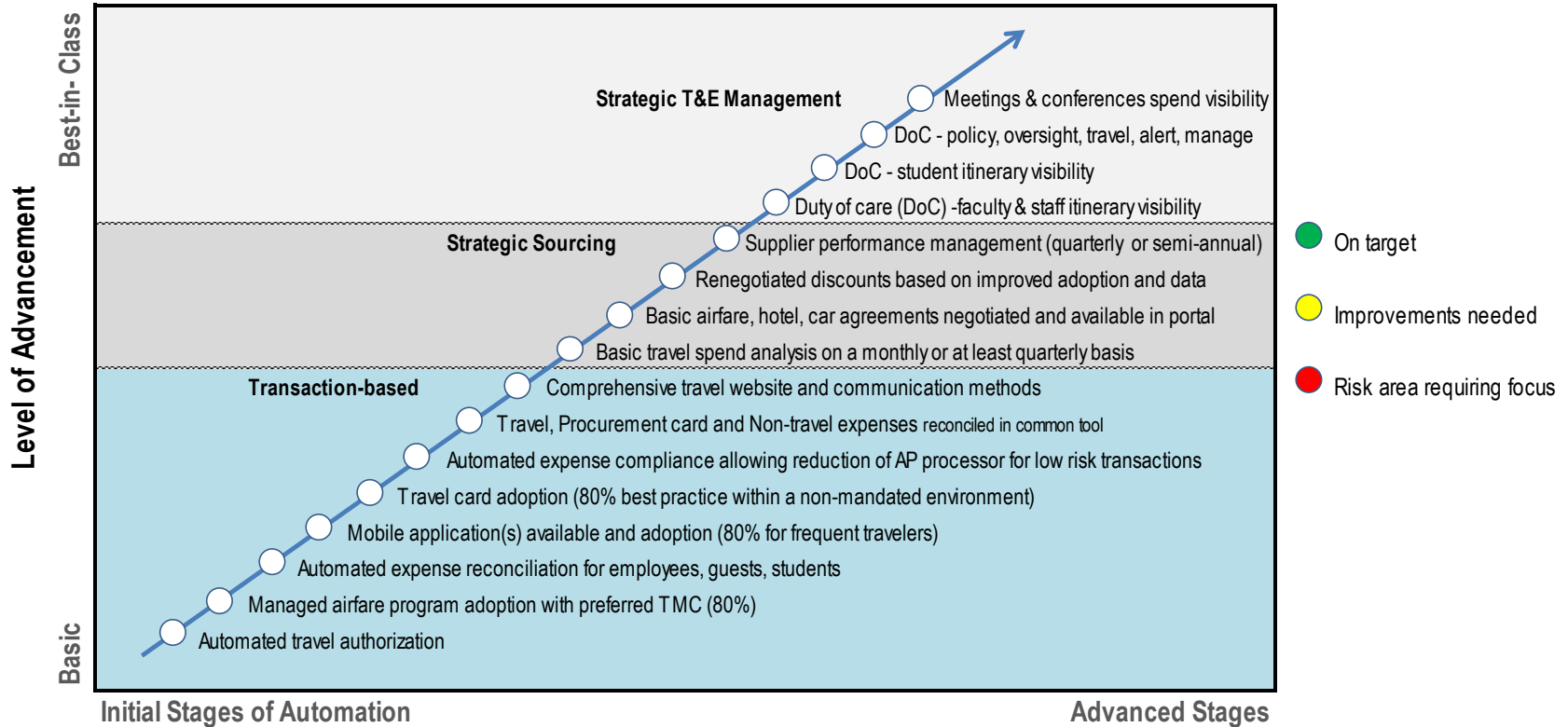
TRAVEL PROGRAM PERFORMANCE

A successful travel program is measured across all components. Corrective actions and improvements are conducted where needed.

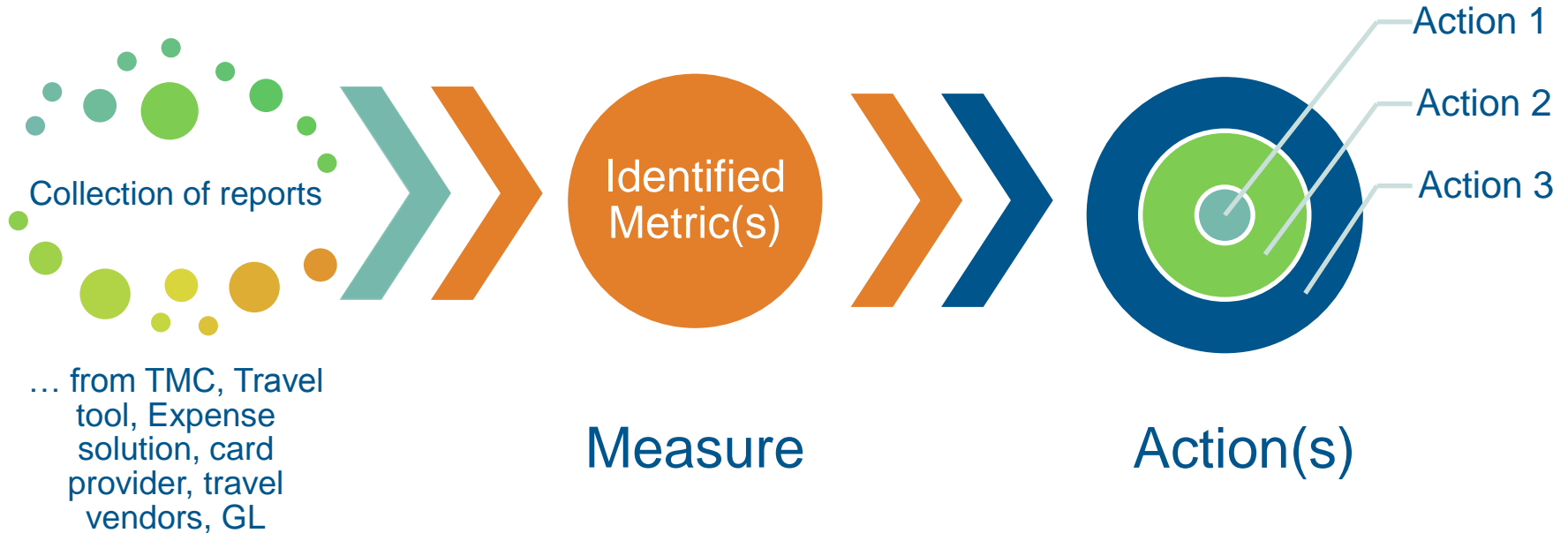
- **Customer Focus** – provide quality travel program service
- **Adoption of Technology and Process** - align travel and expense (T&E) and focus on adoption
- **Spend Management** - increase savings through visibility and ongoing analysis.
- **Controls** – improve compliance; know your traveler locations
- **High Performance** – define, identify and showcase



RATE YOUR T&E PROGRAM MATURITY



GENERATING ACTION FROM THE CHAOS OF REPORTS



2



ARIZONA STATE UNIVERSITY

ASU INFORMATION



ASU facts:


- 6 campuses
- 93,000+ students; one of US largest enrollments
- 14,000 faculty/staff; with no medical school

7,000
travelers

\$33M
travel
spend

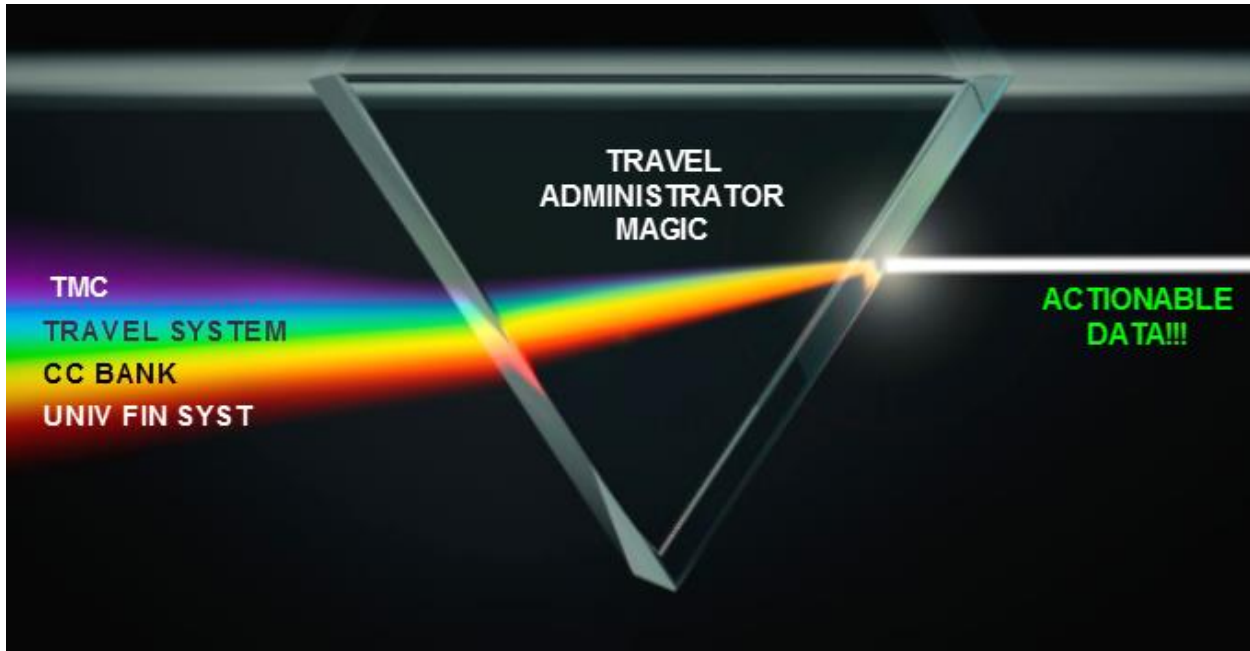
23,000
travel
claims

15% int'l
travel
claims


20% of spend
is Athletics

Int'l travel
is 23% of
our spend

REVERSE PRISM OF DATA ANALYTICS



THE ART OF DATA ANALYSIS

How do you put it together?

1. Envision yourself as the target audience – what would they want to know?
2. Define goals – be specific to the metric
3. Get total data and then strip away what's not needed
4. Benchmark against others, but choose comps carefully – aspirational peers
5. Verify your sources!



CARBON FOOTPRINT

1

Audience:

- Executives, Sustainability Group, National Media

2

Goals:

- Measure ASU's carbon footprint for air travel to purchase carbon credits for sustainability investment within ASU; carbon neutrality

3

Data used:

- TMC, ASU Financial System & Concur *Carbon Footprint* report – captures carbon usage per airline trip



CARBON FOOTPRINT

- Findings
 - Allowed us to change reporting methodology
 - Prior figures were understated
-
- Actions
 - Can more accurately assess “fee” based on distance traveled
 - Will utilize funds to support sustainability projects and reduce ASU’s overall carbon footprint

INSURANCE AND DISCOUNTS

1

Audience:

- Executives, Purchasing, All ASU Travelers

2

Goal:

- Save the university money on insurance rates as well as overall travel spend by utilizing discounts offered by preferred travel vendors

3

Data used:

- Reports from all 4 sources

Transaction	Posted Amount	Merchant	Approval Status	Date Filed
016	12.00	SQ *APIANALTC	Unassigned	09/1
016	42.00	SQ *AIRPORT T/	Unassigned	09/1
016	10.02	VILLAGE MARKI	Submitted & Pending Appr	07/0
016	8.70	STARBUCKS ST	Submitted & Pending Appr	07/0
016	2,287.56	American Airlines	Not Submitted	09/1
016	23.94	PEETS COFFEE	Unassigned	09/1
016	25.00	AMERICAN AIRC	Unassigned	09/1
016	13.28	UBER US SEP	Unassigned	09/1

INSURANCE AND DISCOUNTS

- Findings
 - State of AZ had set our insurance rates too high
 - ASU not harnessing power of its overall travel spend
 - Car rentals affected from both sides

- Actions
 - Renegotiated and lowered insurance rates with State of AZ
 - Entered into discount programs with 2 airlines and 1 lodging chain
 - Developing campaign to streamline car rental rates and insurance

COMPLIANCE

1

Audience:

- Executives and Senior Fiscal Administrators

2

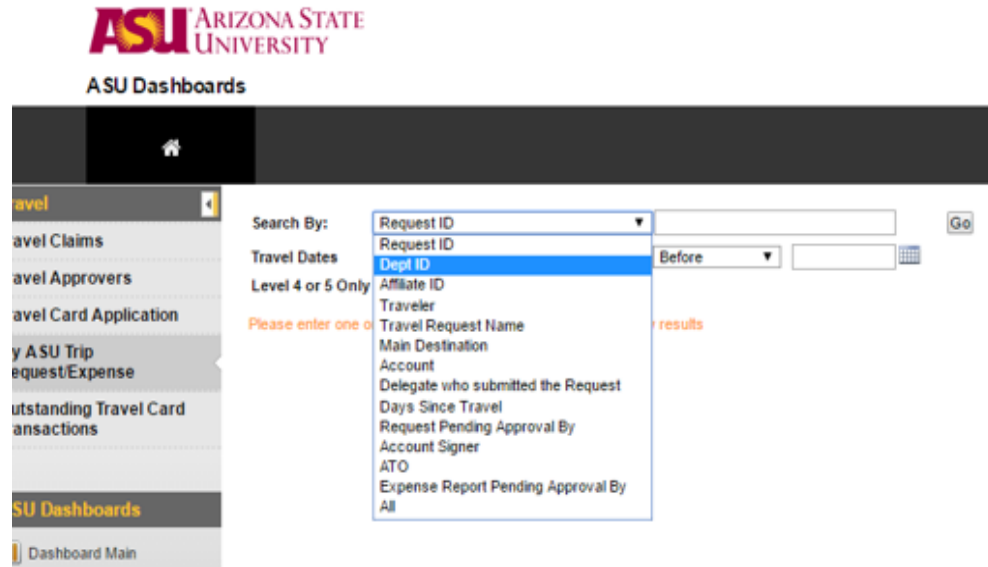
Goal:

- Measure ASU's compliance with travel policy and bookings inside/outside of system & TMC

3

Data used:

- Reports from all 4 sources



COMPLIANCE

- Findings
 - Policy compliance is poor
 - Too many booking outside system/TMC
 - Too many faculty; not enough delegates
 - Unexpected shift of workload from admins to faculty
-
- Actions
 - Developed new training classes for approvers
 - Developing campaign for booking in system; publish air comparisons
 - Training to utilize delegates more; considering centralization
 - Dashboards – status of trips and travel card transactions

O/S TC TRANSACTIONS DASHBOARD

Cardholder	Last 4 Digits of Card	Transaction Date	Posted Amount	Merchant	City	State/Province/Region	Country	Approval Status	Report Name	Date Posted to My ASU Trip
evell, John Wesley	8060	09/13/2016	16.50	METRO 006-DUPONT CIRCLE N	Washington	DC	UNITED STATES	Submitted & Pending Approval	Washington DC 9-16	09/15/2016
evell, John Wesley	8060	09/15/2016	25.00	American Airlines	Fort Worth	Texas	UNITED STATES	Submitted & Pending Approval	Washington DC 9-16	09/19/2016
evell, John Wesley	8060	09/16/2016	88.00	SKY HARBOR PARKING EE	Phoenix	Arizona	UNITED STATES	Submitted & Pending Approval	Washington DC 9-16	09/19/2016
arke, Rebecca Ellen	8551	05/18/2016	7.99	UNITED 0162924907189	800-932-2732	TX	UNITED STATES	Unassigned		05/20/2016
llins, Patricia S	2915	01/26/2016	-19.24	MARRIOTT HOUSTON AIRPT	HOUSTON	TX	UNITED STATES	Unassigned		01/27/2016
ttrell, Jessica Elyse	1492	09/19/2016	130.00	GO ROCHESTER DIRECT	ROCHESTER	MN	UNITED STATES	Unassigned		09/21/2016
mpuis, Joel Ronald	9609	05/12/2016	180.38	MOVENPICK HOTEL COINTRIN	GENEVE 15 AER		SWITZERLAND	Unassigned		05/13/2016
mpuis, Joel Ronald	9609	09/19/2016	35.62	CLEAN AIR CAB 2	MESA	AZ	UNITED STATES	Unassigned		09/20/2016
ldman, Dawn Michelle	8656	08/31/2016	404.20	American Airlines	Phoenix	Arizona	UNITED STATES	Not Submitted	Dubai Office Visit	09/02/2016
ldman, Dawn Michelle	8656	08/31/2016	1,241.86	EMIRATES AI 1767857970214	Chicago	Illinois	UNITED STATES	Not Submitted	Dubai Office Visit	09/02/2016
im, Wynona Jean	8633	08/19/2016	6.84	LEMON TREE FO 2	Hyderabad		INDIA	Not Submitted	Artemis - India	08/22/2016
im, Wynona Jean	8633	08/25/2016	332.74	LEMON TREE RON	Hyderabad		INDIA	Not Submitted	Artemis - India	08/29/2016
im, Wynona Jean	8633	09/01/2016	2.77	MCDONALD S	New Delhi	Delhi	INDIA	Not Submitted	Artemis - India	09/02/2016
im, Wynona Jean	8633	09/01/2016	3.54	TATA STARBUCKS LIMITED	New Delhi	Delhi	INDIA	Not Submitted	Artemis - India	09/02/2016
im, Wynona Jean	8633	09/01/2016	9,446.10	TOWERS ITC LTD MAURYA	New Delhi	Delhi	INDIA	Not Submitted	Artemis - India	09/02/2016
im, Wynona Jean	8633	09/01/2016	9,742.38	TOWERS ITC LTD MAURYA	New Delhi	Delhi	INDIA	Not Submitted	Artemis - India	09/02/2016
omayoun, Sogol	2124	08/26/2016	241.34	Southwest Airlines				Not Submitted	QS MBA Tour	08/29/2016
omayoun, Sogol	2124	08/27/2016	2.95	DUY HOCAMOU EXPRESS	DUY HOC	AZ	UNITED STATES	Unassigned		08/30/2016



TRIP STATUS DASHBOARD

Request ID	Traveler	Travel Request Name	Travel Begin Date	Travel End Date	Days Since Travel	Main Destination	Level 4 or 5 Risk	Account	Approved Amount	Cash Advance Amount	Last Request Step	Request Approval Status	Request Pending Approval By	Request Account Signer	Request ATO	Last Expense Report Step	Expense Approval Status	Expense Pending Approval by
4WM7.	Allen, Keator	2016 EMGM Chile-Peru Fi	09/30/2016	10/10/2016		Santiago		ZH55025	3,511.00	0.00	09/22/2016	Approved		Hutton, Katherin				
4WNQ.	Stenbeck, Ar	Utah and Las Vegas Grad	09/25/2016	09/29/2016		Las Vegas		ZH55031	937.00	0.00	09/22/2016	Pending Account Signe	Hutton, Katherin					
4KA7.	Ettenson, Ric	AMWAY LeAD Program	08/19/2016	08/28/2016	26	Kuala Lumpur		YQ55003	16,100.00	0.00	06/08/2016	Sent Back to User						
4KAR.	Olson, Chels	Tec de Mty - Guadalajara	07/25/2016	07/27/2016	58	Guadalajara	Y	ZH55021	1,693.00	0.00	06/10/2016	Approved		Hutton, Katherin			Not Submitted	
4KDY.	Ettenson, Ric	LINDE REVISED	06/13/2016	06/19/2016	96	Munich		YQ55005	2,538.00	0.00	06/08/2016	Approved		Chavez, Elena /Hutton, Kathe				
4KFY.	Rankine, Gra	XOM-GLP-Europe	09/10/2016	09/18/2016	5	Lisbon		YQ55003	8,075.00	0.00	06/14/2016	Approved		Chavez, Elena /Hutton, Kathe			Not Submitted	
4QMN.	Groff, Guy R	Prospanica	09/29/2016	10/02/2016		Houston		ZH55030	1,596.00	0.00	08/11/2016	Approved		Hutton, Katherin				
4W7R.	Feldman, Dai	Geneva - MERCK Oct 201	10/08/2016	10/13/2016		Genève		YQ55001	5,601.70	0.00	09/22/2016	Approved		Chavez, Elena /Hutton, Kathe				
4WCG.	Bevell, John	Dallas Business Developm	10/06/2016	10/09/2016		Dallas		YQ55006	1,239.30	0.00	09/21/2016	Sent Back to User						
4WF3.	Leclerc, Deni	SHIRE Program	09/28/2016	09/30/2016		Boston		YQ55002	1,667.00	0.00	09/21/2016	Approved		Chavez, Elena /Hutton, Kathe				
4HWD.	Clarke, Rebe	MOAA June 30, 2016 Was	06/29/2016	07/02/2016	83	Washington		ZH55031	1,594.00	0.00	06/01/2016	Approved		Stenbeck, Ambi/Hutton, Kathe				
4NQQ.	Stewart, Ask	August 3-5 Sells (DreamC	08/03/2016	08/05/2016	49	Sells		ZH95001	325.00	243.00	07/20/2016	Approved		Kreiser, Kellie J/Hutton, Kathe			Not Submitted	
4NQY.	Stewart, Ask	August 7-12 San Carlos &	08/07/2016	08/12/2016	42	San Carlos		ZH95001	760.00	570.00	07/20/2016	Approved		Kreiser, Kellie J/Hutton, Kathe			Not Submitted	
4TR4.	Feldman, Dai	Bahrain September 2016	09/17/2016	09/18/2016	5	Bahrain		YQ55001	1,384.00	0.00	08/29/2016	Approved		Chavez, Elena /Hutton, Kathe			Not Submitted	
4RVX.	Peterson, Su	Washington DC Mixer	09/08/2016	09/10/2016	13	Washington		YQ55006	765.00	0.00	08/25/2016	Approved		Hutton, Katherin		09/17/2016	Submitted & Pending App	Hutton, Kather
4TWN.	Reeves, Char	ANDE Conference 2016	09/25/2016	09/29/2016		Washington		ZH55016	2,660.00	0.00	08/31/2016	Approved		Hutton, Katherin				

3



UNIVERSITY OF BRITISH COLUMBIA



UBC Campuses



Faculty and Staff

	Vancouver	Okanagan	Total
Faculty	4864	470	5334
Staff	9250	606	9856
Total	14114	1076	15,190



AT A GLANCE 2015/16

29,000 EXPENSE CLAIMS

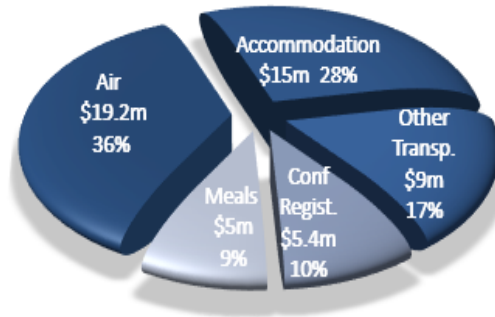
9,070 INDIVIDUAL TRAVELERS

7% OF TRAVEL EXPENSES

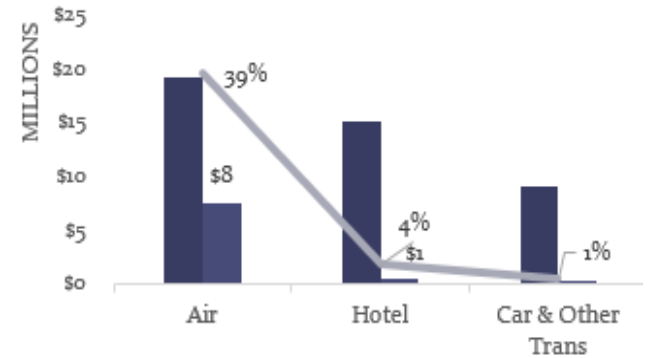
ARE AUTOMATED

2015-16 FY Travel Expense

\$53.7 million



Travel Program Adoption FY 2015-16



AIR SPEND UNDER CONTRACT

1

Audience:

- Dean's
- Finance Directors

2

Goal:

- Reduce the cost of travel
- Update Travel Policy/Procedures with clearer language on fare types and ancillary fees
- Keep travelers satisfied especially those who travel excessively

3

Data used:

- TMC Custom built Comprehensive report using Grasp Technologies

CHALLENGE WITH THE DATA

TMC Data - Booked

TMC Data - incl Fuel Surcharge

Airline Data - Flown Disc. Do not incl Fuel Surcharge

Reporting is roundtrip but prices and booking codes vary in each direction

RESULT
Difficult to predict discounts

AIR SPEND UNDER CONTRACT

- **Findings**

- Flights within Canada
- Low % of itinerary change
- Average ADPUR 20-30 days, least expensive fares are usually available
- fare attributes were driving the purchase decision
- Bookings made in Concur are more likely to choose the least expensive fare category

- ❑ Average \$300 difference between lowest fare & contract fare for long haul flights
- ❑ \$1.2M potential savings if the lowest fare type on the same itinerary was chosen over the Airline contract fare type

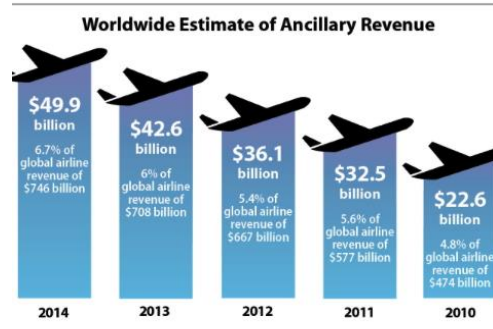
- **Actions**

- Travel policy language needs to change
- Campaign to drive more traveler's to the online tool where non-compliance can be captured and reported
- Encourage more oversight before travel to affect change
- Consider automated preapproval process

Opportunity:

- ❑ Work Proactively with various stake holders
- ❑ Bring awareness
- ❑ Change buying behavior

MANAGING THE UNBUNDLING OF FEES



Source: Ancillary revenue statistics applied by IdeaWorksCompany to individual airline revenue results for the year indicated from Air Transport World, Airline Business, and at airline websites.



SURCHARGES & ANCILLARY FEES

- Bag, Meal, Wifi, Advance Seat selection, Premium Seats, FFP, Lounges, other a la Carte Services, Fuel Surcharge, etc
- Data is required to address policy and to negotiate with our vendors

CREDIT CARDS

- Not all vendors provide credit card companies with 3rd level data especially airline fees
- If the vendors aren't providing the description to the CC, where else can it be captured?

ERP AND EXPENSE SYSTEMS

- Investigate what fields can be added to capture this data.
- Survey travelers which are the most valuable ancillary fees
- Does your policy need to be updated

MEETING AND EVENTS – LACK OF DATA

1

Audience:

- Executive - Dean's
- Finance Directors
- Administrators

2

Goal:

- Create a SMM program to support end user
- Preferred vendors offering standard T&C which reduce financial risk
- Standardize payment method
- Capture spend

3

Data used:

- Manual report
- Benchmark T&C
- Identify best practices



MEETING AND EVENTS- LACK OF DATA

- **Findings**

- Non authorized employees signing contracts
- The various components of Meeting Spend is not captured (budget vs spend)
- UBC's volume is not leveraged
- Vendor T&C's inconsistent
- Financial risk with cancelations and attrition
- Inconsistent payment methods



UBC's First Steps

- Over 225 contracts reviewed
- Track activity on Excel
- Discovery Phase -Create Efficiencies & Reduce Financial Risk

- **Actions**

- Negotiated with frequently used vendors for consistent T&C
- Created web resources: RFP template with UBC's T&C
- Get Executive buy in to Create a Meeting and Event Policy
- Get Executive buy in to support a consistent payment method
- Look at Meeting Management tool to capture plan and final spend

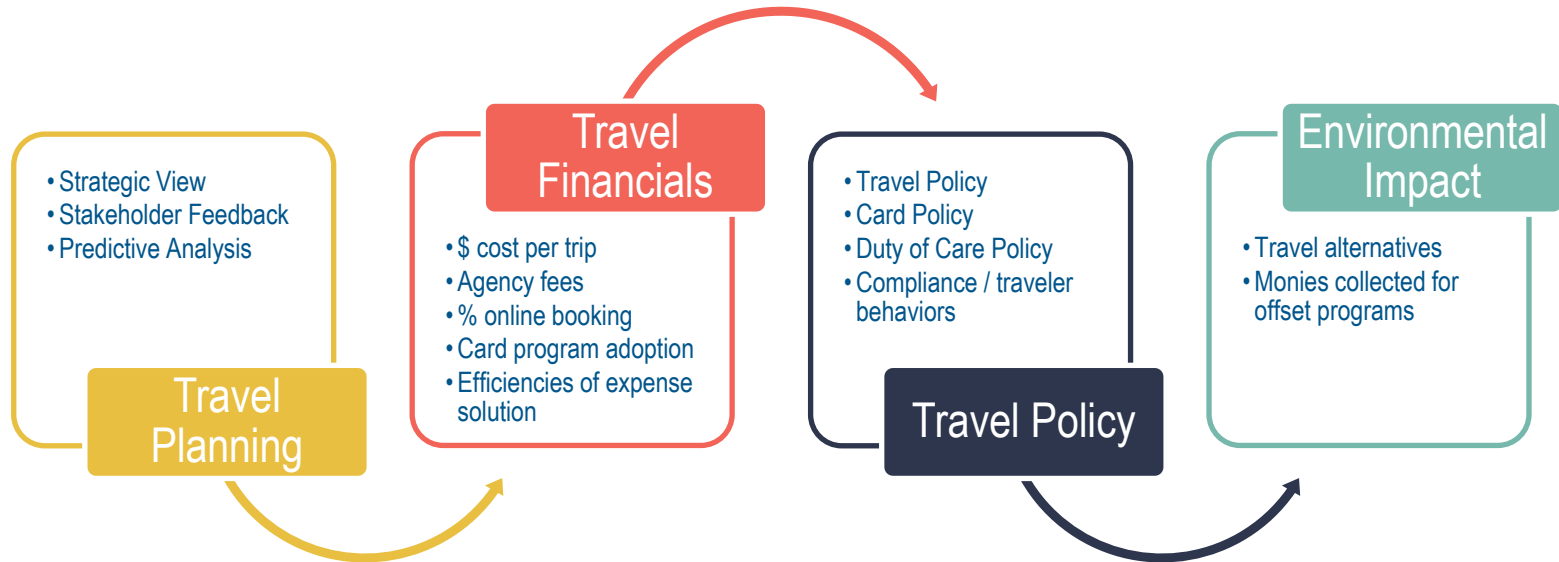
Ex: Negotiable Items

- Reduce Attrition & Cancel Clauses
- Reduce or Eliminate Deposits

DATA CAN HELP SOLVE CHALLENGES

TRAVEL MANAGERS AND UNIVERSITIES FACE

Quantitative & Qualitative KPI's



NEW TECHNOLOGIES BRING NEW DATA

- Data derived from travelers' activities while they are on the road
- Data to help with travel risk management
- Predicative analysis data will drive suppliers and online providers to deliver a more personalized and relevant choices
- Insights gleaned from social media



QUESTIONS?





THANK YOU