

BEVINGTONGROUP

The Use of XeP3 at Travel1

Understand • Engage • Evolve

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The Client Background

- ❑ Travel1* was a major Australian travel services retailer and consolidator
- ❑ It had >200 franchises (with a further 300 affiliated travel agents)
- ❑ In an environment of increasing costs & shrinking margins Travel1 decided to take action. They engaged the Bevington Group to
 - Assess its call centres for opportunities
 - Address processes, such that there was a positive impact on
 - Costs
 - Sales
 - Customer service

* Not the clients actual name

The Challenges

Travel1's margins were unacceptable, so it decided to target both costs and sales

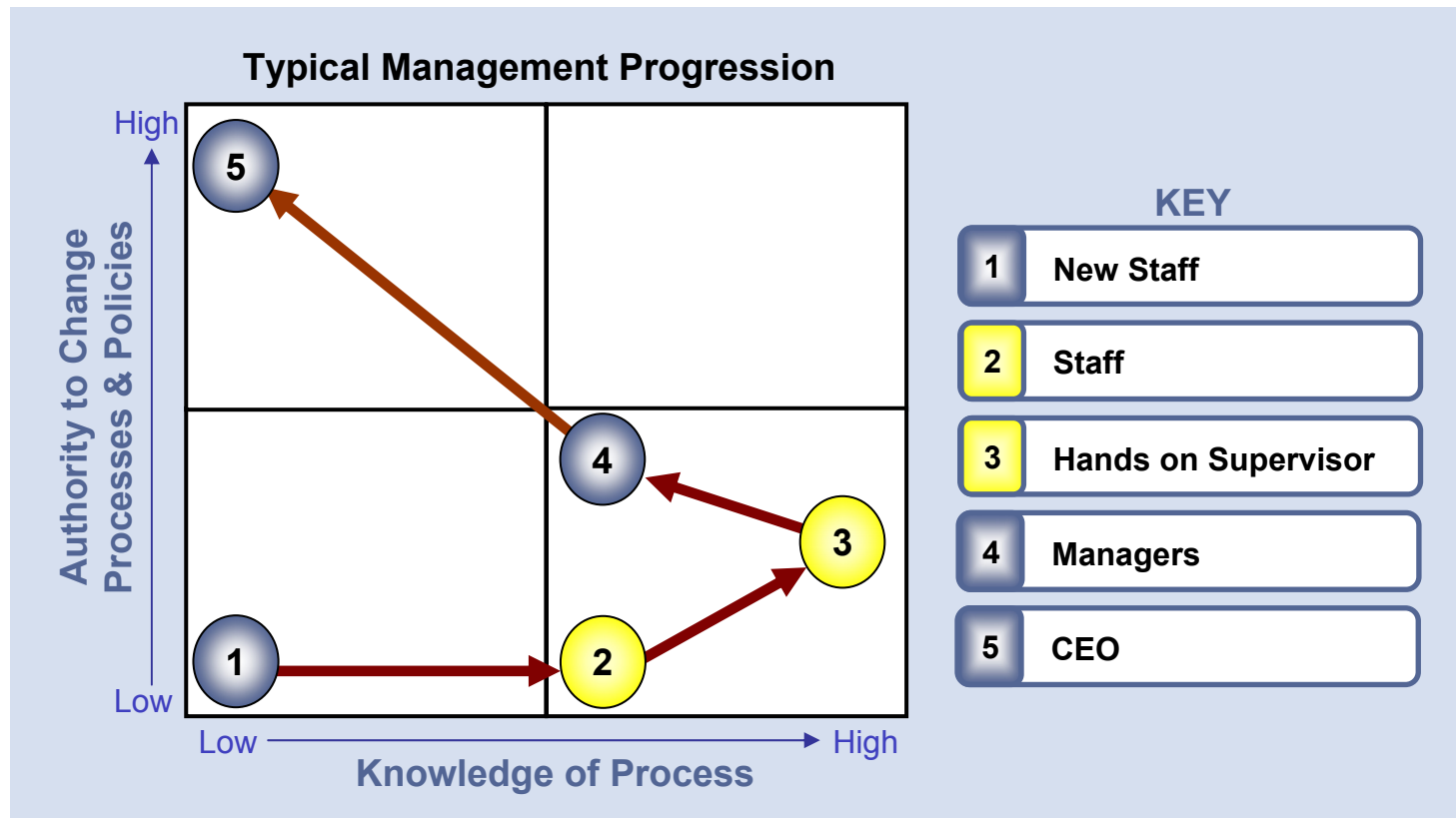
- ❑ Travel1 needed to both lift sales and reduce cost per sale
- ❑ They demanded that they meet their own service level targets
- ❑ Travel1 wanted to have staff “buy in” to the change program
- ❑ It was determined that the change had to happen quickly

The XeP3 Approach

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Typically organisations find that with increased authority to change comes less knowledge of the detailed process ...

The people who do the job are best placed to tell us about it...

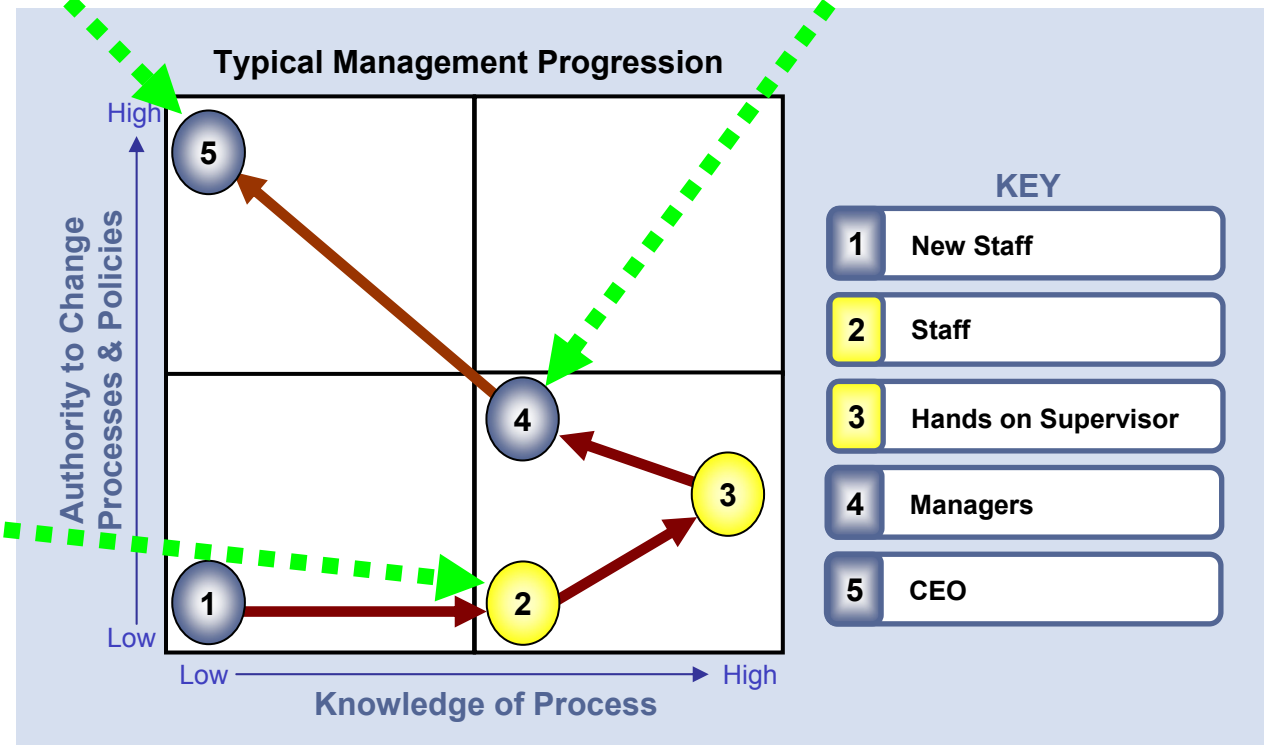


By collecting the data from the staff who actually do the work, the “real” processes were captured and the “real” problems identified

5 Senior Executives are provided with the **insights into opportunities across multiple teams**, and the tools to track the changes

4 Team Managers are provided with information on which to **plan the Change program**. They are key owners of the Changes and need to be trained accordingly

2 3 Staff members have the opportunity to **directly contribute to process improvements** by capturing what really happens and contributing to change ideas

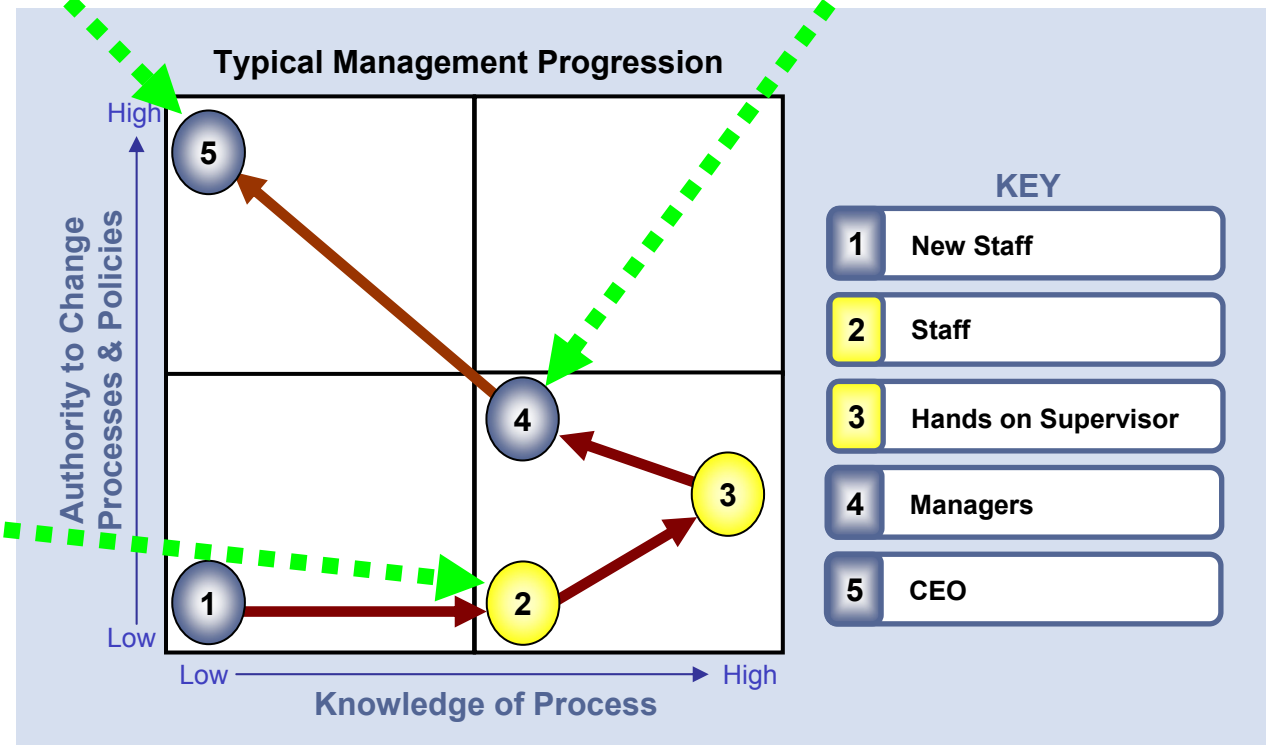


XeP3 then engaged Management to strategically align the change and drive the process, enabling buy in from all levels of the organisation

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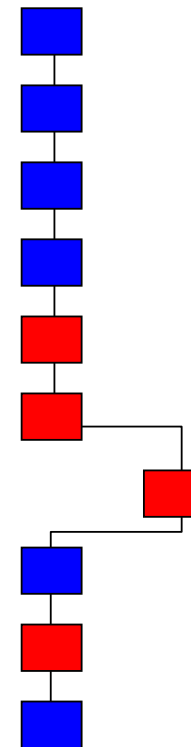
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The data was used to understand the value of each step

Step No	Step	Cat	Hours	1 Call Centre	3 Ticketing	6 Call Centre Back	9 Product Buyers
3	Quotes and Bookings						
3.1	Obtain details for quote (date/ destination/departure point	S					
3.2	Enter Worldmaster Reservations access	S					
3.3	Request details of airfare from Worldmaster	S					
3.4	Select fare based on requirements and price	S					
3.5	If fare not available in Worldmaster, a query can be sent to the ticketing department	N					
3.6	If do not receive follow up within 4-5 hours then chase up ticketing	N					
3.7	Respond to Call Centre Query	N					
3.8	Request details of flight available (Worldmaster must link to Sabre to do this)	S					
3.9	Wait if Sabre link down	N					
3.10	Select flights based on fare conditions and dates required	S					

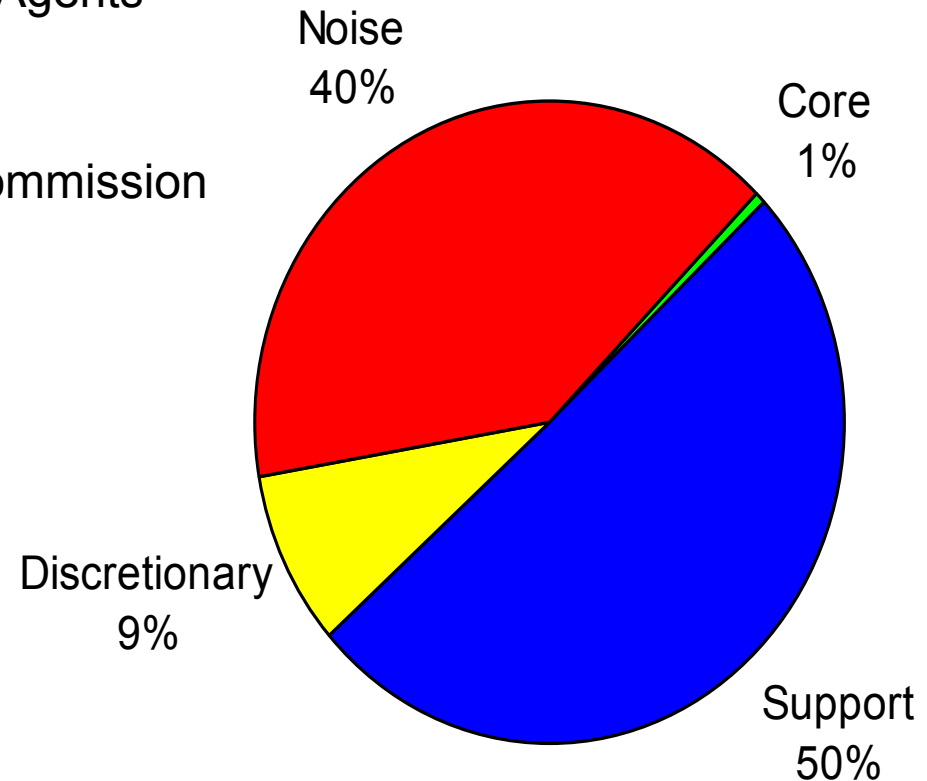


The Findings

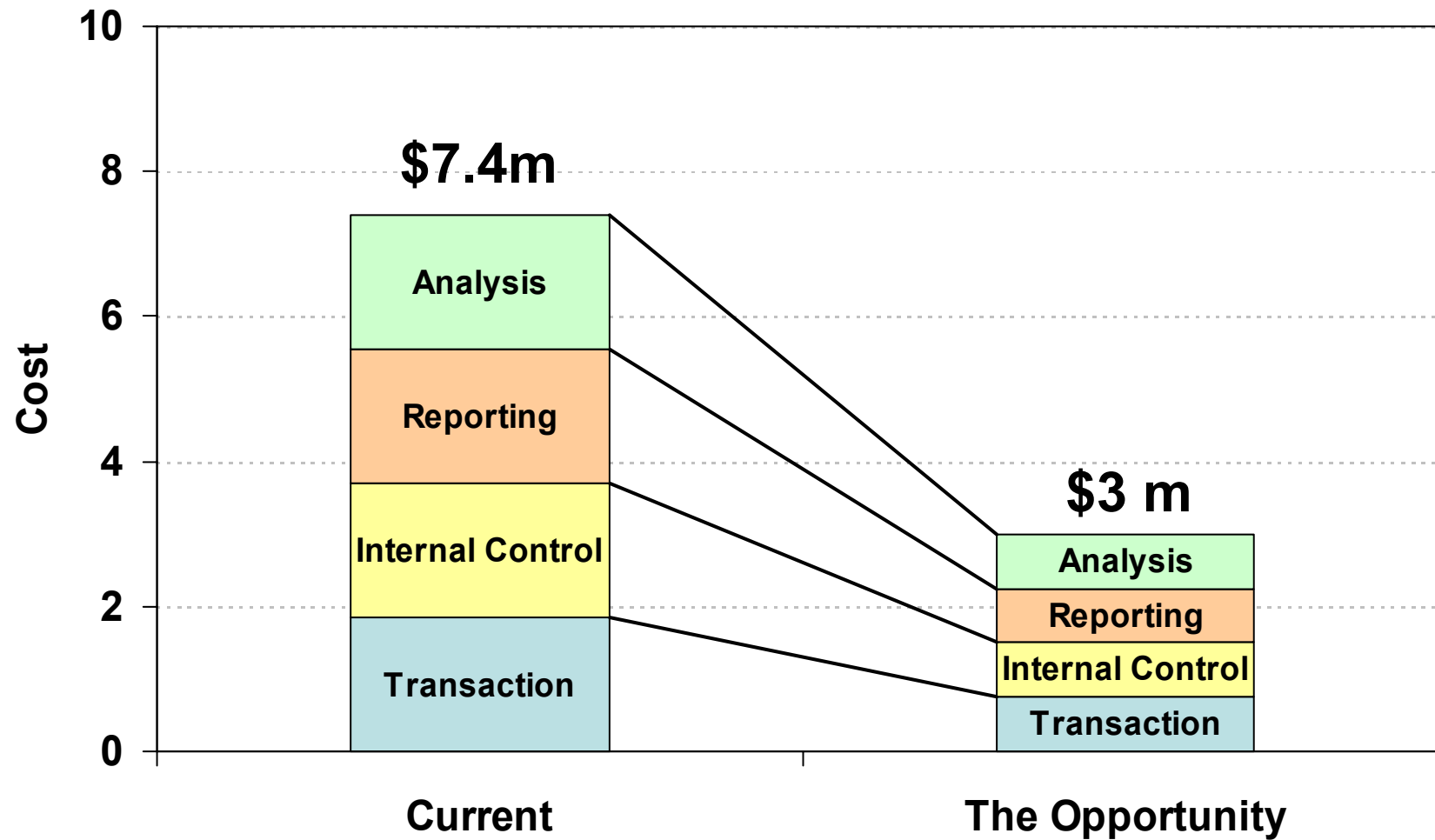
The data revealed opportunities that were recognised by staff

Examples of Noise

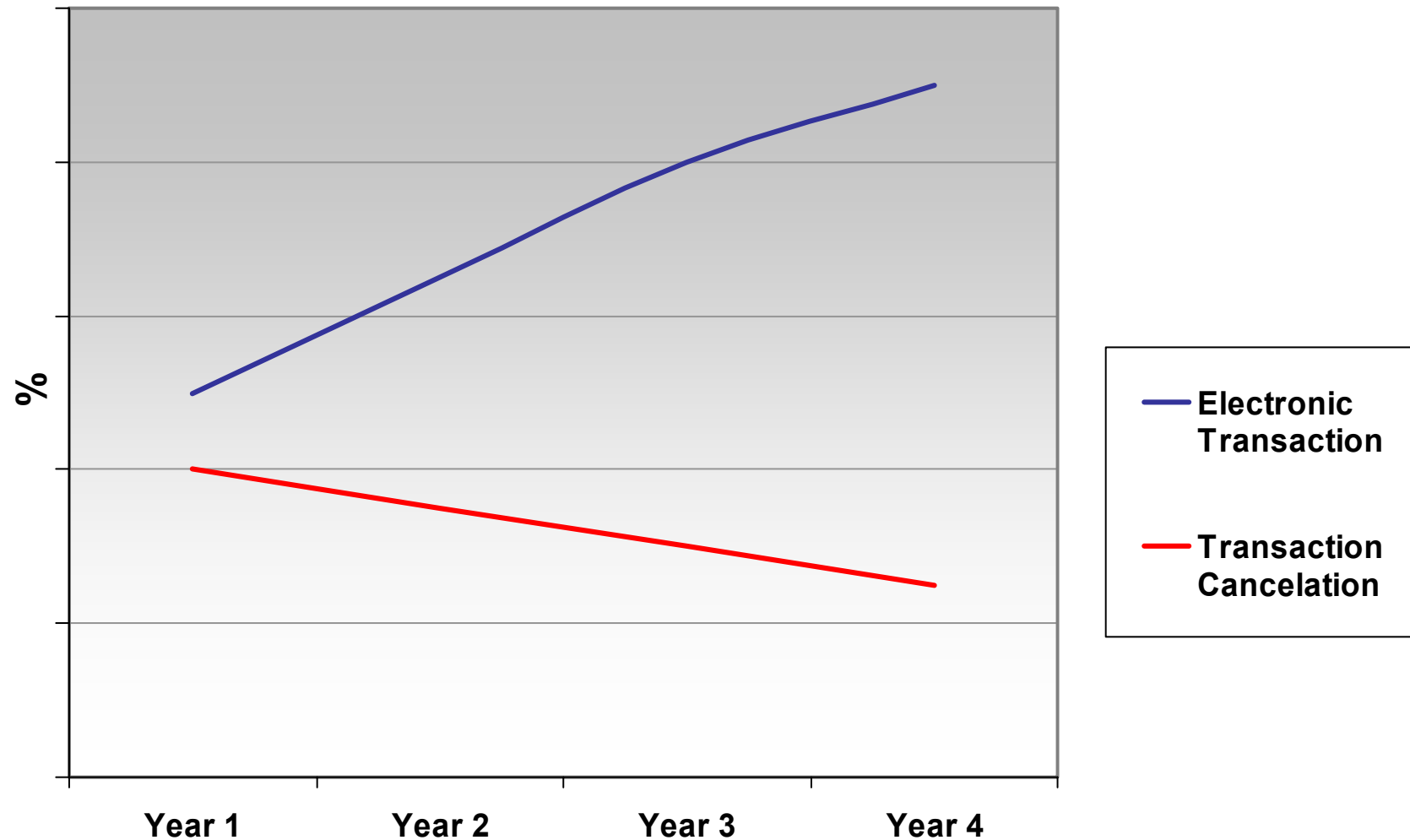
- Chase up missing information from Agents
- Find out ticket status
- Ask Supervisor for help
- If commission is wrong, calculate commission
- Re-key same data twice
- Update manual running sheet



Opportunities were found to meet required service levels for less cost



As well as internal process changes, Agent behavioural change was required i.e. an increased use of electronic transactions and a reduction in cancellations



The Solutions

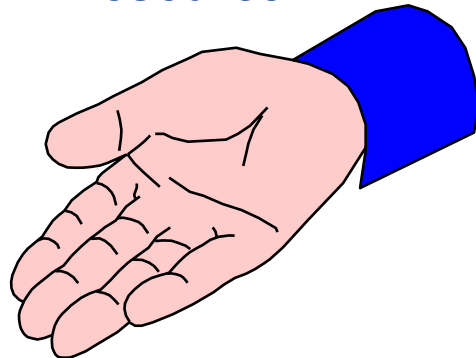
The team decided on its highest priority opportunities, for example...

Top Change Opportunities

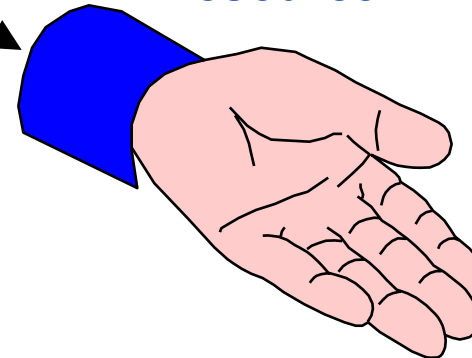
1. Address internal handoffs
2. Resolve system resource bottlenecks
3. Incentives agents to unlearn bad habits
4. Control the costs of “on-request” bookings
5. etc...

The challenge was to refocus resource NOT give people more work to do. BUT HOW? We had to get rid of the Noise

Refocussing
Resource...



Re-deploying
resource...



...away from
reactive management
(NOISE)

STOP Doing as much NOISE

- Handling cancellations
- Agents making multiple bookings per customer

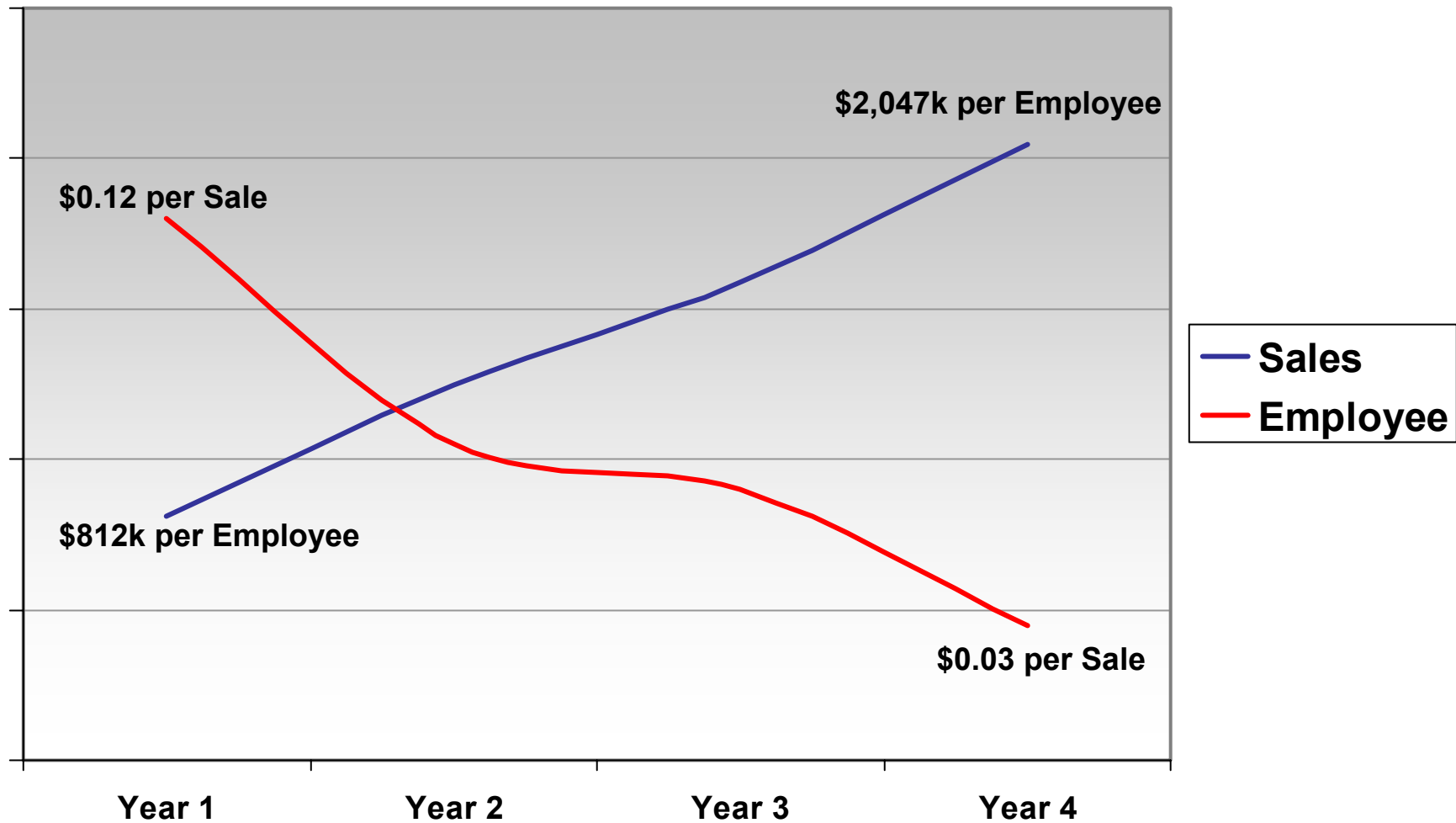
Shifting
the
emphasis

...to proactive activities
(CORE)

START Doing CORE

- Proactively reviewing inventory levels
- Agents making one booking per customer

Sales went up to \$2,047K per employee and costs went down to \$0.03 per sale



Change was driven collaboratively through Technology / People / Business

- ❑ Travel1 gave the business the tools they needed to make the change
- ❑ Cross functional teams were supported to address the process
- ❑ Participation & Empowerment with agreed baselines were the norm for the project
- ❑ Measures were comprehensively used to get the behaviour change – (KPIs and BCIs)
- ❑ Communication was critical - promoted the change!

Summary

- ❑ Travel1 achieved its project objectives
 - Costs per sale dropped dramatically
 - Time was freed-up for increased sales activity
 - Customer service targets were met
 - Staff were engaged throughout the process.