

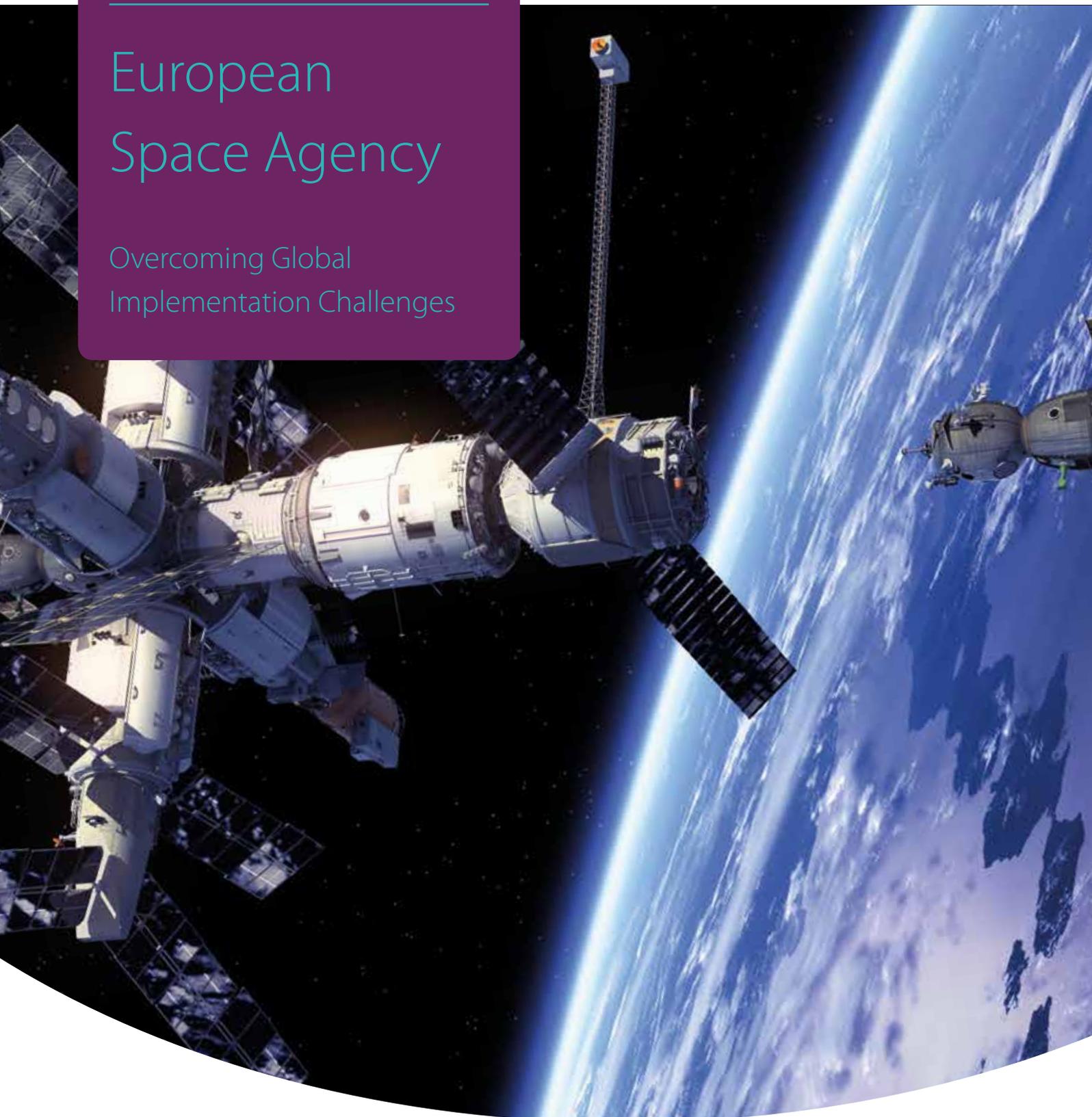
AN ATPI CASE STUDY



European Space Agency

European Space Agency

Overcoming Global
Implementation Challenges



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BACKGROUND

The European Space Agency (ESA) is Europe’s gateway to space. Its mission is to shape the development of Europe’s space capability and ensure that investment in space continues to deliver benefits to the citizens of Europe and the world. ESA is an international organisation with 20 member states – it has sites in eight European countries and approximately 2,200 employees. For over 20 years ESA had been working with three different travel management companies (TMC’s) across five countries (Holland, France, Italy, Germany and the UK).

THE CHALLENGE

In 2013, ESA made the decision to consolidate their travel business. The main reasons for this was to benefit from consolidated management information, improve duty of care, increase savings, ensure maximum value from supplier deals and to innovate across the whole travel programme.

One of the biggest challenges of the implementation project was that it needed to be completed within 12 weeks, with all five markets going live on the same day: Saturday 1st March, which was unusual due to it being outside normal working hours. Simultaneous implementation meant there would be no opportunity to learn from a lead country, but it was essential that on the first day of trading travellers could book tickets.

Currently the ESA’s travel account is offline, using email, telephone or direct contact at the travel office desk – serviced via an implant in each of the four countries – Holland, France, Italy and Germany (the UK trades out of Holland).

There were also strict IT guidelines and policies around the integration of ATPI Corporate Travel’s travel systems with ESA’s internal systems, therefore communication (and dedicated resources) from both companies technology teams was an essential requirement.

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THE SOLUTION

Implementation of a new TMC in five countries simultaneously meant communication was an essential part of its success. ATPI Corporate Travel approached the implementation process in a clear, structured way, ensuring each department (for example Operations, IT, Finance, Logistics and the Travel team) understood their responsibility and how it contributed to the success of the project.

To overcome IT challenges, dedicated people from both organisations were allocated to the implementation project, enabling constant dialogue and testing over a number of weeks to ensure the project go-live was smooth.

After a consultation period, 95% of the existing implant staff transferred over to the

ATPI Corporate Travel team, bringing with them a wealth of expertise and knowledge about the client's organisation. Training for the new teams was held at weekends to ensure there was no impact on service levels – it was also this consistency of training across varying geographies that would shape the success of the service moving forward.

Additionally the two companies worked together on internal communications, sharing why the decision to consolidate was made and information on ESA's new TMC - achieved through a series of webex, roadshows and introductory sessions.

THE RESULT

On March 1st, ESA went live in each of the five regions – the objective of a smooth handover and minimal disruption to service levels was successfully achieved. In a debrief survey with key ESA stakeholders the implementation project was rated as

'very good' or 'good' in all categories. Successful implementation was critical as a starting point for travel programme success; it would shape how and when the objectives of consolidation would be achieved, moving forward.

Now the programme has been live for a year, ESA is already seeing the benefits, including:

- Consolidated management information, delivering more accurate reporting and analysis
- A high quality 24/7 travel service, delivered across all regions
- Improved duty of care, through working with a third party provider to deliver greater visibility of travellers at all times
- Greater buying power, through understanding the scope and size of ESA's travel programme and utilising this to get the best value from supplier deals.

ABOUT THE ATPI GROUP

The ATPI Group is a long established travel management company and one of the fastest growing brands in corporate travel. With over 100 offices worldwide, the company has successful operations in corporate travel, corporate event management, online travel technology and specialist travel management for a number of key industries. www.atpi.com

Published: 05/15