



# Travel and Expense Management Acquisition Process

Presented by:

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University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus





**Huron Education** is dedicated to serving higher education and academic medical center institutions.

**Our Professionals** have worked with more than 95 of the top 100 research institutions and numerous universities of all sizes.

**We deliver** solutions that span all functional areas including human resources, finance and accounting, procurement, travel and expense, facilities, information technology, research administration, student administration, auxiliary enterprises, among others.

# Huron Consulting Group

Higher Education Procurement Practice

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**Our Procurement Solutions team** has worked with over 75 higher education institutions across more than 200 procurement related projects, [including travel and expense](#).



## Travel and Expense Management

- Travel program assessment and improvement
- Technology and TMC selection, planning, and implementation
- Optimization
- Change management/business process transformation



## Procurement / Payables Transformation

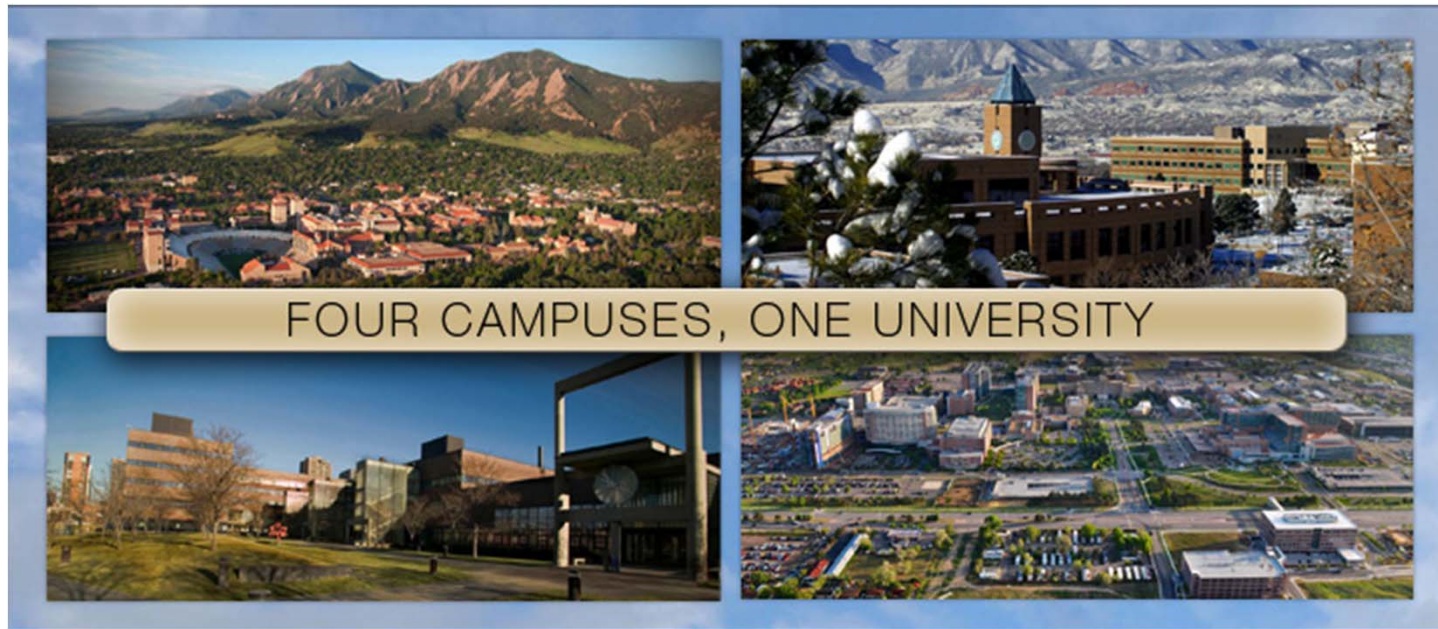
- Source to Settle operational assessment and improvement
- Organizational redesign and development
- Technology selection, planning, implementation, and optimization
- Program and change management



## Spend Analysis and Strategic Sourcing

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

# University of Colorado



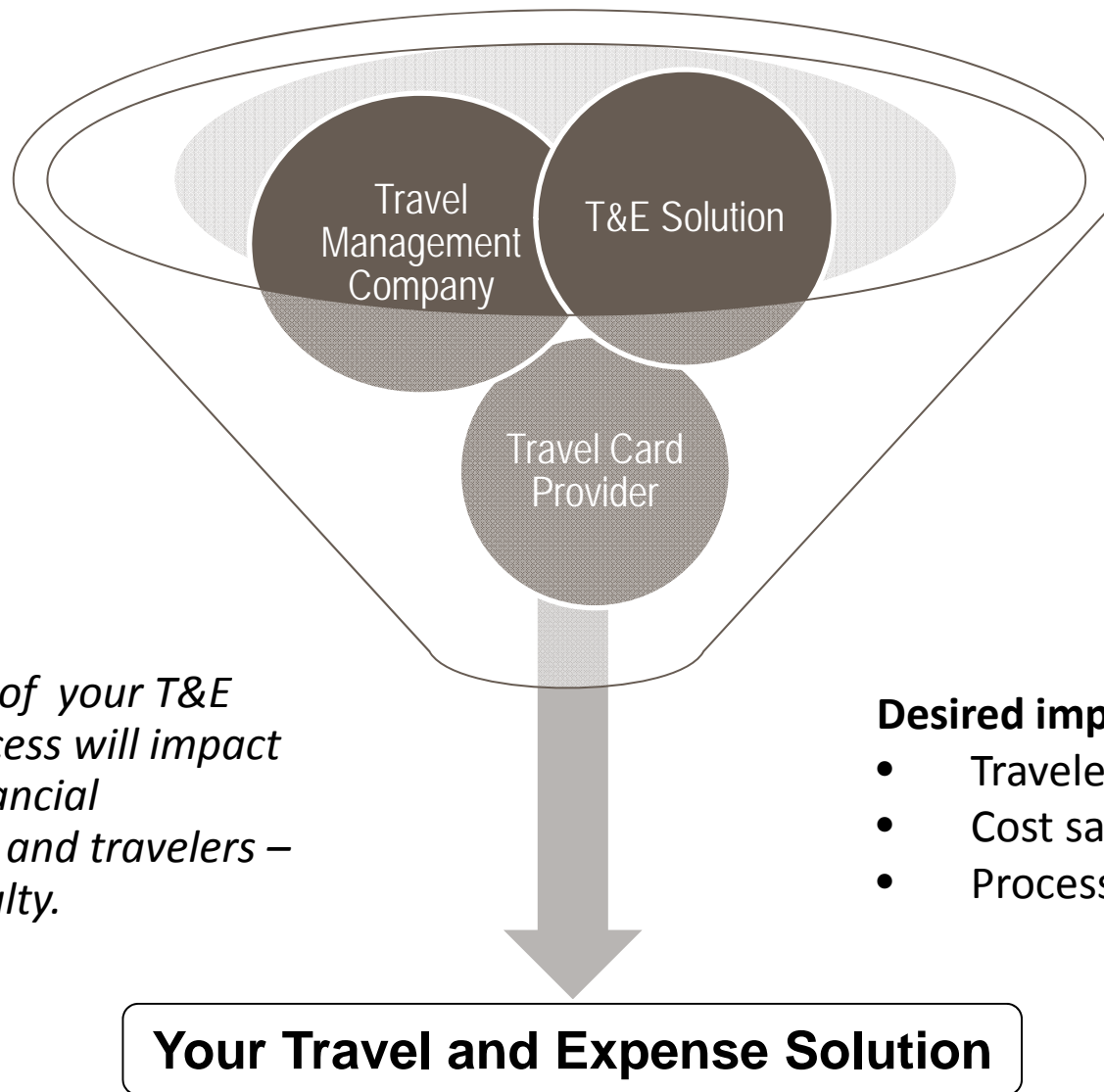
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# Travel and Expense Automation

Multiple vendors comprise the overall T&E solution

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*The outcome of your T&E selection process will impact university financial opportunities and travelers – including faculty.*

## **Desired improvements:**

- Traveler experience
- Cost savings
- Process efficiencies

# Agenda

Building the components necessary for a successful T&E vendor selection

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- Required actions for best results
- Identifying your travel and expense (T&E) requirements
- Assembling the selection committee
- Conducting selection (RFP) process

# Required Actions for Best Results

T&E Solution Selection

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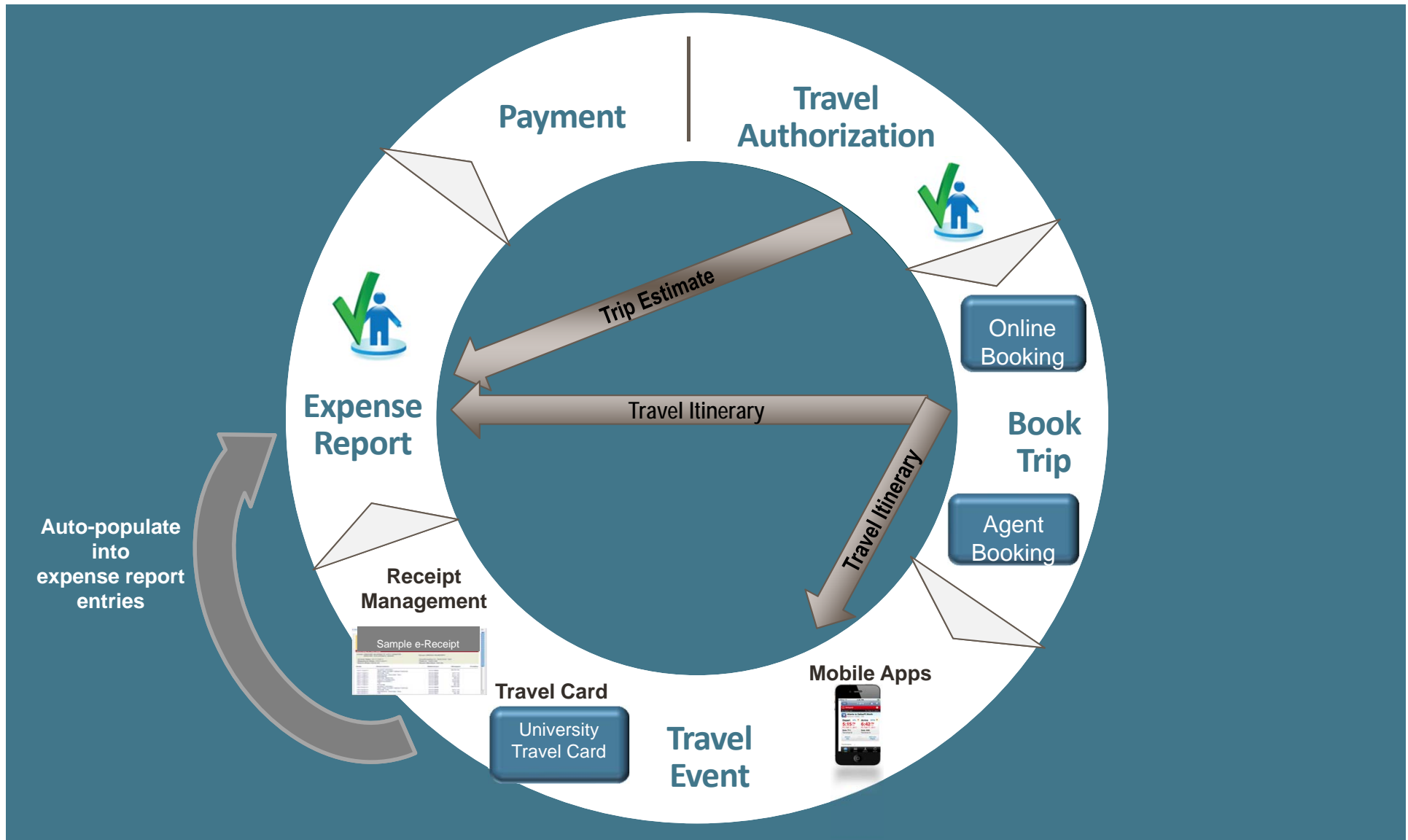
- Focus on the big picture – do not settle for automating what you do today
- Emphasize the team building components of the solution selection program
- Underscore the value of end-to-end integration, mobile, and analytics



# Travel and Expense (T&E) Automation

Travel and expense end to end life cycle

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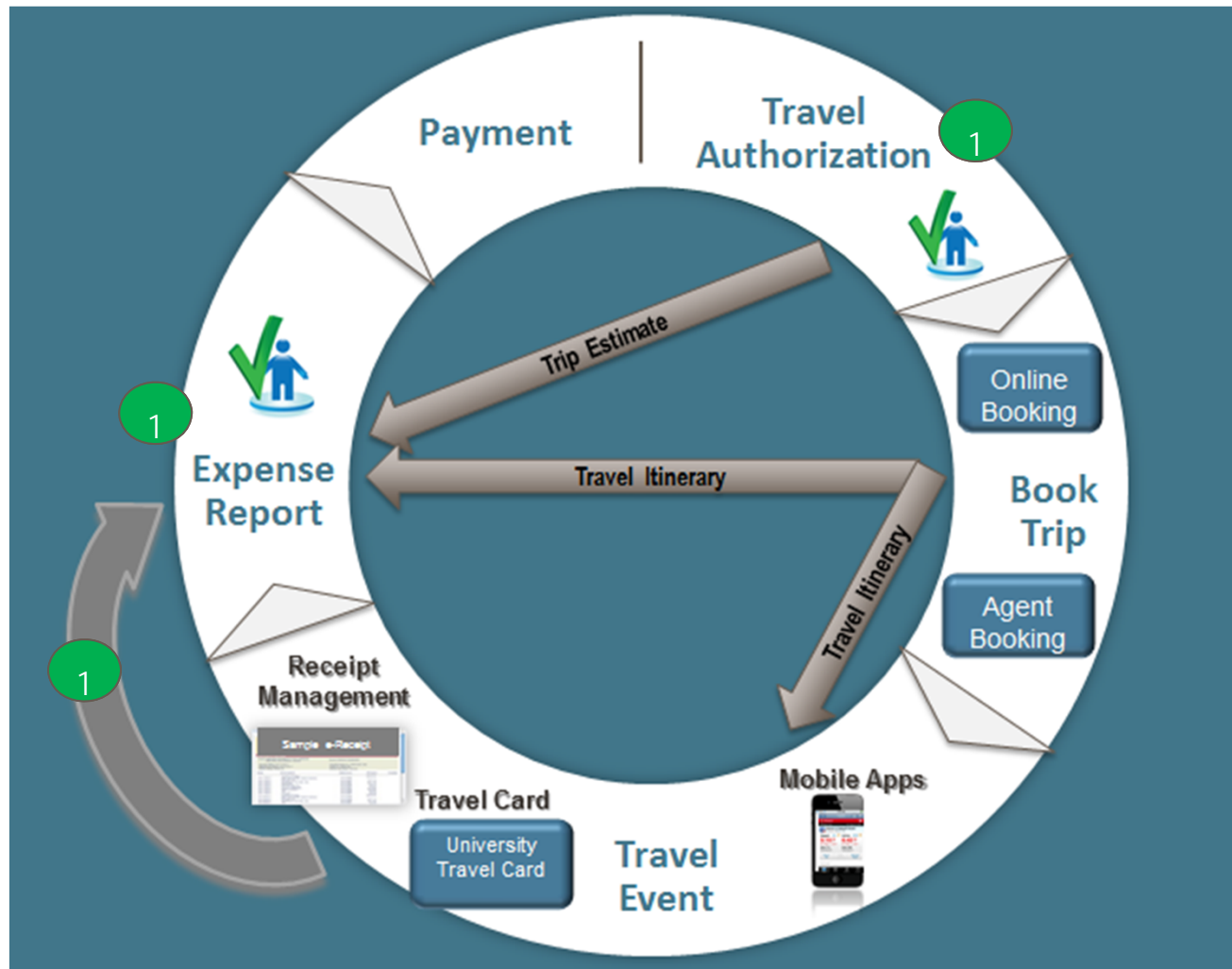




# Breaking Down the T&E Process

Determine what elements need to be sourced for your solution

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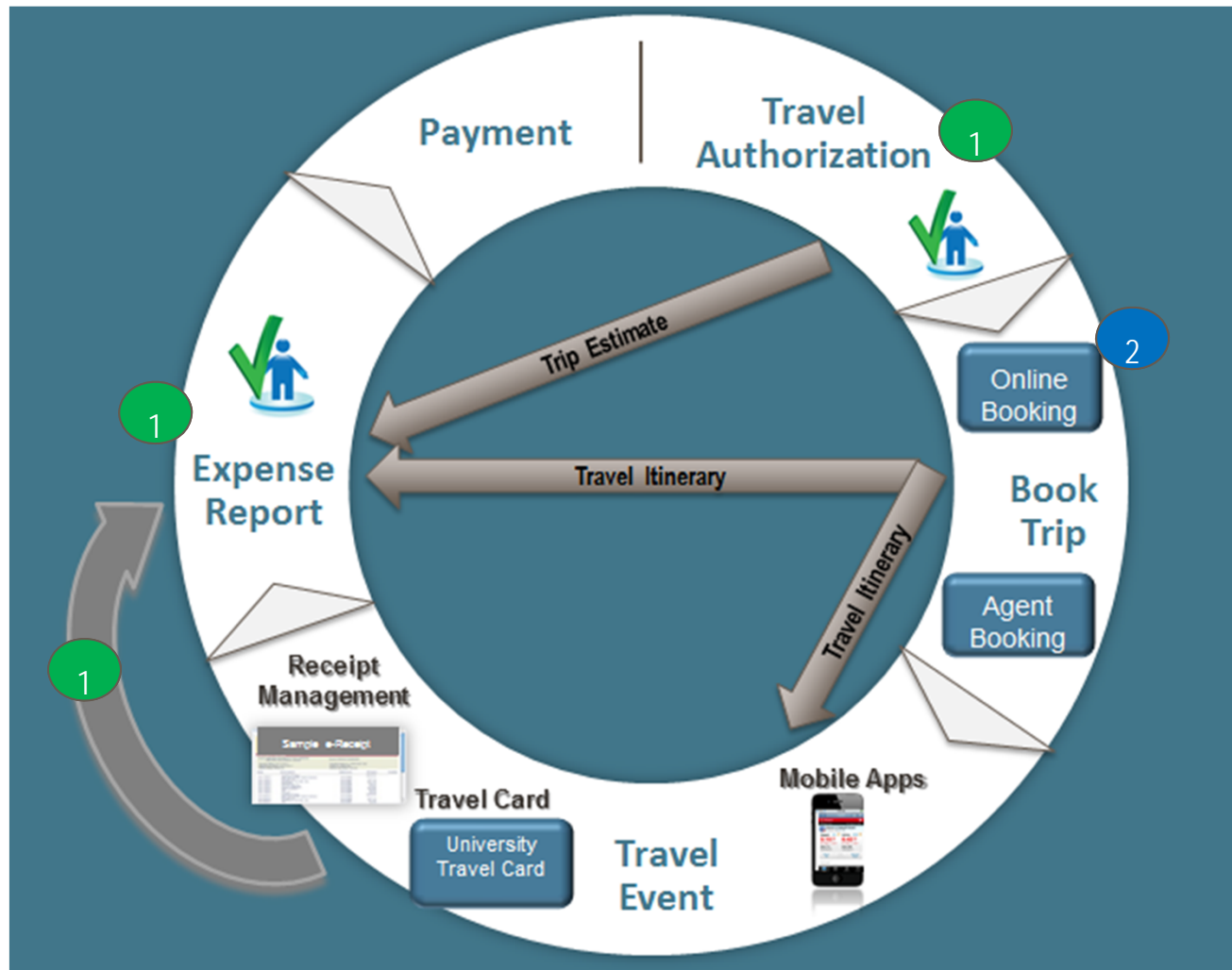


1. Basic expense solution

# Breaking Down the T&E Process

Determine what elements need to be sourced for your solution

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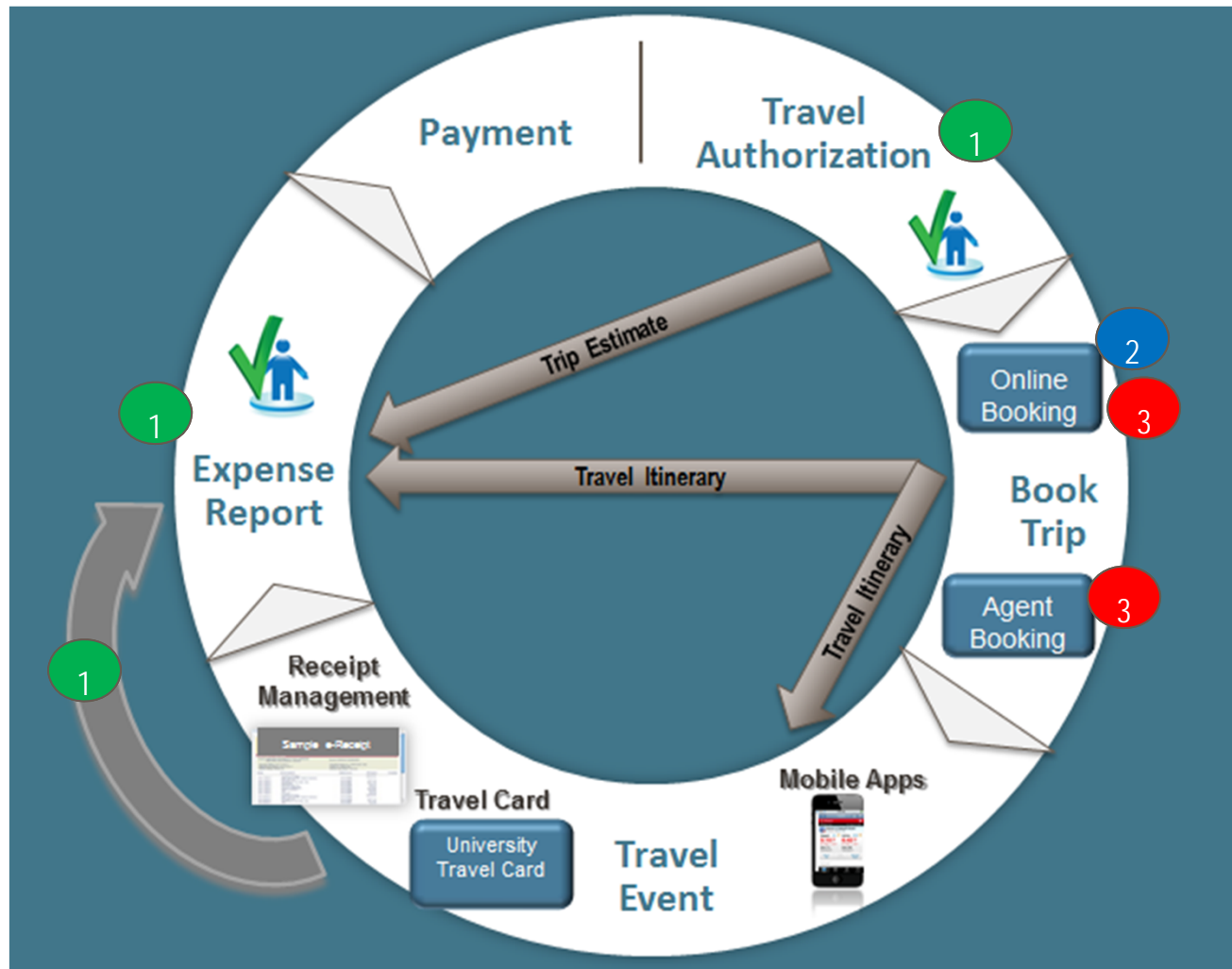


1. Basic expense solution
2. Online booking tool

# Breaking Down the T&E Process

Determine what elements need to be sourced for your solution

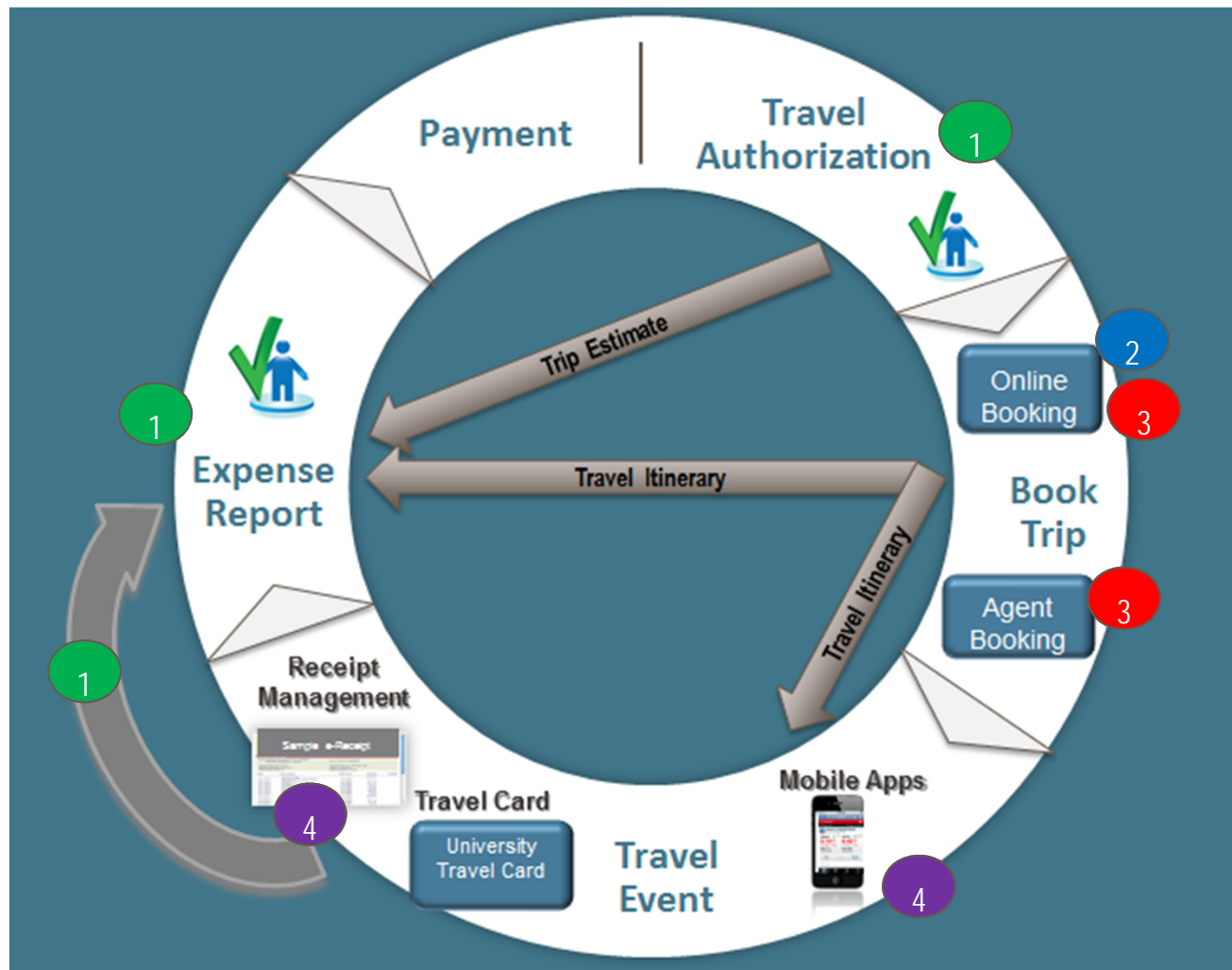
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1. Basic expense solution
2. Online booking tool
3. Travel Management Company (TMC)
  - Online booking fulfillment
  - Agent assistance

# Breaking Down the T&E Process

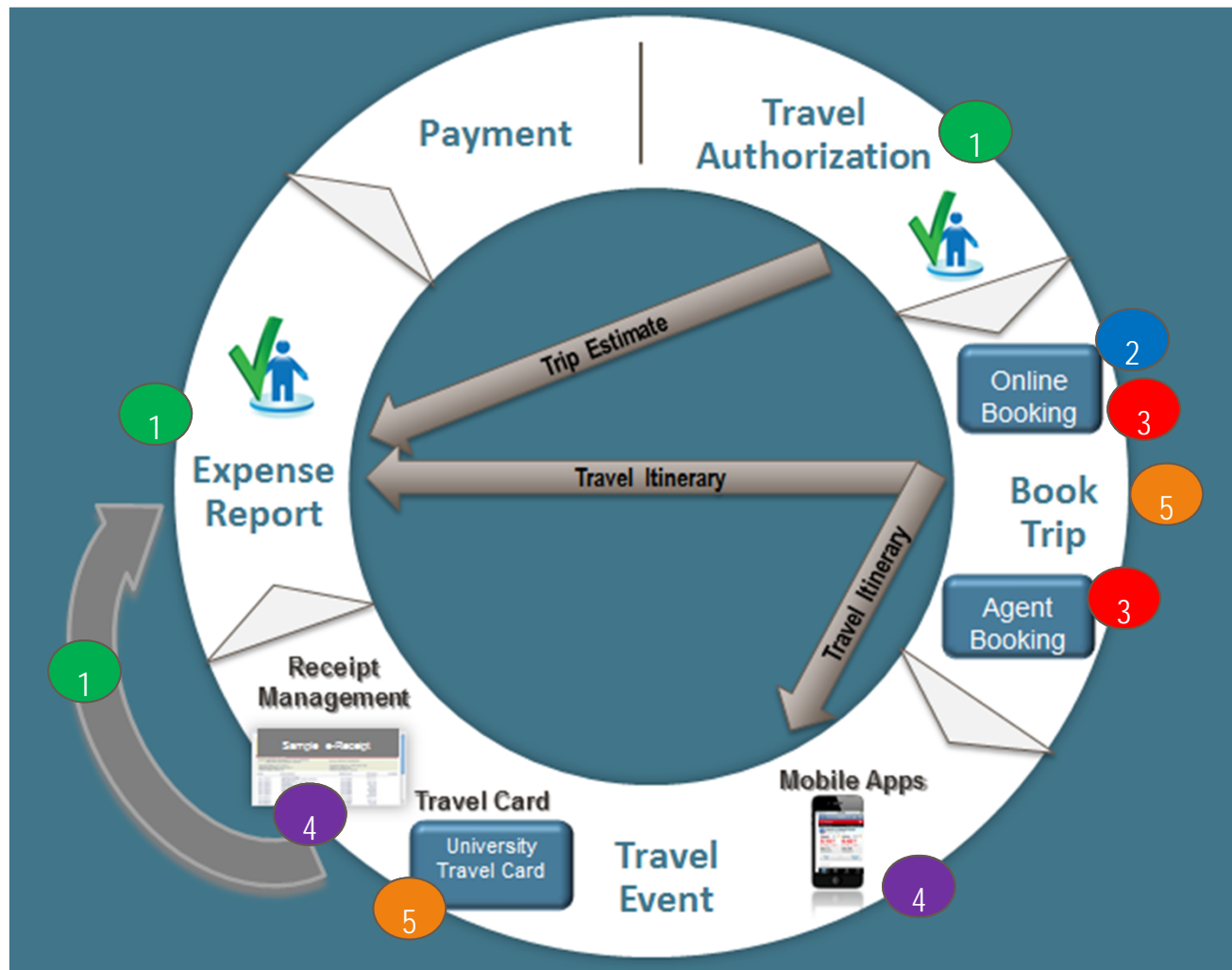
Determine what elements need to be sourced for your solution



1. Basic expense solution
2. Online booking tool
3. Travel Management Company (TMC)
  - Online booking fulfillment
  - Agent assistance
4. Advanced solution features, as part of a T&E solution

# Breaking Down the T&E Process

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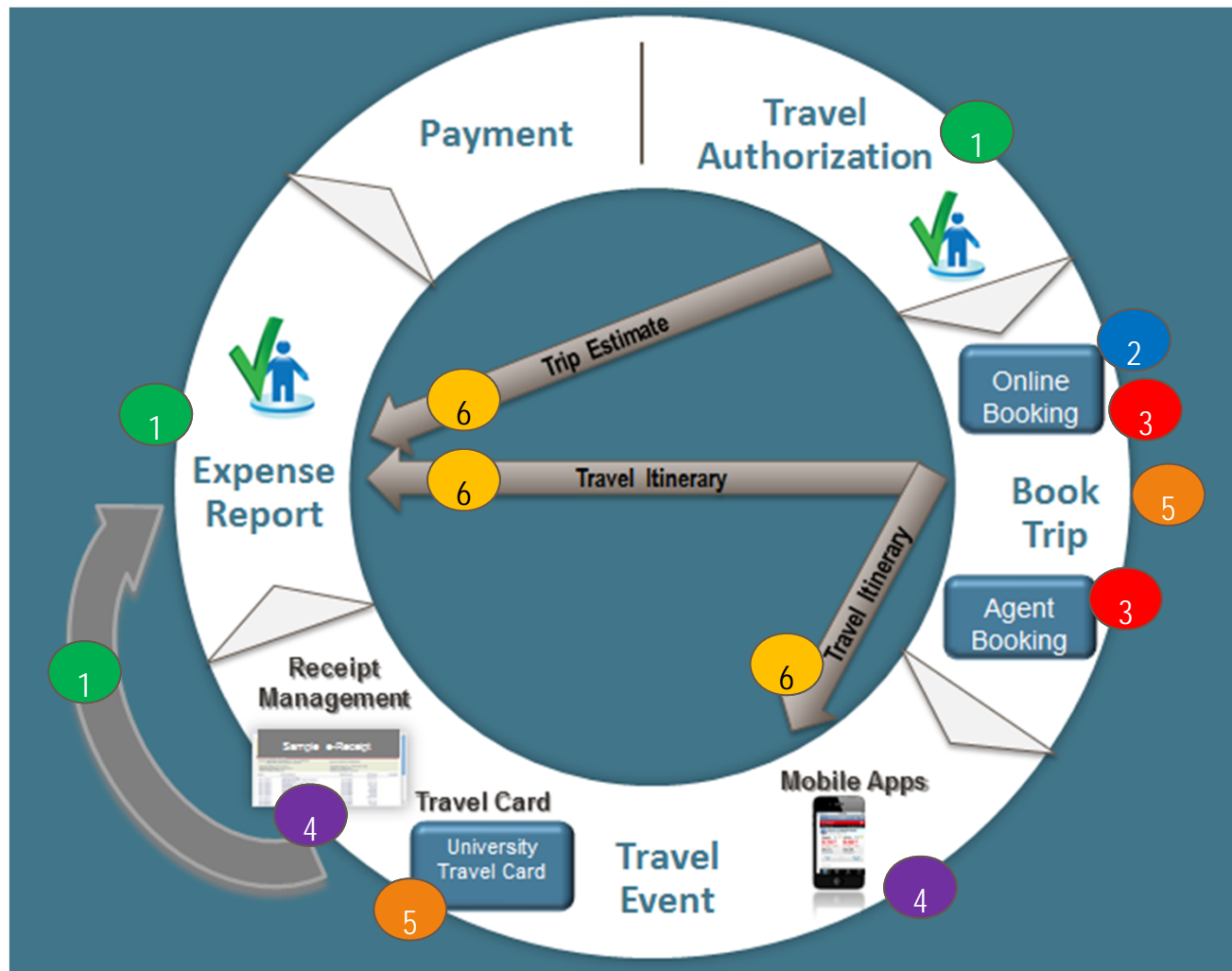


1. Basic expense solution
2. Online booking tool
3. Travel Management Company (TMC)
  - Online booking fulfillment
  - Agent assistance
4. Advanced solution features, as part of a T&E solution
5. Travel card for airfare booking and in travel charges

# Breaking Down the T&E Process

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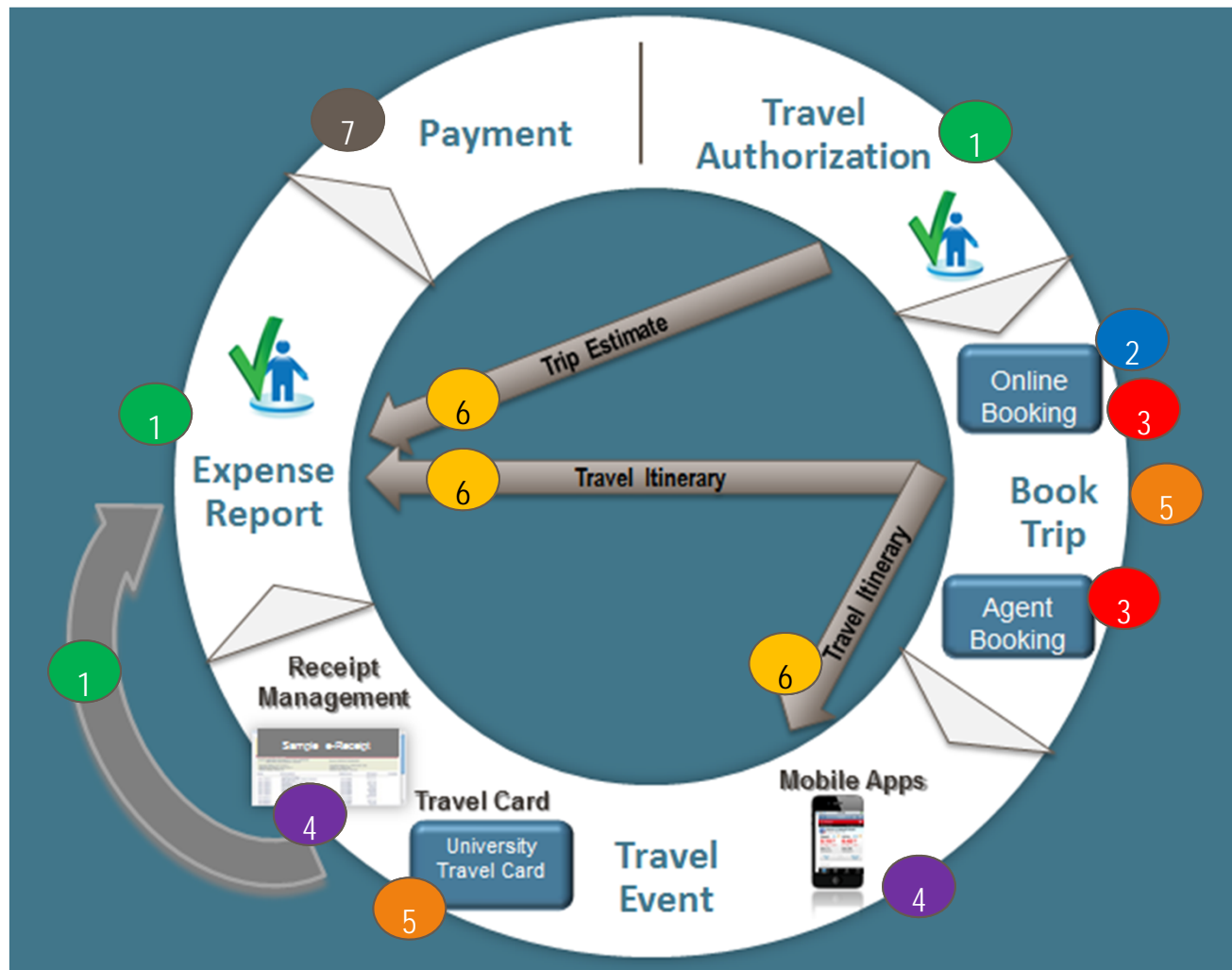


1. Basic expense solution
2. Online booking tool
3. Travel Management Company (TMC)
  - Online booking fulfillment
  - Agent assistance
4. Advanced solution features, as part of a T&E solution
5. Travel card for airfare booking and in travel charges
6. End-to-end T&E integrations



# Breaking Down the T&E Process

Determine what elements need to be sourced for your solution



1. Basic expense solution
2. Online booking tool
3. Travel Management Company (TMC)
  - Online booking fulfillment
  - Agent assistance
4. Advanced solution features, as part of a T&E solution
5. Travel card for airfare booking and in travel charges
6. End-to-end T&E integrations
7. Reimbursements via AP and/or Payroll



# Addressing the Big Picture and Future Value

How the University of Colorado (CU) viewed their T&E solution prior to vendor selection



## ■ Automation of the expense solution

- Identified best practices
- Addressed audit findings
- Strived to make the reimbursement process faster

## ■ Automation of the online booking tool

- Identified that the best practice was to consolidate to one TMC
- Established RFP criteria for our TMC selection
  - Customer service
  - Travel fulfillment
  - Cost
  - Technology capabilities

# Addressing the Big Picture and Future Value

How the University of Colorado (CU) viewed their T&E solution prior to vendor selection



- Addressed our corporate card program to meet both traveler and university needs
  - Implemented a corporate-liability travel card
    - Relieved the traveler of personal cash flow challenges for “in travel” charges
    - Provided CU with rebates
  - Implemented a ghost card for our airfare purchased through the online booking or agent assisted reservations
    - Relieved the traveler of personal cash flow challenges for one of the largest travel charges that is often purchased a month or more in advance of the trip
    - Provided CU with rebates
  - Obtained rebates from these new corporate card programs which began to pay for the cost of the T&E solution

# The Selection Process

Break it down to actionable steps

## 1. Define the big picture

- Your vision for the university's travel program, solution and services

## 2. Establish your core selection committee

- Executive sponsors, Functional SMEs, and Project team

## 3. Establish a travel advisory group of campus stakeholders and influencers

- Administrators and faculty that represent frequent and infrequent travels
- Athletics, study abroad and others that represent unique travel needs

## 4. Define the goals for the selection committee

- “Must improves” across policy, processes, and visibility (traveler locations & spend)
- Shared goals across all constituents on the selection team
- Communications – methods and frequency to keep all informed and the process moving

# The Selection Process

Break it down to actionable steps

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## 5. Build your requirements

- Individual travel, group travel, guest travel, international, travel, and athletics
- Reporting! Understand what information you need out of the automation for travel sourcing, compliance, and overall travel and expense program improvements

## 6. Build your RFPs and measurement matrix

- Technology solution, Travel Management Company, and travel card
- Remember to include focus on Implementation and deployment support

## 7. Post your RFPs

- Understand the vendor landscape as it relates to your big picture

## 8. Ensure short list and presentations focus on:

- Requirements and the vendor's ability to support your travel program vision
- Ease of use and intuitiveness
- Length of implementation and their ability to support your campus rollout strategy

# Duration of Selection Process

CU's experience on how to streamline the selection process



- Your goal should be to source the T&E solution provider, TMC, and travel card solution within 6 months
  - Must haves:
    - Executive support to address issues and needs along the path to selection
    - Focused staff and efforts to ensure proper discussions, thoughts, details, and documentation is in place for the selection process
    - Tight project plan to ensure the process does not derail
- Travel Card Program
  - There are several university travel card consortiums that can aid in your selection and negotiations
- TMC and online booking tool
  - Went out to bid in October and awarded in January

# Challenges

What should I be prepared for when embarking on this adventure?



- Managing the selection process so things do not get “off the rail”
- Getting senior leadership to pull the trigger on a purchase that impacts millions of dollars
  - Technology and services costs
  - Supported by savings opportunities
    - Credit card rebates
    - Process efficiencies
    - Vendor discounts
    - Compliance that reduces leakage
  - Supported by benefits that impact many constituents
    - Improved traveler experience through mobile technology
    - Reduced administrative costs through automation
    - Increased visibility to spend
    - Compliance to policy
- Timing of the deployment of T&E elements may be based on your executives willingness to support various components

# Food for Thought

Contrasting platforms, approaches, and pricing models to consider

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## Additional considerations while conducting your selection process

Platform of the T&E provider	Software as a Service (SaaS)	On-premise
Approaches to online booking tool (OBT)	<ul style="list-style-type: none"><li>▪ Travel software provider is the OBT supplier</li><li>▪ TMC is the travel services provider</li></ul>	<ul style="list-style-type: none"><li>▪ Travel Management Company is the prime supplier for both OBT and travel services</li></ul>
Pricing method	Per expense transaction	Flat-fee



# Questions and Answers