

JDSU

INDUSTRIES

Communications and Optical Technologies

GEOGRAPHIES

Global

TRAVEL MANAGEMENT COMPANY

Travel and Transport

CHALLENGES

Consolidating multiple travel programs after M&A activity
Managing costs, including resolving unused tickets
Driving compliance and adoption without mandates

SOLUTION

Rearden Commerce has uniquely enabled JDSU to balance the needs of thousands of employees with their corporate policy and cost management goals.

JDSU and Rearden Commerce

Tools and Data to Drive Business Performance

A visionary in managing travel and business services, JDSU selected Rearden Commerce for its next-generation travel and services booking platform, which uniquely enables JDSU to balance meeting the needs of thousands of employees with corporate policy and cost management goals.

JDSU's objective has been to consolidate all employee business services onto a single, manageable platform as part of an ongoing effort to enhance visibility and control over services spending; provide regional and business unit leaders with a better understanding of spend levels

and savings opportunities; and give employees a single source for services purchasing to aid in both productivity and policy compliance. JDSU selected Rearden Commerce for a number of key capabilities:

- Visibility and control: Beyond providing a simplified tool for supporting employees, JDSU is focused on expanding visibility and control over all types of employee services spend at the point of purchase. This gives them the ability to monitor compliance, modify policies to meet changing company and employee needs, consolidate vendors, manage unused tickets and leverage their purchasing power for better contract terms.
- One-stop for the traveler: Knowing that compliance is dependent on employee adoption of online tools, JDSU is leveraging Rearden's online personal assistant to provide a broad range of services through a common platform that offers a consumer-style user experience and integrates services with the employee's work life.
- Data management and flexibility: A core objective for JDSU's travel program is maintaining ownership of its own employee profile data. Since all employee profiles are managed within the Rearden Commerce platform, JDSU can provide employees with a common user experience, while taking advantage of a broad range of suppliers and content providers that provide the best value and meet the requirements of specific regions.
- On-demand: JDSU is constantly reviewing advanced travel and services capabilities available on the Web, both for businesses and consumers. Rearden's on-demand approach means that new functionality, content, services, and merchants can be added to the network on a regular basis—with limited IT or management intervention. It also means JDSU can add new regional offices without the headaches related to traditional software deployments.

Challenges

JDSU had a unique set of challenges. A history of growth by acquisition had left the company with a variety of travel programs, including a mix of online and offline capabilities, multiple travel management companies and two Global Distribution Systems (GDS) providers for the U.S. alone. It was all too common for a traveler to book their trip online, need to make a change while on the road, and find themselves on the phone with a travel agent that couldn't see their booking—because it was on the "other" GDS.

The program was fiscally broken as well, with large numbers of unused tickets and essentially no visibility or means of utilizing them.

“We had to find a solution to improve our traveler’s experience,” says Terry Wood, JDSU’s Director, Workplace Solutions.

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JDSU selected Rearden Commerce to enable a long-term, centralized strategy for travel and other services. Following an initial deployment of Rearden’s online package shipping capability, JDSU expanded its deployment in 2005 to support travel including air, hotel, dining and rental car bookings—replacing the company’s legacy intranet booking tool. Additionally, as Rearden added new services such as airport parking, event tickets, and car service, JDSU has continued to add those services to its internal offering.

Achieving JDSU’s travel and service management objectives, driving adoption and facilitating organizational change isn’t as simple as choosing a new platform. Wood understood a holistic approach was required to effect change, incorporating solid online tools, employee-oriented policies, and robust measurement. Motivating managers and employees to adopt new ways of doing business required approaching them at a strategic business level, rather than attempting yet another new policy communications campaign.

Owning the Employee Profile

To begin with, Wood had some big hurdles to overcome in achieving consistency in JDSU’s traveler profiles. With two GDS and multiple travel management companies in place before, profile information was stored in many locations but rarely accurate. Consistently updating it was effectively impossible.

Today, JDSU has a direct link between its human resources system and Rearden’s platform, so employee profiles are updated nightly. By housing all employee profiles in its system, Rearden makes it simple for JDSU employees to make changes to their profile. Rearden then handles all updates to the GDS. This gives JDSU the flexibility to work with the content and travel management partners that most effectively meet the requirements of the company or the specific regional facility, while maintaining a central corporate platform.

Most importantly, JDSU can achieve a single view of its online travel activity through the Rearden management console. This data, combined with transaction information from JDSU’s travel agency partners, provides a consolidated scorecard for travel policy and cost performance across the company’s North American operations.

The First Step in Change Management: Follow the Data

“You can’t manage what you don’t measure,” says Wood. Before, travel and expense was looked at as something managers and controllers had to deal with, but couldn’t control. “You could talk to a controller of a business unit and they could give you a rough idea of what they were spending,” he recalls, “but it was very rough. T&E was just this necessary spend item... you can’t control it, you can’t manage it but it’s out there and what can you do?”

Realistically, and as is the case with many companies, understanding and managing T&E spend at JDSU was a significant challenge. Policy compliance was low, adoption of their online travel booking tool was limited and travelers generally worked within loosely established limits provided by their line manager or group manager.

Working with Rearden, JDSU's approach has allowed them to double online domestic travel booking activity in the past year, resulting in reduced net ticket costs.

So, while the lines of business were capable of meeting budget targets, little if any consideration was given to opportunities for cost savings—simply because there was no apparent way of understanding or impacting business services spending activity at the transaction level.

“The first thing I wanted was good data, he continues. “What I’ve found is you can’t even have the start of the discussion about policy or compliance or channel or distribution unless you can cite those numbers. And the more data you have and the more credibility that data presents, you can have those discussions...that was the start of the scorecard.”

Working with Rearden Commerce, Wood’s team has developed a scorecard that tracks key statistics companywide including both online and offline travel booking, as well as maverick spend—first by geography and now by business unit. On a monthly basis, his team can provide business leaders with detailed information on travel spend and savings opportunities possible through changes in areas such as policy or increased use of online booking.

Driving Adoption Without Mandates

With the scorecard in place to guide business leaders, and the expanding utility, features and services available through the Rearden platform, Wood can give JDSU’s business leaders the data to understand their spend activity and the tools to act on it.

“It will be an interesting transition,” Wood relates. “Now the controllers and business leaders are motivated to understand what they’re spending and why. More importantly, they’re looking at it in comparison to the other business units and there is some healthy competition going on.”

With the ability to deliver specific, actionable data to JDSU’s business leaders, Wood has leverage to suggest behavior or policy changes that wouldn’t have been possible before. “Now we will go to a business unit leader and say, ‘this set of hotel properties is working for 70% of the company, so can it work for your business too?’”

Working with Rearden, JDSU’s approach has allowed them to double online domestic travel booking activity in the past year, resulting in reduced net ticket costs. That they accomplished this, even in a non-mandate environment, is no surprise to Wood. In fact, he is adamant in his perspective on mandates—based on his experience, it is an ineffective means for driving adoption and compliance.

“Like any kind of law, if it doesn’t meet the needs of the population it’s useless,” he relates. “It’s not just the policies you enter into the tool. Somebody can override that; somebody can go beyond that...you simply can’t have policies based on price. The policies have to support the needs of the employee in getting things done, balancing effective cost management with effective employee support.”

Building On Success

The Rearden Commerce platform provides a solid foundation for JDSU's balanced approach. In addition to a network of more than 135,000 suppliers and a simple-to-use interface, Rearden's management console enables JDSU to easily modify policy, add or change suppliers or services company-wide, by group or even by employee—through a browser.

Better yet for JDSU, as they drive adoption into the Rearden Commerce platform, they are

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building new habits for employees and managers that can lead to both additional savings and better service to employees over time. For example, Rearden automatically presents travel options to employees that include unused tickets, helping to dispose of that inventory. In addition, as Rearden adds new services to the network, they're all delivered in a way employees are used to.

"Rearden is the only tool that is adding new services to its network on a regular basis," Wood says. "That means that as we get our employees comfortable with using the tool for the basics —like travel or package shipping—we're also paving the road for employees to book these type of services through the same tool."

Looking ahead, JDSU is planning to build on its success with Rearden in the U.S. and expand the deployment to its Canadian operations and overseas. In addition, Wood is anxious to see new services added to the platform, from rail to support European requirements to simple but critical offerings such as passport or inoculation services for international travel.

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About JDSU

JDSU is committed to enabling broadband & optical innovation in the communications, commercial and consumer markets. JDSU is the leading provider of communications test and measurement solutions and optical products for telecommunications service providers, cable operators, and network equipment manufacturers. Furthermore, JDSU is the leading provider of innovative optical solutions for medical and environmental instrumentation, semiconductor processing, display, brand authentication, aerospace and defense, and decorative applications.

About Rearden Commerce, Inc.

Rearden Commerce makes life simpler by delivering a web-based personal assistant that intuitively manages the everyday details of business and personal life. Just like a seasoned executive assistant, the Rearden Personal Assistant™ handles an impressive array of tasks and services, and delights users by considering their unique needs and personal preferences. The Rearden Personal Assistant is built on the Rearden Commerce™ Platform, which supports an ecosystem of more than 160,000 trusted merchants and third-party applications providers. Today, more than one and a half million contracted users at organizations ranging from the Fortune 500 to small/medium enterprises, including ConAgra Foods, Glaxo Smith Kline and JDSU, rely on the recommendations and assistance of the Rearden Personal Assistant to save time and be more efficient, while saving their companies money. Rearden Commerce is headquartered in Foster City, CA. For more information, visit reardencommerce.com