

Raising the Bar on Business Reviews

Is the business review process working for you now (effective, timely, pleasant)?

- 56% of business travel suppliers said yes
- 71% of corporate travel buyers said yes

The Essential Conversation

What makes the difference between a really successful business review and one that leaves both parties feeling short-changed? Business reviews with win-win outcomes almost always begin with a straightforward conversation about what is expected from each party.

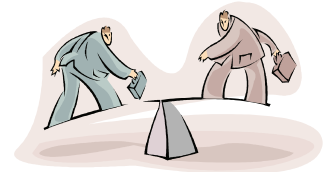
Establishing a clear understanding of expectations and desires means determining together, as a team, how the process will unfold, how performance will be measured, and who specifically will be involved.

Keeping your conversations on process and performance separate from those on negotiations will help preserve a balanced tone throughout the business review process and place the emphasis where it should be—on teamwork.

Details matter and are the backbone of a great business review. Collaborating ahead of time on the style and frequency of communication will go a long way in keeping everyone happy. Likewise, pre-defining the type, frequency, and

objectives of performance reports will eliminate much of the guessing game which often plagues the business review process.

Most importantly, identify and clearly communicate what “satisfaction” specifically means for you and your company. Sharing your definition of success, including relevant performance measures, will save you time and effort in the long run.



*“The real focus should be on collaborating **equally.**”*

Best in Class

Industry professionals attending the 2009 ACTE Canada Education had this to say about the right way to conduct a best-in-class business review:

- Provide timely and constructive feedback.
- Provide pre-meeting information and mutually establish the agenda.
- Outline your definition prior to the review.
- Be prepared to offer alternatives and solutions to challenges.
- Pre-determine the relevance, scope and focus of the review.
- Allow both parties an equal opportunity to share information.
- Provide a written executive summary.
- Define the context of the information requested and provided, and consider if it realistic and useful.
- Ensure the key people from both sides are present.

Raising the Bar on Business Reviews



“Understanding and communicating the ‘so what’ of information is crucial to success.”

Yes, You Should

- Undertake a traveller satisfaction survey.
- Pay attention to media information and current events.
- Meet in person.
- Actively listen to one another.
- Separate the business review from your negotiations.
- Address what is realistic.
- Use praise where applicable.
- Develop an action item list and assign tasks to specific people.
- Be flexible with objectives (circumstances change).
- Provide exactly what the customer wants and how often they want it.
- Know your client’s industry.
- Use an account development plan.

No, You Shouldn’t

- Bog the meeting down with slides and charts.
- Have all the answers (ask what others think).
- Be afraid to ask for information.

Top Key Performance Indicators (KPIs)

When asked to share the top three key performance indicators (excluding cost savings) they would definitely want included in a business review, business travel professionals were united on a number of fronts.

According to travel buyers, once performance and compliance requirements are fulfilled, traveller satisfaction is the ultimate internal measure. This goal drives the requests from business travel buyers for data they can use to accurately measure satisfaction levels.

Benchmarking against similar customers and staying on the cutting edge on best practices (or at least working toward this) was also identified as essential to buyers.

The top three KPIs for buyers:

1. Actionable data and intelligence;
2. Customer service and traveller satisfaction; and
3. Benchmarking and best practices.

Business travel suppliers also seek measurable traveller satisfaction data and success factors in their drive to meet the needs of their clients. Market share results and an open conversation regarding growth opportunities is crucial to suppliers in developing clear short and long term goals and effective action plans.

The top three KPIs for suppliers:

1. Customer service and traveller satisfaction;
2. Strong collaboration and clear communication; and
3. Actionable data and intelligence such as market share results and compliance levels.

Keep in mind that while measurements are key to data collection, they cannot stand alone. Conversations are necessary to developing an appropriate and mutual relationship and fostering true customer service measures.



“Traveller satisfaction is the real bottom line.”