

Oracle by the Numbers

Results from GetThere automation and consolidation at regional service centers:

- Reductions in after hours calls by 50%
- Reductions in hotel and car only PNRs by 54%
- An increase in advanced bookings of tickets to 73%
- A decrease in average ticket prices by 6%
- Average online adoption in the U.S. of 93%
- Average online adoption in EMEA exceeding 90%
- Average online adoption in Hong Kong of 76%
- Reductions in agency counselors, resulting in significant cost savings

Founded in 1977, **Oracle Corporation** is the world's largest enterprise software company, with more than 70,000 employees and offices in 140 countries. Oracle provides software and services that allow organizations to receive the most up-to-date and accurate information from their business systems.

A Global Challenge

Not unlike many other rapidly growing companies, one of the greatest challenges and opportunities for Oracle's new travel organization was to create a travel program that:

- Proved easy to use for travelers
- Would be scalable to the company's rapid global growth
- Provided fiduciary visibility, transparency and control
- Allowed consistency in services worldwide
- Leveraged greater economies of scale with suppliers

The use of different technologies, different rules region to region, fragmented procedures, multiple online booking engines and disparate reporting systems provided a level of complexity that inhibited Oracle from focusing in on policy compliance, user satisfaction and millions of dollars in potential supplier savings.

Simply put, necessity would not allow a fragmented travel program to succeed. The globalization of Oracle's program equated to stabilization; that stability opened the door to value for both Oracle travelers and their travel team, which was charged with revamping an international program at minimal cost. In line with Oracle's three fundamental principles, the Oracle travel team focused on building a travel program that allowed them to Simplify, Standardize and Automate.

The Oracle travel team, working in parallel with Carlson Wagonlit, its global travel agency, began transforming its corporate travel system with the following initiatives:

- Establishing center-led global travel teams to combat organizational misalignment and operational inefficiencies
- Introducing standard processes, procedures, roles and responsibilities
- Implementing a global travel consolidation and conversion strategy
- Revising and implementing a new Global Travel Policy
- Implementing a Global Hotel Program and Global Supplier Relationships
- Implementing Global Travel Management Reporting
- Introducing business case rationalization and justification documents to gain senior management support

An International Rollout of Unparalleled Pace – Oracle Goes Global with GetThere

In September 2006, Oracle implemented the world's leading online travel procurement technology, GetThere®. GetThere, Oracle and Carlson Wagonlit then embarked upon the most comprehensive international rollout of a corporate booking technology - at a pace unparalleled in the history of online business travel.

The simplified goals were:

- Implement GetThere in 19 countries within the first year of U.S. launch
- Achieve adoption rates of 85 and 75 percent in the U.S. and EMEA within three months, respectively

Implications

Because Oracle consolidated its system to one global agency, one global travel policy, one GDS, one corporate booking technology, one company language and an acting global manager on duty at any time, the company now has the capability to service employees wherever they travel in the world.

The consistency of the efficient system takes away the cost and complexity of integration. With fewer vendors, Oracle is able to reap the benefits of scale and intimacy.

Clearly, this was no small undertaking.

GetThere expanded its customer service focus to a “follow the sun” model, putting skilled staff in place in London, Dallas and Singapore. Having personnel in these regions gave the Oracle travel team access to experienced personnel at all times, keeping the rollout process continuously in motion.

GetThere started the implementation process by coordinating rollout planning calls with Oracle, Carlson and Sabre, the global distribution system (GDS). Planning required support from Implementation Leads, Site Managers and EMEA and APAC Customer Success Managers. GetThere and Oracle jointly developed employee communication plans that clearly defined and reached different audiences. Finally, a training program including multiple web casts was created and implemented in five North American locations ahead of the program launch.

GetThere also put in place a comprehensive communications plan to ensure Oracle’s employees were aware of the new technology, including:

- Standardizing the language and settings of the new application to reflect Oracle’s company culture, messaging and design
- Using internal Web sites and e-mails to communicate the change with employees
- Using pre-recorded demos and conducting live web casts to train employees on the GetThere application
- Standardizing the relevant communications and training vehicles for use in all countries as the rollout progressed
- Leveraging the GetThere training team to help Oracle create a self-service online demo
- Altering rollout materials and other introductory tactics for rollout in countries that did not have experience with corporate online booking technology

Impressive Results & Cost Savings

In only its second year of the strategy, Oracle provided standardization and consistency to its program via a global travel policy, global consolidation of Carlson Wagonlit’s services, use of GetThere’s technology and the efficient alignment of the online booking technology with the Sabre GDS. Oracle rationalized its supplier base for global air and hotel agreements and reduced its business travel centers from 91 to 12 by fiscal year-end.

In 2006, the new programs fueled by the technology applications harvested significant benefits:

- Oracle’s overall online booking adoption worldwide is consistently above 90 percent
- Oracle’s cost per transaction in the U.S. decreased 33 percent, despite a 50 percent increase in transaction volume during the same period
- In EMEA, where Oracle rolls one country into its Warsaw business travel center every three weeks, the first seven countries to convert in the initial five months achieved a 34 percent decrease in cost per transaction

In September 2007, GetThere introduced its online services to Oracle employees in Hungary, marking the 20th country to participate in the rollout. The scale and reach of Oracle’s rollout is recognized in corporate travel circles as the fastest, most comprehensive rollout of an online tool ever. In an industry trade publication, a Carlson executive cited Oracle’s program as the “new standard” for multi-national managed travel programs. By the spring of 2008, Oracle successfully implemented GetThere in more than 30 countries.