
AN RFP SEASON WITH SUPRANATIONAL & CWT HSG

A journey with a Travel Manager...

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Agenda

- Carlson Wagonlit Travel - Hotel Solutions Group
 - Who are we?
- Supranational & CWT HSG cooperation
 - HSG Clients Spend Review with Supranational
 - 2011 Hotel RFP results
- 2012...
 - Corporate views & expectations
 - Q & A...

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CWT Solutions Group is...

■ ...a sophisticated business travel consulting specialist....



PEOPLE

- **110+ experts** around the globe
- ...with backgrounds in both business travel industry and consultancy firm
- Our consultants average 10 years of consulting and industry experience
- ...and specialize in innovative and creative thinking



EXPERIENCE

- Started **12 years ago**
- +100% sales increase between 2005 and 2010
- Customers of **all shapes and sizes, across all TMC's**
- **144 projects** handled in NORAM, **200** in Europe, **60** in APAC
- **High average ROI**



GLOBAL REACH

- **Managed** and balanced between regions: 45 team members in EMEA, 55 in NORAM, 10 in APAC
- **5 practice areas:**
 - **Air, Hotel, Ground transportation, Meetings & Events, Travel Policy & compliance**

CWT Program Management
Carlson

Year To Date

Domestic	Continental	Inter-Continental
218	1,214	861
0	2	3
206	1,212	864
27	95	91
243	1,309	1,019
589	1,117	847
83,894	807,238	1,224,728
9,125	14,128	124,112
74,769	793,110	1,100,616

TECHNOLOGY

- **Global databases** and tools that are proprietary to CWT
- ...that are **flexible** and evolve with the market
- ..that are supported by a **dedicated** team of IT professionals : CWT Solutions Technology

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We are present in our clients' major markets...

■ ...10 countries, 18 cities, 110 professionals...



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Supranational Hotels Conference 2011

...and we serve clients of all sizes across all sectors and TMC's...

Non-exhaustive client list

Bank/Finance

ABN Amro, ANZ Bank, Banca Intesa, BNP Paribas, Capital One, Capitalia, Cerberus Capital, Morgan Stanley, Royal Bank of Canada, State Street, US Bank, Swiss Re, Societ  Generale, RBS, Bank of America, CASA, Standard Chartered Bank, Fifth Third

Automotive

PSA Peugeot Citroen, Johnson Controls, Michelin, Valeo, Daimler, FIAT

Services/consulting

Deloitte & Touch, Accenture, Deutsche Post, KeyMRO, La Poste, Mondadori, Pearson, Publicis, Reuters, Cigna

IT : Technology

Adobe, Atos, CSC, eBay, Hewlett Packard, IBM, Openwave, Synopsys, Texas Instruments, Network Appliance, Microsoft, Hilti, Oracle, Intel

Government

French Government, Australian Government, US Government, UK Government

Pharmaceutical

Lilly, Novartis, Novo, Pfizer, Wyeth, Genzyme, Boehringer, Baxter, Bayer, IMS Health, Amgen, Takeda, Akzo Nobel

Petroleum/Energy/Mining

Areva, BHP Billiton, BP, Chevron Texaco, Shell, Technip, Woodside Energy, Edison, Rio Tinto, Statoil

Consumer goods

3M, Anheuser-Busch, Barilla, Benetton, Campbell Soup, Carrefour, Coca Cola, Continental, Coty, Diageo, Estee Lauder, Henkel, L'Oreal, Unilever, Black & Decker, Danone, Liz Claiborne, Black and Decker, RIM, Avon

Telecom

Alcatel Lucent, Bouygues Telecom, Comcast, Ericsson, France Telecom, Nokia, NSN, T-Mobile, Vodafone, Qwest

Industrial

Alstom, Bluescope Steel, Boston Sci/Guidant, Bouygues Construction, DCN, General Electric, Huntsman, Indesit, International Paper, John Deere, Monsanto, Thales, United Technologies, Veolia, Vinci, Alliant Techsystems, Leighton



Hotel Solutions Group: we provide strategic consulting through an end-to-end approach for hotel spend management using 4 key savings levers

STRATEGY

Estimate hotel spend and define program strategy accordingly



- Data consolidation
- Spend & contract analysis
- Competitive analysis (*Benchmark*)
- Compliance analysis
- Program review
- Hotel Policy
- Hotel Scenario
- Hotel City Caps
- Hotel Diagnostic

From 2 days to 3 months

SOURCING

Implement this strategy through dedicated and centralized sourcing



- Full RFP management
- Negotiations & Selection
- Local & Regional support
- Top hotels permanent monitoring
- Top hotels re-negotiation
- Chain-wide deals

From 1 week to 6 months

DISTRIBUTION

Ensure negotiated rate distribution at all levels



- GDS PCC rationalization
- GDS Audits
- Squatter Audits
- LRA audits
- Hotel "Excel" Directory
- Hotel Online Web Directory
- Client offices geo coding
- OB T settings consulting services

From 3 days to 3 months

OPTIMIZATION

Monitor and optimize actual hotel spend



- Customized dashboards (interactive and exec-level)
- Reporting on actual savings, compliance, gap analysis etc.
- Backend rebates
- Market trend studies
- Hotel industry training
- Ongoing hotel program management

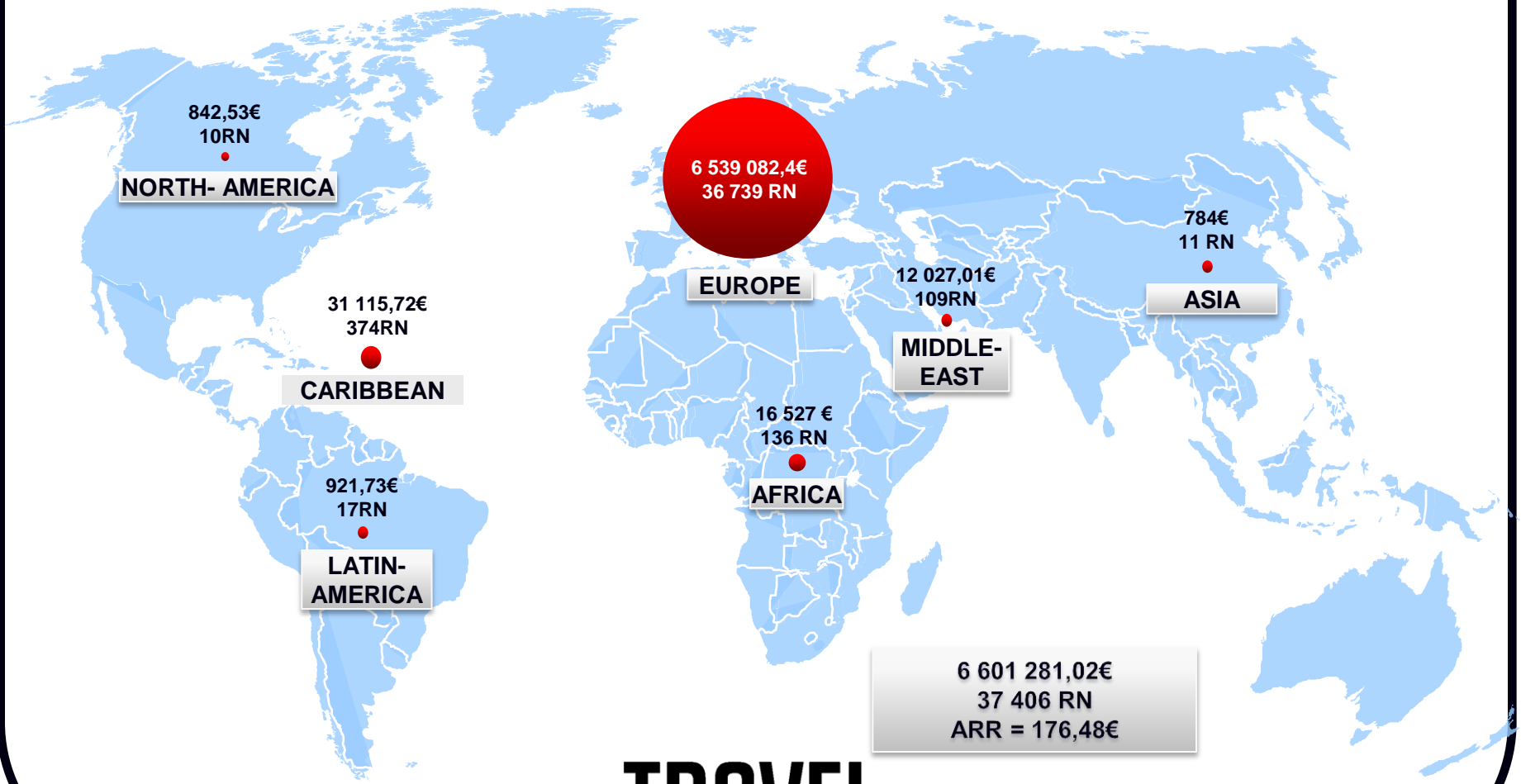
From 1 day to 12 months

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Overall EMEA HSG Clients spent 6,6M€ on Supranational hotels mostly concentrated in Europe (99%)

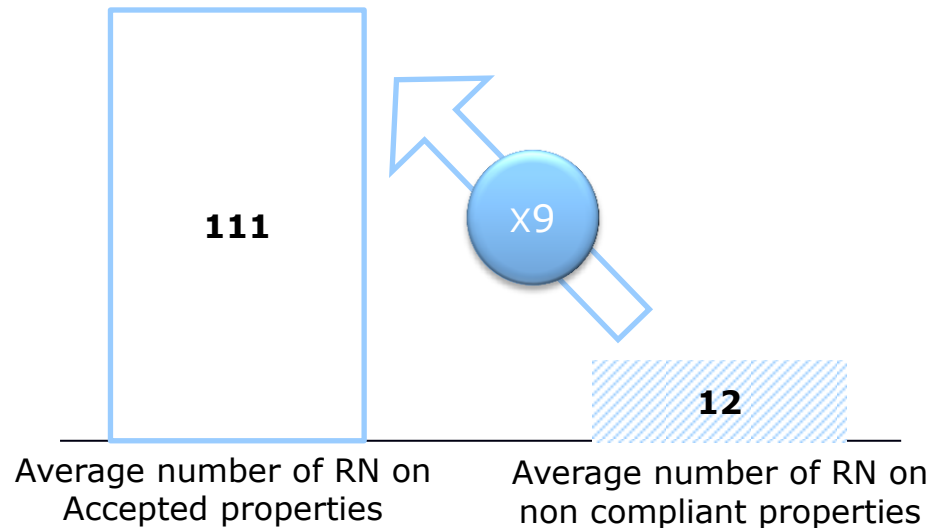


**EMEA HSG Clients 2010 annualised consolidated spend on Supranational*

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The gap of room nights production between hotels part of a program and hotels not compliant is huge. Supranational should put all efforts to be selected among our clients' hotel programs.

Supranational 2010 average # of room nights per hotel



**EMEA HSG Clients 2010 annualised consolidated spend on Supranational hotels*

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Supranational Hotels Conference 2011

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Travel Manager – Corporate View

- Travel has recovered... but
 - Maintenance of Travel Policies put in place during downturn
 - Stronger Expense & Spend Monitoring
 - Web-ex and Tele-presence on the increase
 - Internal meetings space before sourcing externally
 - Rate increases in high demand cities
 - London & Singapore
 - New openings slow to come to the market
 - Major chains leveraging their brand image and continue to grow franchise model
 - Hoteliers unwilling to make prediction on 2012 offerings
 - Market share is the key message from hoteliers
- Companies organization
 - Global - local approach to preferred programme
 - Focus on all levers in order to optimise spend (category shift, city cap, advance bookings...)

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Travel Manager – Corporate View

- Companies organization...cont.

- Continuous scrutiny of need to travel
- Consolidation of preferred hotel programme
- Increase usage of formal booking channels
- Detailed reporting including benchmarking
- Total cost of stay approach
 - Rate inclusive of amenities
- Audits – GDS, Squatter & LRA
- RFP season starting earlier

- Corporate Expectations

- Suppliers Partnership (concentration on loyal hoteliers)
- Stabilization of rates for 2012
 - Expectation amenities included in rate in 2011 is a given for 2012
 - Hoteliers to provide best rate at submission phase to avoid various rounds of negotiations

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Travel Manager – Corporate View

- Corporate Expectations.....cont.
 - Better GDS loading and correctly
 - Corporation in management London Olympics 2012
 - Allocation, prepayment.....
 - Consolidation of preferred programme
 - Mix of hotel classification to meet business needs
 - Mainly 3-4 star properties
 - 5 star where appropriate
 - Improvement in measurement of compliance
 - Preferred programme and booking channels
 - Health and safety

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Travel Manager – Corporate View

.Questions?

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