

Travel management services

Capability and Capacity Statement



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Introduction

Introduction

Grosvenor's core business includes consulting for travel management services

Grosvenor Management Consulting is a leading provider of strategic and operational advice to both private and public sector organisations throughout Australia.

The company's expertise lies in the provision of advice and consulting support to business improvement initiatives that deliver client outcomes and ensure direct financial benefits.

Grosvenor has an extensive understanding of leading practice in sourcing and contract management, with recent assignments undertaken in the areas of:

- Legal services
- Share registry services
- Corporate real estate/property management
- HR services
- Travel management services
- Capital works project management
- Evaluation
- Business improvement

Grosvenor Management Consulting provides advice and assistance to a range of Federal, State and Local Government agencies as well as private sector clients.

Clients include:

- Banking: Asian Development Bank, Banker's Trust, Commonwealth Bank, Duetsche Bank
- Accounting and law: KPMG, Clayton Utz, Freehills, Minter Ellison
- Industry: AGL, AMP, Apple Computers, Aristocrat Leisure, BOC Gases, Boral, Brambles, Clipsal/Schneider, CSR, Elgas, Elders, Fosters Group, Futuris Automotive, McDonalds, Johnson & Johnson, Cemex/Rinker, Siemens, Saab Systems, Salmat, SAP, Transfield Industries, Westfield Group, Wyeth Australia
- Government:
 - Federal Government of Australia – various departments including DIMIA, Centrelink, DEEWR, DEST, DoFR
 - NSW State Government - NSW Dept Commerce
- Semi-government ASIC, RTA, ABC, ANU, Meat & Livestock Australia
- Specialists services:
 - Cyberlynx – airline contractual analysis for Promina and Woolworths
 - Strategic support services - AMCOR and George Weston Foods
- Industry Training:
 - Appointed Training Partner – National Business Travel Association
 - Appointed member of NBTA Allied Leadership Committee 2008/2009

Grosvenor is a consultant to leading organisations

Capability

Capability

Improve, innovate and find the best way

Our core values are:

- *Relentless on quality and deliver real value*
We always deliver quality in our people, service, products, business outcomes, client relationships and thinking at an unparalleled value to our clients
- *Develop and grow potential*
We will nurture, challenge and stretch each person to realise their full potential
- *Reciprocal respect*
We excel by working together to achieve goals and always respecting each other particularly when times get tough
- *Use thinking to improve, innovate and find the best way*
We build on experience both individually and collectively by using it together with innovative thinking to find the solution that best fits our clients
- *Whatever it takes*
We will each do whatever it takes to deliver the commitments and accountabilities we make individually and collectively

Grosvenor has the required capability and experience to provide clients with the indicated services. Our ability to deliver these services is supported by Grosvenor's core competencies which include:

- service reviews/service plans
- strategic sourcing, probity and managing the procurement process
- Gateway / health check reviews
- business process re-engineering
- performance management
- benchmarking
- financial analysis and business modelling including activity based costing/pricing
- risk management, governance and compliance
- program evaluation.

Grosvenor's capability in reviewing travel services is demonstrated over the following pages

Our experience shows in the following pages

Demonstrated experience

Experience

Grosvenor has assisted on high value contracts

Grosvenor Management Consulting has demonstrated significant capability in supporting and advising client organisations in large scale contracting projects. We have examples where the contract value over the life of the arrangement is in excess of \$1B such as the recent outsourcing corporate real estate at Australia Post.

Grosvenor's outsourcing and procurement approach is recognised as best practice. An outsourcing framework developed for a client by Grosvenor was recognised with a Silver Medal at the World Outsourcing Summit. Our processes, tools and templates are highly regarded by AGS and were recently identified as the best practice benchmark in a cross agency audit of procurement conducted by the Australian National Audit Office.

Our sound knowledge of the competitive forces among travel service providers and expertise in establishing a high degree of visibility in complex pricing/service level models ensures key outsourcing objectives are met with tangible improvements.

Grosvenor's strategic interventions have achieved material outcomes for our clients in the form of significant cost savings and improved service level agreements. Our clients will not only confirm the quality of our input, but also provide an even broader understanding of our capability and experience.

Grosvenor has applied its knowledge of best practice in contracting, procurement and performance management to travel management and has quickly gained a reputation for outstanding results in the travel management space.

Grosvenor has the experience and team to play the full range of roles in a travel reform project or procurement of a travel management provider or travel suppliers. This team has both extensive procurement inexperience and travel management expertise with a detailed knowledge of the travel market and industry.

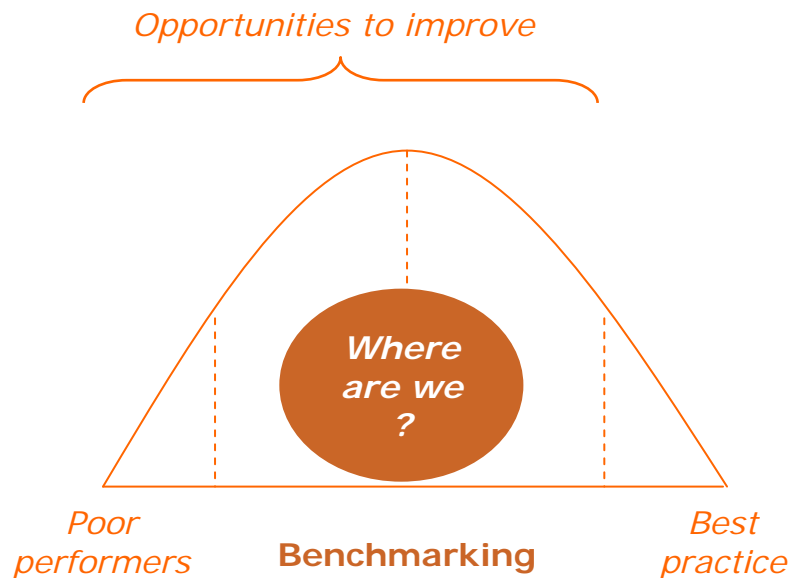
**Sample approaches
Grosvenor takes are
over page**

Travel opportunity analysis

Benchmarking to identify areas for improvement

Grosvenor can conduct a high level analysis of an organisation's travel arrangements to identify opportunities for improvement. The analysis benchmarks current arrangements against best practice to identify opportunities for improvement.

Visibility of areas for improvement



The high level assessment covers all aspects of the current travel arrangements as identified overleaf. The results provide tangible recommendations for improvement and in many cases quantify the benefits that will be realised.

The level of detail and accuracy is only influenced by the accuracy and availability of your information. However, if data availability and accuracy are good, then benchmarking is a low cost method of understanding what improvement opportunities exist.

Low cost way to conduct opportunity analysis

Travel opportunity analysis

Assessment utilises holistic travel management framework

Strategy

Defines the strategy, objectives and metrics, including policies that guides the execution of strategy.

The assessment covers Total Cost of Travel (TCOT) management, alignment with business activity/strategy, clarity in objectives, demand management and policy coverage.

Planning & Coordination

Supply and Demand forecasting and scenario planning that includes strategic sourcing and supply / demand planning.

The assessment covers forecasting/budgeting including use in gearing travel, use of alternatives, trend/synergy identification (eg. transfers, reverse engineer), and use of route deals or private fares.

Operations

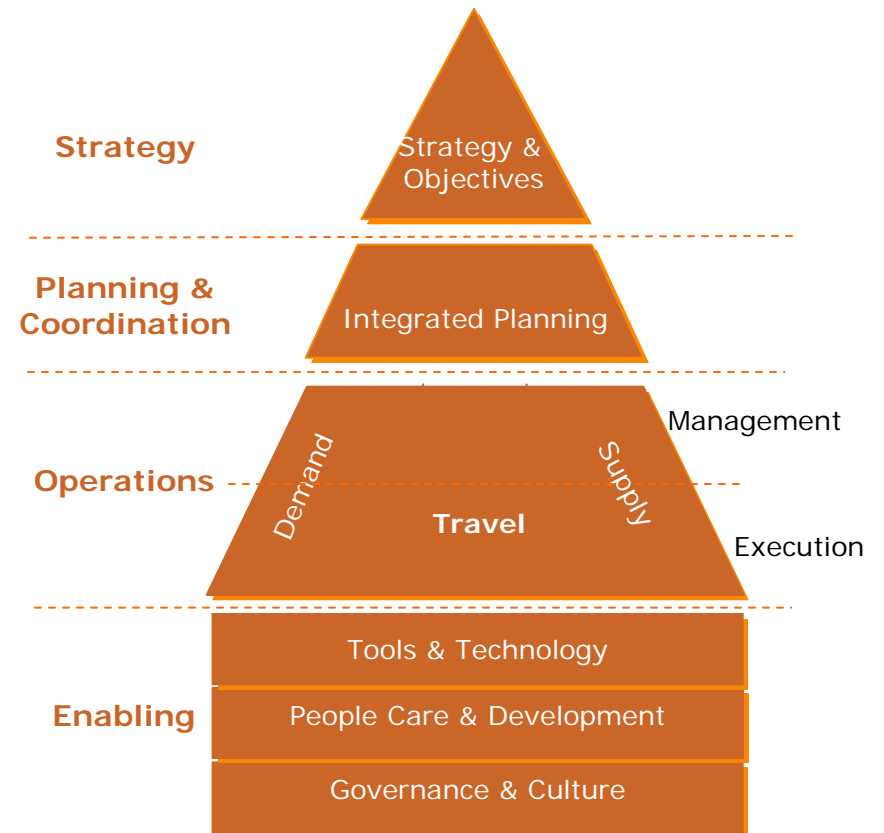
Operational activities including bookings, travel (air, accommodation, transfers, meals and entertainment), payment, reporting and reconciliation. Particular focus on the management / overview as well as the execution.

The assessment covers consultant productivity and efficiency, commissions/rebates/overrides, average sector fares, pre-booking of travel, TMC costs, terms and conditions of fares and TCOT management.

Enabling

Pervasively embed process rigour, standardization and excellence into all aspects of work. Strong emphasis on e-enablement.

The assessment covers OBT usage and uptake, travel and entertainment usage and integration with the OBT, training, destination information and care, health and medical care, personal allowances, personal and partner travel and approvals and expenditure process.



Analysis of all aspects of travel management

Travel management contracting

Relevant services are detailed below

Service offerings

Outline

-
- | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none">• Benchmarking• Service reviews• Service delivery models• Process reviews | <p>Grosvenor is highly capable in conducting reviews of travel arrangements and working with organisations to develop and implement improvements. The Travel Benchmarking and Opportunity Analysis is often a quick and efficient way of commencing the improvement process, by identifying and prioritising opportunities for improvement.</p> |
| <ul style="list-style-type: none">• Business cases | <p>Grosvenor can quickly develop robust business cases for such things as market testing, outsourcing and system implementations for travel.</p> |
| <ul style="list-style-type: none">• Procurement | <p>Grosvenor's procurement approach, tools and templates has been recognised as best practice at the World Outsourcing Summit and by the Australian National Audit Office. Grosvenor can provide strategic advice on packaging and approach to market right through to complete project management of a procurement process. Grosvenor clearly understands that the key to a successful contract is a quality service specification, robust contract and performance management arrangements including KPIs and incentives, well designed pricing model and a robust tender and evaluation process to ensure the 'right' provider is selected.</p> |
| <ul style="list-style-type: none">• Contract & performance management | <p>Grosvenor has unparalleled experience and knowledge in contract and performance management arrangements that work. We understand contract management is critical as are well designed KPIs with links to incentives. Grosvenor understands that answering the phone in three rings is just a service level and therefore not a suitable KPI. KPIs should be focused on objectives such as cost control, initiatives implemented, traveler satisfaction and compliance. Grosvenor can also assist with such things as training of contract managers and best practice contract management manuals.</p> |
| <ul style="list-style-type: none">• Contract reviews | <p>Grosvenor has a robust methodology for reviewing contracts to assess performance, ongoing value for money and opportunities for improvement, including in management of the contract by the client.</p> |
| <ul style="list-style-type: none">• Change management | <p>Grosvenor understands that managing change is critical to successful implementation of travel reform initiatives or outsourced contracts. Grosvenor has a robust methodology for change management planning and management.</p> |

Services provided in the last 12 months

Grosvenor provides specialist advice in the category of travel management

- Tenders for New Suppliers – Business Travel Modeling
- Purchase and effective management of travel expenditure through tenders or requests for proposals from travel management companies, airlines and hotel and car suppliers.
 - Benchmarking & Contract Review Services
 - Benchmarking, rates fees and rebates against current market rate
 - Service level benchmarking – service being supplied as a comparative against similar corporate/government clients
 - Internal review of supplier services against SLA and provision of a Service Gap Analysis Report
 - Financial reviews, health checks, review of financial arrangements. Full data analysis of reports provided by Travel Management Companies, review of financial benefits due and paid, review of agreed financial expectation or arrangements against actual and provision of Financial Gap Analysis Report.
- International Air Fare Audits
- Development of air fare benchmarking data base
- Contract and Travel Policy Compliance Review - to determine if the service provider is conforming with the contract terms and agreed service levels
- Reviewing Readiness for Improvement - Online technology, internal procedures, expense management solutions – application, process relationship and value to organisations with recommendations for improvement or new product
- Reviewing Travel Policy, Process and Procedure Review - this review assists in determining if travelers and travel coordinators are in compliance with travel policies. Review of application of best fare of the day; review of application of best rates by employees

The quality of our work reflects our specialist knowledge

Company capacity

Capacity

Skills, experience and competency to match assignments

Grosvenor is a privately owned Australian firm which meets the Commonwealth's definition of a small to medium enterprise (SME). Formed in 1996, the company is now owned by four partner-employees (directors) of the firm with a majority holding held by the Managing Director.

Grosvenor is an expanding firm which operates out of offices in Melbourne, Sydney and Canberra. We understand that consulting is an industry where the quality and capability of staff is a key determinant of continued success. We therefore operate on a flexible model which maximises the use of our own employees to deliver the services.

The consulting positions in the firm commence at the level of Associate Consultant and progress through; Consultant, Senior Consultant, Managing Consultant to Director. The current employee base inclusive of leave and training provisions provides a capacity of approximately 300 consulting days per month.

Grosvenor is not operated on the basis of geographical responsibilities where specific regions or states are serviced out of a particular office. Rather the skills and competencies of all staff are considered when developing a project team irrespective of the primary location of the project delivery.

In 2008, Grosvenor added to its capacity by forming a relationship with T.M.S Travel Management Solutions (Australia) Pty Ltd (T.M.S) who also provides independent advice on Travel to large corporates across Australia. T.M.S is unique, specialising in assisting companies manage one of their larger categories – travel.

T.M.S works by asking the right questions of the travel buyer and travel provider, assisting with acquisition and contract management in a manner that bridges the gap between the client, the travel providers, technology providers and the client's employees, T.M.S is focused on generating significant cost savings, improving operations and implementing leading technology solutions.

T.M.S is at the forefront in managing travel costs and reviewing the corporate travel industry. In some cases this has meant not only meeting the market but driving change and establishing leading benchmarks and new approaches.

In 2009, T.M.S is an integral part of Grosvenor's capacity and capability that is unmatched in the Australian market.

Grosvenor can fulfil short term demands

Key personnel

Skills, experience and competency to match assignments

To maximise our success in assignments, Grosvenor selects consulting teams to closely match the skills, experience and competencies of the individuals with the objectives of the assignment.

Grosvenor is an organisation in which the majority of staff has supported a number of major *travel* initiatives. In these roles we have often been asked at short notice, to provide additional consulting and support staff resources and expertise. Our ability to fulfill sudden short term demand has been a contributing factor in our continued success.

Grosvenor staff all sign a confidentiality agreement as part of our employment contract. We are also regularly required to sign confidentiality agreements with both public and private sector clients as a condition of our engagement on a project. We have also undertaken assignments with Defence where we have been required to obtain security clearances up to the level of SECRET.

Given our geographic locations, our assignment and project teams sometimes are required to work together. We facilitate this through a number of things:

- shared server access at all sites for all assignment work
- scanning and electronic files are maintained for each client assignment, reducing the need for hard copy files
- all consultants are able to access the company servers through a secure VPN at any location, to facilitate flexible and home working
- the company has a knowledge repository (called the Wiki-G) where company policies, staff communications, project details are stored
- all our reporting, time recording and forecasting is already completed electronically.

All of our consultants are equipped with the latest laptop and mobile phone technology that allow us to work to our optimum at any client site. Grosvenor is able to demonstrate its capabilities to operate and communicate via secure, electronic means.

In order to promote efficiency and sustainability Grosvenor has taken the initiative to run a paperless system which utilises electronic filing systems and electronic mail.

We can work from your site or ours

Company details

Grosvenor is a stable
and financially viable
enterprise

Company Name	Grosvenor Management Consulting Pty Ltd
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Australian Business Number (ABN)	47 105 237 590
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**Financial referees
available on request**