

Nestlé yields 10% intercontinental air program savings with Advito



The challenge

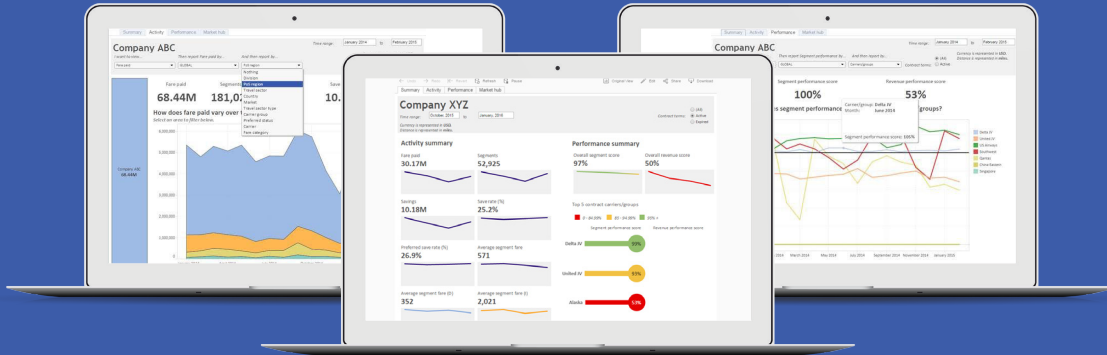
Nestlé had an abundance of data about its global air travel program, which serves about 70,000 traveling employees worldwide. The problem was that the data was compiled into quarterly reports, and was dated before the company's travel program leader, Marc Zuber, ever saw it. And when he did receive the data, it was a mountain of numbers, charts and graphs and difficult to mine for nuggets of actionable information.

"We were receiving extensive and detailed air performance data, but we were lacking insights," said Zuber, Group Procurement manager of travel and event planning for the Swiss food and beverage giant. "That prevented us from identifying opportunities and taking appropriate steps in a timely manner."

Nestlé wanted to be in the driver's seat with its data, and it wanted consultative advice on using the information to drive performance goals. The company engaged Advito to transform program data into action plans to improve performance and lower air costs.

Results in brief

- **10% reduction** in overall intercontinental air program costs
- **20% savings** on some key routes
- **Improved negotiating leverage** with suppliers, putting Nestlé in the driver's seat
- **Data-driven consultative recommendations** that lead to action
- **More time** for travel program leader to focus on core responsibilities
- **Timely, targeted reports** that increase executives' understanding of program value



Our approach

Zuber explained his goals to Advito, and the consultancy worked with him to evaluate Nestlé's approach to gathering and analyzing data. "Advito spent time with us to understand our requirements and how we wanted to use our data," Zuber said. "They actually designed some of our available features in their new air interactive dashboard from our input. The tool allows us to manipulate visualizations and drill down to learn more however and whenever we need."

The interactive air dashboard provides overviews and granular details. It offers pricing and market share data, as well as contractual term fulfillment—all presented in one easy-to-interpret dashboard. "That is highly useful," Zuber noted, "because it provides us with a holistic view of our performance."

Advito uses the dashboards to formulate consultative recommendations about what actions Zuber should take. "This is really where the value comes from," he said. "I need to focus on what I must do to run our travel program every day. It's important to have Advito looking at the data on my behalf, weighing our program options and making recommendations."

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The results

Within 18 months of implementation, the air dashboards and consultative partnership led to changes in Nestlé's contractual air program, resulting in a 10% reduction in overall intercontinental air costs. The changes continue to generate significant savings that are particularly remarkable for an air program as mature as Nestlé's.

"We can now identify in a timely manner pricing gaps and savings opportunities, and immediately engage with our suppliers to address these," Zuber says. "On some key routes, our savings has been as much as 20%."

"We are in control of our data in a much more efficient way," he says, noting that this gives Nestlé the information needed to drive negotiations with airlines—instead of the other way around.

Zuber is working with Advito to create interactive dashboards for other areas of Nestlé's program, such as hotels. He also anticipates using the dashboards to better understand traveler behavior and promote traveler engagement.

The results convinced Zuber of the power of a data-driven, consultative approach to containing travel costs. But he believes such results can only happen when travel managers and consultants form true partnerships, as Nestlé has done with Advito. "You can work with consultants, but if you do not provide clear objectives and define what you want to accomplish, you will not get the best value. It's about a partnership.

"We would definitely recommend Advito," Zuber said. "In addition to their expertise, innovation and technology development capabilities, Advito has shown a strong ability to engage with us as a partner who understands and addresses our needs. They have been a great support to the advancement of our air program."

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About Advito

Advito is a corporate travel advisory that helps companies modernize travel category management—pushing beyond traditional sourcing and measurement tactics—for better spend outcomes in a data-rich world. We offer a full spectrum of services to help you better manage your program, reduce travel spend and influence traveler behavior.

Contact us today: advice@advito.com