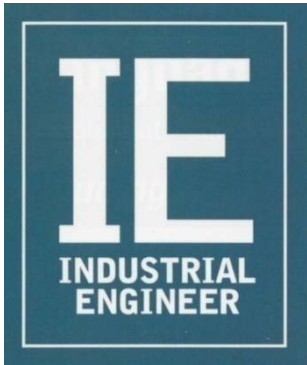


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UNCOMMON IE

Travel ace

THE TASK AT HAND: Tammy Troilo-Krings hasn't practiced industrial engineering since she worked on B-1 bomber and space shuttle projects for Rockwell in the 1980s, but you wouldn't know it to hear her describe the techniques that make her travel businesses successful: following the value chain, mapping the process, finding the root cause, continuous improvement. Troilo-Krings is the chief of Travel Solutions Inc., the seventh largest corporate travel management company in the United States. As CEO and leadership coach of the 160-employee agency, Troilo-Krings fills her days overseeing this company that was an afterthought to the travel consulting business she had established in 1995, Troilo & Associates. "Part of what we did in the beginning was assisting corporations with what was the best travel program for them. We'd help them with strategy and we'd also help them execute. What we found was that there weren't a



lot of agencies that embraced continuous improvement — your conventional IE way of looking at productivity, efficiency, and quality," she explains. "That's how Travel Solutions was born."

EVER THE IE: According to Troilo-Krings, some competitors have talked down her team for one of the very foundations of its success: "They're very process-driven," she says rival travel management agencies have told prospective clients. "Well, you know,

we're quality-driven, but in order to determine the best quality output, you have to understand the process," she explains. And that, one could argue, is the root cause of the company's profitability: "The fact that we're so good at process management and quality output allows us to customize things. And then we're able to look at where there are commonalities across all of our business and our customers. That's where we gain the efficiencies we need."

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