

BTN

BUSINESS TRAVEL NEWS

APRIL 18, 2016

A deep dive into
the new frontier
of compliance
management.

TRAVELER HAPPINESS INDEX



- ➔ Why happiness?
- ➔ Engineering internal loyalty
- ➔ Smart tools & the future of business travel tech
- ➔ Leveraging the traveler experience


Sponsored in part by

American Airlines 

CHROMERIVER



***WE FLY YOUR TRAVELERS
BUT YOU LIFT THEM UP.***



At American, we know that behind every flyer is a dedicated Travel Executive like you. That's why only American offers 24/7 live and online support, Flex Funds and more nonstop routes than any other airline. Because we want to make sure you have everything you need to keep your company flying forward.

BTNGROUP

DAVID MEYER

Editorial Director
646.380.6246
dmeyer@thebtngroup.com

ELIZABETH WEST

Editor-in-Chief
732.494.1955
ewest@thebtngroup.com

JAY BOEHMER

Editor-in-Chief, *The Beat*
646.380.6249
jboehmer@thebtngroup.com

AMANDA METCALF

Managing Editor
646.380.6248
ametcalf@thebtngroup.com

MICHAEL B. BAKER

Senior Editor, Transportation
646.380.6250
mbaker@thebtngroup.com

JOANN DELUNA

Associate Editor, Payment & Expense
646.380.6268
jdeluna@thebtngroup.com

JULIE SICKEL

Associate Editor, Lodging
646.380.6264
jsickel@thebtngroup.com

JENNIFER RUF

Contributing Art Director

MICHELE GARTH

Production Manager
201.902.1930
mgarth@ntmlc.com

LISA GONZALES

Production Specialist
201.902.1927
lgonzales@ntmlc.com

GAYLE GRAIZZARO

Production Specialist
201.902.1914
ggraizzaro@ntmlc.com

KWAFO ANOFF

Director of Circulation
201.901-2103
kanoff@ntmlc.com

SUBSCRIPTION SERVICES

Tel: 800.869.6882
Fax: 866.658.6156
btn@kmpsgroup.com
Business Travel News
PO Box 47655
Plymouth, MN 55447

LIST RENTAL/POSTAL INFORMATION

Danielle Zaborski, MeritDirect
914.368.1090
dzaborski@meritdirect.com

REPRINTS OR COPYRIGHT PERMISSION

Brett Petillo, Wright's Media
877.652.5295
bpetillo@wrightsmedia.com

BTN EDITORIAL & SALES OFFICES

116 W. 32nd St., 14th Floor
New York, NY 10001



100 Lighting Way, 2nd Floor
Secaucus, NJ 07094
www.northstartravelmedia.com

© All Rights Reserved

TRAVELER HAPPINESS INDEX

5

Traveler Happiness Index

Why and how *Business Travel News* created the index, what it measures and what it means

10

Procuring Happiness

Why happiness matters, what's important to travelers and how buyers can approach happiness with strategic benefits in mind

18

High-Impact Opportunities

Eight opportunities to increase traveler happiness across the lifecycle of the business trip

20

Technology Advances

The role of personalization in managed travel, what it requires and how smarter tools are working to make it happen

26

The Happiness Initiatives

Five happiness initiatives, how they are expanding both the role of the travel manager and perhaps the definition of managed travel

FIND DAILY NEWS UPDATES AND MORE AT BusinessTravelNews.com

April 18, 2016 Issue 799 Vol. 33, No. 6

Business Travel News (USPS 0728-870, ISSN 8750-3670) is published monthly except semi-monthly in March, April, June, July, September and October by Northstar Travel Media, LLC, 100 Lighting Way, Secaucus, NJ 07094, tel. (201) 902-2000, and is distributed free of charge to qualified corporate travel buyers and travel agents specializing in business travel in the United States and Canada. The cost of a print subscription to non-qualified subscribers is \$129 in the U.S.; \$142 in Canada and Mexico; and \$210 in other foreign locations; the cost of a digital edition subscription is \$65; payable in advance in U.S. dollars. Registered for GST as Northstar Travel Media USA GST No. 264513185. Canadian GST #123397457. Periodicals postage paid at Newark, NJ, and additional mailing offices. Business Travel News is a trademark owned exclusively by Northstar Travel Media. Copyright © 2016 by Northstar Travel Media, LLC. Reproduction of this magazine, in whole or in part, is prohibited unless authorized by the publisher. Editorial and advertising offices: 100 Lighting Way, Secaucus, NJ 07094. For all circulation inquiries, including new subscriptions, renewals, cancellations, changes of address and problems with missed deliveries, contact customer service by mail at Business Travel News, P.O. Box 47655, Plymouth, MN 55447; by phone at (800) 869-6882; fax (866) 658-6156; e-mail: btn@kmpsgroup.com; or website: www.businesstravelnews.com/subscribe POSTMASTER: Send change of address to Business Travel News, P.O. Box 47655, Plymouth, MN 55447. Printed in the USA.



sponsor letters

American Airlines



Dear Travel Partners,

At American Airlines, we know that behind every happy flyer is a dedicated travel manager. Our mission is to make you and your travelers successful. That's why we're exceptionally proud to sponsor the 2016 *Business Travel News* Traveler Happiness Index.

Surveys like the *Traveler Happiness Index* serve as another way to hear feedback that helps us tailor our products and services to fit your and your travelers' needs. Your input to our Account Executives informed innovative solutions like American Airlines Flex Funds, which provides easy access and control over waivers. Most importantly, we hope you've noticed the continual improvements we are making to simplify your and your travelers' lives—all thanks to your feedback.

We understand the job of a corporate travel manager is never done, and here at American, it's our duty to support you as you support your travelers. From 24/7 live and online support to offering your travelers more than 1,000 nonstop routes across the globe, we want to give you more to navigate the world of corporate travel with ease.

As the world's largest airline, we're pleased to sponsor the Traveler Happiness Index from *Business Travel News*.

Sincerely,

Andrew Nocella
Senior Vice President and Chief Marketing Officer
American Airlines

CHROME RIVER



Dear Business Travel Leaders,

In the competitive employment market in which we all live, maximizing employee happiness goes far beyond a good salary, or the number of vacation days that an organization offers. Companies need to think about the overall working environment that they create, and how

they can optimize employees' experience. Do things *for* your employees, not *to* them.

One area where organizations can improve their employees' entire work experience is providing tools and technology solutions that make their lives easier, not more complicated. This is particularly true for business travelers. Having to rely on cumbersome expense solutions can often make it a painful process to create, submit and approve expense forms with the countless bills and receipts they accumulate while on the road—especially true for the growing numbers who only bring a smartphone and tablet on their trips.

Chrome River works with our customers around the world every day to create streamlined, intuitive, and powerful travel and expense management solutions. We know that the last thing business travelers want to do is spend valuable time filling out laborious expense reports after a long day of meetings, or wait for their own expenses to be reimbursed, because their boss is away from their laptop and can't approve expenses on a smartphone.

We understand what it takes to make business travelers happy with the tools they use, and that's why we are delighted to partner with *Business Travel News* on this Traveler Happiness Index. We hope you enjoy this issue.

Happy travels,

Alan Rich
CEO
Chrome River

TRAVELER HAPPINESS INDEX

A short history of an industry at a crossroads

BY ELIZABETH WEST

Door-to-door itineraries, predictive and personalized recommendations, a focus on loyalty and traveler satisfaction—managed travel programs are venturing out from under the umbrella of traditional procurement and shining a brighter light on the travel experience.

Ask any industry suppliers or consultant, and they'll confirm that for the past three years, corporate buyers have focused much greater value on service levels, corporate recognition programs and more-personalized experiences that keep travelers happier on the road but also more engaged in their travel programs.

From a technology perspective, buyers consistently tell *Business Travel News* they are desperate for smarter corporate booking tools that can access traveler history, make better recommendations for individual travelers and expose richer content during the shopping and booking process. They are looking for seamless integrations and mobile travel experiences that will allow corporations to support their business travelers en route and provide the individualized “consumer” experience travelers have come to expect in their personal lives.

Why has the managed travel industry arrived at this place, when just five or six years ago, buyers were more intent than ever to identify savings opportunities, put the squeeze on suppliers and implement restrictive policies and approval processes that often reduced business travel overall?

The easy answer involves the global economic crisis that caused businesses to pull back the reins on travel and often to engage with suppliers—which were in dire need of business—almost exclusively on the basis of rate. As the United States and other global markets emerged from economic paralysis, however, travel buyers discovered that the downturn had not fettered travel industry innovation, and in fact, the consumer travel technology market was alive and well—and thriving ways that were driving up the expectations of their business travelers. Think: mobile, social, personalized recommendations, amped up loyalty schemes, rich shopping content and deals, deals, deals if the traveler knew where to look. And business travelers were looking.

At first, and sometimes still, the industry pinned these developments on a generation issue: Millennials were entering the workforce in droves. Many travel buyers—and suppliers—pointed to these “digital natives” as a vector of noncompliance in otherwise stable travel programs. Research conducted at the time by *BTN* showed that managed travelers across all age groups were regularly jail-breaking their travel programs in search of better rates and/or more intuitive shopping and booking paths that had become de rigueur in their daily lives.

Ultimately, the industry has arrived in an era of odd bedfellows in which many travel buyers have concluded that compliance

must rely less upon rules and mandates and more on an ecosystem of intuitive tools, meaningful added-value benefits, possibly a choice of booking channels, and policies that don't make business travelers feel penalized for participating in their managed travel programs. In short, program compliance—and even the last frontier of procurement (see p. 10)—relies on traveler happiness. The happier managed business travelers are with the tools, processes and right-time support systems their companies provide, the more they will engage with the programs.

CREATING THE TRAVELER HAPPINESS INDEX

Overall, the managed travel industry is still at the beginning of the traveler-engagement process. As it moves deeper into transition, *BTN's* Traveler Happiness Index attempts to measure business travelers' satisfaction with their travel programs, and identify which developments would make them happier and, therefore, more compliant while traveling on behalf of their companies. The survey included queries about the importance of various features of travel program policy, technology and service triggered along the lifecycle of a business trip. Analysis includes an industrywide score for business traveler happiness, as well as a breakdown of happiness scores along select verticals, including program maturity and frequency of travel.

BTN's objective in creating the Traveler Happiness Index is to identify the most powerful drivers of traveler happiness and to use the data to suggest a logical road map for travel managers as they transform their programs. To create the index, *BTN* divided the business trip into three parts:

- **Pre-trip** – The activities and considerations that a traveler must engage in to plan, book and prepare for a business trip.
- **On-trip** – The activities, trip variables, productivity tools and on-the-ground experiences that a traveler has on the road.
- **Post-trip** – Common tasks that a traveler must complete to close out a business trip, plus recovery from the impact that business travel has on personal life.

NORTH OF SATISFACTION

To take the inquiry beyond the concept of “satisfaction,” *BTN* inquired about aspects of business travel that sit a level above logistics and focused on areas that enhance the traveler's experience of the travel program and the business trip. Clarity of policy, booking experience, supplier choice, access to assistance during disruption, convenience of the itinerary, ability to maintain health and wellness, access to Internet or data connections, ease of expense reporting, reasonable downtime before returning to the office—*BTN* queried 22 experience elements in all to begin to track traveler happiness.

BTN asked survey respondents to rate each element along two vectors:

1. **Importance** – Respondents rated each element on an importance scale, where 1=not important and 5=extremely important. This inquiry created an overall picture of the respondent’s expectations of the business travel experience.
2. **Effective Delivery** – Respondents also rated each element on a delivery scale, where 1=not effective and 5=very effective. This inquiry created a picture of how well the respondent’s company was reaching individual expectations.

The Happiness Index

TRAVELERS' PERCEIVED HAPPINESS		INDEXED HAPPINESS
N/A	Unmanaged travelers	72
80	Managed travelers	69
69	Best-in-class managed	59
70	Road warriors (25+ trips annually)	60
76	Frequent travelers (12-24 trips)	66
79	Less frequent travelers (4-11 trips)	70
75	Male	66
76	Female	69
77	Under 35	67
77	36-45	68
73	46-55	66
74	56+	68

Source: BTN Survey of 596 business travelers from March 2-28, 2016

CALCULATING HAPPINESS

To calculate an overall Traveler Happiness Index score, *BTN* normalized the effective delivery scale to a midpoint of zero to achieve a clear positive and negative pull on happiness scores. A perfect raw score, for which every factor had an importance level of 5 and was delivered at an effectiveness rate of 5, was equal to 220 points. A total program failure delivered a raw score of -220 points, reflecting an importance rating of 5 for every factor but a delivery rating of 1 for every factor.

Raw scores were then normalized to a 0- to 100-point index. When considering Traveler Happiness Index scores, the following guide may be useful:

- **Less than 50:** Travelers are not yet satisfied with their business travel experience. As the score positively approaches 50, results show nominally increasing satisfaction.
- **50 to 60:** Travelers are satisfied, but the program would benefit by improving the experience for elements the group identified as most important.
- **61 to 70:** Travelers are satisfied with their business travel experience and consider the company able to deliver at least some of the important experience elements that make them happy.
- **More than 70:** Travelers are happy with their business travel experience overall and consider the company largely able to deliver on many of the experience elements they identified as important.

Partially effective delivery on highly valued experience elements could result in a higher index score than full delivery of experience elements that travelers do not deem important. Also important is a

trend identified in the research that suggests very high experience expectations may magnify a negative perception of how well a corporation delivered. That said, perception is reality when it comes to happiness. Companies with travelers who have very high expectations have to work harder to move the needle.

ACCOUNTING FOR SURVEY SCOPE

Limiting the query universe is critical to any survey, but so is an understanding that good results rely on asking the right questions. To control for unidentified factors that impact traveler happiness, *BTN* asked survey respondents to consider their perceived happiness with their business travel experiences and to rate that happiness on a scale of 1 to 10. Multiplying those responses by 10 adjusted those results to the same 0- to 100-point scale as the calculated Traveler Happiness Index score for a side-by-side comparison.

On average, survey respondents rated their perceived happiness with their business travel experiences 10 points higher than the happiness calculated by *BTN*'s 22 index measurements. More important than the average variance, however, was the constant nature of the variance. Nearly every group surveyed pegged their perceived happiness 9, 10 or 11 points higher than their calculated index score.

The good news is twofold: 1) *BTN*'s Traveler Happiness Index provides a measure of business traveler happiness that has a consistent relationship to perceived happiness. 2) We can also assume that corporations are delivering well on a host of factors that affect traveler happiness outside the scope of the survey.

YOUR TRAVELERS DESERVE MORE. CORPORATE PRIORITY DELIVERS.

No other airline does more to bring real value to the Corporate Traveler. With Corporate Priority, your travelers enjoy industry-leading prioritization throughout their entire journey, now including Priority Boarding*. It's all part of Delta Edge™, our unmatched suite of services tailored for you and your travelers. From check-in to landing, we're building our business around the needs of yours.

To learn more about Delta's Corporate Priority benefits and new enhancements coming soon, talk to your Delta Sales Account Executive or visit DELTA.COM/EDGE.



KEEP CLIMBING



*Customers traveling on company business with an employer who has an active Delta Corporate Sales Agreement with Delta at the time of ticketing and travel and who have a valid SkyMiles® number recorded in their reservation at the time of check-in are entitled to receive Zone 1 Priority Boarding on Delta and Delta Connection® carrier operated flights. Delta does not offer Priority Boarding on Delta Shuttle® flights. Only flights that are booked using the employer's Corporate Ticket Designator are eligible. If the customer is eligible to receive a higher boarding priority based on his or her ticket class or SkyMiles Medallion® status, he or she will receive the higher priority. Please allow one week between SkyMiles enrollment and processing of the Priority Boarding benefit. All SkyMiles program rules apply. For details, visit delta.com/memberguide.

GROUPS SURVEYED

BTN fielded the Traveler Happiness Index survey to 596 business travelers, primarily in North America. Respondents were screened for a minimum of four business trips in the past 12 months that included an airline ticket and at least one overnight stay. A total of 596 business travelers completed the survey. Respondents hailed from more than 30 industry verticals, with particular concentration in technology, finance/banking, insurance, education and consulting. *BTN* placed particular importance on pulling in a cross section of business travelers for the purpose of comparing three major groups:

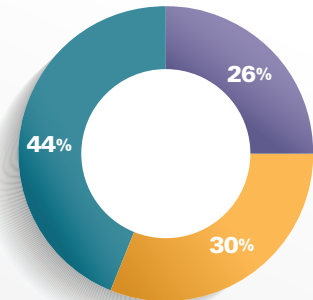
- **Unmanaged Travelers (156 respondents)** – Including these travelers, whose business travel experiences are formed by the consumer space, served as a benchmark to measure the managed travel industry’s success in delivering consumer-style happiness. In reality, unmanaged travelers expected noticeably less from their business travel experiences than did managed travelers in mature programs. That said, unmanaged travelers largely complimented the ability of their companies—or perhaps their own abilities, depending on how you view it—to deliver travel experiences commensurate with their expectations.
- **Managed Travelers: Average Program (262 respondents)** – “Average” is used in its mathematical sense in this instance, not a qualitative one. *BTN* had no prior connection with the sample for this respondent group, and they were not associated with any particular travel agency or travel management company. Travelers from fledgling programs were mixed with travelers from mature programs in this sample. Therefore, the index scores associated with this group reflect a cross section of respondents and provide average numbers to represent the whole.
- **Managed Travelers: Mature Program (178 respondents)** – *BTN* also fielded the Traveler Happiness Index to travelers in six mature travel programs with which it is familiar. Each partner had pushed his or her travel program toward innovative tools, policies and supplier partnerships recently, though none had fully realized its vision. That said, some programs were further along than others, and the index score represents the aggregate experience of this group. Another important note about this group is the high percentage of road warriors represented. Two-thirds of survey respondents from mature programs were also classified as road warriors, a fact that skews results for this group heavily toward the expectations of the road warrior subgroup.

The extent to which survey respondents were managed informs much of the research discussion in this special issue of *BTN*. The frequency with which groups traveled also brought to the surface different “happiness factors” from overall results. But other demographic factors are important, as well, when identifying the needs of travelers within any organization. The Traveler Happiness Index on page 6 shows top-line results for both the travelers’ perceptions and their actual indexed scores for level of management, travel frequency, age groups and gender.

Survey Respondent Breakdown

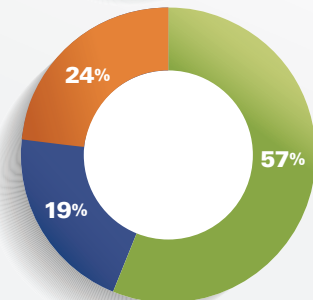
TYPE OF TRAVELER

- Unmanaged
- Managed: Average Program
- Managed: Mature Program



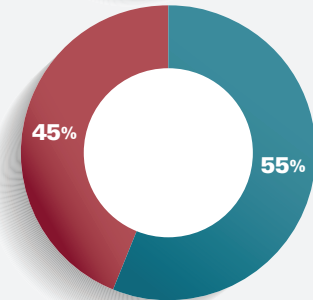
TRIP FREQUENCY

- Moderate (4-11 annual trips)
- Frequent (12-24 annual trips)
- Road warriors (25+ annual trips)



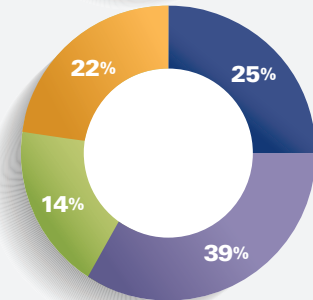
GENDER

- Male
- Female



AGE

- 35 years or younger
- 36-45 years
- 46-55 years
- 56 years or older



Source: BTN Survey of 596 business travelers from March 2-28, 2016

THE FIELD STUDY

BTN fielded the Traveler Happiness Index survey from March 2 to 28, 2016. Equation Research programmed the online survey and tabulated results. *BTN* worked with consulting firm Spectrum International to create the index formula.

A BUSINESS RENTAL SOLUTION THAT RAISES THE BAR.

With a business rental solution from Enterprise, you can experience the speed, choice, service and reach of one of the industry's leaders - making your company's travel program more efficient while giving your business travelers more options.

And Enterprise Rent-A-Car is ranked "Highest in Rental Car Customer Satisfaction" by J.D. Power.



Visit www.drivealliance.com/BTN
or call **1-877-439-4504** to learn more.



PROCURING HAPPINESS

An Emerging Practice

BY ELIZABETH WEST

Get top-flight travel buyers in a room, and the conversation about managed traveler happiness goes something like this:

“Happiness is the No. 2 priority in my program, after procurement.”

“It’s changing over the years and it changes by company. ... At [my current company], it’s No. 1, and that’s why I love working there. But our requirement as travel professionals is to know the company’s priorities and how to optimize the program within that framework.”

“Happiness equals compliance equals procurement. You manage through education and data, but happiness drives compliance.”

“Happiness has to be in the context of the purpose of the trip. Was there value in what they did? That particular trip and the suppliers they took ... that’s just an enabler. I’m a little bit concerned about even talking about happiness.”

“You can separate the pain of doing an expense report from the success of the trip. To a certain degree, happiness is as good as your last trip; but if you repeatedly have negative experiences, it comes at a cost.”

“Attach that to attrition.”

“People hang around even when they are unhappy with aspects of their job; they just get disengaged. That’s bad for the company and bad for the travel program.”

LOST IN TRANSLATION

With ambivalence around the term “happiness,” it comes as little surprise that business travelers within mature travel programs scored lowest on *BTN’s* Traveler Happiness Index. The survey measured three levels of travelers—unmanaged, “average” managed and mature managed (see page 8 for group selection details). On a scale of 0 to 100, where 50 would be characterized as “neutral” or “nominally satisfied,” the groups returned the following results:

INDEX SCORE

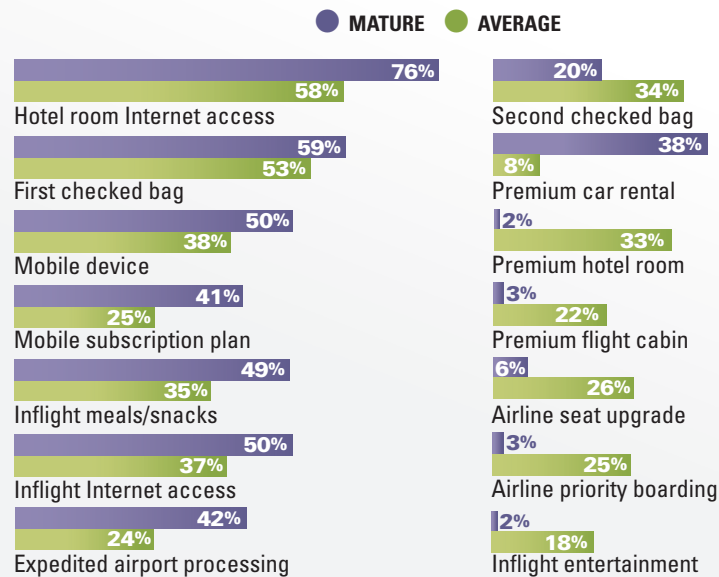
72	Unmanaged
69	Average managed
59	Mature managed

“Mature travel programs have been defined in the past as those most effective in terms of procurement and compliance,” said Paul Tilstone, founder of London-based consulting firm Festive Road. “I wonder if what we are seeing in these numbers is some backlash in response to that kind of environment.”

Travelers in mature programs returned significantly lower “effectiveness” ratings for the supplier choices available in the confines of their programs, not to mention limited flexibility to upgrade to higher classes of service based on business needs. Many buyers would persuasively argue that this is evidence of procurement efforts working: driving travelers to a limited number of preferred suppliers to boost volume negotiations and

Expense Types Eligible for Reimbursement

MATURE TRAVEL PROGRAMS PRIORITIZE PRODUCTIVITY WHILE AVERAGE TRAVEL PROGRAMS OFFER MORE PERSONAL CONVENIENCE.



Source: BTN Survey of 440 managed business travelers from March 2-28, 2016

UNITED



A STAR ALLIANCE MEMBER 

commitment worth smiling about

Introducing the United® Global Performance Commitment, our industry-leading promise that we will get you and your team where they need to be, on time, across our entire network. We're committed to delivering a best-in-class operation and we've invested in the product, planes and people to do so. If we fail to meet our performance goals, we'll compensate eligible corporate accounts accordingly. To learn more about the United Global Performance Commitment, visit united.com/performancecommitment.

fly the friendly skies®



holding travelers accountable to policies that require judicious use of corporate monies. “We make calculated trade-offs,” said Steven Mandelbaum, vice president of information systems for The Advisory Board Co. “Companies that aren’t doing this are leaving a lot of money on the table.”

Even so, traveler sustainability informs the equation for Mandelbaum. “Our most important people are on the road. They are experts in the field ... and we are fortunate to have assembled an unbelievable bench of employees,” Mandelbaum added. “We want to be good stewards of resources but also strike the balance to make our talent as efficient as possible.”

Efficiency isn’t just about driving savings and restricting choice, though. Mature travel programs show a lot of strengths when it comes to supporting productivity. Their policies offer much broader allowances to support work away from the office and even in transit. More than three-quarters of travelers in mature programs were reimbursed for hotel Internet charges, and half were reimbursed for in-flight Wi-Fi.

That compares with just 58 percent of travelers from average programs who were reimbursed for hotel Internet and 37 percent who were clawing back funds for connecting in-flight. Much broader allowance for mobile phones and subscription plans, in-flight meals and expedited security processing made working while traveling more attainable for travelers in mature programs. On the other hand, their average program counterparts reported vastly more access to upgraded products and services, in-flight entertainment and allowances for extra baggage.

If upgraded services and entertainment options are the fundamental drivers of business traveler happiness, then mature managed programs don’t really have a shot. Even Tilstone, who supports the progressive reengineering of managed travel paradigms, suggested, “A happy traveler may not be one who is doing what they should for the business. Is satisfaction or engagement a better measurement?” But survey results suggested

that travelers in mature programs were looking for something deeper than perks and goodies.

THE VALUE OF TIME

Travelers in mature programs valued one thing above all: time. In return for traveling on behalf of their companies, they expected travel programs to deliver streamlined processes across the entire business trip: intuitive booking and accurate mobile alerts to airport security facilitation and airline boarding to bypassing car rental counters and hotel check-in processes.

Travelers were eager to gain time, no matter how it came about: company-provided tools, one-off program benefits, negotiated loyalty status or personal status jockeying. But don’t pan the pretty: If time savings were bundled with upgraded product or services, all the better.

Survey results showed that communicating these types of benefits at the point of sale would influence traveler decision-making. More than 64 percent of managed travelers said knowledge of program benefits at the point of sale would significantly improve their experiences; the same percentage said that about details regarding loyalty benefits. Travelers in mature programs, who were largely road warriors, would rely more heavily on loyalty-benefit details at the point of sale if the capability was available. Just 50 percent of these travelers said details about negotiated benefits would significantly improve their experiences, but 60 percent would like to see loyalty integrations.

COMPLIANCE: UPSIDE & DOWN

Even with a happiness index score 10 points lower than their average managed program counterparts, travelers in mature programs reported much better compliance to the booking channel. More than 80 percent booked through the agency or online tool more than 90 percent of the time. This does not translate into 90 percent compliance to the booking channel overall, as noncompliance among road warriors has an outside impact on travel programs; plus, road warriors veer from the program more often than less frequent travelers.

Still, compared to travelers in average programs in which only 37 percent booked through the preferred channel more than 90 percent of the time, mature programs are driving vastly higher compliance. The upside is the ability to harness volume data for supplier negotiations, to access travel management company support in the event of travel disruptions (highly valued) and to track itineraries for duty of care.

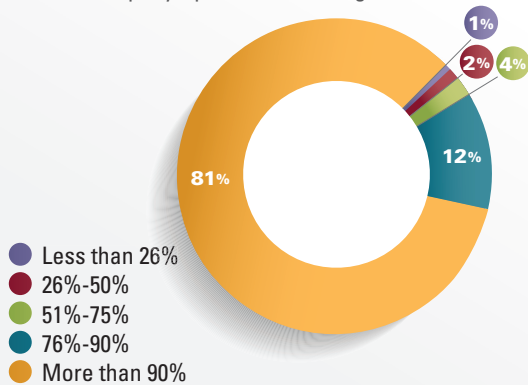
Survey results suggested, however, that companies with mature programs suffered from a compliance funk that dragged down the overall index score. Factor-by-factor analysis showed that travelers who reported more restrictive travel programs had higher expectations for travel tools and processes. In addition, they seemed to be harsher judges of program delivery overall, giving consistently lower effectiveness ratings.

BOOKING TOOLS: A STICKING POINT

Specifically, the discrepancy between how important the booking experience is for these travelers versus how well it’s being delivered was a notable pain point. More than 93 percent of travelers in mature managed programs rated intuitive booking

Mature Programs Drive Channel Compliance

What percent of the time do you comply with your company’s preferred booking channel?



Source: BTN Survey of 440 managed business travelers from March 2-28, 2016

tools as “very” or “extremely” important. That compared to just 78 percent of average managed and unmanaged travelers who said the same. Moreover, 22 percent of travelers in mature programs who sometimes booked off channel, reported leaving the channel to get a better rate or value, but the same percentage said they just couldn’t deal with the booking experience itself. The average managed traveler showed much less angst on this point, compared to their other priorities like rate and value.

A logical interpretation is that the happiness score for average managed travelers, who projected more autonomy to book outside preferred channels, is not solely a measure of in-program experiences. Rather, it may include their perceived autonomy to go outside the program to access a better experience.

Margaret Brady, former global travel buyer for Grant Thornton, is a proponent of incorporating open booking strategies into core programs. “You can’t look at the trend [in hotel direct booking] and not be in the position to accept open booking. You end up missing 25 percent of your spend,” she said. “It may not be the core of the program. If you can set up the right services, people

will come 95 percent of the time through the main engine, but we are kidding ourselves if we don’t set workflows to take [off-channel] data into our systems and make us whole.” (For a full discussion of technology advances, see page 20).

HAPPINESS AS A LEVER

All roads do not lead to open booking and letting travelers off the leash to pursue their business travel bliss. With mature programs having mastered sourcing and transactions, though, travel buyers still have to prove they can deliver value. Opening the booking channels and capturing a couple million in leakage on the back end is one way. Using travelers’ ratings of suppliers to drive service levels and further tighten the program is another.

Will Tate, partner at GoldSpring Consulting, has built a

Pre-Trip Happiness Factors

UNMANAGED TRAVELER

IMPORTANCE	ACHIEVED	
3.7	4.0	Clarity of corporate travel policy
4.1	4.2	Quality shopping/booking tools
3.4	3.7	Quality travel agent
3.9	4.0	Choice/quality of suppliers to support business needs
3.5	3.7	Premium flights/upgraded hotels to support business needs
4.1	4.0	Timely/accurate itinerary alerts that affect planning
4.0	4.0	Serious travel alerts that affect safety/security

MANAGED TRAVELER – AVERAGE PROGRAMS

4.1	3.8	Clarity of corporate travel policy
4.1	3.8	Quality shopping/booking tools
3.8	3.8	Quality travel agent
4.0	3.9	Choice/quality of suppliers to support business needs
3.7	3.6	Premium flights/upgraded hotels to support business needs
4.1	3.9	Timely/accurate itinerary alerts that affect planning
3.9	3.8	Serious travel alerts that affect safety/security

MANAGED TRAVELER – MATURE PROGRAMS

4.1	3.6	Clarity of corporate travel policy
●● 4.6	3.6	Quality shopping/booking tools
4.1	4.0	Quality travel agent
●● 4.4	3.6	Choice/quality of suppliers to support business needs
● 3.8	2.5	Premium flights/upgraded hotels to support business needs
● 4.2	3.5	Timely/accurate itinerary alerts that affect planning
3.8	3.4	Serious travel alerts that affect safety/security

- Danger: Company isn’t effective
- Big opportunity: Important to travelers

Source: BTN Survey of 596 business travelers from March 2-28, 2016

business on using traveler satisfaction for leverage with suppliers. “We help clients narrow the field by looking at competitive properties in a city,” said Tate. “The deciding factor, if price is competitive, has to be service.”

Tate surveys client travelers to get a satisfaction rating for 10 hotels in a market, for example. He combines that with the negotiated rate to get a combined value rating for each property and informs each hotel that it can move the value rating by adjusting price or service level. In that scenario, Tate said, “the corporate can tell suppliers that they are dropping the bottom three properties. Plus, they can ask the other seven to make improvements to be more competitive.”

Often, every property in the set will move both levers: a better price or amenity package, plus service enhancements like greeting

travelers by name, upgrading to a concierge floor or offering a small check-in amenity. “Something that builds some brand loyalty from the corporate travel perspective,” said Tate. “We see service ratings go up and [total price] go down. You can’t get that with procurement alone. Without the traveler experience lever, you can’t get the rate.”

After wrapping a communications campaign around the initiative and labeling selections as “Employee Choice” in the booking tool, “you see bookings skyrocket,” said Tate.

That’s the kind of tactic Mandelbaum can endorse. “The best wins are service innovations that don’t cost any money ... with suppliers or with tools,” he said. “Addressing specific traveler preferences might get you a short-term blip, but then you may give away ground and get nothing in return over the long haul.”

THE BIGGER PICTURE

Dana Rixter, director of travel services for BAE Systems has recently immersed herself in corporate diversity and inclusion concepts, and she has concluded that travel programs can achieve more than efficiency and savings. They can help drive overall corporate productivity and performance excellence.

“When employees are engaged, they are more productive, and that extends to travel,” said Rixter, but achieving engagement requires more than driving nominal satisfaction. “Satisfaction really isn’t good enough. We want to make them happy, as employees and as travelers. When individuals feel included and when they perceive that their company

On-Trip Happiness Factors

UNMANAGED TRAVELERS

IMPORTANCE	ACHIEVED	
4.2	3.9	Quality support during travel disruptions
4.3	4.2	Personal safety
4.2	4.1	Convenience of travel
4.0	4.1	Autonomy to make travel spending decisions
4.0	3.9	Attention to health and wellness
3.6	3.7	Local recommendations for personal or client entertainment
4.2	4.0	Reliable Internet/data connections
3.4	3.5	Personal recognition/acknowledgement by suppliers
3.7	3.7	Notice of benefits that come with my loyalty status and/or corporate affiliation
3.7	3.7	Tools/memberships to skip lines/bypass travel processes

MANAGED TRAVELERS – AVERAGE PROGRAMS

4.1	3.8	Quality support during travel disruptions
4.2	4.0	Personal safety
4.1	3.9	Convenience of travel
4.0	3.8	Autonomy to make travel spending decisions
4.0	3.7	Attention to health and wellness
3.7	3.7	Local recommendations for personal or client entertainment
4.2	4.0	Reliable Internet/data connections
3.6	3.7	Personal recognition/acknowledgement by suppliers
3.9	3.7	Notice of benefits that come with my loyalty status and/or corporate affiliation
3.9	3.6	Tools/memberships to skip lines/bypass travel processes

MANAGED TRAVELERS – MATURE PROGRAMS

4.7	4.0	Quality support during travel disruptions
4.6	3.9	Personal safety
● 4.7	3.5	Convenience of travel
4.4	3.6	Autonomy to make travel spending decisions
● 4.1	3.0	Attention to health and wellness
2.7	2.2	Local recommendations for personal or client entertainment
● 4.7	3.5	Reliable Internet/data connections
3.1	2.9	Personal recognition/acknowledgement by suppliers
● 3.8	2.7	Notice of benefits that come with my loyalty status and/or corporate affiliation
● 4.6	3.3	Tools/memberships to skip lines/bypass travel processes

● Danger: Company isn’t effective
 ● Big opportunity: Important to travelers

Source: BTN Survey of 596 business travelers from March 2-28, 2016

American Airlines

We fly your travelers, but you lift them up.

American is committed to providing you with the resources you need to support your team in the air and on the ground. That means listening to your feedback and responding with valuable service tools and a knowledgeable, flexible sales force. Plus, with a convenient network and enhanced products and amenities, we're working to make travel an even happier experience for you and your flyers.

Dedicated, Specialized Support

We're empowering our Account Executives with additional tools to more seamlessly cater to your travel needs, making your job easier and ensuring that you keep your company flying forward.

In addition to your dedicated Account Executive, we're also the only airline that offers:

- 12 specialty support desks supporting our corporate customers (Executive Connection Desk), travel agents (Agency Top Accounts Desk) and other valuable segments, such as our Spanish/Latin Desk—the most in the industry
- Support Centers worldwide in 16 key global business centers, including New York, London, Tokyo and São Paulo
- Dedicated local service teams who provide fast and efficient account management support for key accounts

24/7 Support and Flex Funds

We've got your back at all hours of the day—and night. With industry-leading 24/7 online



support via SalesLink and 24/7 phone and email support, we're here to assist you long after everyone else leaves the office.

American Airlines Flex Funds are waiver banks that allow our key travel partners a seamless, easy way to manage waiver usage based on what they value most. And with our 24/7 support, you'll have access to the waivers you want, exactly when you need them—no further authorizations needed. Plus, you'll also gain access to real-time reporting 24/7, putting everything you need to make informed decisions right at your fingertips.

A Convenient Network

Our network and schedule are built around the needs of business travelers—not the other way around.

American offers your travelers the flexibility they need:

- The most daily flights from New York and L.A. to London, with our partner British Airways
- The most daily flights between New York and L.A. and between New York and Chicago
- The only hourly shuttle service between New York, Boston and Washington, D.C.

An Elevated Travel Experience

We know that the journey is just as important as the destination. And with more improvements coming in the airport and every cabin, we're working to make your travelers' trips even better.

We're continuing the largest Admirals Club® lounge makeover in our history to give travelers a contemporary, connected and consistent experience whenever they visit. We're also reimagining the future of our premium lounges with updates to our FlagshipSM lounges and the introduction of FlagshipSM Dining—a new, premium dining option and a first for any U.S. carrier. Plus, we're adding FlagshipSM Lounges and Admirals Club® lounges to more destinations.

On board, we're expanding our complimentary entertainment offerings on domestic flights with in-seat entertainment, and free Main Cabin snacks are back on all domestic flights. We've partnered with four modern brands to develop a brand-new set of amenity kits, allowing travelers to arrive feeling refreshed and ready to take on the day.

For more information, visit
aa.com/corporatetravel

American Airlines 

values what they bring to the table, they put forward discretionary effort to the company's benefit."

Rixter cited a 2013 Gallup study: Public companies with 9.3 engaged employees to every actively disengaged one achieved 147 percent higher earnings per share than their competition in 2011 and 2012. "It's an internal conversation that I am having with my management and with supervisors to get them to understand the importance of this," she said. "Those in financial and procurement roles [need to buy into the strategy]. Evidence suggests that the return can be transformational to an organization."

BCD Travel/Advito managing director April Bridgeman has been beating this drum for years. "It's very feasible not to lose savings but to gain savings," she said about engaging travelers through a travel program that they want to be a part of. "If you motivate travelers and arm them with knowledge, that investment in traveler happiness will produce returns."

BY ANY OTHER NAME

For some, the conversation gets easier if you tweak the semantics. Talk about traveler "satisfaction" or traveler "engagement" or traveler "centricity" and the concept squares more easily with business strategy. But as the industry talks about the effect of "consumerization" on managed travel and rails against supplier loyalty programs that siphon travelers away from core programs, it's worth asking how it is that industry "frenemies" are competing for managed travelers and winning. Could it be that they are simply making them happier via a better business travel experience?

If so, how can individual travel managers push more positive experiences and happiness—something that goes beyond mere satisfaction—through their programs? More broadly, what does the industry need to do to drive innovations that will support managed traveler happiness?

"I was in a meeting the other day with a bunch of buyers" said Festive Road's Tilstone. "The user experience had become the top priority KPI for all but one in the last 18 months." Asked what these buyers were actually doing to

Post-Trip Happiness Factors

UNMANAGED TRAVELERS

IMPORTANCE	ACHIEVED	
3.7	3.7	Opportunity to provide feedback about quality of program/trip/suppliers
4.2	4.0	Ease of expense reporting
4.2	4.0	Turnaround time for expense reimbursement
3.9	3.7	Reasonable downtime before returning to office
4.1	4.0	Feeling that my company supported my productivity and well-being

MANAGED TRAVELERS – AVERAGE PROGRAMS

3.8	3.8	Opportunity to provide feedback about quality of program/trip/suppliers
4.2	4.0	Ease of expense reporting
4.1	3.8	Turn-around time for expense reimbursement
3.9	3.6	Reasonable downtime before returning to office
4.1	3.9	Feeling that my company supported my productivity and well-being

MANAGED TRAVELERS – MATURE PROGRAMS

3.2	2.8	Opportunity to provide feedback about quality of program/trip/suppliers
●● 4.6	3.4	Ease of expense reporting
4.0	3.8	Turnaround time for expense reimbursement
●● 4.1	2.7	Reasonable downtime before returning to office
●● 4.2	3.1	Feeling that my company supported my productivity and well-being

● Danger: Company isn't effective
 ● Big opportunity: Important to travelers

Source: BTN Survey of 596 business travelers from March 2-28, 2016

reach that key performance indicator, he cited small service enhancements. "Unfortunately, not enough," he said.

True progress, he said, may have to come with a more "scorched earth" approach that assumes "nothing is sacred: TMC, GDS, policy, nothing."

The goal, he said, would be to safeguard managed programs from external influences by surpassing the value of those influences. In doing so, he postulated that suppliers might eventually recognize the premium value of corporate channels.

"The real objective is for buyers to create such effective engagement channels that suppliers actually realize that going direct themselves achieves one thing but that [the corporate channel] is a dynamic channel through which they can reach high-yield customers through this buyer or TMC," he said. "I'm an optimist, and I believe we will make progress this year, but right now it's just not being achieved."

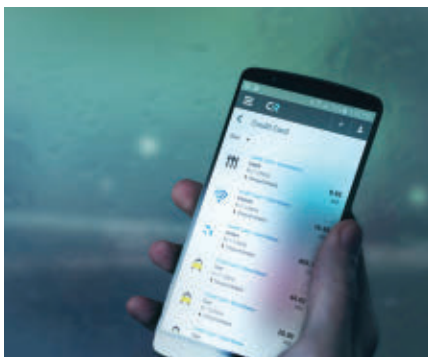
Chrome River

Chrome River is trusted by more than one million business travelers in 90 countries to make business expense management faster, easier and more straightforward, whether on a laptop, tablet or smartphone. That's why we count almost 500 of the world's largest and most respected companies among our customers.

We know that many travel and expense management solutions are difficult to use. Business travelers do much of their work on tablets and smartphones, often leaving laptops at home. However, when it comes to creating expense reports, they are forced into using mobile apps with limited functionality, or trying to navigate websites that are only designed for desktop computers.

Why Users Love Chrome River

Handling pockets full of paper receipts, taping them onto a piece of paper and entering them into a spreadsheet is not fun. Chrome River provides streamlined functions that make the process fast and easy. Chrome River EXPENSE uses an intuitive combination of a configurable Expense Bar for expense-type selections with an Allocation Code Selector for quick and easy input. Users no longer need to know, understand or be responsible for proper general ledger account coding—it is han-



dled for them. With automated personal and corporate credit card integration, 'Snap & Send' OCR receipt submission, browser and email access from anywhere in the world, and a simple, attractive user interface, you can be assured of high user acceptance and adoption of the software.

Why Approvers Love Chrome River

Approvers want and need visibility into the expenses being charged to the cost centers that they control. Yet they only want to see what's relevant to them. Chrome River EXPENSE separates expense reports and sends only the relevant transactions to the approvers who need to see them. With simple controls to accept and return expenses and the Image Receipt Viewer, approvers are able to process expenses efficiently. Combine this with the ability to perform these functions online with a simple browser, or even directly from email, and approvers immediately find their jobs easier.

Why Finance Loves Chrome River

Finance departments need tools that allow them to never say "no" to employees - let the system be the policy enforcer. With Chrome River, customers can configure highly flexible policy compliance and expense routing rules that easily evolve as your company grows. Screens can be easily configured to meet each organization's

needs. Chrome River's dynamic fields can be configured to display based on the expense type, the charge code or even billable client requirements. And Chrome River ANALYTICS transforms expense spend data into compelling and actionable reports for better business decision making.

More Productive, Happier Travelers

Business travelers who use Chrome River spend less time fiddling with complex expense reports and more time being productive. They can focus on getting the job done, and you can be assured that your team's expenses are both accurate and approved at the touch of a button. No more cross-checking expense policies, no more calls from your team asking when they will be reimbursed.

If you want to learn more about how Chrome River can improve your organization's expense management process and make your business travelers happier, contact us at info@chromeriver.com to schedule a demonstration or talk to our team of expense management professionals.

1 888 781 0088
www.chromeriver.com

CHROMERIVER

HIGH-IMPACT OPPORTUNITIES

The elements of the business travel experience where travel managers can gain lots of traveler happiness ground, based on analysis of travelers in mature programs. Some can be implemented today, while others require broader industry development

BY ELIZABETH WEST



PRE-TRIP

Quality of shopping/booking tools

Microsoft global travel manager and venue group lead Eric Bailey is quick to point out that “everyone knows corporate booking tools are horrible.” While he’s been working with Amadeus to change that with predictive tools that integrate with the Microsoft Outlook calendar, the richness of the content available through corporate channels continues to lag. Whether suppliers will ever provide content options through corporate tools similar to what they offer via direct channels is doubtful. “At Hilton, I can pick my pillow—feather or whatever—I’m never going to get that in Concur,” said GoldSpring Consulting partner Will Tate. “The suppliers are going to continue to withhold content from the corporate paths to maintain that experience gap along the last mile. They’re going to hold onto it specifically for upsell and customer experience. So we’re never really going to get [to the point that the corporate tool is on par with the leisure tools], but we have to get a lot closer, that’s where the effort is going to go.”

Choice/quality of suppliers

“Happiness is the perception of choice,” said Margaret Brady, former travel manager for consulting firm Grant Thornton, emphasizing the word “perception.” Because travelers don’t want every choice; they want the right choice for them. That’s a hard nut to crack, but understanding the best choices for those travelers within the context of policy and within the context of their booking histories could be key. Dynamic traveler profiles and predictive tools could start to address this issue. Brady also acknowledged the concept of autonomy and trusting travelers to make the right decisions for the business. “Companies that don’t allow their people to think for themselves in 2016 are not doing themselves any favors. People want to make informed choices.”



ON-TRIP

Convenience of travel

This is among the most difficult for heavily procured travel programs to track back, as it likely requires a savings trade-off that companies don’t want to make. Some travel managers are willing, for example, to favor indirect flights in their booking tools to support an airline partner on a weaker route, in exchange for a discount on another route. Those types of negotiation tactics don’t do travelers any favors, but they do drive bottom-line savings. Corporates need to balance the give and take. Suppliers are making increased service levels easier to access with “tweener” products like Economy Plus and JetBlue’s Mint, inspiring some companies to pony up for higher-touch experiences for longer-haul journeys. Flight departure and arrival times play a critical role, as well, and might be considered through the lens of the lifecycle of the employee.



POST-TRIP

Ease of expense reporting

The dread of expense reporting is a drag on traveler happiness. Receipt imaging and uploading to expense reporting tools is the top-rated feature for respondents to the Traveler Happiness Index survey. But they may not know what they don’t know. Investors are ploughing real money into providers like Chrome River, ensuring automation features roll out in quick succession. The ideal would be not to have to create expense reports, period. Providers like Abacus, Concur and Expensify are working toward that with real-time functionality that instantly creates expense reports for travelers by automatically linking card data and scanned receipts. Users then verify the line items for accuracy before submitting. Trippeo’s ReceiptKeep can scan a traveler’s Gmail account for e-receipts and send a PDF copy to Trippeo. Voice receipt-capture and geocoding can cut reporting steps, while Certify’s Mobile Instant Policy Check compares input expenses with a company’s travel policy to avoid compliance doubts.

Reliable Internet/data connections

According to the Traveler Happiness Index, 50 percent of travelers in mature programs have a company-paid mobile device and 41 percent have a mobile data subscription plan attached to it. Just 38 percent of travelers in average programs have company-paid mobile devices, and only 25 percent have a subscription plan. But reliable connections go beyond the device. Partnering with hotels and even airlines that offer quality Wi-Fi connections can be a priority. Rich booking tool content can also come into play here. Routehappy's integration with Egencia's TripNavigator tool provides details about airline seats (think: availability of an electrical outlet). For hotels, Olset offers performance ratings on hotel amenities like quality of Wi-Fi. Providing this kind of information at the point of sale allows travelers to scan options that matter to them.

Tools/memberships to skip lines or bypass travel processes

Here, the concept of "convenience" converges with a desire among business travelers to bypass painful travel processes like security and waiting in line to board a plane or check into a hotel. Strategically aligning with supplier loyalty programs can get a bit touchy, but it's one method travel managers are using to ensure counter and line bypass, plus upgrades when available (see page 26 for more). *BTN's* Traveler Happiness Index showed that membership in programs like TSA Precheck (\$85 for five years) and Global Entry (\$100 annually) are among the five most valued inclusions in a travel program, ranking one rung higher than premium flights for international travel. Mental note: The allure of spending less time in a security line trumps the desire of an upgraded seat on a flight upward of seven hours long. Do the math. This is an easy win.

Work/life balance

Time flexibility, the allowance to work at home or take a compensatory day to make up for business travel over weekends and holidays, was the No. 1 desire for road warriors and everyone else in terms of corporate policy. A 2012 United Nations study on sustainable business travel programs also recognized this issue as a top priority but an oft overlooked one: "Often lost in the equation are the health/performance requirements of the traveler and issues of work/life balance. In many instances, a traveler is asked to fly out on a Saturday, as the ticket price is cheaper, thus foregoing quality family time. This element of work/life balance tends to be given the lowest priority. Generally, the choice is driven overwhelmingly by cost. Marcey Rader, in her book *Beyond Travel: The Road Warrior's Survival Guide*, cited another U.N. study that showed that compensatory time for weekends and holidays travelers had to miss as the No. 1 priority for business travelers but also the one thing they would be least likely to request.

Feeling that my company supported my productivity and well-being while traveling

It's a squishy metric, but a powerful one on which travelers in heavily procured travel programs said their companies barely delivered. In some cases, the little things matter. Companies like ITW and Coca-Cola have arranged for small personal amenities at heavily trafficked hotels to show appreciation for travelers. "Arriving at a hotel at midnight on a Saturday can be a lonely place," said Will Tate, who implemented a similar practice as travel manager for Dresser Inc. in 1995: Arranging a pre-printed note that acknowledged the traveler and included Dresser's after-hours travel support number. "I can't tell you how many emails we got saying how meaningful that was to our travelers," said Tate. In 1995, manual times called for manual measures, but now, mobile travel management capabilities can shape the traveler experience (see page 30). Increasing touch points during business trips is a huge opportunity for corporations to drive traveler happiness. It's tangible support in what has been a vacuum.

TECHNOLOGY ADVANCES

Corporate travel tools approach personalization

BY JULIE SICKEL

Personalization. It's a term that's been getting a lot of buzz in the managed travel industry lately, but what it means, what it looks like and how sophisticated it should be when deployed in a managed travel program can differ based on who's answering those questions.

For some, personalization is an extension of hospitality. It's a white-glove service that recognizes road warriors and ensures they're treated well by suppliers and corporate travel agents. For others, personalization is all about choice and making business travel resemble non-business travel from end-to-end.

"Personalization is primarily about the experience. It's how you book and experience travel," said Sean-Michael Callahan, director of global travel, meetings and events at Hewlett Packard Enterprises. "I want to lead the expectations from the leisure space into our traveler space."

The two perspectives on personalization can seem incongruous on their surface. After all, one is a longtime principle of the business; the other relies on new tools and forward thinking. But both get to the same idea: travel is about the traveler.

In today's managed travel program, it's impossible to make travel about the traveler without embracing data and new technology.

PERSONALIZATION IN A NUTSHELL

Those confused about what exactly personalization resembles today on the consumer side need search no farther than the websites and applications they're already using. Amazon, Google, Netflix...they each know who you are, where you are, and what you like.

While these sites are great for the general public, they condition individuals to expect the same level of recognition and ease in every area of their lives, and that can be tricky to provide in a managed travel program.

"At the end of the day, we serve a corporate client, and it's our job to figure out how we can deliver a great experience to the business traveler," said Nick Vournakis, Carlson Wagonlit Travel's former senior vice president of global marketing who was promoted to president, U.S. military and government markets this month. "But we need to do it in a way that we know is congruent and consistent with the goals and objectives of a managed travel program."

Vournakis said there are three things that underpin personalization, and understanding them can help travel managers figure out who's important in their ecosystem and how they can get the key players to work together.

The first key to personalization is geolocation. Travelers are already familiar with the concept through navigation apps like Google Maps, online booking tools, which often know where you are automatically when you sign in, or Uber, which has the ability to discern a traveler's exact location.

"Smart phones have unlocked a critical piece of data that's basically untapped in the business travel world," Vournakis said. "They've given us the ability to kind of know at any given time

Personalization is primarily about the experience. It's how you book and experience travel. I want to lead the expectations from the leisure space into our traveler space.

— Hewlett Packard Enterprises, director of global travel meetings and events, Sean-Michael Callahan

where any of our travelers are."

The second is interconnectivity, or getting apps, suppliers and data collectors to play along. An example of the concept is how an individual can sign into multiple applications using their Facebook or Google accounts, which allows the sharing of data across multiple platforms. It also applies to the embedding of outside apps into a platform, such as how Egencia has embedded RouteHappy into its TripNavigator booking app.

The third key to personalization is, of course, data. For a long time, travel providers have been hoarding data but doing very little, if anything, with it.

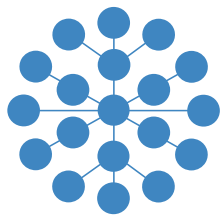
"If you look at a typical travel profile, the only thing you have in it is data that's core to making a reservation," Vournakis said. "It's about all of the data elements necessary for an airline to kind of fulfill and write a PNR to the GDS. It's just not enough. A personalized world means you need to know what people like, but that's not stored in a travel profile."

TMCS, DATA AND PERSONALIZATION

About five years ago, Travel and Transport decided to change its development strategy. In an industry typically focused on catering everything to the travel manager, it wanted to shift its concentration to the consumer. The company didn't call it personalization—that word wasn't quite in vogue yet—but the foundation of what it hoped to do follows the principle.

"Even though these folks are in managed programs, we feel strongly that the traveler needs to have a great experience,"

— 3RD ANNUAL —



innovate

For the advancement of business travel

SAVE THE DATE

September 27-28, 2016

New York Marriott Marquis
New York City

Join 300 of your travel industry peers at the third annual Innovate conference, combining cutting-edge buyer education, travel supplier innovation and industry networking for corporate travel and procurement professionals.

Be part of the solution at Innovate 2016.

BTNIinnovate.com

Presented By

BTNGROUP

said Mike Kubasik, T&T's executive vice president and chief information officer, "so they want to be part of the managed program, so they want to follow the rules, so when they go to book online or use a mobile they have a great experience."

The company made strides to improve its web portal and mobile dashboard, eT&T Dash, allowing individual travelers to see unused air tickets, view past trips, receive relevant alerts and integrate personal travel itineraries on the platform. Kubasik said T&T is working with major suppliers to try to embed things like airline ancillaries or hotel check-in into the dashboard.

Egencia is accustomed to using data to its full potential. With access to an unprecedented amount of "clickstreams," both on the corporate side and through Expedia Inc., Egencia can track traveler behaviors in order to improve booking experiences.

"Having that data in one place is critical to extract insights," said Michael Gulmann, vice president of global product and marketing.

On Egencia's TripNavigator mobile app, travelers can view upcoming trips, make air and hotel bookings using past trips or frequent bookings from other travelers at their company and receive custom alerts about their journey. But the company is nevertheless trying to innovate the traveler experience further by expanding its partnerships—like the ones it already has with RouteHappy, Uber, iJet and International SOS—and looking into beacons or geofencing on the geolocation side.

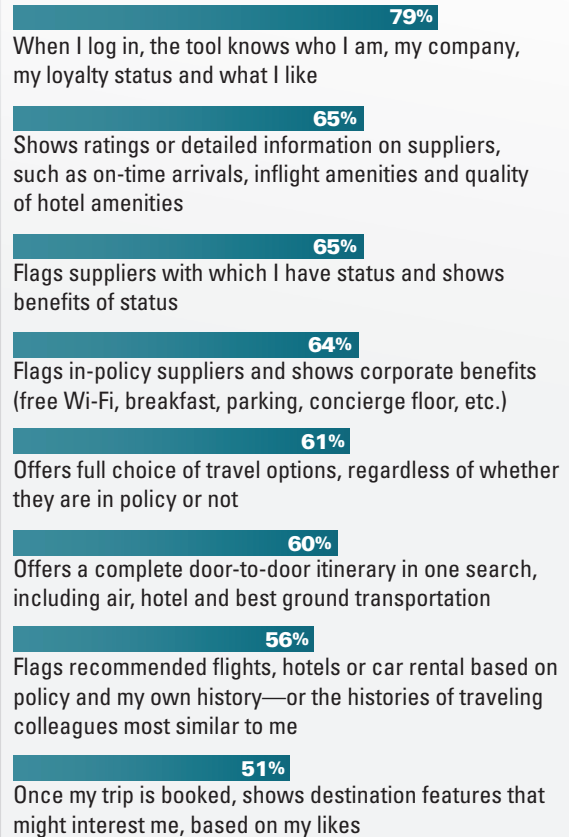
"If you're in a rush to get to your gate, how do we give you turn-by-turn guidance to get there? That really relies on beacon technology," Gulmann said. "There are a lot of ideas there and we're looking at the best way to implement [beacons]. They'll become more prevalent in the next few years."

WHY MAKE PERSONALIZATION WORK?

HRS recently deployed a recommendation engine on its booking outlets that makes a selection of three top hotels based on previous bookings by the traveler or program, and features those three properties at the top of search results. Suzanne Neufang, vice president and managing director of the Americas, said the company found that the new feature has improved adoption of the tool and that the travelers who use it are more price conscious and give a hotel a better rating after their stay.

Booking Tools: What Travelers Want

PERCENT RATING EACH FEATURE "VALUABLE" OR "VERY VALUABLE" TO THEIR ONLINE OR MOBILE BOOKING EXPERIENCE.



Source: BTN Survey of 596 business travelers from March 2-28, 2016

New Perspective: It's Not About the Journey

Speaking at *Business Travel News'* Tech Talk conference in March, Roadmap CEO Jeroen van Velzen challenged travel managers to think differently about the purpose of their jobs. A short excerpt:

Fred Kofman was a professor at MIT and [now] he works at LinkedIn. He said, "Your job is not what you do, it's the goals you pursue." That's pretty deep.

So, it's not about what we are doing, but why we are doing it. Why are we procuring all those flights, hotels and

cars in economical ways? Why do you want to keep your travelers safe?

It's not about the journey. In essence, it's because you want your colleagues to win. Your goal is to make sure [travelers]... accomplish their missions.

So do you have a different job? No, but I would challenge you to include in your job description one more thing: traveler experience management.

I really like the angel concept. We

travel with our travelers in their pocket and say "there's a cool restaurant on the corner" or "take the subway it's faster" or "don't go into that area it's unsafe."

Wouldn't that be cool if we could do that, if we could create those experiences by traveling with our travelers?

That's what mobile is all about. Therefore, your job starts to change because you can be closer to your travelers... and you start to influence their experiences.

BUSINESS TRAVEL TRENDS & FORECASTS

BOSTON

05.19.16

Business Travel Trends & Forecasts Boston is a one-day, buyer-focused conference designed to enhance your corporate travel and meetings program by uniting industry peers and providing a platform for information sharing.

- › Discuss original BTN research into the adoption of advanced mobile travel management strategies, policies and practices
- › Explore airline industry trends and forecasts
- › Gain valuable insight on hotel trends and what they mean to buyers



ALOFT BOSTON SEAPORT



MICHELLE DE COSTA
Senior Category Strategist, Procurement
Liberty Mutual Insurance



DANIEL J. MILLER
Associate Director, Strategic Sourcing, Global Travel
Biogen



MARK WOODWORTH
Senior Managing Director
PKF Hospitality Research

AND MORE!

REGISTER TODAY!
BusinessTravelTrends.com/Boston

PRESENTED BY

BTNGROUP
CONFERENCES

SPONSORED BY

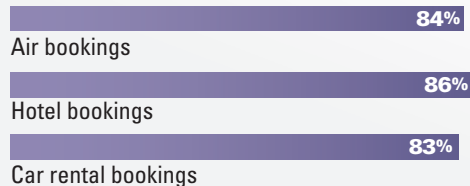


GLOBAL BUSINESS TRAVEL



Travelers on Mobile Booking: Make It Happen

PERCENT OF TRAVELERS THAT RATED MOBILE BOOKING FOR THE FOLLOWING TRAVEL CATEGORIES “VALUABLE” OR “VERY VALUABLE” TO THEIR CORPORATE TRAVEL EXPERIENCE



Source: BTN Survey of 596 business travelers from March 2-28, 2016

It's an example how a simple shift to make a traveler's experience simpler, faster and more personal can lead to better end-to-end results.

For Anthem global travel and events director Cindy Heston, personalization is a dual-value proposition, and it's one she's been working toward for years in her program.

“For the individual, it's giving them a better experience,” she said. “It's definitely something that helps them personally, and that's part of our company goal, to make sure that our travel program is best in class in regard to employee satisfaction.” The dual side of it, she said, is that she's also able to maintain great relationships with her suppliers by pushing value and share to them through a program that travelers actually want to use.

Heston relies on TripCase embedded in Anthem's travel app to lead any location or trip-specific alerts, but she's also developing individual app wrappers for road warriors, which outline what benefits each individual has access to during their trip and what those benefits mean. “So you have status with this hotel. What does that mean? It means you can go to the club floor, it means you have late checkout, if it's sold out you can get a room up to 24 hours before,” Heston said. “We're really highlighting the opportunities available to them.” That, in turn, drives compliance.

WHAT ARE THE OBSTACLES?

Anyone who's ever bought a gift for a loved one on Amazon or let a friend borrow their Netflix account knows that even the outlets that are great at personalization can still get it really wrong sometimes.

Torsten Kriedt, vice president of product planning and intelligence at BCD Travel, has a 5-year-old son, yet he still has online retailers trying to sell him diapers and baby food. “We have many providers out there that look at historical purchases and believe because of that they know you.”

HPE cut out 20 percent of its T&E spend last year and sepa-

rated from a portion of its company, “so historical data doesn't mean much because we have a completely new demographic of travelers and we go to different markets and we fly different carriers.” Eventually Callahan expects the company, with the help of CWT and Concur, will be able to have predictive itineraries and spend forecasts using predictive analytics, but first the data needs to be cleaner.

To stay on top of any trends or changes, Heston receives quarterly information from her TMC that features metrics from various databases, such as travelers' frequent flier information and how many trips they've taken, pushed into one data source.

“We do look at it periodically through the years [to track personnel changes]. A lot of times we'll work with HR too,” Heston said. “But we also mine the data so that we can catch it as travelers are utilizing the tool. We can see, ‘Oh here's a trend,’ and we can get them in line with our preferred programs.”

The building blocks of personalization—data, geolocation, interconnectivity—are often the biggest concerns cited by travel managers when looking at advancing technology. How do travel managers and TMCs avoid coming off creepy when using geolocation to push catered messaging to travelers? How can a company ensure that they are not opening themselves up to risk when attempting to connect vast amounts data?

For instance, one travel manager said he had hoped to be able to bring together expense and credit card data with his company's TMC data, but ended up bumping up against his company's own stringent risk management team, which has led him to reexamine and firm up his data strategy before initiating the intensive vetting process.

Kreidt pointed out it can be tricky to get everyone to play

My data is my currency, and with my currency I barter for experience. I'm willing to do that and I think there's a tremendous amount of evidence that people are willing to do that.

— Carlson Wagonlit Travel, SVP global marketing, Nick Vournakis

along in the service and technology space. First, some degree of standardization is needed to make technology work together. “But second, who actually owns that traveler relationship? Who should be the one who holds and opens up on behalf of the traveler to those areas where they know they'd make a difference?”

Travelers, he added, have to be part of the conversation. They have to be able to opt in or out.

As far as whether travelers would be willing to opt in for the sake of personalization, Vournakis said he expects they would if doing so meant a better, streamlined travel experience.

“My data is my currency,” Vournakis said, “and with my currency I barter for experience. I'm willing to do that and I think there's a tremendous amount of evidence that people are willing to do that.”

GLOBAL TRAVEL RISK MANAGEMENT

SUMMIT 2016

NEW YORK CITY, NEW YORK / JUNE 9, 2016

The inaugural Global Travel Risk Management Summit

is a one-day conference focused on **educating** corporate travel buyers, procurement professionals, human resources, legal and risk professionals and IT **on meeting legal obligations and executing safe and secure travel.**

Attendees will receive **intensive education** in a unique format through forums, roundtables, and real-world immersion sessions.

- › Explore best practices and benchmark current policies across industries
- › View the latest safety and security products and services available
- › Participate in two immersive, real-world scenarios
- › Discover the results of recent research being conducted around the world

AND MORE!

Wyndham New Yorker Hotel



Space is Limited, Register Now!

REGISTER TODAY!

BTNGroupConferences.com/GTRM

PRESENTED BY

BTNGROUP
CONFERENCES

AND
HospitalityLawyer.com

THE HAPPINESS INITIATIVES

Strategies to influence traveler behavior & drive compliance

BY Elizabeth West & JoAnn DeLuna

Some travel managers are jumping into traveler happiness and engagement efforts with their eyes open. Their tactics focus on behavior and figuring out how to educate and influence business travelers to make the right decisions on behalf of their companies. Can happiness initiatives pull travelers closer to their managed programs? These buyers think so.

CASE
STUDY

1

LEVERAGING LOYALTY

Anthem Mines Supplier Loyalty Programs to Maximize Traveler Advantages

Balancing external loyalty programs with corporate travel policy and compliance: That's been a tough one for travel managers. Cindy Heston, director of travel and meetings for Anthem, has been working at the concept for years. This year, however, a request from her executive management caught her by surprise. They asked Heston to figure out a consistent method to maximize the return of preferred supplier loyalty programs—whether air, hotel or car rental—on behalf of the company's travelers.

"I never thought [my leadership] would ask me to research how to maximize and gain for Anthem travelers, but ultimately that's what they are asking me," said Heston. "They wanted to know why I wasn't telling them, based on their individual [travel] patterns and behaviors, what affinity programs they should be with to maximize points and loyalty."

The project has centered on analyzing travelers' primary departure cities and the air carriers associated with that city. Associated hotel programs, bonus points and other details started to fall into place depending on the arrival city. "I thought I was going out into the Wild West on this project, but [the loyalty-benefits piece] is primarily driven by one factor," Heston said. "Some markets are split as far as airlines, but you can bias for one or the other."

Once Heston landed the primary airline piece, she found she could aggregate information about consumer-side loyalty partnerships and promotions and automate messages to recommend compliant combinations for travelers that also will return the best personal perks.

Based on the scope of Anthem's hotel program, "[travelers] can reliably stay in compliance if they switch from hotel A to hotel B," Heston said. "I can now go back to

an executive and tell him that the brand hotel where he booked was great because he could earn double points, but because of his airline, if he could stay at another hotel brand, he could consistently get triple points. I know he's going to switch."

Heston theorized that this kind of service will turn loyalty sentiments back to the managed program rather than directly to the suppliers. Even more, it may deliver better compliance, especially if there are competitive airlines on the route.

"That's where travel manager influence can really come into play," she said. "If the traveler is flying from Atlanta to Chicago, they've got four airlines they could potentially use. That's when you tell them, 'Sure, you can fly any of these, but this is what the company would like you to do, and I can get you status here, which will double your points there.'"

Heston is rolling out a marketing campaign around the concept, and will incorporate push messaging into Anthem's executive travel app so top-level travelers can see their best travel-promotion opportunities based on policy, plus their own loyalty programs and home market. Heston insisted on push messaging to get the word out fast: "Because some of these promotions are available for 60 or 90 days and then they're gone," she said.

As surprised as she was about the demand to deliver this type of service, Heston also looks at it as an important step in keeping travel programs relevant and on point for road warriors. "They are looking to us to deliver new kinds of value," she said. "[Anthem leadership] wants me to help decide what is best for them. Isn't that what all travel managers want?"

"I thought I was going out into the Wild West on this project, but [the loyalty-benefits piece] is primarily driven by one factor."

—Anthem director of travel and meetings
Cindy Heston

BTN'S TRAVELER HAPPINESS INDEX

How important is happiness to your managed travel program?

Content fragmentation, supplier direct bookings, loyalty programs and easy access to alternative channels... all of these issues are chipping away at traditional travel management programs.

Where travel managers have been able to drive compliance with rules and mandates, they increasingly grapple with traveler discontent in terms of program efficiency, quality of the tools and the overall experience of travel within the confines of their programs.

Can attention to traveler happiness pull managed travelers back into the fold? If so, how will travel managers re-engineer their programs—and the industry—and do corporations win or lose in the value equation?

Business Travel News' Traveler Happiness Index offers a window into the overall happiness of managed travelers and takes a serious look at the importance of happiness, particularly in the context of mature travel programs.

TUESDAY
MAY 10, 2016
1pm ET / 10am PT



MARY BASTRENTAZ

Managing Director,
Global Travel & Events

Accenture



CATHY SHARPE

Director, Global
Travel & Expense
Management Services

ITW



MODERATOR

ELIZABETH WEST

Editor-in-Chief

The BTN Group

REGISTER TODAY! www.BusinessTravelNews.com/Webinars

PRESENTED BY



SPONSORED BY



CASE
STUDY
2

TRAVELER MOTIVATIONS

BAE Systems Approaches Program Personalization with One-On-One Interviews

Dana Rixter, director of travel services for BAE Systems, used to think miscommunication was the root of all evil. “I’ve changed my mind,” she said. “It’s actually misinterpretation that is the root of all evil.”

That includes ill-conceived travel program constructs that focus too much on an “average” traveler without taking the time to understand the needs of a broad travel population. And while BAE has conducted traditional surveys, offers a feedback button on its internal corporate travel portal and even conducts supplier feedback meetings to inform upcoming negotiations, Rixter knows those are imperfect attempts to address what can be very complex issues within a travel program.

“There are many methods of communication, and one size does not fit all,” said Rixter. “You can succeed in getting a slice of information, but a multiple-choice survey can never take the place of an inquiry-based conversation. Messages can be misinterpreted, and the opportunity to respond in the course of that conversation is key. So many times, problems are based on a mispercep-

“We always say travel is so personal. ... We can’t continue to look at all these different individuals as a single population.”

—BAE Systems director of travel services Dana Rixter

tion. The chance to clarify can change things dramatically.”

This year, Rixter plans a listening campaign that will focus on groups of travelers: frequent, infrequent, VIP, etc. She will conduct one-on-one conversations, aggregate and categorize responses and determine where she can personalize the travel experience while still delivering compliance.

“We always say travel is so personal. One traveler may find a real problem with a property because of a single feature, while another person values that feature as a benefit,” she said. “Understanding those differences should inform our programs. We can’t continue to look at all these different individuals as a single population.”

Rixter admitted that BAE’s 16,000-strong travel population is too large for her to engage each traveler, but she sees this strategy as a move in the right direction. “I’ve never had the chance to focus on groups at this level. I’m eager to see what the conversations reveal and if I can effect changes that will impact our travelers’ lives—and, as a result, the company—for the better.”

CASE
STUDY
3

OPENING THE BOOKING CHANNEL

ITW Leverages Open Booking & Accesses Better Traveler Experience

“I know why it’s happening,” ITW director of global travel and expense services Cathy Sharpe said about the manufacturing company’s decline in channel compliance for hotel bookings, from 67 percent two years ago to 40 percent now. “There are so many opportunities out there, and you’ve got young travelers, who investigate everything. They want to do what’s best for the company, best for their budgets and best for themselves from a service standpoint.”

Sharpe reports to ITW procurement. “If I have \$7 million hanging out there that I’m suddenly not bringing to the table, it’s a problem,” she said. As part of her pilot of Concur’s TripLink tool to capture off-channel bookings, she sent focused communications to rogue travelers about what the company saw in their hotel-booking patterns and told them that they needed to link back to the program via TripLink.

Making the decision to accept and embrace off-channel bookings easier, Sharpe discovered that rogue travelers were actually getting cost benefits for the company from their behavior. “I was shocked,” she said, and as the pilot

progressed, she witnessed additional benefits cascading to travelers who were booking outside the program. In fact, she said, the benefits start with the booking experience itself.

“The problem with corporate online booking tools is that as good as they may try to be, they are never going to pull in the content that the supplier offers [direct]. Suppliers are putting so many resources into building the apps and the check-ins and all the glorified experience a traveler has when they are in the world of that particular supplier.”

Sharpe’s new visibility also has called into question the conventional wisdom that corporate travelers get better and more consistent service from negotiated contracts. Instead, she has found that ITW travelers who book direct on supplier websites consistently get the benefits of loyalty status but don’t get bumped for last room availability.

Even with the benefits, Sharpe doesn’t actively promote the program, at least not yet. But she has to have a mechanism to show the whole value of her hotel volume and “close the gap in what I don’t know that I don’t know.”

“We did the cost analysis [for off-channel bookings], and we found some benefit. I was shocked.”

—ITW director of global travel and expense services Cathy Sharpe

CASE
STUDY
4SEGMENTATION & COMMUNICATION
University of Colorado Improves
Infrequent Traveler Experience

The University of Colorado is always looking to maximize its software purchases, said chief procurement officer Sandy Hicks. When the university's annual internal travel and expense survey revealed that a subset of travelers were struggling with the Concur Travel and Expense tool, Hicks wanted to understand why and who these travelers were. "We could tell that some people were really happy with Concur, while some were struggling with it," she said.

Digging deeper into the data, Hicks discovered that frequent travelers had no problem with the system. But infrequent travelers, which count more than 7,000 of the university's 16,000 travelers, however, found the Concur tool challenging.

"[Infrequent travelers] are not taking the majority of business trips, but they represented a lot of people struggling with the tool," Hicks said. "So we talked about how we could help them."

Working with the University of Notre Dame, the University of Colorado launched its Infrequent Traveler messaging program in February 2015. When an employee books travel through Concur or the university's travel management company, Christopherson Business Travel, the booking tool searches past trips to determine whether the person has traveled in the last 12 months.

If not, the tool automatically sends an email acknowledging the traveler and lists program tips the traveler should know like applying for a corporate card or renting a car. The

"[Infrequent travelers] are not taking the majority of business trips, but they represented a lot of people struggling with the tool. So we talked about how we could help them."

—University of Colorado chief procurement officer Sandy Hicks

information is offered in text format and on the University of Colorado travel site, and both resources are getting traffic. "We know that in 41 percent of the emails, people are actually going into the information," Hicks said.

Five days before a trip, Concur sends a second email addressing additional items, such as help numbers and access to download Concur Mobile or TripIt.

On the last day of a traveler's trip, Concur sends a third email with information on filling out an expense report.

"Our travelers tend to be really busy people. Even if we were to offer this face-to-face, they probably wouldn't come, so this is a much better way for them to get trained," Hicks said.

Since February 2015, the University of Colorado has sent 13,000 emails to infrequent travelers. While Hicks hasn't evaluated the full results, she hears it program has really helped. "You don't know how to travel until you travel" Hicks said. "I consider this 'just-in-time training.'"

BTNGROUP

LOUIS MAGLIARO

Group Publisher
973.769.0028
lmagliaro@thebtngroup.com

ANTHONY CARNEVALE

Associate Publisher
201.902.1976
acarnevale@thebtngroup.com

EDIE GARFINKLE

Advertising Director
895.389.6836
egarfinkle@thebtngroup.com

LINDSAY STRAUB

Regional Sales Manager
646.380.6274
lstraub@thebtngroup.com

MARY ANN McNULTY

Director of Content Solutions
630.519.4510
mmculty@thebtngroup.com

MAX BZDYK

Marketing, Events And Sales Assistant
201.902.1924
mbzdyk@ntmlc.com

MARIZA MOREIRA

Group Design Manager
201.902.1965
mmoreira@ntmlc.com

DEBBIE ANDERSON

Hawaii
08.739.2200
debbieanderson@dmhawaii.com

MICHIKO KAWANO

Japan
+81-3-3661-6138
kawano-pbj@gol.com

JUNG WON SUH

Korea
82-2-3275-5969

JUAN MARTINEZ DUGAY

PALOMA MARTINEZ
Mexico
(011) 52-55 2122-3900
jmdugay@towmar.com,
pmartinez@towmar.com

LAVENDER TAN

Singapore
(65) 9752 8613
lavtan@singnet.com.sg



100 Lighting Way
Secaucus, NJ 07094
www.northstartravelmedia.com

Chairman and Chief Executive Officer

Thomas L. Kemp

Chief Financial Officer

Lisa Cohen

President, Travel Group

Robert G. Sullivan

Executive Vice President, Digital Media

Thomas Cintorino

**Executive Vice President
and Group Publisher**

David Blansfield

**Senior Vice President
and Editorial Director**

Lori Cioffi

**Senior Vice President
and Editorial Director**

Arnie Weissmann

Senior Vice President, Human Resources

Janine L. Bavoso

**Senior Vice President, Product
Development and Production**

Roberta Muller

**Vice President,
Marketing Solutions**

Michelle Rosenber

Vice President, Content Licensing

Sheila Rice

**Vice President, IT Infrastructure
and Operations**

Richard Mastropietro

**Vice President,
Database Products**

Elizabeth Koessler

CASE STUDY
5

SUPPORTING TRAVELERS ON THE ROAD
ACT Delights Travelers with Mobile Messaging, Lowers Disruption Costs

When Jennifer Steinke arrived at ACT two years ago, its business travelers were in a funk. “ACT has great travelers who are good at listening, and there’s a compliant culture,” said the 20-year veteran of managed travel, now ACT manager of corporate travel services. “Travelers did what they were supposed to do, but they craved a more traveler-centric environment.”

Steinke knew travelers wanted more freedom to search and book content available outside the program but that once they were on the road, they actually wanted more structure and support.

Steinke addressed the desire for booking freedom with a two-pronged approach: Short’s Travel Management’s FindIt tool detects when a traveler is researching travel itineraries on supplier-direct and travel-aggregator sites and prompts the user to send the flight and hotel to the

travel management company for booking or to find comparable in-policy flights. But Steinke didn’t stop there. She also integrated with Concur’s TripLink to catch bookings that get past FindIt.

“You have to create an end-to-end experience that incorporates different ways to book the travel,” she said. “Why not create those ways to keep them compliant and service the bookings?”

“When I told ACT travelers [during training sessions] about additional support [during travel], they were really hungry for it. When we got to trip-disruption services, their eyes lit up. We needed to create a better experience and better engagement touchpoints.”

—ACT manager of corporate travel Jennifer Steinke

FOLLOWING TRAVELERS ON THE ROAD

Servicing the bookings was key for ACT travelers because they were feeling the bottom drop out of their travel-support system when they were actually on the road.

“The consumption part of the trip proved to be really important to them,” Steinke said.

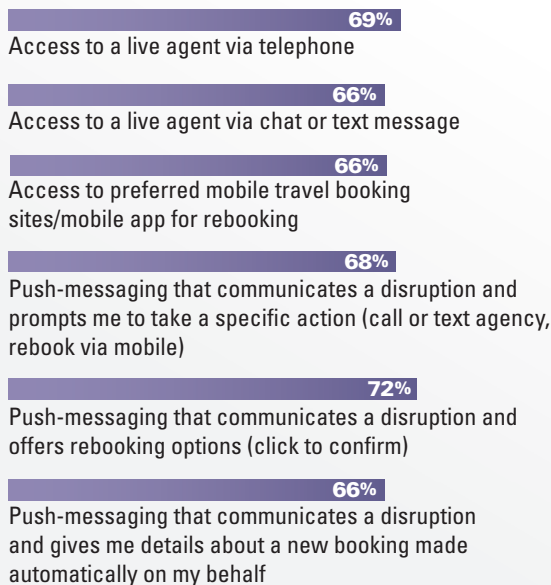
To answer that need, she leveraged the suite of Concur tools that ACT’s management team had acquired prior to her arrival. “There are other tools out there,” she said, ticking a few names off a list of leading-edge mobile technology innovators, “but knowing that we were going down the Concur path, I knew I could leverage the capabilities to get this done.”

Steinke harnessed the Concur Messaging product, built off the conTgo platform the company acquired in 2013. While Concur markets the product for duty of care, Steinke incorporated policy messaging and integrated with itinerary data to drive right-time messaging to travelers. “If they don’t have a rental car, for example, I can automate rich messaging around getting the best ground transportation based on policy,” said Steinke. “If there is a trip disruption, we can provide proactive accommodations for travelers, and, of course, we also do use it for risk messaging,” she said.

When Steinke reviewed with travelers the new mobile messaging capabilities in the Concur implementation training sessions, they got excited. “When I told ACT travelers about additional support [during travel], they were really hungry for it. When we got to trip-disruption services, their eyes lit up. We needed to create a better experience for them and provide better engagement touchpoints. That’s going to drive cost control and drive traveler behavior,” she said, taking trip disruption as her reference. “Infrequent travelers, in particular, may overspend to get home. A message that tells them they were reaccommodated eases the burden on them and eases the cost on the company.”

Help, I’m Stuck!

Percent of travelers who rated these trip-disruption service as “valuable” or “very valuable”



Source: BTN Survey of 596 business travelers from March 2-28, 2016



A Hotel for Every Business Need.

At every Best Western®, travelers will find people who care about their business needs. They will discover amenities to stay productive on the road, including free high-speed Internet* and breakfast available at all locations. With more than 4,100 hotels worldwide**, finding the right hotel for business is now easier than ever.



GDS code: BW
bestwestern.com | 1-800-WESTERN

*Some amenities not available at all locations. **Numbers are approximate and can fluctuate. Best Western and Best Western marks are service marks or registered service marks of Best Western International, Inc. ©2016 Best Western International, Inc. All rights reserved. Each Best Western® branded hotel is independently owned and operated.

CHROMERIVER

**If it doesn't work here,
it doesn't work for me.**

EXPENSE REPORTING &
INVOICE PROCESSING,
DONE BEAUTIFULLY.

The modern workforce demands more from business technology. They expect every application to be intuitive, elegant and work flawlessly.

With a sleek new interface that works on any device, anytime, anywhere, that's endlessly configurable to fit the way any business works. Chrome River makes employees happy and lets business flow, which makes AP departments even happier.



Chrome River
EXPENSE



Chrome River
INVOICE



Chrome River
AUDIT



Chrome River
ANALYTICS

+1 (888) 781.0088

www.chromeriver.com

info@chromeriver.com