VOLUME 33 | OCTOBER 10, 2016 WWW.BUSINESSTRAVELNEWS.COM

BTN

BUSINESS TRAVEL NEWS



INNOVATORS YOU SHOULD KNOW

Six companies explain their stories and the services they're supplying to move business travel forward.

PAGE 18



PAYMENT & EXPENSE

Spend management software provider Coupa plans an IPO. Experts say funds likely will support more acquisitions.

PAGE 38

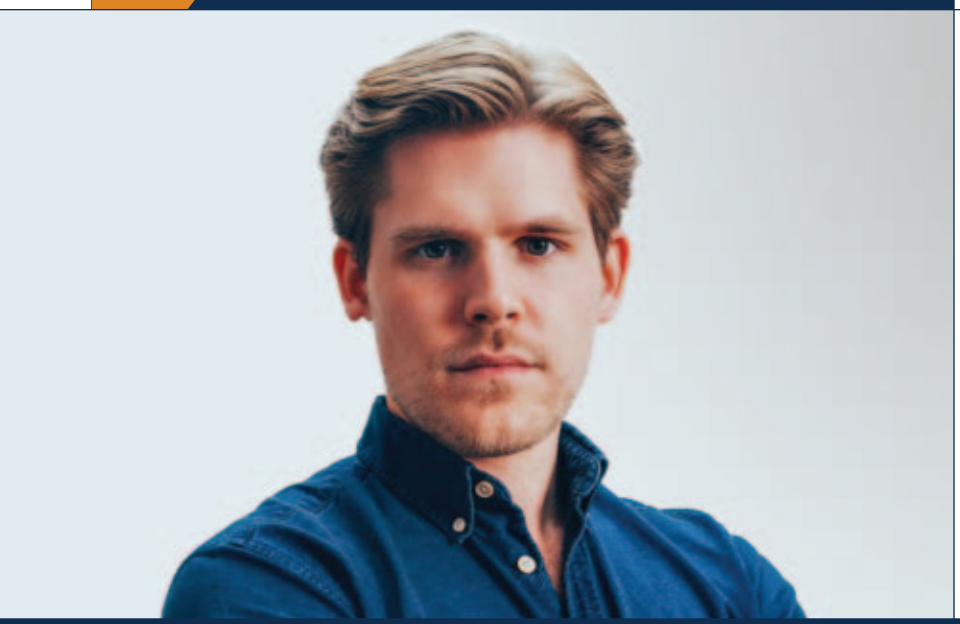


TECHNOLOGY

Serko's expansion plans for its simplified small business booking & expense platform, which the CEO calls "infinitely scalable."

PAGE 44

FEATURE



BTN's 2016 Innovate Awards

Battle of the Corporate Travel Tech Providers

Twelve corporate travel industry technology innovators showcased their apps and services at The BTN Group's 2016 Innovate conference. Our panel of judges crowned as the winner Conichi, whose CEO Maximilian Waldmann is pictured at left. Conichi uses beacon technology to recognize hotel guests as they arrive and enables mobile check-in, keyless entry, mobile check-out and virtual card payment. Meanwhile, the travel buyers in attendance voted their own victor: flight rebooking app Freebird, which analyzes loads of data to anticipate and track flight disruptions and purchases a new ticket for free.

MORE ON THE WINNERS ON PAGE 10

Siemens & Volkswagen Tap into Lufthansa Group's Direct Connect

BY AMON COHEN

The Lufthansa Group is using direct-connect bookings with both Siemens and Volkswagen. It also plans to provide "new and tailor-made Lufthansa products" to Siemens travelers through the channel. That could include a booking class specific to its travelers.

Lufthansa worked with Amadeus IT Group to develop the direct-connect interface, and the group's airline IT vice president Guido Haarmann said in a statement the collaboration could include connecting the Lufthansa inventory to travel technology developer i:FAO's Cytric online booking solution.

Siemens began a pilot in March and rolled out the interface across all divisions in Germany on Aug. 1. All Siemens travelers based in Germany now can book flights on Lufthansa, Swissair, Austrian Airlines and Brussels Airlines directly, according to Lufthansa Group. And Siemens is talking to more airlines about building direct connections from their reservation systems into its booking tool.

Lufthansa's goal to connect to clients without involving GDSs is part of its strategy that included introduction of a €16 Distribution Cost Charge for GDS bookings in September 2015. Lufthansa estimated Siemens' commercial savings will reach "well into the range of six figures." But Siemens was not a client that needed persuading to sign up. "The direct-connect topic has been on the Siemens agenda for several years,"

CONTINUED ON PAGE 50

What's Inside

3 ON THE HORIZON
- Now that Marriott & Starwood are merged
- Amex GBT & Concur ditch reseller agreement

30 PREMIUM TRAVEL
- Premium travel traffic stays steady; elite travelers demand more streamlined processes

32 TRANSPORTATION
- Who's making the most from air ancillaries
- Corporates' free access to AA Preferred seats

36 LODGING
- Hilton's restrictive-rate pilot
- Power shift coming in 2017 RFP season

42 PROCUREMENT
- Simplified Delta contracts
- American Airlines corporate discounts

48 MANAGEMENT
- Corporate Travel Departments

52 BLUEPRINT
- What to expect in a TRM provider

4 | On the Record



Frantz Yvelin, founder & CEO of the all-business class La Compagnie, discusses the carrier's staying power & plans.

"When you consider the fact that we only do business class, achieving 85 percent load factor is a great success because that beats a lot of other business class [load factors] with legacy carriers."

6 | Data Hub

2017 Airfare & Hotel Rates by World Region

Advito predicts that global airfares will remain flat, while hotel rates will climb.



VOLUME 33 | OCTOBER 10, 2016 WWW.BUSINESSTRAVELNEWS.COM

BTN
BUSINESS TRAVEL NEWS
SM

UNITED
A STAR ALLIANCE MEMBER

Speech? Who...us?



© 2016 United Airlines, Inc. All rights reserved.

See everything we're doing to be the best in business travel.

fly the friendly skies®

UNITED

A STAR ALLIANCE MEMBER

SM

The only thing left to top is the podium.

The most qualified support staff.

Our specialized support teams are there for corporate customers with 24/7 support throughout the entire travel process. And if something urgent arises, we always have a dedicated escalation team on hand to help.

More contract options and more simplicity.

With the option of multiple fully scalable contract programs, we can design the perfect contract for any business, no matter what size. And our evergreen Master Corporate Travel Agreement makes the contract renewal process faster and easier than ever.

The industry's first one minute on-time commitment.

We know how important it is for our corporate customers to arrive on-time, so we set a new standard with our Global Performance Commitment. If we don't meet operation goals, we will compensate eligible corporate accounts*.

* Reimbursement applies to select corporate accounts only and subject to terms and conditions.
Visit united.com/performancecommitment for complete terms and conditions.

© 2016 United Airlines, Inc. All rights reserved.

fly the friendly skies®



CAR RENTAL TRANSFORMED

Avis Now puts complete control of the rental into the hands of the traveler. They can:

- **Choose the exact car they want**
  View available cars in real-time. Exchange or upgrade a vehicle before arriving at the lot.
- **Control the rental experience from start-to-finish**
  Confirm, cancel or extend a rental in the app. Lock and unlock doors, or flash the headlights to help find their car. Return the car without assistance, with speed and simplicity.
- **Get real-time updates for peace of mind**
  Receive real-time notifications about their trip. Access an instant view of the rental agreement, confirm fuel or mileage and obtain assistance on demand.

Avis Now is available at the top 50 US airport locations to Avis Preferred members via the Avis mobile app.
For more information visit www.avis.com.

AVIS®

© 2016 Avis Rent A Car System, LLC

Marriott & Starwood Are Merged: What's Ahead for the Sales Team, Loyalty Programs & Brands

BY JULIE SICKEL

Marriott International finally closed its deal to acquire Starwood Hotels & Resorts on Friday. With that news, Marriott is able to shift the conversation away from words like "Anbang" and "China" and shape it around words like "more."

"We can now offer more opportunities, more brands and more choices," executive chairman and chairman of the board Bill Marriott said. CEO Arne Sorenson added: "Our portfolio gives our customers so many more options to choose from. We have the right brands in the right place for every guest wherever they may need." The company also estimates it can realize $250 million in annual corporate cost synergies, enhancing revenue opportunities for its managed and franchised properties.

Marriott has appointed three Starwood directors to its board, including chairman Bruce Duncan, who in April 2015 made the first public announcement that Starwood was exploring "strategic alternatives" and that "no option is off the table."

The Starwood Sales Team

Four days before the merger closed, Starwood senior vice president of global sales Alison Taylor departed the company to lead global sales at American Airlines. No other notable departures have been announced, though it's assumed that higher-up executives, like Starwood CEO Thomas Mangas, will move on.

Sorenson expanded on the personnel topic during a media call. With Starwood's headquarters located in Stamford, Conn., and its Starlab office in Manhattan, Sorenson anticipates Marriott will, for now or "maybe forever," have people located in both the New York City-Connecticut area and in Marriott's Bethesda, Md., headquarters. "I would expect that the number of Starwood associates who will join us will be probably co-located in places," he said, "continuing to live and work where they live and work today, at least preliminarily."

The company is scouting for a new headquarters in the Washington, D.C. area.

The Loyalty Programs

Marriott also announced it is inviting anyone who is a loyalty member of both Starwood Preferred Guest and Marriott Rewards, which includes The Ritz-Carlton Rewards, to link those accounts. Sorenson reiterated that Starwood's loyalty program was a "huge piece" of why Marriott wanted to acquire the company in the first place. The two programs boast 85 million loyalty members between them.

Program members who choose to link their accounts will receive instant status matches—Gold for SPG equals Gold Elite in Marriott Rewards. The link also allows members to transfer points between the rewards programs; three Marriott Rewards points are worth one SPG Starpoint. Sorenson previously said the company expects to combine the programs in 2018, implementing the best features of both.

The Brands

Marriott plans to keep in place its 30 brands, including the 11 it inherited from Starwood, Sorenson said. Brand teams from Marriott and Starwood will "drive distinctions" that customers will come to appreciate, he said.

Sorenson said Marriott simply doesn't have the power to force brands out of the portfolio. "The hotels are owned by third-party real estate investors; our contracts don't give us the right to change the brands that are associated with their hotels," he said. "They have made deliberate bets with their valuable real estate about which brands they would like to have on their hotels, and so that's something we intend to continue to respect."

In the lead-up to the merger close, Starwood had been on a record-setting pace for hotel signings. Earlier that week, the company had said its Specialty Select Brands—Aloft Hotels, Four Points by Sheraton and Element by Westin—have signed 132 hotels this year, up 89 percent from the same time last year. Its second-youngest brand, Tribute Portfolio, a soft brand of high-end independent hotels launched in 2015, announced seven signings that week, bringing its portfolio to 30 hotels. ■

The World's Largest Hotel Company

- 30 brands
- 5,700 properties
- 1.1 million rooms
- 110 countries
- 2X the footprint in Asia, the Middle East & Africa

"The hotels are owned by third-party real estate investors; our contracts don't give us the right to change the brands that are associated with their hotels."

—MARRIOTT CEO ARNE SORENSON

Amex GBT & Concur End Reseller Relationship

BY JAY BOEHMER

American Express Global Business Travel's reseller agreement with Concur ended on Sept. 30 without renewal, the companies have confirmed. The mega is no longer among agencies that promote and resell ConcurTravel booking tools to new users.

As for Amex GBT clients that already operate under a Concur reseller deal, the expiration could prompt an eventual transition to another T&E solution. For Amex GBT clients with a direct relationship with Concur, there is no impact.

"Existing Concur Travel customers' contracts will be honored," Concur said in a statement. It added, "GBT and Concur will continue to fully support our joint clients."

The termination of the agreement coincides with Amex GBT's acquisition of T&E technology operator KDS, which just closed. Amex GBT stated that it "will continue to work with and support other online booking tools across global marketplaces." Amex GBT recently renewed a multiyear reseller agreement with Deem.

"GBT has been negotiating in good faith towards a renewal but was unable to reach agreement with Concur at this time," Amex GBT commented. "Concur will continue to be a valued GBT partner. We are committed to providing our clients with choices when it comes to an OBT provider, including Concur."

—Additional reporting by Elizabeth West

La Compagnie Has Lived Longer Than Other Premium Transatlantic Carriers

Defying its early critics, all-business class carrier La Compagnie celebrated two years of service this summer, surpassing the lifespan of two other all-premium transatlantic carriers that failed in the past decade: Silverjet and Maxjet. Designed to provide business class-level service at a price between legacy carriers' economy and business classes, La Compagnie began daily service between Newark and Paris on July 21, 2014, and later added service between Newark and London. It ended the London route this month but in October will double its service to Paris and still plans expansion, founder and CEO Frantz Yvelin told *BTN* transportation editor Michael B. Baker.



All-business class carrier La Compagnie founder & CEO Frantz Yvelin discusses:

- Brexit's role in the carrier's decision to cancel London service
- Doubling daily Newark-Paris service
- Fleet plans
- How the carrier contracts with travel buyers

HOW HAVE YOUR FIRST FEW YEARS OF OPERATIONS FARED, AND WHY DID YOU CANCEL THE LONDON ROUTE?

We have been flying more than two years on the Paris-New York route, where a lot of potential competitors and other players were all saying that within a few weeks, they won't be there [anymore]. More than two years after, La Compagnie is doing very strong on the Paris-New York axis. We have a more than 85 percent load factor average. When you consider the fact that we only do business class, achieving 85 percent load factor is a great success because that beats a lot of other business class with legacy carriers. Last year, we launched London, which was not in the business plan. We decided to suspend all London operations a few weeks ago, and [Sept. 25] was the last day of operation between New York and London—for now. We suspended it for an easy reason: Brexit. Initially, we were thinking about reducing it to three or four times a week, but we thought that was not in line with what we proposed, which was daily service at least on the routes we are operating. We decided to focus on the Paris service, which has been very successful. We are adding a second daily frequency on the Paris-New York route starting Oct. 22.

MIGHT THAT ROUTE BE RESTORED AT SOME POINT?

We do believe in the London market. A lot of other significant, much bigger players than us have been doing the same thing since this happened. British Airways had two daily all-business class services between London and New York and dropped one immediately. We couldn't do that. It was either one or zero, so we decided to suspend the London service. We were achieving 77 percent load factor on the London-New York route, so it was OK in terms of load. We were not at the same revenue levels we were on the Parisian route, but this route was much younger, launched in May 2015. Considering all that, in the end, what we realized was that it was making more sense to focus on Parisian service now to avoid potential risk of keeping investing on a potential market where no one knows what will happen in two years. Europe and the U.K. are going to find some kind of agreement, but the big question is when and what kind of agreement? If those answers are favorable, we will be more than delighted to go back to London, but we certainly don't want to keep investing into a market where we don't have visibility beyond two years. The first words of [U.K. Prime Minister] Theresa May when she made it to 10 Downing Street were, "Brexit means Brexit." We do respect the voice of the British people, but we need to make sure of what happens next in terms of economy and market development.

WILL YOU EXPAND THE FLEET AND ROUTES BEYOND THAT?

It is no secret we have been talking and working with Airbus and Boeing for the A321neo on the Airbus side and the 737 Max 9 on the Boeing side. We are very interested by the 737 Max 10, which may come on the market but is not confirmed yet, and we welcome, as well, the few recent announcements from Boeing that it may reconsider [making a] next-generation 757, a middle-market single-aisle airplane. Of course, that's something we'd like to move as fast as we can into, and that should happen in 2019.

HOW MUCH OF YOUR BUSINESS COMES FROM BUSINESS TRAVEL?

Today, about 60 percent of all passengers are corporate travelers. We have plenty of corporations, big ones, and we also have smaller mid-cap companies traveling with us—and the professionals category, independent workers. Since September 2008, every single company in the world became much more cost conscious than ever before. What you want first of all is a good value for [your] money. Second, they want to have their staff, their managers travel comfortably, to travel business class. You want to fly United, Delta or Air France, keep doing so and pay $6,000 to $8,000 round-trip—or pay $2,000 with us.

ARE YOU CONTRACTING WITH CORPORATE CLIENTS?

We have agreements in place. Usually, we never discount fares. Instead, it's an agreement related to what you in the end use. We have the most affordable business class fares in the industry, so in the end, corporate clients are quite happy with all the large [savings] we are providing, and we are only able to keep doing that because of them, so for us, it's very important to listen to them. We have not reinvented the wheel. If you have a certain volume that was agreed upon, at the end of the year you may have a good surprise. Every corporate deal is not the other one. We have teams in New York and in Paris to entertain face-to-face and regular meetings with all the corporate clients to make sure we address them.

"[Sept. 25] was the last day of operation between New York and London—for now. We suspended it for an easy reason: Brexit."

WHAT'S YOUR DISTRIBUTION STRATEGY? ARE YOU IN ALL THE GLOBAL DISTRIBUTION SYSTEMS AT THIS POINT?

We are on Sabre and Worldspan. We use Travelport as a GDS. There is still, as always, a margin of improvement. The travel agents we are working with—they know their corporate clients better, and we need years to learn to reach the same kind of knowledge.

BUSINESS TRAVEL INNOVATION STARTS WITH DELTA EDGE.

Only Delta Edge™ offers a suite of premium benefits customized for your company, bringing you beyond-contract value and innovations you won't get from another airline partner. It's part of our commitment to deliver unmatched service and push corporate travel to the next level. That's how we're building our business around the needs of yours.

To learn more, talk to your Delta Sales Account Executive or visit **DELTA.COM/EDGE**.

#1 5 IN A ROW
DELTA AIR LINES
BTN
BUSINESS TRAVEL NEWS
2015 ANNUAL AIRLINE SURVEY

KEEP CLIMBING

DELTA SKYTEAM

Delta Edge is available to customers with a valid Delta Corporate Sales Agreement.

2017 Forecast: Airfares & Hotel Rates

BY JULIE SICKEL

Global airfares are likely to remain flat year over year, while global hotel rates will increase by 1 percent to 3 percent, BCD Travel's Advito consultancy outlined in its 2017 industry forecast.

AIRFARES

The ongoing low level of oil prices has allowed airlines to add or maintain capacity, which means rates should remain the same or drop in competitive regions next year, according to Advito. The consultancy expects global business class fares to rise 1 percent in 2017 and economy fares to remain flat but cautions travel buyers to "expect greater variation in fares from region to region." Regional business class fares, for instance, will vary widely. Economy fares, meanwhile, will remain flat or decrease except in Europe.

HOW MUCH AIR TICKET PRICES WILL CHANGE IN 2017

INTERCONTINENTAL REGIONAL



GLOBAL

Business	Economy
1%	0%
Business	Economy
1%	0%



ASIA

Business	Economy
0%	-2%
Business	Economy
3%	0%



MIDDLE EAST

Business	Economy
0%	-2%
Business	Economy
2%	0%



SOUTHWEST PACIFIC

Business	Economy
0%	0%
Business	Economy
3%	1%



EUROPE

Business	Economy
1%	1%
Business	Economy
0%	-1%



LATIN AMERICA

Business	Economy
0%	-2%
Business	Economy
0%	-2%



AFRICA

Business	Economy
1%	0%
Business	Economy
1%	0%



NORTH AMERICA

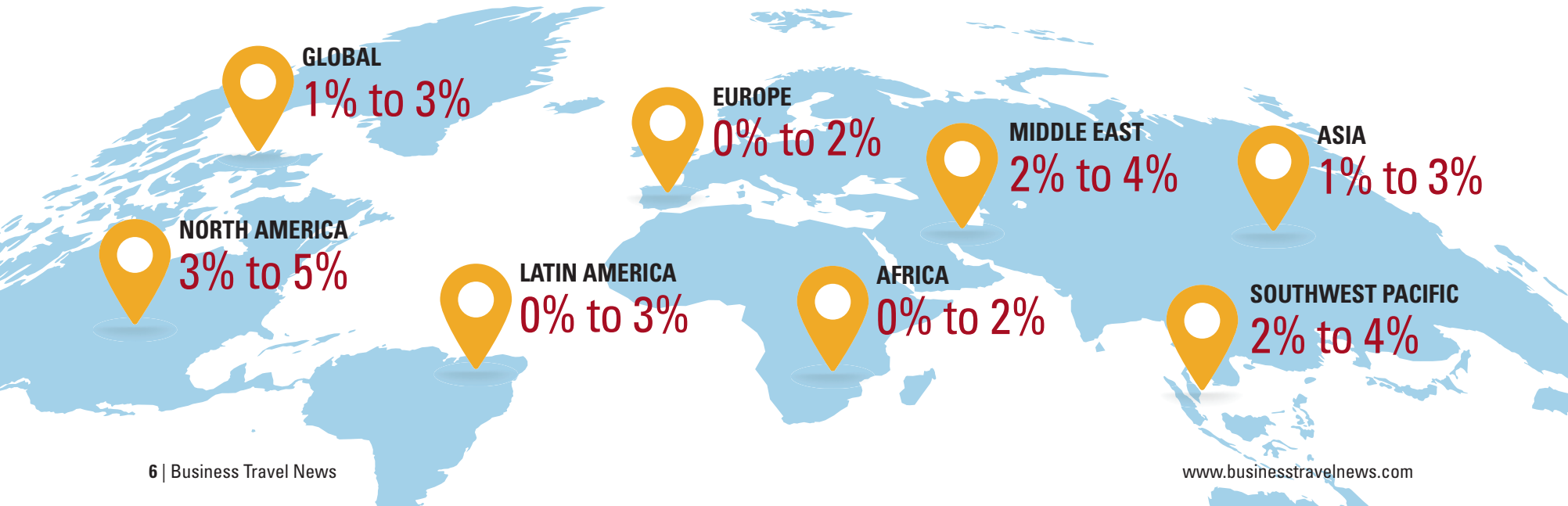
Business	Economy
1%	-1%
Business	Economy
1%	0%

HOTEL RATES

North America will lead the charge for global hotel rate increases in 2017. Not far behind are the Southwest Pacific and Middle East, where a favorable split in supply versus demand will drive increases. Brexit, changes in political leadership and security concerns stand to detract from what could "have been a strong seller's market in 2017" in Europe, according to Advito.

Strength in hotel pricing translates to more challenging conditions for meeting planners in 2017. In North America, the persistent rise in select-service hotel construction during the past six years has meant a scarcity of meeting space that will still be present next year, in spite of new supply coming onto the market. Similarly, hotel supply in Europe isn't keeping up with meetings demand, and buyers could face challenges when it comes to finding space and negotiating discounts. In Asia, however, supply has kept pace with demand, and prices shouldn't increase too much for meetings in 2017, though availability could be more challenging than in 2016.

HOW MUCH HOTEL AVERAGE DAILY RATES WILL CHANGE IN 2017



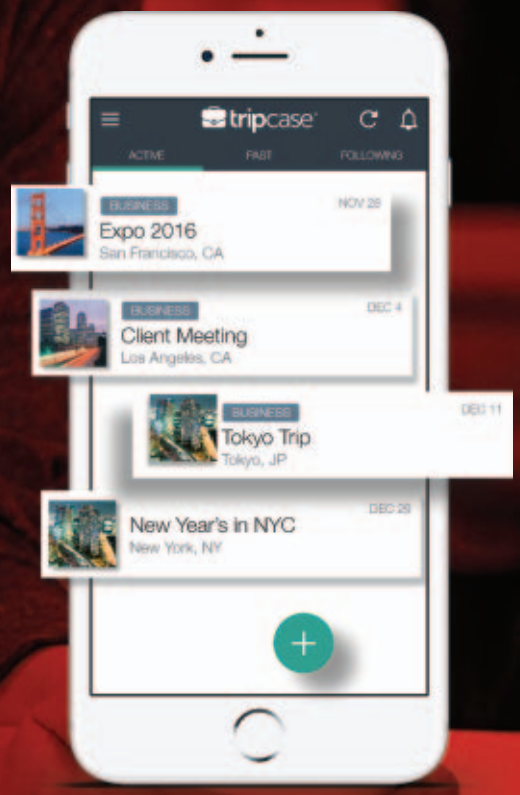
I'VE NEVER SEEN A PROGRAM WITH SO MANY RESTRICTIONS.

CHOICES

BETTER BUSINESS STARTS WITH BETTER BUSINESS TRAVEL

Introducing the Traveler Experience Platform - a solution that integrates all aspects of travel into one award-winning mobile experience. Its plug-and-play design connects to multiple products and partners, so you can choose what's best for your business travel needs.

sabre.com/traveler-experience



TRAVELER EXPERIENCE PLATFORM Sabre #TravelSolved



American Airlines and the Flight Symbol logo are marks of American Airlines, Inc.

American Airlines

YOU WORK HARD DOWN HERE,

SO YOUR FLYERS CAN BE GREAT UP THERE.

With the largest network in the world, you'll have the flexibility to keep your company moving forward, faster.



oneworld is a mark of the **one**world Alliance, LLC. © 2016 American Airlines, Inc. All rights reserved.

Battle of the Corporate Travel Techies

Producing its own version of Shark Tank, The BTN Group gathered 12 technology companies to pitch their corporate travel and corporate travel management innovations at the recent 2016 Innovate conference. The innovators competed for the 2016 Innovator Award as bestowed by The BTN Group's panel of judges and for the People's Choice Award as voted by the conference's 160 buyer attendees.

THE JUDGES



ERIC BAILEY
Microsoft travel & venue group lead



CATHY SHARPE
ITW director of strategic sourcing & global T&E management services



JEROEN VAN VELZEN
CEO of Roadmap, Winner 2015 Innovator Award



NORM ROSE
Travel Tech Consulting president & Phocuswright senior tech analyst

JUDGE'S CRITIQUES

AVIS NOW: HONORABLE MENTION

App for Avis Preferred members to change vehicles, manage reservations, view contracts & unlock cars

HIGH POINTS: The car rental industry's first real-time mobile app represents a big shift to allowing the traveler to control the process. Travelers can choose the vehicle, and the display includes make, model, color and mileage. The traveler also can flash the vehicle lights to find the car in the lot. Receipt data displays upon return of the car, including the debit or—a real first—credit for fuel. In-app customer assistance.

LOW POINTS: Driven by capacity, so vehicle choices may turn out to be limited. Questions around returning damaged vehicles.

BIZLY

Small meetings app for booking local hotel meeting spaces with business amenities & food and beverage

HIGH POINTS: Ingenuity in filling unused meeting spaces with last-minute corporate demand. Incorporating clients' onsite conference space into the existing platform sweetened the deal.

LOW POINTS: Need more integration with property management systems and travel management companies. Despite the curated nature of Bizly's member hotels, there are potential service issues, particularly around food and beverage. Judges were wary of logistical issues should a clients' onsite rooms get double-booked.

BLACKLANE

Last-minute-demand black car network

HIGH POINTS: Users can reserve cars as close as one hour in advance. Efficient use of fleet for the black car industry. Value to the traveler in savings.

LOW POINTS: Are the savings Blacklane claimed over competitors based on apples to apples comparisons of products? Gaps in expense integrations. The bigger question is whether the future of car service would include scheduled rides at all.

CONICHI: INNOVATOR OF THE YEAR

Beacon technology app to expedite check-in through billing process

HIGH POINTS: Guests are recognized instantly when they arrive at the property, which simplifies and personalizes check-in. Location-based personalization. It integrates with existing hotel property management system technology. Enables mobile payments, automated check-in, mobile check-out and smartphone door entry.

LOW POINTS: There's a concern about time to market, considering each property has to be equipped with beacons. There may be resistance from chains that have their own solutions. Hotel's ROI may be difficult to measure based on improved guest services. Some human training is required.

CVENT

Virtual meetings card payment integration

HIGH POINTS: Virtual cards and Concur Expense integration streamline the method of payment, the processes and the reconciliation, considering that meetings payment can be opaque. The ability to reduce purchase orders is a clear cost efficiency.

LOW POINTS: Currently integrates only with Citibank; more card providers would add strength. Judges also questioned the calculation purchase order process costs hit $200 per order.

DUFL: HONORABLE MENTION

Virtual closet that cleans, inventories, stores, packs & ships business trip clothes & other items

HIGH POINTS: A new category that no

AND THE WINNERS ARE...

2016 BUSINESS TRAVEL INNOVATOR: CONICHI



Roadmap clinched in 2015, and this year, Conichi, another travel experience technology, has beat out travel management players.

Conichi's technology integrates with hotel property management systems, point-of-sale systems and loyalty programs and provides hotels with beacon technology to recognize travelers' mobile devices. Once the traveler is locked in, Conichi displays customer details and preferences to hotel staff to facilitate service and extend special offers and messaging to the traveler. For the traveler, the technology facilitates pre-arrival communication about personal preferences. Onsite, it eliminates standard travel processes with mobile check-in, keyless entry and mobile check-out. It also enables virtual card payment at hotels, which has been a pain point for travel managers. Conichi claims the app has 23 million users.

Founder and CEO Maximilian Waldmann said of the award: "We are a company based in Berlin doing a lot of work in Europe and China right now. We had no footprint in the U.S. Such a recognition, and being here speaking to people and understanding the issues here as we roll out in the U.S. is so important. It has huge significance."

Waldmann pointed out Conichi's ability to deploy to hotels within a corporation's managed hotel program. The German company has an established partnership with hotel distribution provider HRS, which currently flags the "smart hotels" within its portfolio and prioritizes them in search results.

Considering Conichi has fewer traditional travel management features, it's interesting that the judges locked on the company's traveler experience innovation. Waldmann explained: "Companies are moving away from solely looking at pricing and regulations toward enhancing the entire experience: making it better to travel, making it easier, making it seamless. Winning this award proves that point."

2016 PEOPLE'S CHOICE BUSINESS TRAVEL INNOVATOR: FREEBIRD



Travel buyers at the Innovate conference voted for their own winner: Freebird, a carrier-agnostic mobile flight rebooking app that automatically kicks in during a flight disruption to search multiple data sources to determine the best alternatives to the original flight. The app returns results to the mobile device, along with click-to-book functionality. Rebookings are free, though users pay a minimal per-segment fee when registering the flight. Because Freebird provides users a new ticket, the original ticket remains untouched so the corporation can reclaim the value through usual channels.

FREEBIRD: PEOPLE'S CHOICE

Trip disruption rebooking app

HIGH POINTS: Predictive analysis of multitudes of flight data allows users to get a jump on alternate plans before disruption information is shared widely. Rebooked tickets are "free." Especially applicable for travelers traversing high-disruption markets where systemic issues arise like Chicago.

LOW POINTS: Using the metaphor "sick people are the only ones who want to buy insurance," judges saw less applicability outside high-disruption markets. Judges weren't convinced that corporations would broadly invest in the per-segment fees to offset the inconvenience of potential travel disruptions.

GROUPIZE: HONORABLE MENTION

RFP & booking tool for small meetings

HIGH POINTS: Effectively simplifies sourcing and workflows for small meetings. Includes one in the industry is doing and good market penetration so far. Acknowledging the "niche" market, judges praised the concept for road warriors.

LOW POINT: The majority of travelers won't use this service.

contract-approval processes. Whether a planner books with or without an RFP, the approvals process remains active, making the tool easier to adopt and offering more potential for "bringing real value back to the organization." Integration with Concur.

LOW POINT: Needs integration with online booking tools other than Concur.

HRS

End-to-end booking flow with integrated payment solution

HIGH POINTS: Collection of data on hotel line items and facilitation of virtual payment. It's an effort to close the loop on payment and data. Potential for better value-added tax reclamation.

LOW POINT: The need to pay for room ancillaries with an alternate card could cause problems.

LYFT

Ride-hailing admin dashboard

HIGH POINTS: The admin portal works for both travel managers and travel arrangers. The event portal enables multiple bookings for events.

LOW POINT: Requirement for data signoffs could be a roadblock, making it harder to share that data.

TRIPREBEL

Hotel rebooking app that works among a chosen cluster of hotels

HIGH POINTS: The traveler chooses suitable hotels. TripRebel optimizes the cost by re-shopping the selections. Final booking details sent two days before the trip. Consumer feel and quality of the app.

LOW POINTS: A consumer app that is transitioning into the corporate space. Will receipt data "and everything else" be brought back to the end user?

UBER FOR BUSINESS

Automatic auditing of business versus leisure use

HIGH POINTS: Flags rides that are likely to be leisure rides but are paid using passengers' corporate profiles. "Smart" features that would learn habits quickly and course correct for individuals. Ninety percent accuracy rate.

LOW POINTS: A tool with a 10 percent failure rate may not be valuable. Is the tool over-engineered with machine learning when an intelligent rules engine might suffice? Considering it examines only 6 percent to 8 percent of transactions, the significance is in question, as well.

3RD ANNUAL innovate
for the advancement of business travel

Thank you for your support

Accor Hotels

We are much more than a world leader. We are 240,000 hoteliers with the same shared passion for welcoming. We take care of millions of guests in our 4,100 addresses and on our digital platforms. As an operator and franchisor (HotelServices), owner and investor (HotelInvest), we invest all our energy into making "Feel Welcome" resonate as the finest hotel promise.

www.accorhotels-group.com

ACCOR HOTELS
Feel Welcome

Amadeus

For corporations seeking an agile, integrated solution to better support their travel program while simplifying the user experience, Amadeus provides the unparalleled content, technology, and expertise that travel, procurement and finance managers need to power their program to the next level. We do this through:

SUPERCHARGED SOLUTIONS: A true end-to-end solution that provides flexibility in choosing the solutions that exceed the future needs of your program
GLOBAL EXPERTISE: Direct experience and the capabilities needed to support global and local needs that only the leader in travel can provide
POWERFUL PLATFORMS: Stable platforms chosen by the leading travel retailers that deliver speed, uptime, content and results
COLLABORATIVE PARTNERSHIPS: Exceptional day-to-day support coupled with a long-term strategic partnership

www.amadeus.com

amadeus

American Airlines

American is committed to providing you with what you need to keep your company flying forward. From the largest network in the world, to a knowledgeable sales force and 24/7 support, to enhanced products and amenities, we're making travel an even better experience for you and your travelers. With our regional partners, we offer nearly 6,700 flights per day to nearly 350 destinations in more than 50 countries, including the most service to top U.S. business centers. That's over 1,000 more daily flights than any other airline. Add our expanded network to our industry-leading support, and you've got a winning combination.

We also know the journey is just as important as the destination. American is investing in the customer experience, from airport enhancements, to new planes, to top-notch premium services. We have the youngest fleet of all the U.S.-based network carriers, and will continue to build a more modern, efficient fleet. We're taking delivery of new planes every week, all with Wi-Fi, power ports, and a more spacious interior because we know business doesn't stop when your employees are in the air. We understand the job of a travel manager is never done, and here at American, it's our duty to support you as you support your travelers.

www.aa.com/corporatetravel

American Airlines

American Express Global Business Travel

American Express Global Business Travel provides end-to-end corporate travel and meetings program management—for companies of all sizes and across all industries—through best-in-class booking technology, smart analytics, worldwide strategic partnerships, and exceptional care.

Our customers benefit from our purchasing power to access negotiated rates and our innovations that boost compliance, simplify reporting and help take the stress out of business travel. It all adds up to a bigger return on business travel and meetings investment—and a better bottom line.

Our presence in nearly 120 countries on six continents means that, no matter where our customers do business, we're nearby and ready to help them succeed. That's why companies around the world, including 37 of the 100 largest travel spenders in the U.S., trust American Express Global Business Travel with their most precious asset of all, their people.

www.amexglobalbusinesstravel.com

GLOBAL BUSINESS TRAVEL

ARC

The Airlines Reporting Corporation (ARC) is the premier driver of air travel intelligence and commerce with leading business solutions, travel agency accreditation services, process and financial management tools and high quality data. In 2015, ARC settled $88.3 billion worth of carrier ticket transactions for more than 9,400 travel agencies with 13,000 points of sale. ARC's data is the most comprehensive in the industry and its customer-centric air travel products and solutions enhance the business success of its customers. Its corporate travel business intelligence solutions provides travel managers with a consolidated view of their air travel data as well as corporate benchmark comparisons to optimize travel program performance. Established in 1984, ARC has been the trusted source for settlement services for over 30 years. ARC is headquartered in Arlington, Virginia, with offices in Louisville, Kentucky, Tampa, Florida, and San Juan, Puerto Rico. For more information, please visit www.arccorp.com.

www.arccorp.com

ARC

Avis Budget Group

Avis Budget Group, Inc. is a leading global provider of vehicle rental services, both through its Avis and Budget brands, which have more than 11,000 rental locations in approximately 180 countries around the world, and through its Zipcar brand, which is the world's leading car sharing network, with nearly one million members. Avis Budget Group operates most of its car rental offices in North America, Europe and Australia directly, and operates primarily through licensees in other parts of the world. Avis Budget Group has approximately 30,000 employees and is headquartered in Parsippany, N.J.

www.avisbudgetgroup.com

avis budget group
Avis
Budget
Zipcar
Payless
Apex

Thank you for your support

3RD ANNUAL innovate
for the advancement of business travel

BCD Travel

BCD Travel helps companies make the most of what they spend on travel. For travelers, this means keeping them safe and productive, and equipping them to make good choices on the road. For travel and procurement managers, it means advising them on how to grow the value of their travel program. In short, we help our clients travel smart and achieve more. We make this happen in more than 100 countries with more than 12,000 creative, committed and experienced people. And it's how we maintain an industry-leading client-retention rate of 97%, with 2015 sales of US$23.8 billion. For more information, visit www.bcdtravel.com.

www.bcdtravel.com

BCD travel

Best Western Hotels & Resorts

Now celebrating 70 years of hospitality, Best Western's worldwide family of hotels offers modern and stylish accommodations for every business need. We understand the demands of your business and the need to stay productive on the road. That's why we offer free hi-speed internet and healthy, complimentary breakfast options at every location. Best Western has all the necessities and extra touches to make any business trip a success, including: beautifully appointed guest rooms, conference rooms, business centers, state-of-the-art workout facilities, and meeting and banquet spaces.

In addition, the brand's award winning loyalty program, Best Western Rewards®, is one of the most generous rewards programs in the industry where members earn points that never expire and can be redeemed at any Best Western hotel worldwide.

With more than 4,100 properties worldwide and seven types of hotels: Best Western®, Best Western Plus®, Best Western Premier®, V b®, GL SM Executive Residency by Best WesternSM and BW Premier Collection®, finding the right hotel for your business needs is now easier than ever.

www.bestwestern.com

BW | Best Western Hotels & Resorts

Carey International

Carey International is the trusted leader in innovative chauffeured service solutions, customer-centric travel technology, and ground transportation logistics management; providing world-class service, unparalleled safety, and general peace of mind to the world's most discerning travelers since 1921. Spanning more than 1000 cities worldwide, Carey's award-winning global franchise network offers consistent standards of service and unmatched business control for both travelers and arrangers across two distinct brands.

Carey® features a world-class fleet of late-model executive and luxury vehicles, a corps of professional chauffeurs, and a full portfolio of specialized transportation logistics management services. www.carey.com

Embarque® offers smart, modern transportation utilizing a fleet of EPA SmartWay™ certified fuel-efficient vehicles and a team of professional drivers dedicated to offering a unique car service experience that raises the bar on efficiency and productivity for any class of traveler. www.embarque.com

Learn about Carey International's innovative suite of travel technology by visiting www.careysupport.com.

www.careyconnect.com

CAREY INTERNATIONAL

Carlson Wagonlit Travel (CWT)

CWT is a global leader specialized in managing business travel and meetings and events. CWT serves companies, government institutions and non-governmental organizations of all sizes in more than 150 countries and territories. By leveraging both the expertise of its people and leading-edge technology, CWT helps clients derive the greatest value from their travel program in terms of savings, service, security and sustainability. The company is also committed to providing best-in-class service and assistance to travelers. In 2015, sales volume for wholly owned operations and joint ventures totaled US$24.2 billion. As part of its commitment to responsible business, CWT is a signatory of the United Nations Global Compact Ten Principles. For more information about CWT, please visit our global website at www.carlsonwagonlit.com. Follow us on Twitter @CarlsonWagonlit and @CWTAmericas.

www.carlsonwagonlit.com

Carlson Wagonlit Travel

Carlson Rezidor Hotel Group

Carlson Rezidor Hotel Group is one of the world's largest and most dynamic hotel companies. It has an expanding portfolio of 1,400 hotels in operation and under development, a global footprint covering 115 countries and territories, and a powerful set of global brands: Quorvus Collection, Radisson Blu®, Radisson®, Radisson RED, Park Plaza®, Park Inn® by Radisson and Country Inns & Suites By CarlsonSM.

www.carlsonrezidor.com

CARLSON REZIDOR HOTEL GROUP

Choice Hotels

At Choice Hotels, we're driving growth and improvements that are essential for your organization's travel programs. We know business takes place everywhere, and we want to be there with you.

A Growing Upscale Footprint: This year we introduced new Cambria hotels & suites locations in prime destinations like New York, Miami and Washington, DC, with nearly 100 planned by 2018. And together with the Ascend Hotel Collection of best in class independent hotels, we're growing our upscale footprint to give travelers a VIP experience wherever their trips take them.

An Investment in Our Core Brands: Great changes are happening at Comfort hotels. We're transforming locations across the country, with more than $250 million in recent renovations, improvements and upgrades. And today nearly 90% of our Sleep Inn hotels are redesigned to deliver a reliable, simply stylish stay.

A Faster Way to Rewards for Your Travelers and Company: We've taken our award winning Choice Privileges rewards program and made it even better for corporate travel programs. This year we introduced benefits specifically designed for business travelers, and a unique, customized Corporate Loyalty Program to benefit your organization's bottom line.

Your better Choice for business travel.

www.choicehotels.com

CHOICE HOTELS

3RD ANNUAL innovate
for the advancement of business travel

Thank you for your support

Cvent

The corporate landscape continues to provide new challenges as companies expand globally and new regulations are imposed. More than ever before, travel and meetings managers are working together towards common goals such as duty of care, cost-savings, compliance, the human experience, operational efficiencies and visibility. Success in these areas can be optimized when Travel and Meetings work hand in hand.

Enter Cvent, a leading cloud-based enterprise event management company, with approximately 16,000 customers and 2,000 employees worldwide. Cvent offers software solutions to meeting and event planners for online event registration, venue sourcing, event management, mobile apps for events, e-mail marketing and attendance tracking. Cvent solutions optimize the entire event management value chain and have enabled clients around the world to manage hundreds of thousands of meetings and events.

www.cvent.com

Delta Air Lines

At Delta, our pledge is to listen to you and then take action to make your job easier and your business more productive. Your feedback drives our innovation and we will never stop asking, "What's next?" Last year we asked you to expect more. Now, we are delivering.

NEW DELTA EDGE MEETINGS: Delta Edge™ Meetings makes meeting planning easier by providing instant access to the best meeting travel pricing.
ENHANCED OPERATIONAL PERFORMANCE COMMITMENT: Our Operational Performance Commitment™ now includes system-wide controllable and uncontrollable delays and cancellations, as well as a baggage commitment. Our Operational Excellence Calculator demonstrates the cost savings of on-time arrivals and fewer cancellations.
ENHANCED CORPORATE TRAVELER EXPERIENCE: Corporate Priority offers your travelers industry-leading prioritization, now including Priority Boarding for SkyMiles® members and upgrade prioritization for Medallion® members within their peer set. Our industry-first Sky Partner™ reports now include your company's Corporate Traveler satisfaction scores and the total value of the Delta Edge benefits your travelers receive.

www.delta.com/ctm

EmpireCLS Worldwide Chauffeured Services

EmpireCLS Worldwide Chauffeured Services is the travel industry's recognized leader in luxury ground transportation. Our journey began in 1981 as a small limousine company in New Jersey, with a handful of vehicles and a vision to create memorable experiences for clients through exceptional customer service, and upholding safety and discretion.

Today, EmpireCLS maintains the largest privately held fleet on both coasts and provides chauffeured transportation across six continents. Clients include many of the world's top CEOs, dignitaries, executives and Hollywood elite.

Our comprehensive services are utilized by travel agencies and corporate travel managers, five-star hotel partners, meetings and events, touring, and road show managers and travelers in need of security-detailed transportation

We may have grown in size and capabilities over 35 years, but our dedication to service remains at the core of our business and is our number one priority. It's why we like to say your arrival is more than just a destination: It's our signature.

www.empirecls.com

Enterprise Holdings

THE DRIVE ALLIANCE NETWORK—DELIVERING MORE FLEXIBILITY, LOCATIONS AND REWARDS.

Three of the finest names in car rental—Enterprise®, National® and Alamo®—have formed an industry-first network to provide their customers with superior service and rewards worldwide. Now, if you travel to a destination where you can't rent with your preferred brand, you have the option to rent from the Drive Alliance℠ network. What's more, Enterprise and National loyalty club members can earn toward free rental days and elite status with qualifying rentals from either member. Enjoy a more rewarding rental experience in more places with the Drive Alliance network.

www.enterprise.com

HRS–Global Hotel Solutions

HRS offers end-to-end hotel management solutions to more than 3,000 businesses globally. As well as providing professional hotel procurement services and negotiating special rates with hotels, HRS optimizes the cashless and paperless payment of hotel stays, whilst offering automated invoice processing. In addition, HRS provides solutions for meeting and group bookings through a standardized online booking tool which completes the offer for companies.

HRS opened its U.S. operations in Manhattan in 2015 and has grown to 25 employees across North America today. Globally, HRS grew its staff by 15 percent in 2015, today employing 1,600 employees in 26 offices around the world, with Mumbai and Sydney representing the latest additions. HRS features 300,000 hotels in the global portfolio, including 180,000 independent hotels with no affiliation to a chain. With five million rooms in the global distribution systems (GDS), HRS is the largest hotel content provider in these systems. Numerous global companies in the Fortune 500 are among HRS' corporate clients—including Google, NEC, Siemens, Mondelez, China Mobile, Hitachi, and Alibaba.

www.corporate.hrs.com

InterContinental Hotels Group (IHG)

IHG's family of hotel brands has a powerful heritage that guests know and love, with hotels that are instantly recognized by millions around the world. From the first Bass brewery in 1777 to one of the world's leading hospitality companies, IHG's history is one of pioneering people and new ideas, built on a foundation of consistency, trust, innovation, caring and resolve. In April 2003, InterContinental Hotels Group (IHG) was officially formed following Six Continents PLC's separation of the group's hotels and soft drinks businesses from the retail business (named Mitchells &Butlers plc). Over the last decade, IHG has worked relentlessly to build its brand with talented people and delivery systems to ensure responsible business practices. In 2016, IHG has over 5,000 hotels in nearly 100 countries around the world. IHG's goal is to create Great Hotels Guests Love; its brands are in 13 of the 20 largest hotel markets with more guest rooms than any other hotel company in the world.

www.ihg.com

Thank you for your support

3RD ANNUAL innovate
for the advancement of business travel

Korean Air

Korean Air offers a unique brand of spaciousness and comfort. With a fleet of new A380s, B747-8i's and B777s, the airline brings a fresh level of ease and enjoyment to business travelers.

Passengers traveling in one of the airline's new First Class or Business Class suites are guaranteed a journey that will pamper them inflight and deliver them to their destination relaxed and ready.

The airline's entertainment system features your own personal cinema in the sky. Play games, listen to music, or watch hundreds of high definition movies.

Hungry? You're in luck, because all Korean Air flights feature an array of award-winning, world-class and delicious Western, Korean, Chinese and Japanese cuisine with premium wine and Champagne pairings, much of it organic and sourced from our own ranch on Korea's Jeju Island.

As the largest transpacific airline, Korean Air offers convenient travel to all major Asian business centers and serves 131 cities in 46 countries on six continents, with non-stop flights from 13 North American gateways to Seoul and beyond. For your next trip across the Pacific, indulge yourself with the best! We're confident you'll be impressed with Korean Air.

www.koreanair.com

KOREAN AIR

Loews Hotels & Resorts

A HERITAGE OF HOSPITALITY. A FUTURE OF EXCELLENCE: Loews Hotels & Resorts has been welcoming guests for over six decades. Today, our distinctive luxury hotels and resorts continue to offer guests the ultimate in upscale travel experiences throughout the United States and Canada.

HOW IT ALL BEGAN: It's safe to say that hospitality is in the Tisch family's DNA. In 1946, brothers Larry and Bob Tisch purchased their first property known as Laurel-in-the-Pines, in the New Jersey woodlands. Today, this innovative company has the next generation at its helm in Jonathan, Andrew and James Tisch and is a premier name among luxury hotel brands. The lessons learned from their visionary patriarchs about value, service and commitment still run through everything we do.

WHERE WE'RE GOING: While the Loews Hotels & Resorts history is rich, we have an eye on tomorrow—and that means understanding today's traveler. We understand that our team runs the hotel but our guests run the show. Each of our properties is unique, but the one thing that never wavers is a warm, welcoming atmosphere where business travelers, families and, yes, even your four-legged friends feel right at home.

www.loewshotels.com

LOEWS HOTELS • RESORTS

Lyft

Lyft Mobility Solutions builds custom ridesharingsolutions for today's business travelers. We work with hundreds of companies and Fortune 500 brands to giveteams safe, affordable rides wherever work takes them. Give your team a better ride experience today.

www.lyft.com/work

lyft

Marriott International, Inc.

Marriott International, Inc. is a global leading lodging company with more than 4,200 properties in 79 countries and territories. Marriott International reported revenues of nearly $14 billion in fiscal year 2015. Founded by J. Willard and Alice Marriott and guided by Marriott family leadership for nearly 90 years, the company is headquartered in Bethesda, Maryland, USA.

www.marriott.com

Marriott

MasterCard

Mastercard® is a technology company in the global payments industry. We operate the world's fastest payments processing network, connecting businesses, consumers, financial institutions, merchants, and governments in more than 210 countries and territories. Mastercard products and solutions help make everyday commerce activities—such as traveling, running a business and managing finances—easier, more secure and more efficient for everyone. Mastercard is accepted at almost 40 million merchant locations worldwide, ensuring that employees can rely on Mastercard wherever their travels may take them.

www.mastercard.com

MasterCard

Omega World Travel

Omega World Travel is a certified woman-owned business headquartered in Fairfax, VA. One of the largest travel management companies in the US, Omega lays claim to a consistently strong reputation for seasoned expertise, quality service and innovative technology. Omega has offices throughout the US, in Europe and the Middle East, and maintains a European headquarters in London while supporting operations in Romania and India.

During its 44 year history, Omega has distinguished itself by leveraging its large company resources with the high-level customer service attributed to smaller companies. Omega's client portfolio includes customers from numerous industries, government, associations, NGOs and not-for-profit organizations. More than 90% of its volume is in business travel, and 45% overall is international in scope.

In 2015, Omega introduced its proprietary reporting platform, Omegalytics, powered by MicroStrategy. Features include travel summary dashboards; trend analysis; traveler tracking; benchmarking; carbon footprint analysis; and predictive analytics to forecast "what if" scenarios. Omega also owns Cruise.com, one of the largest sellers of cruises on the internet, and TravTech, a software development company providing solutions to the travel industry.

www.omegatravel.com

OMEGA WORLD TRAVEL

3RD ANNUAL innovate
for the advancement of business travel

Thank you for your support

Roadmap

We are Roadmap, the all-in-one corporate travel app created for frequent travelers, built by frequent travelers to deliver the best traveler experience in the world from the moment you book a flight, till touchdown on native soil and anywhere in between.

Roadmap re-engineered the corporate travel experience from the traveler perspective. The app is branded to the corporation and allows travel managers to build a traveler centric program, get real-time feedback on the program and influence traveler behavior. Roadmap operates completely independent of any supplier (TMC, OBT and/or GDS).

Roadmap is operated by a team of motivated travel techies from the Dutch capital of design & development: Delft. Roadmap offers customized and branded versions of its white label traveler app to millions of travelers in more than 40 countries in 28 different languages.

Clients include OTAs (Odigeo, Travix a.o.), TMCs (Advantage Business Travel and Schiphol Travel a.o.) and enterprise customers (BP and a high end fashion conglomerate).

www.getroadmap.com

roadmap

Sabre

Sabre is an innovative travel technology company that leads the industry by helping our customers succeed. We've designed solutions for travel managers, travelers and Corporate Travel Departments to operate an efficient, vigilant and traveler-friendly corporate travel program. Corporations need industrial-strength solutions with a consumer-grade experience so our powerful tools have the muscle to simplify complex travel sourcing, while also ensuring extraordinary savings. With our traveler-focused technology, our customers maximize the value of their travel spend—transforming business travel into business performance.

Learn about our new open and integrated product platform that is innovating the future of travel technology. This solution combines all aspects of travel into an award-winning mobile experience. See the future at www.sabre.com/integrated.

www.sabre.com/integrated

Sabre

Southwest Airlines

Over 45 years ago, Southwest Airlines® started out as a regional carrier serving three cities in Texas. Today, we carry more passengers in the United States than any other airline and serve 98 total destinations in 41 states, the District of Columbia, Puerto Rico, and seven international countries. In addition to our everyday low fares, Southwest Airlines is the only airline to continue to provide no change fees, no cancellation fees, the ability to reuse unused funds in their entirety to the original traveler without a penalty and the only major U.S. airlines to offer bags fly free to everyone. Business travel friendly ticketing policies like these and more help raise the value to your travel program while lowering your company's bottom line; all without changing the things you've always counted on—safety, outstanding Customer Service, on time flights.

Whether managing a multi-million dollar business travel program for a Fortune 500 company or making purchasing decisions for a single office start-up, Southwest Airlines' suite of business travel products, services, and programs can help meet your business travel needs. Please contact Southwest Airlines to learn how to improve your bottom line.

www.southwest.com/corporatetravel

Southwest® Corporate Travel

Travel and Transport

Travel and Transport is a full-service travel management company headquartered in Omaha, NE. Travel and Transport is proud to be one of the largest travel management companies in the U.S., servicing clients worldwide.

Specializing in corporate travel management, vacation travel, group/meeting travel services and most recently launching a separate big data company known as Data Visualization Intelligence, Inc. (DVI), Travel and Transport is recognized for unparalleled service and integrity as well as for being a leader in developing technology solutions that positively impact travel programs.

In order to navigate the evolving travel landscape successfully, Travel and Transport starts with a traveler-centric approach to creating solutions. By listening to our clients and understanding the needs of the traveler, we are able to create solutions that bring true value and positive impact.

Travel and Transport is the largest 100% employee-owned travel management company in the nation and was recognized as the national ESOP Company of the Year in 2015. Travel and Transport currently has over 1,300 employee-owners, with locations in 44 states.

www.travelandtransport.com

travel and transport

Uber

Uber is the smartest way to get around—one tap and a car comes directly to you. We're helping drive business around the world with Uber for Business, a ride management platform that gives companies real-time insight into their employees' rides and spend. Give your employees the travel experience they already love, in a way that's easier for your business to manage.

COST SAVINGS: Low-cost rides on a unified global platform.
EFFICIENCY & PRODUCTIVITY: Streamlined reporting, expensing, and management.
GLOBAL COVERAGE: Available in over 400 cities worldwide, wherever business takes you.
SAFETY: Technology and programs to ensure safety before, during, and after every ride.

www.uber.com/business

UBER

United Airlines

United Airlines and United Express operate more than 4,500 flights a day to 339 airports across five continents. United is proud to have the world's most comprehensive route network, including hubs in Chicago, Denver, Houston, Los Angeles, New York/Newark, San Francisco and Washington, D.C. The airline is a founding member of Star Alliance, which provides service to 192 countries via 28 member airlines.

Over the past 90 years, United has been at the forefront of many aviation and technology firsts, while making the world a smaller place for millions of people. United continually invests and innovates in the current and future need of business travelers. With our award winning app, inflight Wi-Fi on our entire fleet, complimentary personal device entertainment onboard and real time travel notifications, along with new international United Polaris Business Class, our travelers always remain connected and their travel experience elevated.

Innovation, self-service and "Easy To Do Business With" will take a new meaning in 2017 when we launch our next generation sales portal, designed specifically with our for corporate travel managers and agency partners in mind. Stay tuned!

www.united.com

UNITED
A STAR ALLIANCE MEMBER

Innovator Lab Presenters

3RD ANNUAL innovate
for the advancement of business travel

Avis Budget Group

An app that allows Avis Preferred-enrolled travelers to change vehicles, cancel or extend reservations, access rental agreements, and lock and unlock vehicles

www.avisbudgetgroup.com

avis budget group | Avis Budget Zipcar Payless Apex

Bizly

A platform that provides through mobile devices on-demand work and meeting space, including duty of care and insurance, at reduced rates

www.bizly.com

BIZLY MEETINGS ON DEMAND

Blacklane

A website or app-enabled international chauffeured transportation reservation service that provides traveler and expense tracking at reduced rates

www.blacklane.com

BLACKLANE YOUR PROFESSIONAL DRIVER

Conichi

2016 Business Travel Innovator Winner

An app that works with beacon technology to expedite hotel guest check-in, recognition, room access, checkout and billing.

www.conichi.com

conichi

Cvent

Integrations with Citi virtual cards and Concur expense provide real-time, comprehensive visibility and management of meetings spending

www.cvent.com

cvent

DUFL

An app-driven service that ships, cleans, inventories, packs and stores business attire and other items in travelers' luggage including toiletries and workout gear, saving travelers time and the need to lug bags to and from the airport

www.dufl.com

DUFL

Freebird

2016 Business Travel Innovator People's Choice Winner

A mobile rebooking tool for travelers experiencing flight cancellations, four-hour delays or missed connections

www.getfreebird.com

Freebird

Groupize

Innovator Lab Entry: A platform for sourcing, booking, tracking and managing small groups and simple meetings in real time

www.groupize.com

GROUPIZE

HRS – Global Hotel Solutions

A virtual payment solution that centralizes hotel invoices for and enables paperless and transparent hotel transactions to expedite checkout, billing and auditing

www.corporate.hrs.com

HRS Global Hotel Solutions

Lyft

A ride-hailing service that provides a mobile app and admin dashboard designed to offer ground travelers safety, compliance and convenience

www.lyft.com/work

lyft

TripRebel

A tool for booking, monitoring and changing hotel room reservations to take advantage of price fluctuations

www.triprebel.com

TRIPREBEL

Uber

A travel management platform that gives admins real-time fraud and expense control and trip data

www.uber.com/business

UBER

"THERE HAS TO BE A BETTER WAY"

The status quo just won't do anymore. Ron Shah's office building went under invasive renovation just when he most needed a meeting room. Andrea Graziani's company saw no need for luggage to continue to weigh down business travelers. Maximilian Waldmann thought the standard hotel stay put more of a burden than was necessary on travelers. And Ethan Bernstein, sitting at an airport, watched an massive line form in the wake of a canceled flight and thought, "There has to be a better way."

Here are six companies that have used technology to create better ways to do corporate travel.



RON SHAH
Founder & CEO
Bizly

BIZLY

Bizly brings empty meetings space at "curated" hotels together with last-minute corporate demand. Bizly CEO Ron Shah shared how the company came to be with *BTN's* Elizabeth West.

WHAT WAS THE MOTIVATION FOR GETTING INTO THE MEETING-SPACE SPACE, SO TO SPEAK?

I was in venture capital for 15 years. I was an early advisor to MakeMyTrip, which went on to become the largest online travel company in India, so I learned a lot about growing tech platforms around the travel space. I sold two companies to Google in 2014 and [had] a flurry of meeting activity around that time, and suddenly my building went under construction. The conference room was out for six months. I had six meetings a day and no idea where to hold them. There were 10 hotels near us [in New York City], where we knew the meeting rooms were empty. I thought it was a no-brainer, but it was actually a very, very difficult process. Getting someone on the line took forever. Then you are talking about a crazy price, negotiating a contract, then faxing things. Meanwhile the meeting space is sitting empty.

"[OUR PREDECESSORS] WERE OVERLY COMPLEX AND TOO DISRUPTIVE TO THE TRAVEL MANAGER'S WORKFLOW. SUCCESS TODAY BEGINS WITH DOING THE SIMPLE THING WELL AND THEN BUILDING FROM THERE."

WHY COULDN'T YOU GO TO A SHARED OFFICE SPACE LIKE REGUS OR LIQUIDSPACE?

It doesn't have the amenities, the food and beverage. It doesn't have a certain level of quality to impress. Maybe some are good, but it was hard to identify the quality through other platforms. That's when we realized this whole process should be digitized, the last mile of the hospitality industry. We thought if we curated the right properties we would have consistent quality.

WITH TWO SALES TO GOOGLE IN A SINGLE YEAR, IT SOUNDS LIKE YOU WERE DOING OK WITH YOUR DAY JOB IN VC. IS BIZLY YOUR SINGLE FOCUS NOW?

At the time, I didn't know if this was a big market. Could it be revolutionary? Is it big enough to pursue? When I got into investigation mode, I saw a huge revolution in how people look at office space. The stats out there are like 60 percent of the workforce will be remote by 2020; that's just around the corner. WeWork was blowing up as an idea. WeWork is a $20 million company now. It's like a hotel but offices. Big companies were cutting down on their space in [large cities]. Small companies were getting aspirational about how they wanted to present themselves. I saw a whole confluence of things happening that told me it's time, it's time to jump in and do this.

CURATING THE HOTELS—WHAT DOES BIZLY LOOK FOR?

We started off saying four- and five-star, but we've drilled down further now in what we require. We require reliable amenity level: Wi-Fi, presentation equipment, [the ability to] order at least coffee, breakfast and lunch. Beyond that, it's a level of service. We've stuck to a fabric of lifestyle and boutique properties. It's hard to blueprint, but we visit in person, look at the spaces and know the event teams. Also, we are more concerned with utilization than with having a laundry list of hotels, so we have about 20 or 30 hotels in a given city.

DOES IT EVER SEEM DODGY FOR THE USER TO BOOK MEETING SPACE BASED ON PICTURES?

Our long-term aspiration is to be a useful tool for anyone who wants to book a meeting, whether or not at a Bizly partner [hotel]. We want to get very robust on the content side with the images and information that convey the space. In addition, we need a critical mass of hotel partners where there is instant-booking capability. In some cases, even if we don't have instant-booking capability, we think there will be enough to look at to make good assessments on where you want to do your meeting.

A STAR ALLIANCE MEMBER

WHY FLY WITHOUT Wi-Fi?

Surf above the clouds, with our fast and reliable Wi-Fi whenever and as long as you like with Turkish Airlines.*



For more information and
to join the club: TCC@THY.COM

TURKISHAIRLINES.COM

TURKISH CORPORATE CLUB
Where business meets benefits

TURKISH AIRLINES

WHO ARE YOUR CUSTOMERS?
Right now, it's been an on-demand, pay-as-you-go model. That's been doing well with a wide assortment of companies. We are starting to crack into enterprise accounts, like Estee Lauder or Blackstone that are rethinking their space. These relationships are signed contracts. We give them administration tools like expense management, user management, invoicing—very simplified, but they are used for compliance purposes.

BIZLY LOOKS LIKE A LOCAL DEMAND TYPE OF APP IN THAT THERE IS NO WAY TO BOOK GUEST ROOMS, FOR EXAMPLE. IS THAT CORRECT?
Companies are fairly well situated in how they handle room nights and flights. They need help with the small meeting solution. We provide a very easy plug-and-play solution. There are a couple of enterprises that have talked about putting our link on their CWT portal or their Concur portal.

OTHER COMPANIES HAVE TRIED TO SOLVE THE SMALL MEETINGS PUZZLE. WHY DO YOU THINK YOU WILL SUCCEED WHERE OTHERS HAVE NOT?
Two things: There were 20 companies before Airbnb, before Facebook. There is something to be said about simplicity and curation. [Our predecessors] were overly complex and too disruptive to the travel manager's workflow. Success today begins with doing the simple thing well and then building from there. I would worry about being comprehensive if there was a gorilla in the market doing this really well. But there is no one else right now, so we keep it simple.



MAXIMILIAN WALDMANN
Co-founder & CEO
Conichi

CONICHI

Conichi's app aims to change the way guests and hotels interact with beacon technology that allows fast guest check-in, mobile payments and customized mobile messages. It also simplifies checkout and invoicing. CEO and co-founder Maximilian Waldmann spoke with *BTN's* Julie Sickel.

HOW MANY HOTELS ARE IN YOUR NETWORK?
We have 400 hotels. We roll our technology out to hotels used by our corporate clients. If you're a corporate that says, "I want to use this technology," we roll out to your respective hotel properties, so one corporate can get us around 400 to 500 hotels. That means that those are their sourced properties, so where they have corporate rates or where they source rates. We go to the respective properties and equip them with our technology in order to give those travelers a seamless travel experience. There is a small time lag we have in terms of signing hotels and getting them live because they have to run through a "know your customer" check because they accept payments.

HOW MANY CORPORATE CLIENTS DO YOU HAVE?
We have 15 clients, and three of those are DAX 30 [stock index] companies in Germany. We also have 23 million end users, and that figure includes users who access through HRS.

YOU HAVE THE PARTNERSHIP WITH HRS, AND YOU'RE POWERING ITS "SMART HOTELS." ANY OTHER PLAYERS YOU'RE WORKING WITH?
We're working with Amadeus, Sabre, CWT and Concur in order to integrate the Conichi software development kit into their systems.

HOW DOES THE PRE-CHECK-IN WORK?
Using the Conichi app, you send your information to the hotel prior to your stay: your preferences, as well as the information the hotel requires to fill out all the registration forms. In America, that's not the biggest issue, but if you look at China, if you look at Europe, it's huge. There are loads of different forms that need to be filled out. You can sign the forms on the smartphone and you just walk in and completely bypass reception. Then, with the beacons on the property, you walk into the hotel and you're recognized automatically.

HOW DO THE BEACONS WORK?
We have these little Bluetooth transmitters which we install at the properties, so somewhere at the reception—they have a radius of around 15 meters—you walk into the property and walk into this beacon zone and the respective guest profile pops up on the iPad of the hotel in real time. Then the hotel can also use the beacons to send messages and offers to the traveler. The hotel can also send personalized messages to the guest through the Conichi app without the beacons.

WHAT FORMS OF PAYMENT DO YOU ACCEPT THROUGH THE MOBILE PAYMENT FEATURE? DOES THAT DATA GET SHARED BACK TO THE CORPORATES OR THEIR TMC?

"WE CAN DO A DATA ANALYSIS WITH CORPORATES TO HELP THEM UNDERSTAND IN REAL TIME COST CONTROL OF THEIR TRAVELERS, WHERE THEY'VE BEEN, WHAT THEY LIKE, HOW MUCH THEY SPEND."

Travelers can pay though Visa, Amex, MasterCard, virtual cards like AirPlus, but also payment methods like Alipay. The entire process is FCA approved and PCI compliant. We can provide Level Three data to TMCs specifically because we integrate with hotel property management systems and we can actually extract the data. We can do a data analysis with corporates to help them understand in real time cost control of their travelers, where they've been, what they like, how much



The right spot for your travelers to recharge is IHG's Crowne Plaza.®

Your business travelers deserve a Sleep Advantage.®

Great sleep while traveling isn't just nice to have; it's critical to the focus and success of your business travelers. That's the reason Crowne Plaza created Sleep Advantage. It's much more than a good bed, because we've also created "quiet zones" and added guaranteed wake-up calls. We've even included a little dose of aromatherapy to take your people into a deeper, better sleep. Now you can get comfortable, too.

Call your IHG Sales Representative or visit CrownePlaza.com/corporatetravel

CROWNE PLAZA®
HOTELS & RESORTS

IHG®
InterContinental Hotels Group

© 2016 IHG. All rights reserved. Most hotels are independently owned and/or operated.

they spend—really sort of giving them a digestible overview of all the data. HRS does central billing, and that basically aggregates all the data you've generated at the hotel from a corporate perspective, and if the corporate agrees, we take that data and put it into a dashboard.

YOU ALSO DO MOBILE ROOM KEYS THROUGH THE APP?

Yes, you can use your smartphone to open the door to your hotel room. We've partnered with 90 percent of the door lock market. We combine all the different door lock opening systems into one application having one generic app, our software development kit. And that can be used in all the different hotels, and HRS or any TMC can use it. We work with the hotels, and then we help them and support them to upgrade their door locks. We pay for the Bluetooth low energy module. It's like a small chip that needs to be integrated into the radio frequency identification door locks. It's a return on investment for us; it makes sense to be able to provide it to our customers, and the hotels are already paying to work with us.



ANDREA GRAZIANI
Co-founder & Chief Marketing Officer, DUFL

DUFL

Dufl cleans, stores and ships a business traveler's clothes and other items, eliminating the need to pack, unpack, launder and lug around a bag for a business trip. Chief marketing officer Andrea Graziani told *BTN's* Julie Sickel she and her three co-founders, all longtime road warriors, launched the service a year ago knowing it was something they would want to use themselves.

HOW HAS YEAR ONE BEEN?

It's been great. We've gotten a ton of press, which we love, but the user adoption has been tremendous. We have between 5,000 and 10,000 users registered already.

ARE THESE INDIVIDUAL BUSINESS TRAVELERS OR EMPLOYEES OF CORPORATIONS YOU'VE CONTRACTED WITH?

A lot of our initial users were just individual participants. But we're also in pilot with almost 20 companies right now, and we've got several other companies that have rolled this out already. Companies are seeing that this is a great way to retain and attract their traveling employees. A lot of services for travelers offer convenience, but very few give them personal time back.

"YOU JUST GO INTO THE APP, PICK OUT THE ITEMS YOU WANT FOR THE TRIP, INPUT DETAILS LIKE THE DESTINATION AND ARRIVAL DATE."

SAY I WANTED TO USE DUFL, HOW WOULD I GET STARTED?

First, you download the app; we have an iOS version, an Android version and a Web app. You register for the service and we send you a welcome kit, which is a large roller bag. You pack that full of all the things you want to have in your virtual closet, and you can include anything you like, including full-size toiletries, workout gear, pillows and blankets. Then you send it back to the DUFL warehouse, where we clean the items, we inventory them and we photograph the items for your virtual closet. That's when it's really easy to pack; you just go into the app, pick out the items you want for the trip, input details like the destination and arrival date. Then, a beautifully packed bag arrives at your hotel.

HOW MANY ITEMS CAN I HAVE IN MY CLOSET?

We have folks with as many as 250 items in their closet, so they not only have enough clothes to go to a single conference, but they also have enough in there to have variety and so that they can do back-to-back or multi-leg trips where they have more than one bag in the air at one time. Our average user has 50 to 100 items, so depending on the way they travel, that really determines how many items they keep in their closet.

DO YOU CHARGE PER TRIP?

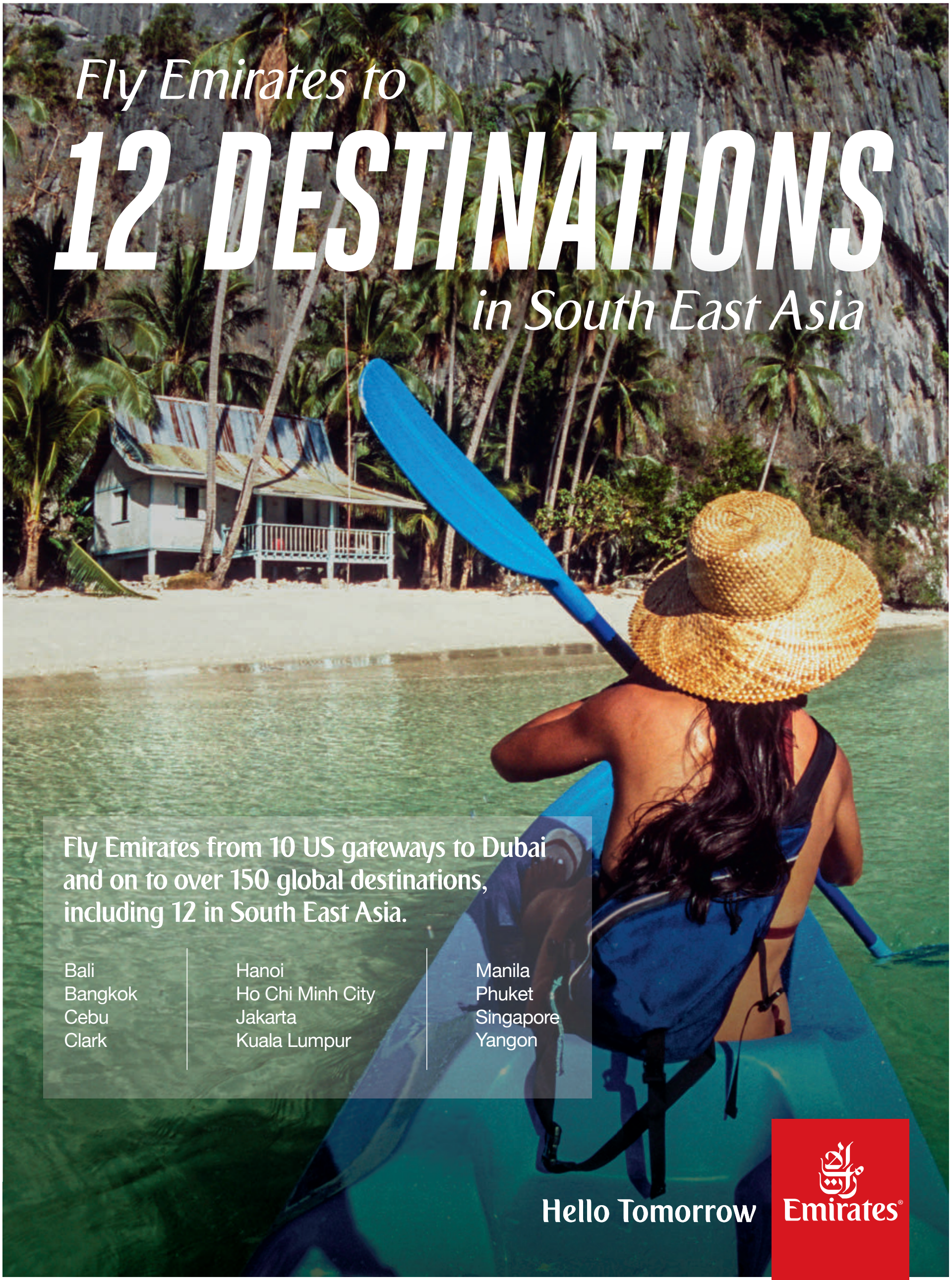
There's a $9.99 fee per month for storing the clothes, and typically that fee is waived if we're dealing with a corporate launch of the product. Then it's $99 per round-trip in the United States, which includes standard shipping of three days to your destination, three days to return, then laundering and dry cleaning. There are some discounts that we offer corporations on volumes.

WHO ARE YOUR SHIPPING PARTNERS, AND CAN YOU SHIP INTERNATIONALLY?

FedEx is our main shipping partner, and that affords us a 99.9 percent reliability rate with on-time delivery. We can track the bag every step of the way. We do ship internationally. Right now, our warehouse is based in the U.S., and we've delivered to about 25 countries, and that's growing as we get requests. We are looking to put a warehouse facility in Europe and Asia, hopefully within the next six to nine months, and that will afford our users a little more flexibility when they travel between countries.

WHAT IF THERE'S A SNAFU?

We offer 24/7 customer service. If your hotel was changed, we can get a courier to move your bag to your new hotel. If your flight was delayed or changed, we're able to do some pretty cool things to get your bag where it needs to go. We had a gentleman whose bag got stuck in a snowstorm. We knew what he packed, so we went out and purchased every item in his bag and we got another to him on time. Two days later, his bag was recovered, so now he has two of everything and he's thrilled.


Fly Emirates to
12 DESTINATIONS
in South East Asia
Fly Emirates from 10 US gateways to Dubai and on to over 150 global destinations, including 12 in South East Asia.
Bali
Bangkok
Cebu
Clark
Hanoi
Ho Chi Minh City
Jakarta
Kuala Lumpur
Manila
Phuket
Singapore
Yangon
Hello Tomorrow
Emirates



ETHAN BERNSTEIN
Co-founder & CEO
Freebird

FREEBIRD

Freebird co-founder and CEO Ethan Bernstein is no stranger to the travel industry. Prior to Freebird, he worked in Expedia's corporate development group and was part of a group in charge of global M&A and corporate strategy. He also was part of Expedia's spinoff of TripAdvisor and acquisitions of Trivago and Travelocity. These days, he's solving trip disruption. He spoke with *BTN's* Elizabeth West.

WITH FREEBIRD, YOU ARE ADDRESSING PAIN POINT THAT SPANS ALL TRAVEL BUT IS PARTICULARLY PAINFUL FOR BUSINESS TRAVEL. HOW DID YOU IDENTIFY IT?

I was on a ski trip with some friends to Colorado. On the way back, my friend's flight was canceled. Mayhem ensued; at least 150 people jumped out of their seats and ran to stand in line. They waited on hold with the call center. I was sitting on the sidelines watching, knowing there was a better way. When I started thinking about this idea, it was a leisure travel experience. And, of course, [Freebird] benefits travelers on leisure trips. But it really benefits people when they are going somewhere important. Every trip for a business traveler is an important trip. That's why we set out to solve this problem for the corporate travel space.

WHAT DATA ARE YOU USING TO POWER THE SOLUTION, TO TRACK FLIGHT STATUS AND DELIVER ALTERNATIVES?

We have a real-time flight-prediction service, as well as a rebooking solution. We are going to the normal data sources that you would imagine: weather, flight alerts, airline pricing and scheduling. But we are actually connecting the dots, so a human being doesn't need to use their intuition to try to guess what is going on. We start to see patterns that show us things like mechanical issues, operational issues and things that aren't actually reported in data. When we continue to connect the dots, we see even greater patterns and we are able to predict things before they happen with a high level of certainty. So when travelers or travel agents know what is going to happen in advance, they can take action to prevent the problem or, when the time comes, they have the information to make the best decision.

THE APP EMPOWERS THE ACTUAL REBOOKING, TOO. TELL US ABOUT THAT PIECE OF THE SOLUTION.

We empower corporate travelers to instantly rebook their trips for free on any airline they want when flights are disrupted. We put the power in their hands and give them the power to rebook within 30 seconds and with just three taps on the phone. We not only save them time, but we save the company money because we are purchasing the new ticket for them.

HOW DO YOU ENSURE THE FLIGHT ALTERNATIVES ARE RELEVANT TO THE USER?

We already know where the customer is coming from and where they are going, so when we serve up available itineraries, we are catering them to that customer's needs. We pull from a number of different data sources for that availability. We can use or own sources or we can use the pseudo of the corporate or the TMC so we serve up only the flights available to them with the supply that is relevant to them. From there, the customer can use any flight they want; there is no risk of being out of policy because we are purchasing the new ticket for them. As soon as the traveler selects that flight, we know their details so we ticket that for them. There's no gap in duty of care from a TMC perspective because we are going right into the pseudo they use and the PNRs are going right into the agency.

FREE TICKETS? WHAT'S YOUR BUSINESS MODEL?

On the travel intelligence side where we are providing predictive analytics. We are going directly to the TMC and providing information directly to them so that through their existing channels, they can provide better info to travelers and to their agents so they can take proactive measures. On the rebooking solution side, we offer both a subscription model and a price-per-flight model. We charge $19 for one-way flights up until two days before their departure. We take that revenue and apply it to the new flights we are purchasing. So from a [travel manager] perspective, we are managing financial predictability for them and saving them a lot of money when it comes to disruption. We also save them the cost of unproductive employee time, missed meetings, employee stress. These things affect the bottom line but aren't always measured accurately.

HOW DO CORPORATES KNOW HOW THE DISRUPTION HAS BEEN RESOLVED?

We have a suite of APIs that plug directly into the TMC. All the reporting capabilities go through there, whether it's financial reconciliation or alerts or flight itineraries. All that info goes back and forth. From a [travel manager] perspective, there's no change in process. All the alerts and all the stuff that they'll see will come from the TMC they already use.

> "WE EMPOWER CORPORATE TRAVELERS TO INSTANTLY REBOOK THEIR TRIPS FOR FREE ON ANY AIRLINE THEY WANT WHEN FLIGHTS ARE DISRUPTED."

WHAT ABOUT MASS DISRUPTIONS?

The vast majority of times when there is a major disruption, ground operations don't entirely stop. The airport isn't totally shut down. Capacity is still coming in and out; it is just reduced. In those instances, it is very important for the traveler to be price agnostic, airline agnostic and move as quickly as possible. If they can pick quickly and get the last available seat, that's a victory for us. If the airport is shut down, we give them the ability to be the first person in line.

WHO ARE REALLY YOUR CLIENTS? TMCS OR CORPORATES?

Part of what I love about what we do is that we help all the different stakeholders in the industry: We are buying last-minute airline tickets from the airlines. We are helping travelers have a better experience and save time and money getting where they need to go. We are talking to the TMCs because they are the gateways to the travelers. All the infrastructure—that's already set up. We give them more leverage for what they need to do. Corporate buyers are the

ones managing the end travelers and making sure they get where they need to go. For us, it's a little bit of talking to the TMCs to make sure we are integrated in the existing travel programs and talking to the travel managers to make sure they are on board with the benefits that we can provide.

WHAT'S NEXT ON THE ROAD MAP?

We are very excited to announce our suite of APIs so we can enable TMC integration and start to serve corporate travel clients who are managed under an existing travel program.

GROUPIZE

Groupize CEO Charles De Gaspe Beaubien used to run big tour operators, working with bus companies and hotels. He gravitated toward the technology and contract management part of the business. At the time, he was working with nonprofessionals making group leisure bookings and started Groupize for them. When he realized the corporate side needed the tool more, the evolution began, he told *BTN's* Elizabeth West.

WHAT'S THE MARKET SIZE FOR SMALL MEETINGS?

Small meetings are often defined as less than 50 people, but that represents more than two-thirds of all meetings. That's a lot. In terms of dollar value, it's $103 billion in the U.S. alone. It's a lot of money that is completely unmanaged and below the radar.

PLENTY OF START-UPS, AS WELL AS MORE TRADITIONAL MEETINGS TOOLS, HAVE TRIED TO OPEN VISIBILITY INTO THIS SPEND. WHAT ARE YOU BRINGING TO THE TABLE THAT THEY COULDN'T?

Corporations tried to get at this around 2008. It was sort of a hot topic, but the technologies weren't ready to simplify and make it easy to adopt a small meetings tool. I also think that corporations didn't have their transient programs and [strategic meetings management programs] mature enough. Now that the programs are mature, they can shift their focus to the small meetings.

"CORPORATIONS TRIED TO GET AT THIS AROUND 2008 … BUT THE TECHNOLOGIES WEREN'T READY TO SIMPLIFY AND MAKE IT EASY TO ADOPT A SMALL MEETINGS TOOL."

YOUR TOOL OFFERS A "LITE" SOLUTION, PARTICULARLY GOOD FOR AD HOC MEETING ORGANIZERS BUT WITH SOME APPROVAL TEETH BEHIND IT. WHY WAS THAT IMPORTANT?

Who's planning small meetings? Executive admins, someone in sales, someone who it's not their day job to plan these meetings but they feel a sense of ownership. So you've got to give them easy tools, but at the same time you have to put discipline around it to achieve visibility. There are a lot of moving parts in a meeting. You have to have a lot of solutions to do the sourcing, contracting, registration, the event app and, ultimately, tracking.

ON THE SOURCING DO YOU HAVE HOTEL PARTNERS THAT YOU BRING TO THE TABLE? HOW ARE YOU SERVING THE CONTENT?

The partners are basically the corporation's partners. It's GDS content at the core. We pull their own transient rates, the relationship is between the corporation and the hotels they already use.

THERE ARE TWO TRACKS IN THE TOOL, IF YOU WILL. ONE DOES NOT ACTUALLY REQUIRE THE SOURCING PROCESS. WHAT'S THE DIFFERENCE AND WHERE ARE YOUR CLIENTS GRAVITATING?

So it's two systems in one. There's a booking engine, where you book in real time up to nine sleeping rooms. Then there are eBids for the larger events and meetings. One of the use cases we see a lot is that as an individual, you can only book one room at a time in the self-booking tool. But there are lots of multiroom use cases—three rooms, five rooms, seven rooms for project groups, consultants, work crews. We are great at that: Pull the transient rates in real time, add profiles from Concur, push back to the GDS. If you go over 10 rooms or you start needing meetings space, though, that works through eBids. The other larger solutions have eRFPs; ours are a lot simpler with fewer questions, and you can attach files. It works email to email, but we aggregate all the data from those messages into a dashboard. We call it "magic email."

WHY IS THAT AN IMPORTANT FEATURE?

When you are dealing with small meetings, there are a lot of text [messaging]-like communications. "Hey, can I do this? Can you send me that contract? Do you have rooms?" At first, we built the extranet, like the bigger players, but we realized we didn't need those larger solutions that take 30 minutes to respond to the short inquiries.

HOW DO YOU SEE THE SPACE DEVELOPING IN THE NEAR FUTURE?

We're automating approvals and centralizing communications all through the dashboard and with simpler tools. The world has gone from extranets to email, and we're starting to go to click-to-chat. I wouldn't be surprised if we start to use bots to support small meetings. That's where the industry is going.

WHAT'S YOUR ROAD MAP AS YOU THINK TO THE FUTURE?

We are in the early stages of launching our Concur integration. That relationship will keep growing. There are a lot of things we can do [with Concur in terms of] mobile technologies and TripIt. We'll bring in OTA content. A lot of innovation will happen there.



CHARLES DE GASPE BEAUBIEN
Founder & CEO
Groupize

ADVERTISEMENT

EVA AIR

Starting Chicago service November 3!

New, nonstop flights from Chicago with one-stop connections to every major destination in Asia create more than 100 itinerary possibilities.



EVA Air is launching service from Chicago to Taipei on Thursday, Nov. 3, 2016. Starting with four flights a week on the route, the 5-Star Airline is flying its latest-model, Wi-Fi equipped Boeing 777-300ERs comfortably configured for 333 passengers in Royal Laurel business, Elite premium economy and Economy Classes.

Convenient early morning Chicago departures and arrivals westbound with nighttime Taipei departures and arrivals eastbound enable business travelers to use their workdays for appointments and meetings instead of running to or from an airport. The schedule gives leisure travelers a bonus of more daytime hours to visit family or friends and sightsee.

CONVENIENT SCHEDULE

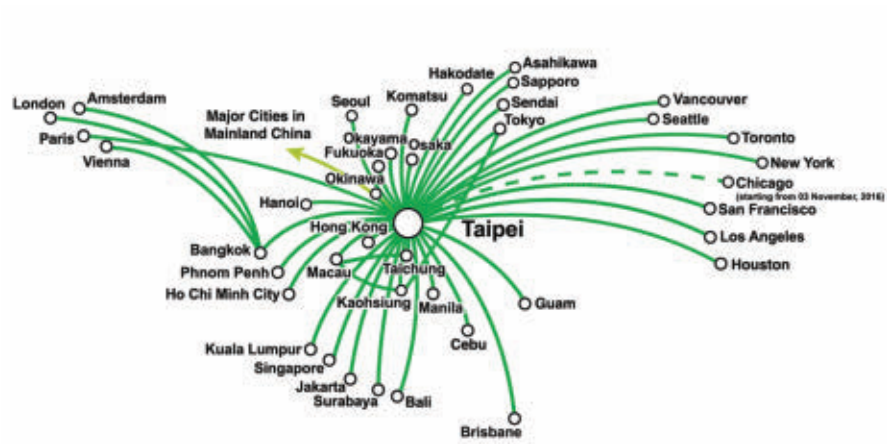
EVA flight BR55 leaves Chicago's O'Hare International Airport at 12:20 am on Monday, Wednesday, Thursday and Saturday and lands at Taipei's Taoyuan International Airport at 6:00 am the next day. North America-bound flight BR56 departs Taoyuan on Tuesday, Wednesday, Friday and Sunday at 8:05 pm and arrives in Chicago at 7:55 pm the same day.

At the same time, EVA is increasing frequencies on routes within Southeast Asia, boosting the number of easy onward connections from the current 84 flights a week to 128 by the end of this year.

MORE FLIGHTS

Chicago is EVA's eighth gateway in North America, joining Houston, Los Angeles, New York, San Francisco, Seattle, Toronto and Vancouver in the airline's far-reaching network. EVA has also introduced midday services by adding a second daily New York flight and adjusting its Los Angeles schedule to get passengers into Taipei early enough to make dinner plans or take an evening connection on to Bangkok, Hong Kong, Manila or Saigon.

EVA has more flights and seats between North America and Taiwan with more one-stop connections to more destinations throughout Asia and Mainland China than any other airline. By the end of November, it will offer 80 flights a week between North America and Taipei.



ITINERARY CHOICES

The new Chicago route, added flights and adjusted schedules equip EVA to offer business travelers from throughout North America greater convenience, more choices and easier access to markets, financial centers and manufacturing hubs throughout Asia. At the same time, EVA's frequency and service open a portal for leisure travelers to explore destinations they've only dreamed of, from Bali to Shanghai.

AWARD-WINNING SERVICE

Along with convenience, EVA has high standards for comfort and service. SKYTRAX awarded it 5-Stars, recognizing EVA among only eight carriers worldwide to hold the elite distinction. SKYTRAX, *Travel + Leisure* and AirlineRatings.com all rank it among the world's Top-10 Best International Airlines.

EVA's Royal Laurel Class passengers get lie-flat seats and Rimowa amenity kits. Those in Elite Class have extra room, added comforts and amenity kits. Economy passengers enjoy a comfortable cabin with EVA's trademark warm, friendly service, good Eastern and Western foods and personal entertainment systems with all of the latest technology.

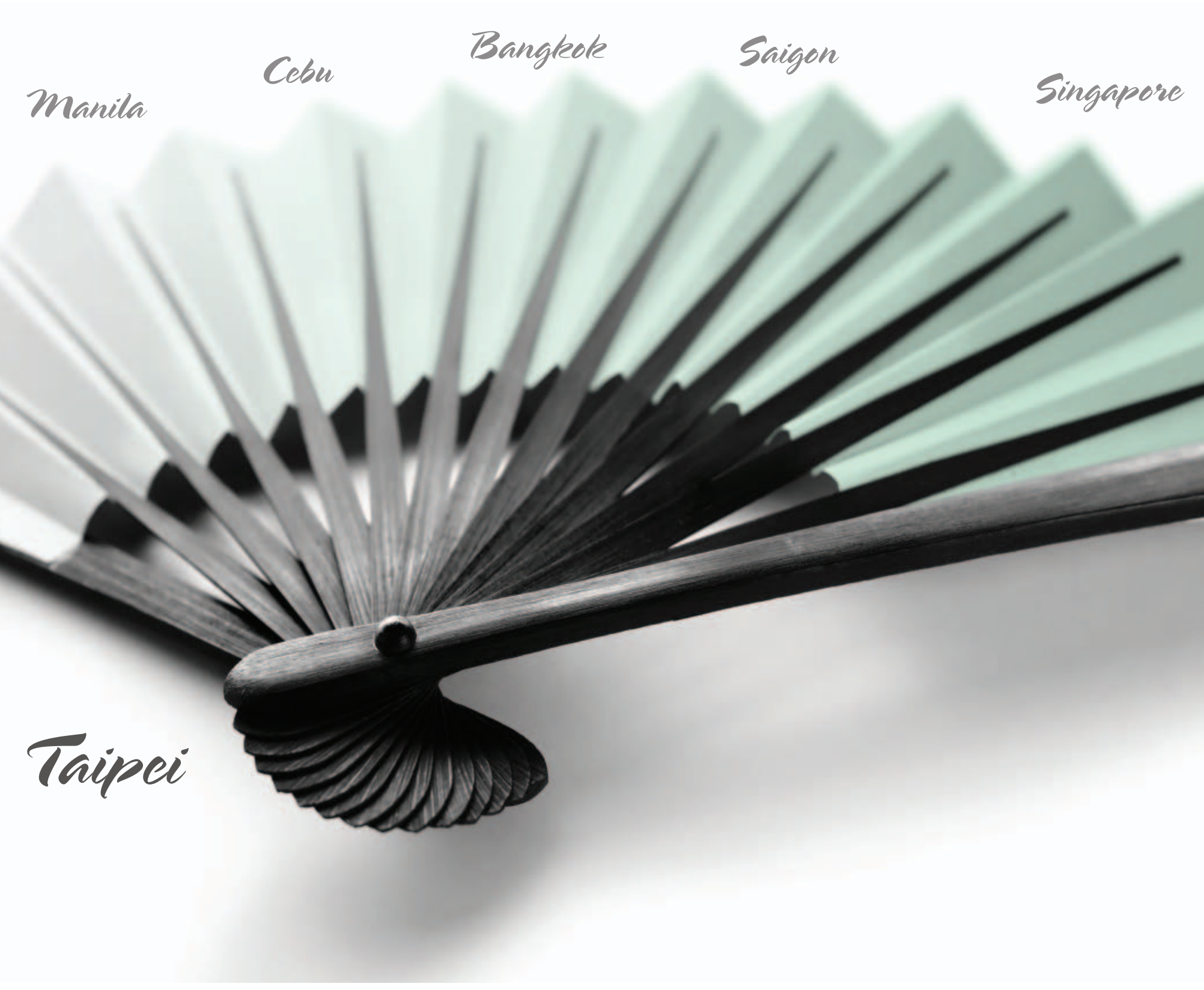




EVA AIR | A STAR ALLIANCE MEMBER

For more about EVA routes and services, click on www.evaair.com

EVA AIR | A STAR ALLIANCE MEMBER



EXPAND YOUR HORIZONS

Asia, your way with EVA Air

www.evaair.com

Starting November 3, 2016, four flights weekly from **CHICAGO O'HARE** to Taipei and major cities in Asia.

Find us on:

5 STAR AIRLINE SKYTRAX



DEVON TIVONA
Co-founder & CEO
Pana

PANA

Virtual travel assistant Pana—co-founded by Devon Tivona, Lianne Haug and Sam Felsenthal—combines artificial intelligence and a team of agents to manage travel. Through a chat interface, users can book trips and manage additions, changes and disruptions to existing itineraries. The user pool consists largely of travelers outside managed corporate programs, but Tivona said that could soon change.

HOW DOES PANA WORK, FROM THE TRAVELER'S PERSPECTIVE?

If you've already made bookings, you can forward those to us, and we get those added to your itinerary. If you haven't, we spend a little time getting to know you, your price sensitivity and your preferred airlines, and we can recommend bookings to you. If you like any of the options we send over to you, you can book directly in the app, and you immediately get a confirmation email from us. We, in that case, are your agent of record. Then, you have 24/7 access to chat. We sometimes proactively reach out to you, say a flight delay or cancellation occurs or you land in a city and we think you want restaurant recommendations. Or, you have the opportunity to reach out to us, [say] you're a salesperson and need to stay with a client an extra day, you just need to text and say you need your trip extended an extra day. We make a change to a flight, a rental car and a hotel. What would have been, in a managed travel situation, clicking through a bunch of interfaces and potentially calling your TMC and, in an unmanaged travel situation, a complete nightmare of navigating through 10 different travel websites now has become as simple as sending a text message.

HOW DOES THAT "GETTING TO KNOW YOU" PROCESS WORK?

We have a standard set of questions everyone is asked at the beginning. We have a bunch of different ways we can ask those questions. For our members, we offer the option to start that interaction with a 20-minute phone call. That's something we offer only on some of our higher-cost plans, but there are also questionnaires you can fill out. We're coming out with a conversational way to get the questions answered pretty quickly. As you travel with us and we get to know you, your profile gets filled in more. Today, we collect about 450 potential different data points for that traveler, and those data points are used to customize the experience moving forward.

WHERE DO YOU GET YOUR CONTENT?

We're plugged directly into the GDS.

WHY DID YOU OPT FOR A CHAT INTERFACE FOR THE APP?

It's a medium that can be both synchronous and asynchronous. You can send a message, step into a meeting and come back and have work done for you. Or, when things get hairy, you can send a message and go back and forth with an agent quickly via chat. It is the only medium today that is extremely readable, understandable, parse-able and actionable for humans and machines. There's an opportunity to augment human chat conversation through additional work that a machine is doing, whether that is a machine intelligence delivering example responses an agent can reply with or an agent dashboard that's reconfiguring itself based upon the context of the conversation going on. Through this interface, we might be able to scaleably provide amazing customer service at a very low cost.

WHERE DOES MANAGED CORPORATE TRAVEL FALL INTO YOUR STRATEGY?

Our primary way of selling our product is through a monthly subscription, $19 a month or $199 a year. The majority of our customers are unmanaged customers who are looking for some additional support. We also have a teams product that adds on some lightweight reporting, policy control and team management. That essentially is for unmanaged teams who would like to employ Pana across their entire organization and need some of those features that managed travel provides. Increasingly, we're starting to investigate and spend time in understanding how Pana operates in the managed travel realm, whether that's alongside a travel management company and alongside an online booking tool like Concur or, potentially—and we haven't dove deep here yet—what Pana as a travel management replacement looks like.

> "THIS TEST IN UNMANAGED TRAVEL HAS TAUGHT US A LOT … BUT MORE, WE'RE KEEPING OUR EYES OPEN IN HOW WE CAN ADD VALUE IN THE MANAGED TRAVEL SPACE."

WHAT SORT OF USAGE ARE YOU SEEING NOW?

We launched out of private beta in April of this year. [After some media publicity] we went from a couple hundred beta testers to today thousands of users. This test in unmanaged travel has taught us a lot, and we're excited about that opportunity now, but more, we're keeping our eyes open in how we can add value in the managed travel space, and that's where we're spending a lot of time learning, investigating and talking to people right now. The growth we've seen so far has been phenomenal, but we see a much faster and much more exciting growth trajectory in managed travel. ■

6TH ANNUAL

BUSINESS TRAVEL TRENDS & FORECASTS

DALLAS 11.29.16

Business Travel Trends & Forecasts Dallas 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 on traveler priorities and happiness**
- **Explore airline industry trends and forecasts**
- **Gain valuable insight on hotel trends and what they mean to buyers**



OMNI DALLAS HOTEL



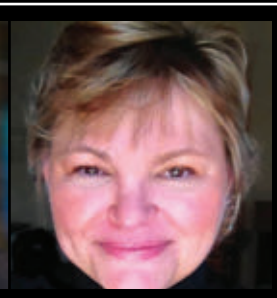
MARK WOODWORTH
Senior Managing Director
PKF Hospitality Research



LINDA LOESCH
Senior Consultant
TCG Consulting



PATTY SNODGRASS
Vice President, Global Travel Services
Fidelity



HOLLY HEGEMAN
Editor and Publisher
PlaneBusiness Banter

AND MORE!

REGISTER TODAY!

BusinessTravelTrends.com/Dallas

PRESENTED BY

BTNGROUP CONFERENCES

SPONSORED BY

enterprise National DRIVE ALLIANCE PARTNERS

lyft

MasterCard

OMNI HOTELS & RESORTS

Southwest Corporate Travel

TRAVEL LEADERS CORPORATE

Productivity Drives Premium-Class Policy Trends

BY JOANN DELUNA

With the economy on the upswing, is it a rule that premium business travel responds in turn? Not exactly.

Of the airfare that corporate travel agencies have settled each month through ARC, premium-class' share of total volume has been stable, sitting between 6.7 and 7.9 percent since Januarly 2013. That's despite the fact that the average ticket price fell 5.7 percent from June 2013 to June 2016.

Travel Leaders Group surveyed its corporate travel agents this summer and found a different story. Among those for whom premium-class air bookings make up more than 10 percent of total air volume, premium-class bookings declined in 2016, though that followed a considerable uptick in 2014. Pricing trends may have had something to do with that jump, but this year's decline shows organizations remain cautious about extending premium class allowances too far.

"Anytime the economy gets better, T&E budget belts may get loosened," said Andy Menkes, CEO and founder of Partnership Travel Consulting, "but the expectation is that procurement and travel management will find other ways to optimize spend."

Likewise, DeAnne Dale, senior vice president of global strategy and consulting for Reed & Mackay, a travel management company that services more than 48 law firms and 30 hedge fund-type companies, has not noticed a big change in premium travel. Rather, she's noticed that companies are looking for more visibility on travel spend and they are looking to capitalize on growth opportunities. "They're looking for additional resources to bring on new people," she said.

All About Productivity

Even if companies aren't upping their investment in premium-class travel, one travel manager who works in the investment banking sector said they're certainly not in a position to downgrade. Frequent travelers expect the same amenities and services that they've always had. Boarding first, getting upgrades, skipping the car rental counter and being treated with priority helps manage business better, the travel manager said. What these travelers also need, she said, is "a little concierge on their shoulder to help them walk through this madness."

To that end, Menkes said companies are now more willing to pay for ancillaries for road warriors, including Global Entry and one or two airline club memberships, as it helps them be productive, especially when travelers have to make connections or flights are delayed. "That lounge is not only an emotional oasis; it's a productivity benefit, and coincidentally you can grab a free meal," Menkes said.

Even if companies aren't upping their investment in premium-class travel, one travel manager who works in the investment banking sector said they're certainly not in a position to downgrade.

A Global Business Travel Association traveler satisfaction report released in September said that frequent travelers who had Global Entry or TSA PreCheck reported a "drastically improved" business travel experience. The survey also showed that 51 percent of frequent business travelers paid for one or the other when their companies did not cover the cost.

One travel manager, who previously worked for a major sports league, confirmed that trend to *BTN*, saying the employer had reimbursed travelers for these programs for the past three years and the travelers loved the perk.

Dale added that black car services have been in the spotlight for her clients. Travelers—and travel arrangers—want the ability to book a black car as part of an overall itinerary, as opposed to separately. Professional firms depend on black car services, she said, and are not yet ready to switch to ridesharing alternatives. "Some are even willing to pay more if they can have a more reliable car service to get them where they need to be," Dale said.

Mobile Adoption & Increased Attention to Duty of Care

"The thing that is changing is technology," said the investment firm travel manager. "Be it a phone, watch or laptop, they're becoming more mobile than they've ever been." This owes partly to the travel industry's natural move toward more supplier mobile apps and to a younger generation that's influencing travelers of every age to move toward mobile technology for better travel experiences, the travel manager said.

Another trend that is pushing premium travelers toward mobile is duty of care, which is in high demand for elite travel programs looking to invest in the safety of their travelers.

In August, Reed & Mackay rolled out a check-in feature as part of its duty-of-care suite, which Dale said has been popular with law firms. "If they're traveling to out-of-the-way destinations, it makes them feel safe that someone knows where they are," she said.

But don't pan the pretty: Along with duty of care, road warriors and premium travelers want more mobile services, as well. Virtual closet service Dufl, which offers to ship, clean and store business wardrobes and amenities for travelers, is growing its enterprise client base with companies that want to give time back to their frequent travelers. Predictive disruption-assistance services like Freebird, which anticipates travel disruptions and offers rebooking options, are emerging, as well. ■

Corporate Travel Agents on Premium-Class Volume

Every year, Travel Leaders Group asks its corporate agents how much of their total air volume is for premium class.

	Fall 2016	Fall 2015	Fall 2014	Fall 2013	Fall 2012
11% or more of bookings are in first/business class	63.5%	67.4%	66.8%	55.9%	51.3%
1-10% of bookings are in first/business class	31.4%	28.5%	30.9%	38.9%	44.6%
0% of bookings are in first/business class	5.1%	4.1%	2.3%	5.2%	4.1%

Source: Travel Leaders Group 2016 Fall Travel Trends Survey of 354 corporate travel agents

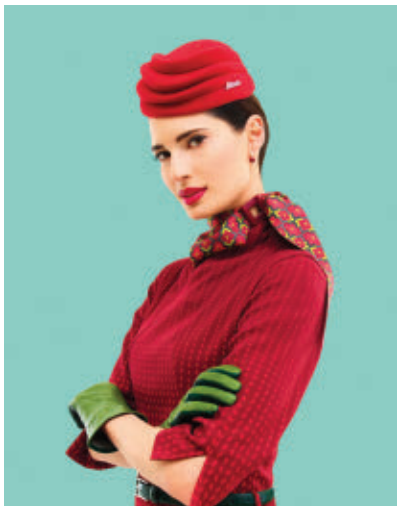
ALITALIA



Made of Italy

New Uniforms, New Services, a New Alitalia Experience

Every single detail of the new Alitalia experience comes from collaborations with great Italian brands contributing skills, care and passion. Fly with Alitalia from one of five United States gateways* and discover what their renewed travel experience is "Made of."





Made of Style

After almost 20 years, Alitalia has revolutionized its uniforms. Redesigned by Ettore Bilotta, they bring together timeless class and contemporary glamour. Attention to detail, the finest materials and skilled craftsmanship from all over Italy contributed to create this unmistakable style.

Made of Design

The journey begins before the flight and, for this reason the renovated Casa Alitalia lounges await guests with an elegant and comfortable design. The new concept was developed and created by Alitalia and transformed into reality by internationally famed Italian architect Marco Piva, who incorporated in the functional space of an airport lounge, the beauty and essence of Italy.

Casa Alitalia is not just a place to relax while waiting for a flight. Thanks to partnerships with leading Italian brands like Poltrona Frau for furnishings, Cantine Ferrari, Alitalia's official sparkling wine supplier, and Lavazza which created exclusive coffee blends for the airline, guests experience the unique quality of Italian excellence before takeoff. Casa Alitalia reflects Italian culinary excellence and includes a live cooking area where chefs prepare a selection of dishes twice a day. Guests can also enjoy a buffet and bar area with drinks prepared by a professional bartender.

Casa Alitalia also features private meeting rooms, a library, a prayer and meditation area, bathrooms with showers and Wi-Fi connectivity. At Rome Fiumicino airport, Casa Alitalia is located in boarding area G—for long and medium-haul extra-Schengen flights—and covers an area of approximately 800 square meters with more than 115 seats. At Milan Malpensa, Casa Alitalia has a new location in the satellite Nord boarding area, and covers 500 square meters providing more than 90 seats. Casa Alitalia lounges are reserved for Alitalia's Business Class guests and top-tier frequent flyer members of Alitalia's MilleMiglia and Partners' loyalty programs.

Made of Comfort

Poltrona Frau was asked to create the upholstery for Alitalia's long-haul Business Class seats that recline up to 180 degrees and convert to the flatbed position. Each seat is also equipped with massage function and guests can enjoy direct aisle access. Other exclusive on board amenities include a Frette duvet and pillow along with a Bulgari Beauty kit. High-quality standards, attention to detail and the finest materials are the key elements that make the new Alitalia cabin interiors unique.

Made of Taste

Food is one of the most important aspects of a country's culture. Today, it is possible to sample a real taste of Italy even at 30,000 feet! This is thanks to the passion of the Alitalia chefs who select the best Italian foods and wines. Every recipe is enhanced with the best Italian wines, specially selected in collaboration with the Italian Sommelier Foundation.

**Alitalia operates nonstop flights from New York to Milan and Rome, nonstop flights from Boston, Miami to Rome and seasonal nonstop flights from Los Angeles and Chicago to Rome.*

For more information, visit www.alitalia-agent.com

ETIHAD AIRWAYS PARTNER | Alitalia SKYTEAM

VIVI, AMA, VOLA.



TRANSPORTATION EDITOR MICHAEL B. BAKER

Delta Private Jets Will Work More Closely with Delta's Commercial Side

With an expanding fleet and a relatively new leadership team in place, Delta Private Jets is exploring ways to work more closely with its big commercial sibling, Delta Air Lines, according to Delta Private Jets executive vice president and COO David Sneed. First up is a plan to offer Porsche transfers from the private jet to the commercial plane.

Delta Private Jets launched about three decades ago as Comair Jet Express. Delta renamed it after acquiring Comair at the turn of the century. Recent years have seen "a focused attempt to grow the fleet and build it into a real contender in … business aviation," said Sneed, a longtime Delta executive who took the lead at the subsidiary about a year and a half ago. Subsequent executive appointments have come largely from outside the airline industry to provide "unique perspectives to look at this business," he said.

Delta Private Jets counts about 70 aircraft in its fleet, ranging from small Cessna Citation II models for short hops to Gulfstream G650s capable of nonstop international flights. The fleet will grow to 80 within a year, Sneed said. Delta also has worked to refurbish the fleet both in appearance and with technology upgrades, such as its current project to equip the fleet with Gogo Biz 4G service.

As those upgrades are completed, Delta Private Jets is eager to leverage Delta Air Lines to target high-end travelers, and Delta Air Lines is eager to do the same, considering it's the only U.S. airline that has a private jet subsidiary, Sneed said. "It has run separately for a lot of years, and this team decided it has to be a big part of what Delta is offering."

"We're working to make Delta Private Jets a real part of the value proposition for the high-value customer at Delta Air Lines today. It has run separately for a lot of years, and this team decided it has to be a big part of what Delta is offering."

—DELTA PRIVATE JETS COO DAVID SNEED

Some of that is already in place. Delta Private Jets membership card users, for example, already receive Delta SkyMiles Diamond status and earn SkyMiles for their private jet travel. And in addition to using those cards to purchase private jet travel, users also can use them to purchase commercial Delta flights at a discount.

VIP Transfers

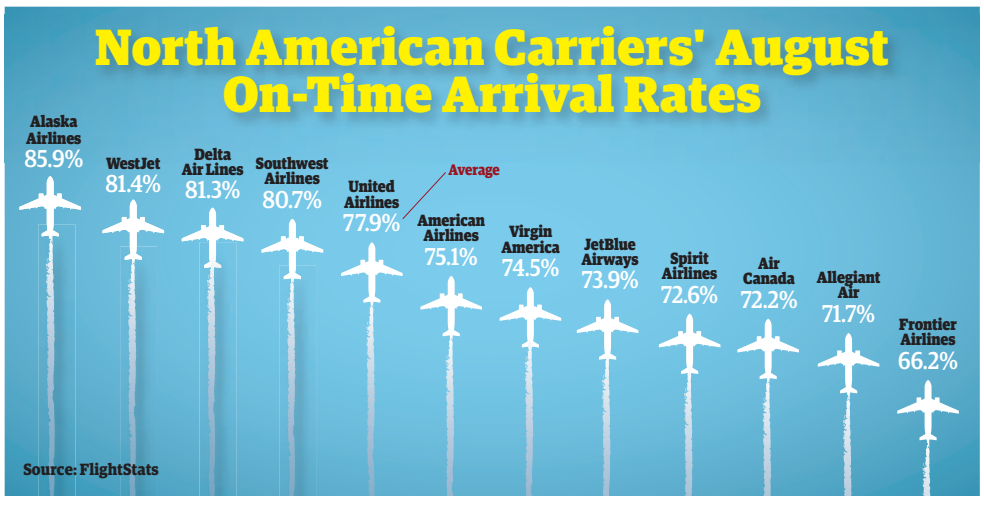
Delta Private Jets will offer VIP transfers—Porsche, a Delta escort and expedited security screening—for passengers connecting to commercial service at Atlanta, Detroit, Minneapolis, Los Angeles, Salt Lake City, New York, Seattle and Cincinnati.

Many private jet users fly domestically and then switch to commercial first class for international legs, Sneed said. This gives those travelers an incentive to stay on Delta. "We have a seamless solution, where they can fly from Atlanta to New York and then New York to Paris, using their [Delta Private Jets prepaid card] funds to book both," said Kelly Love, Delta Private Jets vice president of corporate strategy and business development.

The transfer service is the first of several announcements about cooperation between Delta and Delta Private Jets, Sneed said, adding that the two sales teams also look for joint opportunities.

Ultimately, that cooperation could allow Delta to become more competitive for high-end travelers who are based outside of Delta hubs. "If someone lives in Dallas, they're almost forced to be loyal to American Airlines because you have all the nonstop service," Sneed said. "This will be an offering that will be able to go into other areas and compete for high-net-worth individuals flying private domestically, bringing them into the Delta system."

Despite August's Power Outage, Delta's On-Time Percentage Remains Above Average, According to FlightStats



Despite a rough start to August with a spate of cancellations and delays following a power outage at its Atlanta headquarters, Delta Air Lines maintained an above-average on-time arrival rate among North American carriers. It got 81.3 percent of flights to the gate within 15 minutes of their scheduled arrival times, according to FlightStats.

That trailed only Alaska Airlines and WestJet. Of the legacy carriers, American Airlines fell below average. Frontier Airlines' on-time percentage was the worst of those tracked and came in 5.5 percentage points below the second-worst, Allegiant Air. North American carriers had an average on-time arrival rate of 77.9 percent.

U.S. DOT Pushes Ancillary Fee Requirements to Later Rulemaking

BY JAY BOEHMER

The U.S. Department of Transportation has divided its long-awaited Enhancing Airline Passenger Protections III rulemaking into three separate proceedings, passing off a contentious provision on ancillary fee disclosures into a later batch of rules that likely won't be considered until the next presidential administration.

According to the department's latest monthly Significant Rulemakings Report, DOT still is on track to issue final rules in mid-November on provisions that would expand the number of airlines that report service quality data to DOT, that would require airlines to disclose on-time and other performance metrics on codeshare partners and that would add new disclosure requirements for airlines and ticket agents for codeshare flights sold online.

For travel agents, DOT still plans to issue final rules prohibiting undisclosed biasing of airline results in online shopping displays. It also plans to require ticket agents to disclose the carriers whose tickets they sell "in order to avoid having consumers mistakenly believe they are searching all possible flight options for a particular city-pair market when in fact there may be other options available," according to DOT. Yet, DOT's monthly report for August disclosed that "two other proceedings will address other provisions," as "these rulemakings address unrelated matters" and would potentially delay a final rule.

One upcoming proceeding will be the next installment of DOT's Enhancing Airline Passenger Protections series of rulemaking initiatives. The other planned rulemaking will cover airline ancillary service fees.

"Our longtime goal of full transparency and transactability with respect to airline ancillaries remains elusive, even as the marketplace continues to evolve in terms of airline deals with GDSs on ancillary distribution."

—AMERICAN SOCIETY OF TRAVEL AGENTS NOTICE TO MEMBERS

DOT has been considering for a long time its contentious proposal to require airlines to provide data on basic ancillary services in every sales channel in which they participate. DOT's "basic" ancillaries include as many as two checked bags, carry-on luggage and advance seat selection, when applicable.

It was part of DOT's prior batch of consumer protection rules, but it deferred on such a requirement in 2011. After further delay, DOT in May 2014 proposed this long-awaited rulemaking, now split into three.

The American Society of Travel Agents wrote in a notice to members that it viewed DOT's actions this month as "a good news/bad news situation."

For example, ASTA welcomed DOT's decision not to move faster on what it called "new and unwarranted government-imposed obligations." That includes DOT's considered requirement for travel agencies with at least $100 million in revenue to adopt minimum customer service standards. "Those obligations that are still on the table are much more limited and focused on online displays," ASTA told members.

Yet, ASTA was less pleased with the ongoing delay on the ancillary fee disclosure requirements. The association has long advocated not just that airlines provide such ancillary fee data via indirect sales channels but also that they make such ancillary sales transactable in those channels. "Our longtime goal of full transparency and transactability with respect to airline ancillaries remains elusive, even as the marketplace continues to evolve in terms of airline deals with GDSs on ancillary distribution," ASTA noted.

Most airlines, meanwhile, loathed the potential ancillary fees provision, saying it meddled with what should be a free marketplace. Asking DOT to scrap the provision time and again, airline trade bodies this year argued that market progress had nullified the need for the provision.

Among the World's Air Carriers, U.S.'s Big Three Earn the Most from Ancillary Revenue

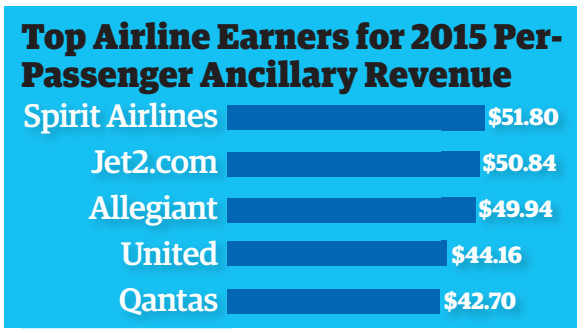
Airlines collected $40.5 billion in ancillary revenue globally in 2015, accounting for 8.7 percent of their total sales, according to the CarTrawler Yearbook of Ancillary Revenue, published by IdeaWorksCompany. To produce the report, CarTrawler scoured financial reports and data from 67 airlines that report ancillary revenue. That revenue includes fees for checked bags, amenities and special privileges, as well as frequent-flyer program sales and commissions from sales of non-airline travel services. This year, the report for the first time included services and amenities sold a la carte through global distribution systems.

The three legacy U.S. carriers pulled in the most ancillary revenue. Per passenger, however, low-cost carriers were the highest earners. United Airlines was the only legacy U.S. carrier in the top 10 for per passenger revenue. The top 10 also included Korean Air with $38.35 and Virgin Atlantic with $36.08. Ancillaries for Qantas and Virgin Atlantic came largely from fees related to their frequent-flyer programs.

The report illustrated the past decade's explosion in ancillary revenue. On a per-passenger basis, none of the top 10 in 2008 would have made the top 10 in 2015. In 2008, American Airlines was the top ancillary earner with $2.2 billion. The threshold for the top 10 was less than $250 million, compared with $1 billion last year.

That trajectory is set to continue, as revenue from ancillaries provides a "safety net" for airlines in times of high competition and low fares, according to the report. "Consumer behavior supports the popularity of seat-only tickets that deliver a lower price," the report said. "The potential for adding 10 percent or even 43 percent more revenue to the bottom line ensures ancillary revenue will continue to grow."







TRANSPORTATION EDITOR MICHAEL B. BAKER

Codesharing Updates from the United States & Europe to India & Asia

Delta Air Lines and Korean Air will expand their codeshare partnership in the fourth quarter, pending government approvals. The move suggests a thawing in the relationship between the two SkyTeam members.

Under the new partnership, Korean will place its code on 156 Delta routes from Atlanta, Los Angeles and New York's John F. Kennedy International Airport to U.S. and Canadian destinations. Korean also will place its code on Delta's flights to Sao Paulo from Atlanta and JFK. Delta in turn will place its code on 32 Korean Air flights from Seoul's Incheon International Airport to such Asian destinations as Singapore, Taipei, Bangkok, Osaka, Okinawa and Ho Chi Minh City, Vietnam. Delta also will place its code on Korean Air flights between Seoul and both Houston and San Francisco.

Prior to this, Korean codeshared on Delta flights to Detroit, Rio de Janeiro and Santiago, and Delta codeshared on Korean Air flights to 23 destinations, according to Delta.

The partnership will deepen when Delta begins daily nonstop service between Atlanta and Seoul on June 3, 2017; Korean will codeshare on that flight.

While both Delta and Korean were among SkyTeam's founding members, CAPA Centre for Aviation last year called their relationship "one of the most sour in any alliance." In 2013, for example, Delta discontinued travelers' ability to earn status-qualifying miles on Korean Air flights, and the two carriers pulled back on some of their codesharing. Prior to that, Delta reportedly had pushed for a joint-venture with Korean, which Korean rejected.

Korean, meanwhile, formed a codesharing agreement with American Airlines last year to put its codes on American flights between Dallas and Seoul. The move was notable considering Korean is in the SkyTeam alliance and American is a member of the Oneworld alliance.

Korean's new agreement with Delta does not change Korean's agreement with American, according to a Korean Air spokesperson. A Delta spokesperson said its mileage-accrual policy for Korean also remains the same, adding, though, "We always are looking at ways to enhance our partnerships with other carriers."

Delta has been shifting its own Asia/Pacific strategy, including its recent decision to end service on three routes from Tokyo's Narita Airport. In a statement, Delta international president and executive vice president of global sales Steve Sear called Seoul "one of the premier gateways to Asia," adding, "The strength of our combined hubs and flight offering gives customers a significantly enhanced portfolio of destinations for travel."

As of last year, Delta and Korean together accounted for 59 percent of the air travel market between the United States and Korea, according to CAPA.

THESE CARRIERS HAVE BROADENED THEIR CODESHARE PARTNERSHIPS

Delta & Korean Air

Delta & Jet Airways

Air France & Jet Airways

Air China & Lufthansa

"We will further expand network coverage in China and Europe ... enabling us to bring more and flexible flight choices, favorable fare products and seamless travel experiences."

—AIR CHINA CHAIRMAN CAI JIANJIANG

Delta & India's Jet Airways

Delta and Air France-KLM also are broadening their partnership's relationship with Jet Airways, part of the Etihad Airways Partners network. The agreement will take effect, pending government approval, Oct. 30.

The Indian carrier already codeshares with Delta on flights from Paris and Amsterdam to nine destinations in India and with Air France-KLM on flights from Paris and Amsterdam to 10 airports in India. It also codeshares with Air France on flights from Paris to 28 other European destinations and with KLM on flights from Amsterdam to 30 other European destinations. Jet Airways also reciprocates on frequent-flyer miles with Air France-KLM.

The new agreement will introduce reciprocity between Jet Airways' JetPrivilege program and Delta SkyMiles.

Meanwhile, Delta will add its code to Jet Airways connections leaving Paris and Amsterdam for India's Calicut, Coimbatore, Goa, Indore, Jaipur, Lucknow, Mangalore, Pune, Trivandrum and Vadodara. Delta also will codeshare on Jet Airways' Mumbai-Paris flights, and Jet Airways will codeshare on all Delta flights between Paris and the United States, which coves 13 destinations. And Jet Airways also will codeshare on Air France's flights between Paris and 12 North American destinations.

Lufthansa Group & Air China

The Lufthansa Group and Air China will begin a commercial joint venture next year on all connections between Europe and China.

Pending regulatory approval of an agreement signed in Beijing, Lufthansa and subsidiaries Austrian Airlines and Swiss International Air Lines, will expand their codesharing with Air China. When the summer 2017 flight timetable begins, codesharing will cover Air China on routes in Munich, Zurich, Frankfurt and Vienna, and the Lufthansa carriers will codeshare on Air China's domestic routes. The carriers, both Star Alliance members, plan to add more codesharing destinations soon.

The joint venture has been in the works for a few years, beginning with a memorandum of understanding in July 2014. Air China chairman Cai Jianjiang called the agreement "another major step of Air China's globalization strategy." He added: "We will further expand network coverage in China and Europe, enhance the flight connections ... and optimize flight schedules, enabling us to bring more and flexible flight choices, favorable fare products and seamless travel experiences."

Additionally, the joint venture will allow the carriers "to offer common fares" and "modify corporate programs to improve the products available to corporate customers," according to the carriers. They also will better connect the carriers' frequent-flyer programs.

The agreement is Lufthansa's third joint venture in Asia, following a partnership with ANA that began in 2013 and one with Singapore Airlines signed in November 2015.

Uber Adds Auto-Audit Feature

Uber for Business has added an audit feature that automatically flags rides that appear to be nonbusiness-related, product and engineering lead Greg Greiner announced at The BTN Group's Innovate conference.

The feature aggregates data by employee, company and geography and looks for patterns as to what constitutes a business ride versus a leisure ride. It factors in such data as time of the ride, destination and length of trip. If a traveler pays for a seemingly nonbusiness ride with his or her business profile, Uber requires the traveler either to enter more information to confirm it's a business ride or to switch the ride to his or her personal Uber profile.

The auditing feature also tailors to companies' and individuals' travel patterns and is 90 percent accurate, according to Greiner. That will improve over time, he said. "As you manually flag trips and employees act on flags, we learn more about your company, which makes our model more accurate," Greiner said.

Uber for Business announced a manual auditing tool for travel managers this summer.

Self-Driving Cars

If machines can audit expense reports, Uber is betting machines can drive, too. Following the launch of self-driving service in Pittsburgh, Uber is increasing its investment in autonomous vehicles with a new research center in Detroit.

Uber vice president of global vehicle development Sherif Marakby announced the Detroit facility would open within the next few months, according to the Detroit Free Press. While Uber has not released details on the facility's size and scope, it will focus on collaboration with supplier partners.

On Sept. 14, Uber began its pilot of self-driving vehicles in Pittsburgh, where the company set up its Advanced Technologies Center 18 months ago. Its "most loyal Pittsburgh customers" are able to hail the driverless vehicles, when available, according to a blog post by Uber CEO and co-founder Travis Kalanick and Anthony Levandowski, the founder of self-driving technology developer Otto, which Uber acquired. The cars still have a safety driver in the front as a precaution.

Even as testing and technology improvements ultimately negate the need for safety drivers, the two wrote, "we believe ridesharing will be a mix, with services provided by both drivers and self-driving Ubers."

Another developer, nuTonomy, began testing a driverless taxi service in Singapore in August, also using onboard engineers as a safety backup.

American Starts Free Access to Preferred Seats for Corporates

American Airlines launched a website Sept. 26 giving corporate travelers access to economy cabin Preferred Seats at no charge, regardless of status. The website enables corporate travelers to reserve the window and aisle seats carriers usually set aside for frequent travelers. On https://seatselect.aa.com, a traveler enters his or her passenger name record and last name prior to confirming the seats. The benefit applies to Preferred Seats, which offer standard economy legroom, but not to American's Main Cabin Extra seats, which have additional legroom and pitch.

Win your pass to unforgettable experiences



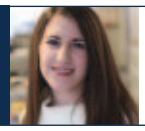
12 once-in-a-lifetime experiences reserved for our SuperSellers

We would like to reward our SuperSellers with The Unforgettables; prizes that money can't buy. We're giving away 12 unforgettable experiences to some of the most exclusive events in the world. From front row seats at the most celebrated fashion weeks to VIP hospitality at the world's top football leagues to tickets to the most prestigious film festivals. Every month, one SuperSeller will win. With 12 prizes up for grabs, the more you sell Etihad, the better your chances are. To join our SuperSeller programme or find out more about our amazing rewards, visit agents.etihad.com

SuperSeller agents.etihad.com | ETIHAD AIRWAYS PARTNER

ETIHAD AIRWAYS ABU DHABI

Terms and conditions apply. This promotion is valid for all SuperSeller agents across the Etihad Airways global network for tickets issued from 1 March 2016. Images are for illustrative purposes only. For more details on SuperSeller visit agents.etihad.com



LODGING EDITOR JULIE SICKEL

Hilton Is Piloting More Restrictive Rates at Select Properties

Hilton Worldwide once more is experimenting with rate types that make canceling hotel rooms more difficult.

Newer rate tiers like Semi-Flex and Prepay Restricted have started to appear online for select properties on Hilton's brand.com websites, with special loyalty member rates also available for each tier. The Semi-Flex rates are refundable up to seven days before check-in but charge a cancellation fee thereafter. The Prepay Restricted rates are nonrefundable and unchangeable.

"We recently started a trial to learn how a variety of new products will be received by our customers, as well as uncover any unexpected technical challenges," Hilton senior vice president of commercial services Chris Wilroy confirmed in a statement to *BTN*. "The products, which are being tested at a handful of hotels, are intended to provide greater value and more options for our customers to save."

The initiative is not dissimilar from a pilot conducted by Hilton last year in which it charged guests at select hotels a $50 penalty for canceling any time after booking.

Hilton CEO Christopher Nassetta said during the company's fourth-quarter 2015 earnings call that even though "customers hated it," the pilot gave the company a better idea of what future changes it could explore, including introducing flexible and inflexible rates at different price points, similar to airlines.

That appears to be exactly what these new rates represent. At the Hampton Inn & Suites Boynton Beach, for instance, a nonsmoking, one-bedroom suite with a king bed booked for Oct. 14 to 18 would cost $144 per night.

At a Semi-Flex rate, though, the cost per night is $138. The Prepay Restricted rate is even lower at $122. For Hilton loyalty club members, the Semi-Flex and Prepay Rates are even cheaper, $123 and $119, respectively.

While the reduced rates could be enough to tempt some travelers, tripBAM founder and CEO Steve Reynolds said the discounts would need to be higher in order to compete with corporate rates. At that Hampton Inn in Boynton Beach, where the standard rate is $144 and the most restrictive nonmember rate is $122, a typical agency rate would be $129 and commissionable, so the net rate would be $116, Reynolds said. A standard chainwide corporate discount would be $122 and the standard flat rate would be around $115. "In other words, the savings needs to be a lot higher for the seven-day rate to make sense to the corporate traveler," Reynolds said.

How Hilton's Semi-Flex & Prepay Restricted Rates Compare

Rates accessed on Sept. 20 for a nonsmoking, one-bedroom suite with a king bed at the Hampton Inn & Suites Boynton Beach for an Oct. 14-18 stay

Standard Rate	$144	**Prepay Restricted**	**$122**
Semi-Flex	**$138**	**Prepay Restricted for loyalty members**	**$119**
Typical agency rate	$129	Typical agency rate, accounting for commission	$116
Semi-Flex for loyalty members	**$123**	Standard chainwide flat rate	$115
Standard chainwide corporate discount rate	$122		

Sources: The standard, semi-flex and prepay rates came from Hilton's website, and tripBAM CEO Steve Reynolds provided the agency and chainwide rates.

Still, if Hilton's initiative sticks and other hoteliers follow suit, it could revolutionize pricing for the hotel industry, aligning it more closely with the airline industry, where flexibility comes at a premium. The company already made waves earlier this year by tying loyalty member discounts to direct bookings—a strategy since implemented by Marriott International, Hyatt Hotels Corp., Choice Hotels International and Carlson Rezidor Hotel Group, to name a few.

Business Travelers Value Hotel Wi-Fi & Tech Amenities More Than Apps

While hotel companies have continued to enhance their mobile apps, a GBTA study suggests that, technology-wise, business travelers are still more interested in increased in-room power outlets and streaming services than they are in things like mobile key and mobile check-in and check-out.

The study, conducted in partnership with Best Western Hotels & Resorts, surveyed 831 business travelers in the United States and Canada via an online questionnaire fielded between April 18 and 26.

Asked to rank hotel technology by interest, 34 percent of business travelers ranked "more regular power and USB outlets" among their top three. Similarly, 34 percent ranked "streaming services on guest televisions" and 32 percent ranked "in-room chargers for laptops and/or phones" in their top three. Mobile or keyless entry wasn't too far behind, with 27 percent of travelers ranking it in their top three.

Just because travelers rank certain amenities ahead of app developments, though, it doesn't mean they aren't using hotel mobile apps. According to the study, 61 percent of business travelers have downloaded at least one of the seven major hotel chains' apps on their smartphones during the past year, and 25 percent of those travelers have downloaded at least three.

Business travelers most often used hotel apps to check the status of a reservation (43 percent), manage rewards points (43 percent) and book a hotel. They also used apps in different ways based on age group. Travelers 55 and older are most likely to use an app to check reservations, while those between 18 and 34 use apps to find out more about hotel amenities, order room service and contact hotel staff.

"Hotels have room to expand the capabilities of their mobile app, as well as promote increased awareness of those capabilities, as the interest is there," GBTA director of research Monica Sanchez said in the study's release.

Fifty-five percent of respondents spent at least one hour a day using in-room Internet for business, and 48 percent used it at least an hour a day for leisure, as well. The majority would be "more likely" or "much more likely" to book directly with a hotel in exchange for free Wi-Fi or high-speed Internet, even though most can access free basic Wi-Fi through loyalty programs regardless of booking channel.

"In the future, hotels could invest in innovative new technologies but should also continue to focus on improving existing amenities," Sanchez said, "especially Wi-Fi, as that remains most important for business travelers."

Power Will Shift from Sellers to Buyers in 2017 Hotel RFP Season

The average corporate negotiated hotel rate in North America will increase by between 3.25 percent and 4 percent in 2017, according to analysis that by Bjorn Hanson, a clinical professor with the NYU School of Professional Studies Jonathan M. Tisch Center for Hospitality and Tourism. This RFP season also will mark a significant transfer of power from hoteliers to buyers.

In 2015, forecasts for continued high occupancy in 2016 fueled corporate rate increases that ranged between 5.75 percent and 7 percent, according to Hanson. Heading into the current RFP season, "many corporate travel managers and convention planners believe they have been overpaying in 2016" and will push harder on rate in 2017, Hanson said.

Further fueling a power shift in the 2017 hotel RFP season, Hanson said, are hotel brands' new loyalty member discount rates introduced earlier this year, as well as the three mega travel management companies' endorsements for Airbnb's business platform. "Some corporate travel managers and convention planners have been surprised at the published member rates and nonrefundable rates published on brand websites because they can be lower than the corporate, contract or convention rates that were expected to be lower than rates available to the public," Hanson said in his analysis.

To combat average daily rate increases, according to Hanson, corporate programs are shifting inventory away from luxury and upper-upscale properties to upscale and select-service properties, embracing Airbnb when appropriate, allowing travelers to book outside the preferred portfolio in order to capture lower rates and improve traveler satisfaction and, conversely, both cracking down on compliance and auditing expense reports to enforce travel policies.

Hanson's analysis and estimates are based on interviews with hotel industry executives and corporate travel executives and analysis of industry financial data, press releases and hotel and brand websites.

BW | Best Western® Hotels & Resorts



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.

Best Western | VIB | BWP Premier Best Western | Executive Residency | Best Western Plus | BW Premier Collection | GLŌ



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.



PAYMENT & EXPENSE EDITOR JOANN DELUNA

Coupa IPO Likely Will Fund More Acquisitions

Spend management software provider Coupa Software has filed a registration statement with the U.S. Securities and Exchange Commission for a proposed initial public offering. It plans to list on the NASDAQ Global Market under ticker symbol COUP, though it has not yet determined the number and price of shares to be offered.

Coupa provides procurement services, invoicing, expense management and analytics through its cloud platform. In the SEC filing, Coupa claimed to have 460 clients and more than 1.5 million licensed users that have used its platform to manage more than $250 billion of cumulative spend since its inception in 2006.

While Coupa has not revealed how it will use the funds from its planned initial public offering, the exposure and the new pool of cash from a successful IPO can only mean good things for the spend management software provider and the business travel sector, according to experts who spoke with *BTN*.

Jason Busch, founder and head of strategy at research and advisory firm Azul Partners, anticipates Coupa will use the IPO funds to continue acquiring companies as it has been doing. Earlier this year, it acquired contract management and automation company Contractually, and in July 2015, it acquired open booking platform TripScanner and cloud e-invoicing company Invoice–Smash. In February of last year, it acquired procurement cloud software provider ZenPurchase.

"Right now the capital market and M&A environment will favor those doing acquisitions [over] those being acquired because it's more challenging today than it was six to nine months ago to raise funds," Busch said. Coupa's aim has been to acquire people and technology to embed in its platform, not to acquire revenue streams, Busch said, adding that Concur's plan to acquire Hipmunk similarly is a technology play.

He and Gartner research director Chris Pang believe the IPO will give Coupa the funds to raise its profile, show off the goods and make more investments. "It will essentially give them much greater awareness in the broader market and provide them with a potential war chest to go out and do more around travel and expense, as well," Busch said.

Coupa's Edge

Coupa is a procurement vendor primarily, but it acquired expense management platform Xpenser in 2013 and rebuilt it to make it more robust. Coupa now sells it as an add-on, and that platform is "underappreciated within the procurement community," according to Busch.

According to Pang: "Most vendors never really put a lot of focus on the T&E module. … Coupa is one of the few vendors that have spent money more deliberately and proactively on the solution. If you're choosing between B-to-B vendors and looking for different ways to tease out which vendor is going to be better for you and you're looking for an integrated T&E management platform, then Coupa does stand out head and shoulders compared to a lot of their competitors."

"Most vendors never really put a lot of focus on the T&E module. … Coupa is one of the few vendors that have spent money more deliberately and proactively on the solution."

—GARTNER RESEARCH DIRECTOR CHRIS PANG

#17

Coupa's place on Forbes' inaugural list, released in September, of The Cloud 100: World's Best Cloud Companies

#110

Coupa's spot on Deloitte's November list of the 500 fastest-growing technology companies in North America

Coupa's opportunity, according to Busch, is a single platform that offers both procurement and expense, while most platforms do not offer both. SAP's Ariba integrates with the SAP-owned Concur Travel & Expense, but it is not built on the same platform. "Does Coupa have all the capabilities, platform and network of Concur? No, it doesn't, but being on one platform has its advantage," Busch said. "The idea of having employees expense in the same place so that the employee can go to one interface that they're familiar with and all of the workflows, approvals and user experience are common—that's an advantage."

A year ago, another competitor, Deem, began to bill itself as a "commerce-as-a-service provider" platform, offering 11 million individual products, including travel and expense. Following the departure of founder and CEO Patrick Grady in April, though, it narrowed its offerings to focus on travel and ground transportation. "Yes, there are other vendors doing similar things to Coupa, but the nearest and most well-known competitor [Deem] isn't going to be laser-focused on this particular area at the moment," said Pang. "While Deem is still selling the procurement application, it isn't front and center in terms of its overall strategy."

Shifting Market

Adding to Coupa's proposed IPO and Concur's acquisition of Hipmunk, American Express Global Business Travel plans to buy France-based booking and expense management provider KDS in the fourth quarter.

"The idea of being able to offer a consumer experience for business travel and expense is becoming much more important, and that plays to the recent acquisitions" and to Coupa's IPO, said Busch. "A lot of solutions are not only getting more user friendly, they're also bringing some of the power that was originally pioneered in the consumer travel and shopping space. But … you have to tie in all the rules, workflows, commissions, profiles and budgets of corporate travel, which we all know is complicated."

The Financials

For the fiscal year ending Jan. 31, 2016, Coupa revenue totaled $83.7 million, up 40 percent from the year prior. For the six months ending Jul. 31, revenue totaled $60.3 million, up 43 percent from the same period in 2015.

The company wants to manage that growth. "We have experienced rapid growth in recent periods. If we fail to manage our growth effectively, we may be unable to execute our business plan, maintain high levels of service or adequately address competitive challenges," the filing stated.

Coupa's growth strategy includes expanding its customer base in the United States and internationally, increasing the direct spend that is managed on its platform, broadening its partner ecosystem and further developing its platform, according to the filing.

Additionally, the company has a "history of cumulative losses" and does not "expect to be profitable in the foreseeable future," according to the filing's risk section. In the fiscal year ending Jan. 31, 2016, Coupa reported $46.2 million in net losses, up 41 percent year over year. It also has a "limited operating history, which makes it difficult to predict our future operating results," the filing stated.

ONE SOLUTION

FOR ALL YOUR CORPORATE TRAVEL PAYMENTS.

Delta UATP: Accepted Globally. Comprehensive travel data. No Fees.



DELTA.COM/DELTAUATP

KEEP CLIMBING

DELTA SKYTEAM



PAYMENT & EXPENSE EDITOR JOANN DELUNA

Conferma Enables Email Confirmations for Virtual Cards Instead of Faxes

Conferma now can deliver virtual card confirmations to participating suppliers via email, a practice that Payment Card Industry Data Security Standards previously did not allow, due to lack of proper encryption. The new Conferma Connect service safely transmits clients' virtual card information to all suppliers but will be especially useful for hotels, as it eliminates the need to fax payment details.

Earlier this year, Conferma established a method to send virtual card details via direct connections with hotels, another option to get around faxing.

"I've spent the last seven years defending faxes," said CEO Simon Barker. "I should [get] an award for keeping that business going because we've sent hundreds of billions of faxes. Now I feel slightly hypocritical to say, 'Now we have a different way that's better than faxes.'"

Sending a PCI-compliant fax can cost between 9 and 16 cents, depending on the location, according to Barker, and Conferma estimates that Conferma Connect emails will cost corporate customers at least 60 percent less.

The email workflow will be a standard offering for Conferma clients. "We don't see Conferma Connect itself being a revenue generator," Barker said. "Our business is about driving more and more virtual card adoption and delivery around the world. We don't want to introduce a new cost."

How Conferma Connect Works

To be PCI compliant, emails have to be encrypted, ensuring that data cannot be intercepted. Until recently, though, an email recipient—or in the corporate world, the recipient's company—had to download third-party software to ensure that emails they received would remain encrypted, Barker said. Few companies take that step, though. "It always felt like email was the answer to transmission and delivery of virtual cards [to hotels], but making email secure was pretty much impossible."

However, many email servers—including the most common one, Microsoft Exchange—now accommodate Transport Layer Security, which embeds the encryption capability in each email, according to Barker. That means that any email that a Microsoft Exchange user receives is automatically encrypted. The same goes for emails sent to users of other email servers that accommodate TLS.

Conferma CEO Simon Barker says three conditions came together to make email confirmations possible:

- Critical mass use of Transport Layer Security on email servers is making encryption standard
- Suppliers opt in to allow Conferma to access their email servers
- Conferma verifies that encryption is present on the recipient's email server each time it transmits card information via email

It's because TLS is becoming universal and encryption thus is becoming standard that virtual card information can be sent securely in most instances. Still, suppliers must opt in to Conferma Connect to allow Conferma to access the supplier's email server in order to verify that the recipient's email address is capable of maintaining encryption, whether via TLS or another encryption protocol. "They agree that our email service can interrogate their email system to establish that they can meet the required encryption standards," Simon said.

Each time Conferma is going to email a virtual card number, it again verifies that the supplier's email system continues to meet encryption standards. That's because it's possible for such companies to lose encryption capability, via a cyberattack, for example, or because it changed its email setup.

If Conferma Connect detects that a hotel no longer is using an email server that supports TLS, it will automatically revert to faxing. If a hotel no longer has a fax machine, the corporation's travel management company can manage the transaction by phone, Barker said.

Acceptance

As TLS technology has gained acceptance, Conferma has been working on its email confirmation and transmission process with providers like MasterCard, Visa, American Express and Barclays and with PCI authorities to ensure they were satisfied with the process. "They all agreed it was a lot more secure than faxing," Barker said.

Conferma also has spoken to about 1,000 hotels—independent properties, not chains—to gauge interest and refine the workflow. It has piloted with 75 of them in the United Kingdom and Australia. "We've been dealing with a lot of hotels in Australia where they have email but don't have fax machines, so it's a great place to start," Barker said. Still, "it's early days yet ... and any change takes time."

Conferma expects more traction once it fully launches with TMC and global distribution system partners. "We see them as being the people who will be discussing this with their [travel] suppliers," Barker said. ■

SAP & Concur Offer Native Integration

Concur Expense now offers native integration with SAP's enterprise resource planning solution, according to SAP Cloud for Travel and Expense's Henrik Vordenbaeumen, global vice president of product management for Concur Expense integration, globalization and cards strategy.

"The direct connection between Concur and SAP ERP means that team members will no longer have to manually export and import flat files to update the ERP," SAP Business Network Group CFO Marc Malone explained in a January video that announced plans for the integration. "The moment anything changes in the ERP, that info will automatically be updated in Concur." The data that will flow automatically between Concur and SAP ERP includes expense reports, user profiles, invoices and cash advances, thus providing managers "timely visibility" into spend within either software.

Concur made implementation sound easy: Clients download the integration software from SAP, run the setup wizard, then allow their IT and finance departments to "map the data between Concur and SAP ERP." A data-replication process follows, Malone said in the video. "In a few hours, the company's data will automatically start flowing."

Concur plans to release a similar integration between Concur solutions and SAP S/4Hana, SAP's enterprise management cloud platform, in October. Concur CEO and SAP global managing board member Steve Singh said in February that native integration between Concur and SAP S/4Hana would happen this year. In June, Concur's Scott Torrey—executive vice president and Europe, Middle East and Africa general manager—said more specifically that the first round of integrations were scheduled for the third quarter. ■

Abacus Can Access Amex Card Data Without Third-Party Aggregators

Expense-reporting software maker Abacus now can ingest American Express corporate card data without third-party intervention, Abacus co-founder and CEO Omar Qari said.

While Abacus and Amex are not official partners, Amex set up a "specific configuration" on its server to allow Abacus to connect securely and pull transaction data. Amex will exchange the data with Abacus only when mutual customers approve, an Amex spokesperson said.

Within the Abacus platform, a card manager assigns a certain card's feed to the employee's Abacus account so the card data automatically populates the employee's expenses. Abacus can receive the amount spent, merchant and date, plus Level 3 data like hotel check-in and check-out dates, origin and destination of flights, classes of hotels and flights, car rental dates and currency exchange rates. It pulls only posted transactions, not pending ones. Abacus categorizes expenses, matches them to receipts, "corrects" merchant names based on machine learning and compiles a list of completed or almost complete expenses. The employee reviews and adjusts these Suggested Expenses and then submits for reimbursement.

Amex is the first financial institution that can feed data to Abacus, but Qari said Abacus is planning more. "By doing integrations with the top five to 10 financial institutions, we'll end up covering about 95 percent of corporate card programs," Qari said.

> **"By doing integrations with the top five to 10 financial institutions, we'll end up covering about 95 percent of corporate card programs."**
>
> —ABACUS CEO OMAR QARI

Abacus' 2016 Updates

White-Label Emails: Since March, Abacus clients have been able to customize emails for their employees with logos and color schemes.

Faster Workflow: Introduced in April, the Receipt View module allows administrators to expand receipt images for quicker viewing and to accelerate their way through reports by typing A to approve, D to deny and the right arrow key to skip.

User-Friendly Interfaces: In June, Abacus improved the administrator and user interfaces. This update also allows users to upload multiple receipts at one time. Additionally, artificial intelligence learns an administrator's approval behavior and suggests rules for automatic approvals, rejections and flagging. Abacus said the rules engine can help administrators reduce the number of expenses requiring action by 80 percent.

Slack: Also in June, Abacus integrated with cloud collaboration and messaging tool Slack. Travelers can upload receipts to Abacus through Slack, which notifies administrators that expenses are ready to approve. Administrators also can approve expenses in the platform.





EDITED BY AMANDA METCALF

Delta Trims Legalese & Pricing Tables in Corporate Contracts

BY MICHAEL B. BAKER

Delta Air Lines began offering simplified versions of its contract to global corporate accounts Oct. 1. In the general format, which travel buyers headquartered in the United States will use, the number of pages devoted to legal terms and conditions has been reduced from 20 to four, said Kristen Shovlin, vice president of sales operations and development. In a version for European buyers, it was cut from 20 to seven. "We went through each section to make sure it was relevant, required and easy to navigate, and we removed some of the dense language to make sure it's understood. We wanted to make sure it's clean, simplified and to the point."

The new contracts also cut down the size of the pricing tables that show buyers what was negotiated and promised, director of corporate sales development Jon Young said. Those tables can run for more than 100 pages in the most complex contracts, so Delta developed a way to present the data more concisely, he said. Delta worked with partners Aeromexico, Air France-KLM, Alitalia, Gol and Virgin Atlantic, and all those carriers will be able to offer the same pared down contract, Young said.

Delta had not overhauled the contracts' legal aspects in more than five years, Shovlin said. Delta worked with its advisory board members, who are mostly corporate travel buyers, and they in turn worked with their own legal departments, to pare down the contracts. While the original idea was to create a single contract, complexities and legal requirements within Europe, not including the United Kingdom, necessitated another version, Young said. Delta will present buyers based in other global regions with the more simplified version, though Delta can adapt it to address specific legal requirements in a region or by company, he said.

Delta will not switch all contracts over immediately. Rather, it will introduce the new contracts as contracts come up for renewal, Shovlin said. If buyers wish to switch over earlier, Delta can accommodate them, she said.

"We went through each section to make sure it was relevant, required and easy to navigate, and we removed some of the dense language to make sure it's understood."

—DELTA AIR LINES' KRISTEN SHOVLIN

American Makes More Domestic Fares Eligible for Corporate Discounts

BY MICHAEL B. BAKER

American Airlines has expanded the number of domestic fare classes eligible for corporate discounts. The new structure applies to all customers that have corporate contracts with American; those customers do not have to wait for their contract renewals, according to the airline.

Air carriers group their byzantine fare classes into buckets for corporate discounts. In American's buckets, "Full" fares are eligible for higher corporate discounts than "Applicable" fares. Applicable fares, in turn, are eligible for higher corporate discounts than "Upper Loyalty" fares, which are eligible for higher discounts than "Lower Loyalty" fares. The actual discount for each bucket depends on each corporation's contract with the carrier.

American's Domestic Discount Structure

Bucket	Old	New
Full	F/J/Y	F/J/Y
Applicable	H/K/M	H/K/M/L/P/A/D/I
Upper Loyalty	L/G/V/W	G/V/W/S
Lower Loyalty	S/N/Q	N/Q/O

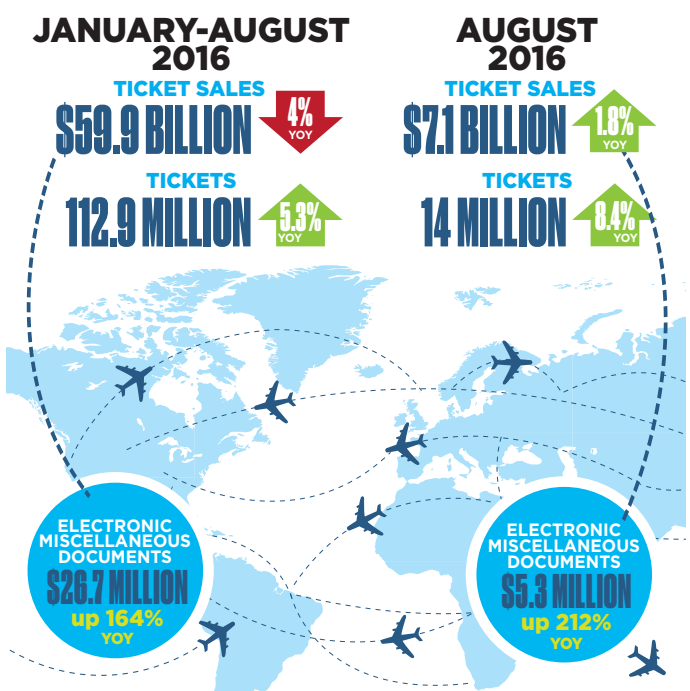
American's new domestic discount structure is above. The carrier has added its P, A, D and I fare classes, making them eligible for corporate discounts for the first time. P, A, D and I fares generally refer to those that come with instant upgrades to business or first class. They are now in the same bucket as Applicable fares, which generally are the uppermost classes of fares that cost less because they're nonrefundable or are restricted in other ways. American has moved L class fares, which are discount economy, into that bucket, as well. L Class fares had been in the Upper Loyalty bucket.

S fares have moved from the Lower Loyalty bucket to the Upper Loyalty level. And American's deeper-discount O class has become eligible for corporate discounts for the first time.

From January Through August, the Number of Air Tickets Sold Has Outpaced Dollar Volume Sold

The number of airline tickets Airlines Reporting Corp. settled from January through August rose 5.3 percent year over year, while the value of those tickets decreased 4 percent. Looking at August alone, sales volume by dollar rose 1.8 percent year over year, while the number of tickets jumped 8.4 percent. Electronic Miscellaneous Document sales, meanwhile, have risen year over year both in August and year to date. EMDs include fees for extras like seat upgrades and checked luggage. ARC tracks domestic and international airline tickets, including taxes and fees, sold by United States-based travel agencies but not tickets sold directly from airlines. So while ARC numbers don't encompass all tickets sold, they give an indication of travel trends.

—Amanda Metcalf



Amex GBT C-Suite Changes

Three weeks after Doug Anderson joined American Express Global Business Travel as CEO, the travel management company has added one C-suite position and eliminated another. It also will hire for Americas sales head.

Amex GBT created a position for president and promoted Philippe Chérèque to the role, effective immediately. Chérèque has overseen Amex GBT's commercial efforts and product technology for two years as chief commercial and technology officer, and he will add supplier relations, marketing and consulting to those responsibilities.

Meanwhile, a company spokesperson confirmed that chief global sales officer Christine Ourmières-Widener's position has been eliminated. Anderson noted that Amex GBT is restructuring its commercial group into regional teams, and the spokesperson said the new structure removed the need for a chief global sales officer. However, the regional focus introduced a need for a head of sales for the Americas. Chérèque will oversee the Americas until the company can fill the new position. Elyes Mrad will continue to lead sales in Europe, the Middle East and Africa, and David Reimer will continue to head sales in Asia/Pacific.

Amex GBT Opens Bogota Office

American Express Global Business Travel sales manager Jorge Rojas will oversee the travel management company's new Bogota, Colombia, office, which is slated to open in the fourth quarter with 10 to 15 client management and sales employees. While Amex GBT will own and operate the office, Expreso Viajes y Turismo will continue to provide call center services to customers within the Latin America region, said Gerardo Tejado, Amex GBT vice president and general manager for Latin America. Amex GBT's Buenos Aires and Mexico City offices have similar partners. Once the Bogota office opens, it will join the Buenos Aires and Mexico City offices in serving Amex GBT's more than 1,000 clients in Latin America, according to the TMC.

—Amanda Metcalf & JoAnn DeLuna

Arlo



Arlo Hotels are homebase for urban explorers, combining purposeful design with the best essentials.

Hudson Sq.
- New Southern cuisine at Harold's Meat + Three
- Great drinks and views at our rooftop bar Good Story
- Unwind in the Library or at Arlo Liquor Bar, our lobby bar

NoMad
- A new take on Italian cuisine at MASSONI
- Cocktails atop a glass-bottomed terrace at our rooftop bar The Heights
- Relax and socialize in the Living Room or BARlo, our lobby bar

Local snacks and beverages from Mouth.com in our 24-hr Bodega found at **BOTH LOCATIONS**

HUDSON SQ.
231 Hudson Street, New York, NY 10013
P: 212 342 7000 - F: 212 786 6449

NOMAD
11 East 31st Street, New York, NY 10016
P: 212 806 7000 - F: 646 802 0501

Book now with stay dates through end of 2016 and receive a 15% discount off of best available rate with upgrade to city view room based upon availability. For reservations please call 888-260-ARLO or visit www.arlohotels.com. Enter or mention Promo Code NGBTNE.



EDITED BY AMANDA METCALF

Concur's Plans for Hipmunk

Concur does not plan to directly integrate Hipmunk into its booking tool now that its acquisition of the "consumer-grade" travel search aggregator has closed. The deal became final on Oct. 3. Rather, Concur intends to act as an incubator so Hipmunk can continue to develop its travel-shopping aide. Along the way, Hipmunk's six years of know-how will inform Concur's own platform, according to Concur executive vice president of travel Tim MacDonald.

Hipmunk compiles search results from other sources into a user-friendly interface for the Web and its app, sorting travel results by price but also by other factors important to business travelers, such as duration, number of stops and hotel location. It also communicates with travelers' calendars and had stepped into the artificial intelligence arena with search bots.

According to MacDonald, Concur CEO Steve Singh has always held: "We need to deliver products that travelers want to use, not just products that travel managers want their travelers to use." And so, Concur invests through its Perfect Trip Fund, in travel startups with a consumer bent. It also, separate from the Perfect Trip Fund, acquires such companies, as with Hipmunk. Hipmunk will join other Concur tools like the itinerary-planning TripIt, which Concur acquired in 2011; ExpenseIt, which translates receipt photos into expense report entries and which Concur built and launched in 2013; and ClearTrip, an online travel agency in India that Concur invested in through the Perfect Trip Fund, then acquired outright. Now, ClearTrip content can be booked in Concur Travel.

In Hipmunk, Concur is buying the knowledge gained from testing the travel-shopping experience, plus all the knowledge that will come from continued testing under Concur's well-funded wing. Hipmunk CEO Adam Goldstein offered a similar sentiment about being acquired: "Six years ago, our vision was to take the agony out of travel and travel planning. This combination means we can do an even better job for frequent travelers."

MacDonald said Hipmunk's user base skews toward business travelers, albeit individuals or employees of 15-person or smaller companies. "As they innovate and test and learn what really makes life easier for those business travelers, we'll be able to take those learnings and leverage them across all of our enterprise products," as, he said, Concur did with itinerary-planning tool TripIt.

Here's how that played out. TripIt users forward their bookings to plans@tripit.com, which produces a unified itinerary for the traveler to view. Concur acquired the company in January 2011 and continues to offer the service under the TripIt name, but it also uses the tool's technology elsewhere. In a July 2012 press release, Concur said it had "included the email parsing technology from TripIt inside the Concur application." Concur thus enabled users to email bookings to plans@concur.com in order to obtain unified itineraries. That's useful particularly in markets that don't offer TripIt, MacDonald said, adding that Concur soon will roll out the plans@concur.com email address and service in Japan, where TripIt is not available and where most domestic travel is booked directly with suppliers like ANA, JAL and Japan Rail.

So while MacDonald said Concur does not plan to integrate Hipmunk directly into Concur, his TripIt analogy indicates that Concur could eventually use Hipmunk's search functionality and user experience in the Concur Travel booking tool.

Also exciting to Concur is Hello Hipmunk, a pair of artificial intelligence virtual assistants that search for travel. They launched in November 2015. Hello Email takes its cue to start shopping when it's CCed on any email that references travel plans. Hello Calendar, meanwhile, scans a user's Google Calendar and volunteers the best options to get travelers to those meetings. MacDonald said of Hipmunk and its AI research: "They're going to learn a ton over the next couple of years around how to maximize the use of bots, what really works for a frequent traveler in the usage of bots. And we'll be able to say, 'OK, well, how do we extend those learnings into Concur Expense, into Concur Travel, into Concur Invoice.'"

"We need to deliver products that travelers want to use, not just products that travel managers want their travelers to use."

—CONCUR'S TIM MACDONALD, RELAYING CONCUR CEO STEVE SINGH'S PHILOSOPHY

How Hipmunk Will Look Post-Acquisition

The Hipmunk team will continue as is, serving frequent travelers, whether business or leisure. MacDonald said Hipmunk staffers will continue to report through Goldstein, and Goldstein will report to MacDonald rather than to a board of directors. For its part, Concur can help Hipmunk grow, MacDonald said. Again, he offered TripIt as an example, noting that its user base has increased from 2 million to 12 million since Concur acquired it. Concur's own market penetration—reaching 32 million users in 2015—undoubtedly played a part in that growth.

—Additional reporting by Jay Boehmer

An Artificial Intelligence Play

Concur executive vice president Tim MacDonald on Hipmunk's artificial intelligence & bot technology:

"Our labs team has been exploring that space. That's an area where we're super excited to be working with Hipmunk. They've been at the forefront of that with their Facebook bots and their Hello Hipmunk product. We're hoping that we can pour some fuel into that engine to help them innovate even faster in that space and then leverage those learnings for the corporate space. We certainly have been tinkering around with it from a travel perspective."

Routehappy Now Feeds Content into Sabre Red

Sabre's Red Workspace platform for travel agents now displays Routehappy's feed of detailed airline merchandizing content about aircraft, class of service, airport, route, amenities and branded fares, plus graphics. The retail-oriented content is meant to aid agents amid airlines' increasingly varied fare and amenity offerings. It also helps airlines upsell their differentiated products through the global distribution system.

"Traveler expectations have evolved to where they are looking for complete information about their travel experience," said Sabre Travel Network senior vice president of marketing Wade Jones.

Sabre and Routehappy launched a pilot of the integration a year ago. This is Routehappy's first integration with a GDS, though it did start providing rich content to Egencia's TripNavigator booking and itinerary management tool last November.

7TH ANNUAL BUSINESS TRAVEL TRENDS & FORECASTS

NEW YORK 12.05.16

Business Travel Trends & Forecasts New York 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.

FROM OUR PAST ATTENDEES:

> BTN's Business Travel Trends and Forecasts meeting brings together some of the most influential travel leaders in the world. They provide great topics and engaging dialogue, it's a must attend.
>
> —**STEVE SITTO**, Global Commodity Leader, Travel, Fleet and Meetings, GE

> Not only is it valuable to hear the latest industry trending from the experts, but in addition, the benchmarking that results by hearing from major corporate players, coupled with the audience feedback they ask for, is especially interesting and revealing.
>
> —**ALLISON O'SULLIVAN**, Senior Sourcing Specialist – Travel, Events & Marketing, Chain IQ



SHERATON NEW YORK TIMES SQUARE HOTEL

100%

...said they **would attend** Business Travel Trends and Forecasts New York **next year**

...said they **would recommend** Business Travel Trends and Forecasts New York **to an industry colleague or peer**

REGISTER TODAY!

BusinessTravelTrends.com/NewYork

PRESENTED BY

BTNGROUP CONFERENCES

SPONSORED BY

American Airlines

avis budget group — Avis, Budget, Zipcar, Payless, Apex

lyft

MasterCard

OMEGA WORLD TRAVEL

Sheraton HOTELS & RESORTS

Southwest Corporate Travel

TRIPBAM

UNITED — A STAR ALLIANCE MEMBER



Serko Sees Early Interest in Its Integrated Small Business Offering & Plots Expansion

BY JAY BOEHMER

New Zealand-based corporate travel and expense technology provider Serko is reporting that its Serko.travel platform, launched July 25, has garnered early interest in launch markets Australia and New Zealand. CEO Darrin Grafton is plotting an expansion of the integrated travel management technology platform for small and midsize businesses to other markets, including the United States. Grafton said the platform was attracting customers in Australia and New Zealand at a rate of 100 to 150 per week.

Serko.travel is a "simplified version" of Serko's enterprise platform. The scaled-down iteration lets small and midsize businesses set up a company account "within minutes" and invite as many as 150 company travelers to search, book and manage business trips via mobile or desktop—all free of charge to clients and without a contract.

It taps into three travel management company partners in Australia and New Zealand for fulfillment: Flight Centre's Corporate Traveller, Flight Centre Business Travel as well as Helloworld. When clients set up an account, they designate one of those TMCs for offline support on an as-needed, pay-as-you-go basis.

Serko launched Serko.travel with reseller partner Xero, the New Zealand-based accounting software well positioned with small and medium-sized companies in Serko's home markets. Xero and Serko.travel enable joint clients to flow travel-spending data into Xero's accounting system with ease, said Grafton. He did not mention resellers in other markets.

The offering's late July launch was "somewhat later than we had originally expected," chairman Simon Botherway told investors, but Grafton said it was strategically important to get the launch right.

Grafton sees the model behind Serko.travel as "infinitely scalable." The concept "can be replicated in any market anywhere in the world quickly and easily," he said, "giving Serko a pathway to international growth without the overhead of our complex channel negotiations and partnering that we have through the Serko enterprise platform. I believe this is one of the key parts to our long-term growth."

Next up, Serko plans to bring Serko.travel to Singapore, Malaysia, Hong Kong "and hopefully the Philippines," said Grafton. "Then we'll be looking to launch the Serko.travel product into the U.S.," he said. Serko had not yet settled on TMC launch partners in the United States. Otherwise, the U.S. model will be similar to the launch version. "We would choose three major travel management groups, or even two, that were focused on the small business market within that region," said Grafton.

While Serko caps users at 150 in Australia and New Zealand, Grafton said it may reconsider that for markets where it doesn't upsell to an enterprise solution. "When we walk into markets like the U.S., a lot of providers are asking us to remove that boundary and just allow anybody who wants to set themselves up. It really comes down to how open your policy configuration is, whether you want simple or complex around that," said Grafton. "So we're looking at those sort of things because it is a market-by-market need."

Grafton sees value for travel agency partners, as they can attract new small business users. They also stand to process more global distribution system segments from Serko.travel transactions, which would count toward the agencies' GDS incentive agreements.

In addition to GDS content accessed by way of TMC partners, Serko also is deploying a consortium-buying model, telling prospects that "the more people that use Serko.travel, the better the deals get," according to the Serko.travel website.

For its launch, Serko partnered with Qantas, Air New Zealand, Virgin Australia, Jetstar and Avis for travel content. Serko.travel also brings in hotel content from leisure operators Expedia, Wotif and Booking.com, which helps Serko earn commission revenue on rooms sold.

Since Serko.travel is free to users, revenue comes largely from commissions. During the Serko investor presentation, Grafton alluded to "making between 8 or 11 percent on every booking" when commissions are eligible. Serko has vowed to investors that it would extract more value out of each booking, moving away from flat-fee transactions. "As of this month, 4 percent of the total bookings going through our platform now have a supply-side commission attached," Grafton told investors in late August. "We see this trend continuing to grow."

Serko.travel brings small businesses into the Serko ecosystem, making them eligible for paid services like duty-of-care or other applications, said Grafton. Further, as small clients grow into larger ones, they can upgrade to Serko's enterprise solution in eligible markets. Until then, Serko.travel users can book and make changes for free and manage unused tickets. Serko incorporates "predictive" booking capabilities that mold to user behaviors and preferences.

The mobile app, already launched for iPhones and available for Android devices, offers itinerary management capabilities like alerts on gate changes, delays and cancellations as well as online check-in for select airlines, including regional favorites Air New Zealand, Qantas, Virgin Australia and Jetstar.

Administrators can manage and customize policies and rules for company travelers—for example, setting rate caps, incorporating pre-trip approvals and restricting some inventory. It also lets administrators check traveler locations in case of emergency. ■

The Plan for Serko.travel

- Launched July 25: Australia & New Zealand



- Next up: Singapore, Malaysia & Hong Kong



- Possibly: Philippines
- Last (for now) but not least: United States

The concept "can be replicated in any market anywhere in the world quickly and easily."

—SERKO CEO DARRIN GRAFTON

BUSINESS TRAVEL
HALL of FAME







Join over 250 travel industry executives at the **6th Annual Business Travel Hall of Fame** induction ceremony and dinner as the **BTN Group** recognizes four of the industry's most influential executives who helped shape today's business travel landscape and created legacies of achievement. Celebrate and pay tribute to those being inducted as they reflect on their accomplishments and look at the future of business travel.

2016 INDUCTEES:

Cindy Heston, Anthem

David Neeleman, Azul, JetBlue, WestJet, Morris Air

John Davis III, Pegasus, Room Key, TravelWeb

Frank X. McNamara, Diners Club International

DECEMBER 5, 2016
7:00 PM – 11:00 PM
THE ST. REGIS NEW YORK

REGISTER AT BUSINESSTRAVELHALLOFFAME.COM

GOLD SPONSORS

SILVER SPONSORS

BRONZE SPONSORS

PRESENTED BY BTN GROUP CONFERENCES



EDITED BY AMANDA METCALF

Corporate Travel Department Opportunities & Challenges

BY CHRIS DAVIS

ARC's Corporate Travel Department accreditation is nearing its second decade of existence, and the number of CTDs still is increasing steadily. But buyers from these companies face a gauntlet of industry changes perhaps more complex than ever before, from the continual and sometimes rapid change in distribution and technological development to difficulties in finding the personnel to sufficiently staff the operation.

According to ARC, 134 companies have received or are in the process of receiving CTD accreditation, with 147 total locations. Those organizations register with ARC as direct sellers of travel and thus can access ARC's reporting and settlement systems, issue tickets to their own employees and collect commissions directly from travel vendors, especially hotels. The total number of CTDs is up from 132 last year and 117 in 2012. While growth occasionally has sputtered since the first CTD debuted in 1998, it has increased steadily during the past five years.

The man who inaugurated that first CTD at Republic National Bank, Andrew Menkes, said he's seeing some "renewed interest in the model, especially for the larger-cap companies." CTDs are "highly undermarketed. There's really no one out there pushing them per se," said Menkes, now founder, chairman and CEO of Partnership Travel Consulting. "We don't go out of our way to push it. I've had a few companies come to us, all in the BTN [Corporate Travel] 100."

Only a handful of companies of that size, all with annual U.S.-booked air volume of at least $47 million, are accredited by ARC as CTDs, including Apple and Boeing. But ARC managing director of agency services Jeannine Hankinson said of the six pending applications—itself an unusually high number—"some are of significant size, depending on how much business they choose to put through it."

While several of the benefits touted by those who have received the accreditation, including better data, more flexibility and in particular the ability to directly receive commissions, have lured buyers, Menkes suggested the concept might be attracting buyers with mature programs who are looking to extract further value.

Buyers performing strategic reviews of their programs often look for opportunities to reduce costs or streamline operations, particularly if competitors or other firms of similar size have successfully undertaken such efforts, Menkes said. "Strategic meetings [management] will rise to the top, and compliance metrics will rise to the top, especially for hotel compliance," Menkes said. "And in that [triad] is also the CTD model. You have to assume they've already rationalized their airlines, they've got their car rental under control and corporate card done. How many other projects can you do that have already been done before that others have benefited from?"

GROWING ROSTER

Number of CTDs



*accredited or in the process

Changing Times

Existing CTDs, though, must wrestle with their own challenges, not least of which is an evolving distribution landscape, including some new models of hotel booking and Lufthansa's year-old surcharge on global distribution system bookings.

"Distribution is always going to give us heartburn," said Cheryl Benjamin, travel manager with Mason, Mich.-based Dart Container, a CTD since 2006. "We are in a situation where agents can go out and book on a website if they need to. If there is a huge difference in price, they can. We have our ways of putting it back into the GDS or our reporting system in some way, so we are still accounting for it and capturing that data, one way or another."

Crowley Maritime Corp., a CTD since 2002, typically works with online booking provider Concur and will beta-test potential solutions to better manage distribution issues, said director of talent acquisition and employee services Jeannie Eisenhart. Distribution "is getting more challenging. We partner with Concur to see where it makes sense to request direct connects," Eisenhart said. "Mainly, we've certainly been open to talks on doing it in different ways, but I think we've had the most buy-in with Concur moving forward that way. Not just with the airlines but hotels with all their rates. We have had some success but not 100 percent in getting those other rates loaded. It's a constant conversation."

One distribution challenge Crowley recently overcame was gaining the ability to book certain airline marine fares, which can be heavily discounted but are also restricted, online through Concur. "Seventy percent of our travelers are crew members traveling to vessels and qualify for marine fares," Eisenhart said. "This isn't an area that has historically been automated, but we recently got them into Concur. This is a big win for us because it means an agent doesn't have to touch those fares. That makes us more flexible."

Crowley was required to work with a travel management company that had access to those marine fares, and Eisenhart said developing a solution was a complex process. "It was a partnership with the airlines, Sabre, Concur and us," she said. "It's not that common that marine fares are put into Concur; they said they had only one other customer who had done that. It wasn't a seamless process. We had to do a lot of trial and error. Everyone worked really well to get it to work."

Another of Crowley's beta tests was that of Concur's open-booking TripLink technology. "It didn't get as much interest as I thought when I rolled this out," Eisenhart said. "It hasn't been an easy process with Concur, meaning that it's a new idea and new ideas take a while to fully implement. There have been a few hiccups, and it hasn't been seamless, but I think the idea is a good one. And I think the industry will continue to move that way."

Still, CTDs and open booking, especially for hotel stays, are not a great combination, cautioned Menkes. "If your company is going to earn a 10 percent commission on a non-negotiated hotel room, you'd be crazy to let an employee book it themselves," Menkes said. "There's risk management [issues] by not knowing where they are, and I know all about the Concur toy, but that is an opt-in model [for suppliers], not a guaranteed model. So for CTDs, there's less tolerance for going outside the ballpark."

Talking Tech

Dart didn't implement an online booking tool until 2014, after it acquired Solo Cup Co., which had one of its own, Benjamin said. But the deployment of that booking tool shows how Dart approaches travel technology as a CTD, with a preference for tailored solutions.

An online booking tool "just wasn't that big a deal to our travelers or executive team. We had such a high-touch team, and they didn't want to lose that," said Benjamin, who also serves as vice chair of the board of directors of the Corporate Travel Department Association. "We didn't mandate it, but it's set up exactly to our business needs. It's not an out-of-the-box solution. That's how we approach it."

Technology is "always a challenge," Benjamin said. "That takes a little more. Maybe we don't make decisions as easily as if there was a TMC saying, 'Oh look, here's this great new component, it's yours if you want it.' We have to work a little harder."

Crowley's Eisenhart called travel technology her "biggest challenge," and said choosing what tools to offer is based on internal client feedback, as well as her own assessment of what would be an effective addition to the travel program. Currently, she said, her focus is on the deployment of virtual cards, a request from management.

"It's a combination of customer feedback and going out to events and seeing what would be great for Crowley," she said. "Then we see if we get funding and if IT has the resources."

"You have to assume [that the buyers performing strategic reviews of their programs] have already rationalized their airlines, they've got their car rental under control and corporate card done. How many other projects can you do that have already been done before that others have benefited from?"

– PARTNERSHIP TRAVEL CONSULTING CEO ANDY MENKES

The Hiring Line

Given that CTDs can issue tickets, some have chosen to directly employ travel agents, an employment segment that has been in flux in recent years. The changes to the travel agent profession are affecting CTDs too, Benjamin said.

"One thing that is on all of our minds is staffing," she said "Where is that next generation of agents coming from? For that matter, where is that next generation of travel managers coming from? Having just filled two positions in my group, it was difficult. We are not in a major city. It may be easier in a larger city, but in smaller cities it can be difficult if your organization is not willing to be virtual."

Operating in a CTD configuration requires "someone who understands the whole travel industry, meaning they could have a background on the TMC side as well as the travel manager side because it is sort of a hybrid role," Eisenhart said. "One of our challenges is getting the right mix of staff to support it because it's not necessarily a role that's well supported in the industry. There are a lot of moving parts: You have to understand how tickets are issued, all of the technology with that in addition to negotiations with suppliers and managing agents. There are a lot of skills there to make it successful."

ENDING CHILD SLAVERY AT THE SOURCE

ECPAT USA

25 YEARS

1991 2016

ecpatusa.org/soiree

Celebrating 25 Years

Fighting for Freedom

Honoring Marilyn Carlson Nelson

Proudly Presented by American Airlines and Carlson Wagonlit Travel to celebrate ECPAT-USA's 25 years of leadership protecting children from exploitation and trafficking, join us for a night of wine and hors d'oeuvres in a stunning NYC art gallery.

All proceeds benefit ECPAT-USA's work to create a world in which no child is bought, sold, or used for sex.

Silent auction items include round trip flights, tickets to The Late Show with Stephen Colbert, luxury hotel stays, and more!

Reserve your ticket today, space is limited.

DATE AND TIME
Wednesday, November 16th 2016
6:00 PM to 9:00 PM

LOCATION
Hosted in New York City. Please visit ecpatusa.org/soiree for more details.



DISTRIBUTION EDITOR JAY BOEHMER

CONTINUED FROM FRONT PAGE

Siemens Direct Connect

said head of global airline procurement Susanne Steinmann. "We had already established a direct connect with [Lufthansa subsidiary] Eurowings."

Now Siemens wants to take what it has learned from working with Lufthansa and apply it to other carriers. "We are in discussions with other airline partners about the opportunity to build solutions other than the existing GDS arrangements," said Steinmann. "After the [Sept. 1 Lufthansa] press release, several airline partners reinforced their interest, while others came newly to the table, and we are currently in discussions about with whom and where geographically we may proceed. It depends mainly on the readiness and willingness of other suppliers to move forward quickly."

Siemens vice president for global mobility services Thorsten Eicke said Siemens built the Lufthansa connection with potential for replication with other carriers in mind. "It's a scalable solution because we don't want to have the same discussions with every airline," he said. "The base mechanism is the same, so we won't have to make our travelers do something different each time. We won't have to keep reinventing the wheel."

Lufthansa has been somewhat coy about the technicalities of its connection to Siemens. It said: "The new non-GDS interface, which is used by Siemens and Volkswagen, was developed with a majority holding of the Amadeus IT Group," widely assumed to be Amadeus Cytric, the online booking tool used by Siemens in Europe. However, Siemens confirmed Amadeus' role includes the fact that it owns Altea, which is Luft–hansa's passenger service system. "This is a real direct connect," said Steinmann. "There are no third parties, for example Farelogix, behind the connection. It is an Altea interface direct link." With its varied interests in both direct and indirect distribution, Amadeus ultimately could benefit from Siemens' connections that use its booking tool and PSS offerings in spite of the fact that direct connections bypass its GDS.

For Siemens travelers, however, the route by which Lufthansa content reaches their booking tool is immaterial. "The user sees nothing different from before," said Eicke. "The look and feel are no different, and you can still benchmark with market fares and GDS content." The company's online adoption rate for flights is in the high 80 percent range.

Siemens sees an opportunity to create a much more customized form of distribution from its airline suppliers that could not be achieved readily via GDS technology. The new distribution pipes, Steinmann said, allow better corporate recognition, not just to set the pricing but also to bundle ancillaries into the fare. One example she cited is allowing lounge access to all Siemens travelers even if they lack the frequent-flyer status normally required. "We could also have our own Siemens booking class with last-seat availability or a Siemens fare that always includes luggage," she said.

Moving direct with airlines is also forcing Siemens to reevaluate its relationship with travel management companies. The reassessment is far from concluded, largely because understanding what can be achieved by going direct remains itself a work in progress. For example, Siemens has added the capability for travelers to make their own flight amendments and cancellations online.

"We are not looking at this as a cost-cutting initiative. It's not about the €16 DCC. It's an innovation initiative. It's the next phase of airline procurement."

—SIEMENS' THORSTEN EICKE

Siemens global head of travel management James Kueng said TMCs will be involved in booking complicated flights and consolidating data, but "the main part is helping us when we have a disruption. This has to be the new role of the TMC." Eicke added: "We need a caretaker for security support and traveler tracking. You can't just leave that to the Internet. TMCs will also have to help with expense management. We need someone who connects all these ends together. But [redefining the role of the TMC] has been more complex than we thought. There is an opportunity to do new things and a risk in continuing to do old things. We see a lot of opportunities for TMCs but we don't know where the end of this story lies. We think completely differently now than we did half a year ago. We have identified more areas where we need the TMC but on the other hand we can now do things like rebooking ourselves."

Siemens' pioneering work will no doubt leave other travel buyers wondering whether they could, and should, follow. But Siemens is one of the world's biggest spenders on business travel; can buyers with smaller spends and travel management resources afford to tread the same path? Yes, said Steinmann. "A certain amount of spend is necessary to drive digitalization to the next level. But that does not mean anyone needs to be a similar size to Siemens. Other companies should check with their IT departments how this would fit into their overall strategy. They should also check their own travel strategy to decide how much disruption of current processes they are willing to accept. The more a company is willing to invest to gain the advantages of digitalization, the easier it will be. However, from our point of view, it is not a question of volume and resources. Instead, it is mainly driven by the actual setup—TMC, online booking engine and extent of globalization, for example. If others have a similar infrastructure to Siemens, they could do a plug-and-play."

Asked how its negotiations are going with other customers, Lufthansa said: "We are in intense talks with several other corporate clients to start further pilot implementations. We decided to start with two pilots, to learn from the projects for further implementations. The airlines of the Lufthansa Group are collaborating with several technology providers in order to provide a connection directly to sales partners who are interested in getting a direct connect. These IT service providers check the requirements for each individual direct interface and provide support in planning and implementation."

German travel management association VDR has called on Lufthansa to provide a more general solution that can be accessed by all its members. In response, the airline pointed to a list on its website of 16 companies, each labeled as a "Direct Connect technology partner of the Lufthansa Group" that "can develop individual solutions with your travel agency" (curiously, Amadeus isn't one of them). Lufthansa said each corporate will need a tailored connection. "As a direct connect is always a system integration that is strongly dependent on the customer's individual situation and needs, a solution will always be an individual project," it said. "We do not see a plug-and-play or off-the-shelf solution."

—Additional reporting by Michael B. Baker

BTN GROUP

NORTHSTAR TRAVEL GROUP

Louis Magliaro, Vice President & Group Publisher
973.769.0028 • lmagliaro@thebtngroup.com

EDITORIAL

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

James Jarnot, Art Director
646.380.6252 • jjarnot@thebtngroup.com

PRODUCTION & CIRCULATION

Michele Garth, Production Manager
201.902.1930 • mgarth@ntmllc.com

Lisa Gonzales, Gayle Graizzaro, Production Specialists • 201.902.2000
lgonzales@ntmllc.com • ggraizzaro@ntmllc.com

Kwafo Anoff, Director of Circulation
201.901.2103 • kanoff@ntmllc.com

SALES

Anthony Carnevale, Associate Publisher
201.902.1976
acarnevale@thebtngroup.com

Edie Garfinkle, Advertising Director
805.389.6836
egarfinkle@thebtngroup.com

Lindsay Straub, Regional Sales Manager
646.380.6274
lstraub@thebtngroup.com

Debbie Anderson, Hawaii
808.739.2200
debbieanderson@dmhawaii.com

Michiko Kawano, Japan
+81-3-3661-6138
kawano-pbi@gol.com

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

CONTENT SOLUTIONS

Mary Ann McNulty, Director, Content Solutions
630.519.4510
mmcnulty@thebtngroup.com

MARKETING & EVENTS

Max Bzdyk, Marketing, Events & Sales Assistant
201.902.1924 • mbzdyk@ntmllc.com

Mariza Moreira, Group Design Manager
201.902.1965 • mmoreira@ntmllc.com

LIST RENTAL

Danielle Zaborski, MeritDirect
914.368.1090
dzaborski@meritdirect.com

REPRINTS OR COPYRIGHT PERMISSION

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

SUBSCRIPTION SERVICES

800.869.6882 • btn@kmpsgroup.com
Business Travel News
PO Box 47655
Plymouth, MN 55447

www.businesstravelnews.com/subscribe

Thomas L. Kemp
Chairman & Chief Executive Officer

Lisa Cohen
Chief Financial Officer

Robert G. Sullivan
President, Travel Group

Thomas Cintorino
Executive Vice President, Digital Media

David Blansfield
Executive Vice President & Group Publisher

Lori Cioffi
Senior Vice President & Editorial Director

Arnie Weissmann
Senior Vice President & Editorial Director

Janine L. Bavoso
Senior Vice President, Human Resources

Roberta Muller
Senior Vice President, Product Development & Production

Sheila Rice
Vice President, Content Licensing

Richard Mastropietro
Vice President, IT Infrastructure & Operations

Elizabeth Koesser
Vice President, Database Products

BTN Editorial & Sales Offices 116 West 32nd St., 14th Floor, New York, NY 10001
www.businesstravelnews.com

The Phocuswright Conference

November 14 – 17, 2016 | Los Angeles, California USA

FUNNEL REVOLUTION

Travel's Elite Take Center Stage

Of the more than 30 speakers taking the stage at *The Phocuswright Conference*, 59% are CEOs and managing directors, 25% are C-level executives or founders, and 15% are upper-echelon management.

If the industry's most influential leaders are talking, shouldn't you be listening?

REGISTER TODAY
PHOCUSWRIGHTCONFERENCE.COM
+1 860 350-4084 X500


STEVE KAUFER, TRIPADVISOR


STEVE HAFNER, KAYAK


BARRIE SEIDENBERG, VIATOR

What You Should Expect from Your Travel Risk Management Provider

BY WILL HERTER



An executive at your company is traveling in Europe when a terrorist attack occurs near her location. You know where she is, based on a GPS-enabled smartphone app and her predetermined itinerary. She has hit the panic button and says she needs help immediately. Now what happens?

Duty of care and travel risk management programs have moved to the forefront of the corporate security conversation. These topics are not new, but they have received more attention due to the increasing number and frequency of high-profile security events around the world. Advancements in technology have enabled companies to track their employees through itinerary management tools, GPS-enabled tracking beacons and smartphone apps. Security and travel managers can quickly locate and communicate with employees in real time during an emergency or security incident. Employees can access country briefs, receive real-time alerts and get registered on a communication platform before they travel.

Tracking and communication technologies, while valuable, can only go so far in managing a crisis. The real "so what" is the ability to reach those individuals quickly and precisely when they need help. A travel or security manager may know where an employee is located and that he or she is in need of assistance, but how will a firm respond to this in the moment of crisis?

A capable travel risk management provider must be able to respond to two types of emergencies: macro-level events like natural disasters and terrorist events and small emergencies, such as traffic accidents, carjackings, and routine injuries. Statistically, the smaller emergencies are more likely to impact business travelers, but many travel risk management companies do not have the infrastructure or readily available capabilities to respond in an economic or timely manner.

In a moment of crisis, it's no longer acceptable for a travel risk management provider to find local vendors and negotiate contracts and pricing during an emergency. Employees in duress should not have to wait hours and days for help while a travel risk management company scrambles to identify local assets and coordinate a response. Nor is reliance on a single fixer, the "guy who knows a guy," an acceptable means for managing travel emergencies.

The cutting edge of travel risk management involves a single button that delivers immediate and closely coordinated responsiveness anywhere in the world: Local security teams are available for rapid deployment, speak both English and the local language and can help employees navigate the local cultural nuances of whatever security, medical or administrative issues they are facing. These security professionals can assist with all incidents across the spectrum, ranging from a small event to a crisis situation. Tracking, communication and response capabilities are intimately intertwined and are backed up by a single operations and monitoring center with a direct line to local boots on the ground.

When reviewing your company's duty-of-care-program, ask if your travel risk management provider really has the capability to deliver services immediately to employees in an emergency wherever in the world they might be. Many companies say they can do this, but have you challenged that assertion? Ask for specifics and recognize that answers like "It depends on the situation" or "We can't disclose exact details" are no longer good enough.

Today's world moves too fast to rely on an opaque and unconfirmed network when an immediate response is required. Travel risk management means that tracking technologies, communication networks and local response providers all work together for corporate travelers. When your executive calls during a crisis, you should feel confident that your travel risk management program can deliver on all three of these essential security pillars. ◀



Will Herter is a vice president at Global Guardian, a global travel risk management and duty of care solutions provider. Mr. Herter has advised Fortune 500 firms, public sector entities and international NGOs operating around the world.

Getting the Right Boots on the Ground: 7 Questions to Ask

- **What countries are covered?**
- **In what time frame can emergency services be provided?**
- **Anyone can do a Google search for security response companies in a given market, so how do your prospective providers identify, vet and test local providers?**
- **What level of insurances does the provider require from local partners? Are they insured at local standards or are they held to an international standard?**
- **To streamline operations, are rates pre-negotiated, scope defined and contracts already signed with local partners?**
- **What oversight mechanisms are in place for the corporate provider to work with local partners to manage incidents?**
- **Are local partners registered companies, consultants or a regional team that operates out of one market but covers a broader area?**

Business Travel News (USPS 0728-870, ISSN 8750-3670) October 10, 2016 Issue 808 Vol. 33, No. 15. Business Travel News is published monthly except semi-monthly in March, April, May, August, September and October by Northstar Travel Media, LLC, 100 Lighting Way, Secaucus, NJ 07094 (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 at (866) 658-6156; e-mail at btn@kmpsgroup.com; or www.businesstravelnews.com/subscribe. POSTMASTER: Send change of address to Business Travel News, P.O. Box 47655, Plymouth, MN 55447. Printed in the USA. BPA

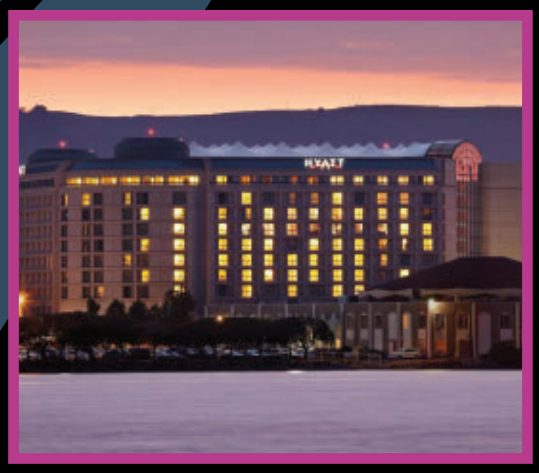
5TH ANNUAL

BUSINESS TRAVEL TRENDS & FORECASTS

SAN FRANCISCO 11.15.16

Business Travel Trends & Forecasts San Francisco 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.

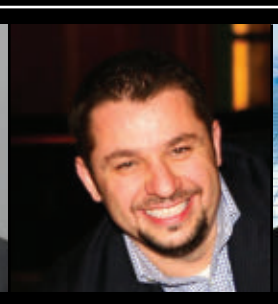
- **Discuss original BTN research on traveler priorities and happiness**
- **Explore airline industry trends and forecasts**
- **Gain valuable insight on hotel trends and what they mean to buyers**



THE HYATT REGENCY SAN FRANCISCO



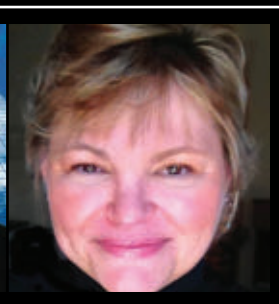
SUZANNE MELLEN
Senior Managing Director
HVS



STEVE SITTO
Global Head of Travel Services
Tesla



DORIAN STONIE
Sr. Manager Global Travel and Tech Solutions
Salesforce



HOLLY HEGEMAN
Editor and Publisher
PlaneBusiness Banter

AND MORE!

REGISTER TODAY!

BusinessTravelTrends.com/SanFrancisco

PRESENTED BY

BTNGROUP CONFERENCES

SPONSORED BY

avis budget group — Avis Budget Zipcar Payless Apex

HYATT®

OMEGA WORLD TRAVEL

lyft

MasterCard

UNITED — A STAR ALLIANCE MEMBER

UNITED

A STAR ALLIANCE MEMBER

SM

Our lights are always on for you



We're available to help our corporate customers throughout the travel process with 24/7/365 support. If something urgent arises, a dedicated escalation team will be on hand to help. And since our executive desks work exclusively with your account, you'll be able to reach an expert whenever you need.

fly the friendly skies®

© 2016 United Airlines, Inc. All rights reserved.