

BTN

BUSINESS TRAVEL NEWS

October 24, 2016

ADVANCING BUSINESS TRAVEL INTELLIGENCE

**The Path to Smart Data:
Where Are We Now?**

**New on the Market: Tools
to Help Manage Data**

**Should You Build a Data Tool
Instead of Buying?**

**3 Case Studies: How Travel
Managers Are Handling Data**

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ADVANCING BUSINESS TRAVEL INTELLIGENCE

6

Making Travel Data Smarter: Where Are We Now?

After lagging in the BI race, managed travel professionals have better access to alternative data sets and sophisticated tools that will help them turn information into understanding. Advice from the pros: Stop doing what you've always done. Think bigger, think smarter and discover next-generation business travel intelligence.

By Elizabeth West

20

Should You Build a Data Tool Rather Than Buy?

Building a travel business intelligence tool to the company's exact standards ensures corporates get the tools they want, and some travel managers say it's easy to do. For those who can't or don't want to maintain in-house tools, there's a spate of new options on the market.

By Michael B. Baker

28

New Tools to Consolidate, Manage & Report Data

A popular lament among corporate travel professionals is that getting comprehensive, accurate data can feel impossible. They're left to make big policy, sourcing and spend decisions without the full picture. Several technology players are working to change that by consolidating data from multiple sources into single tools or platforms. But these tools go a step further, making sure that programs have not only accurate data but also insight into how they can improve.

By Julie Sickel

36

Data Sources: The Reference Guide

Ever wondered about all the data sources you're not using? Here, *BTN* makes its first effort to gather that information in one place.

CASE STUDIES

18

Distilling Data Sources for Multiple End Users

By Michael B. Baker

26


Real-Time Meetings Spend & Transparency

By JoAnn DeLuna

34

Using Data Findings to Justify More Data Investment

By JoAnn DeLuna

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To Our Travel Industry Business
Colleagues:

It is with great pleasure that Data Visualization Intelligence Inc. (DVI) is sponsoring this special *Business Travel News* research report on Advancing Business Travel Intelligence. With the endless sources of data available today, it can be difficult to manage and find a

true picture of overall spend in an organization. We appreciate that *BTN* sees the need to provide valuable information to organizations that are examining their current data sourcing needs and strategies.

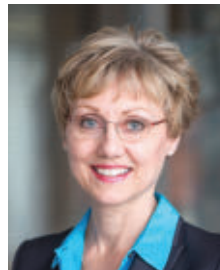
DVI was born out of the technology innovation that has been evolving from Travel and Transport for the past 70 years. The DVI Vantage Point tool aggregates expense data and card data with back-office data, then fuses financial data, world health data, fuel price data, airline on-time data, world weather data, hotel rate projections and even social data, to produce visualizations and predictive metrics that give travel managers and their companies the ability to make better, more timely decisions. Big data proves that the whole can truly be greater than the sum of its parts and our solution increases visibility into travel spend, reduces the need for expensive technology development, and increases the speed to market for future innovation and enhancements.

On behalf of the employees of Data Visualization Intelligence and Travel and Transport, we thank you for your confidence in us as we help lead the way in data optimization solutions for the travel industry. We look forward to the exciting times that lie ahead!

Kevin O'Malley
President and CEO
Data Visualization Intelligence Inc.
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Dear Travel Management Professional,

The speed of changing technology presents challenges to all of us, regardless of where you find yourself in the business travel ecosystem. Travel managers, charged with optimizing a company's travel allocation, can sometimes feel overwhelmed as airlines, hotels and other entities take advantage of new

technologies and techniques to yield the most for each airline ticket, hotel stay and drive across town.

The good news is that dynamic tools and services—bringing increased transparency, insights and efficiency to travel buyers—are making their way to the forefront of the managed travel arena. Innovators are devoting resources to creative solutions, and established providers like HRS are driving more research and operations dollars towards applications that drive tangible results for corporate travel programs. Just as important, these innovations also result in higher traveler satisfaction—something we all aim for.

At HRS, we encourage our clients and partners to take advantage of our deep hotel expertise, industry resources and network of customer enthusiasts to stay up to speed on the array of new technologies coming into our space. This issue of *BTN*, focused on Advancing Business Travel Intelligence, is a touchstone publication for that goal, and we are proud to support the research you will find in the pages ahead.

HRS is the global leader when it comes to end-to-end global hotel solutions that redefine a successful hotel program—from deeper sourcing data during hotel RFP season to strategies that enhance a program's hotel compliance year-round. With more than 40,000 corporate customers worldwide, we've got a track record of success, and stand ready with our dedicated team of experts to ensure you are aware of the latest technologies and trends that can help optimize your program. We look forward to working with you on connecting the dots within your complex hotel program in the coming months.

Sincerely,

Suzanne Neufang
Vice President Americas
HRS – Global Hotel Solutions

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MAKING TRAVEL DATA SMARTER: WHERE ARE WE NOW?

After lagging in the BI race, managed travel professionals now have better access to alternative data sets and sophisticated tools that will help them turn information into understanding. Advice from the pros: Stop doing what you've always done. Think bigger, think smarter and discover next-generation business travel intelligence.

BY ELIZABETH WEST

“The rules are changing for travel managers,” said Claire Blades, director of travel and meetings for data storage company Veritas Technologies. “I’ve had to get onboard with that reality. It’s more about the numbers and how data helps drive the business. Travel managers need to get in front of their data in order to advance their programs.”

Like Blades, more travel managers have realized that travel program maturity will be driven by data maturity. Organizations want a deeper view of what is driving travel costs and traveler behaviors, and the most advanced travel data strategies are striving to tie travel management goals directly to business strategy. To achieve that, however, something has to change.

“When it comes to travel data, we keep looking at the same things and we keep getting the same answers,” Coca-Cola director of procurement for global travel, meetings and events Pam McTeer lamented to *BTN*. “We have to do something different.”

Results of a *BTN* survey fielded in August and September to assess buyer appetite for better travel program intelligence showed that change is emerging on two fronts: data sources and data tools.

Beyond travel management company, corporate card and expense data, travel managers reported looking at broader sets of data to manage their programs, and they are demanding better data from suppliers. Leading-edge buyers are exploring emerging data sets that have the potential to tame long-standing intelligence frustrations like off-channel bookings and hotel folio details. Buyers have realized that less structured information like traveler surveys and feedback have become a viable set of data, as well.

On the tool side, the vast majority of travel managers continue to work with their data in a manual environment. With the growing number of data sources and better detail from those sources, moving forward with manual reports, static dashboards or basic Excel files has become untenable. Data analytics tools specifically targeted to travel management were

“When it comes to travel data, we keep looking at the same things and we keep getting the same answers. We have to do something different.”

—Coca-Cola’s
Pam McTeer

slow to emerge but now are poised to answer demand for better solutions. These tools, which layer data sets, model what-if scenarios and enable deep drill-down across multifaceted data sets are opening new dimensions for data analytics. Most travel buyers, however, are just getting started.

THINKING HOLISTICALLY

Global travel director for RELX Group Jim Sisco manages a mature global program. Even so, combining multiple data sets to analyze travel is new for the program. He’s forging ahead with the support of his leadership team, but the journey hasn’t been easy.

“I don’t own the accounts payable or the expense process in our organization, but our leadership in finance and procurement are interested in telling a more holistic story around travel,” he said. To that end, Sisco is building a view of travel that includes traditional travel management data sets: TMC, credit card and expense. With five or six sources of expense data, he said, that part of the picture has been particularly challenging. “We’re getting pushback from a couple of the businesses about why we want to look at their data,” he said. “Plus, we don’t have a giant budget to go out and do this.” To bridge the budget gap, Sisco is approaching data aggregators and analytics providers and offering RELX’s travel data in partnership for tool development. “We are going down the right path, and this is a topic that as an industry we are going to watch develop for a long time.”

RELX is following a common path with its data expansion. The *BTN* survey showed that traditional travel management data sets still rule day. While expense and credit card data each were used by 88 percent of the respondent base, the largest slice of respondents pegged travel management company data as the most reliable. Yet, it wasn’t a majority: 43 percent of travel buyers said TMC data was the most reliable; 26 percent pegged expense data as the most reliable and 13 percent were leaning most heavily on credit card data. Other traditional sources in heavy rotation

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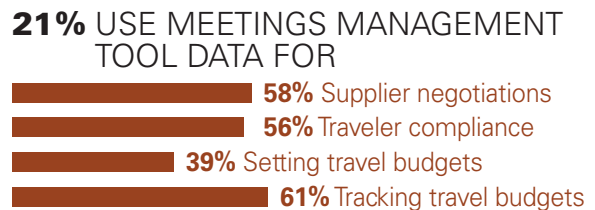
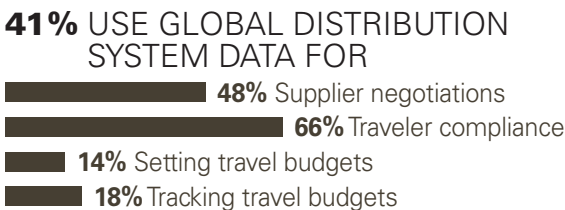
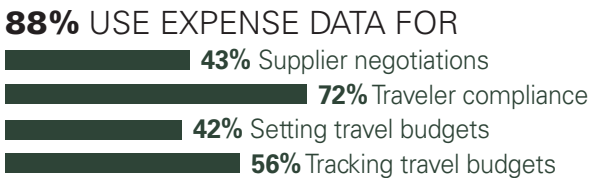
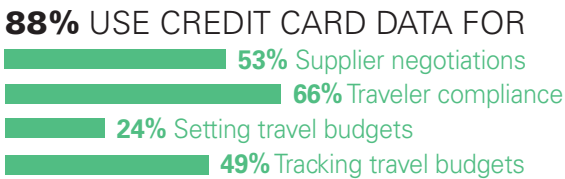
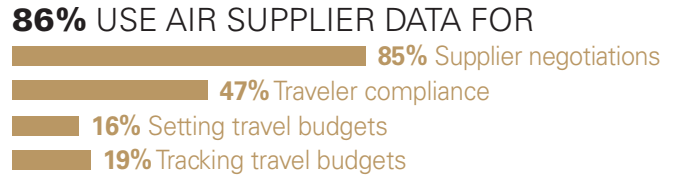
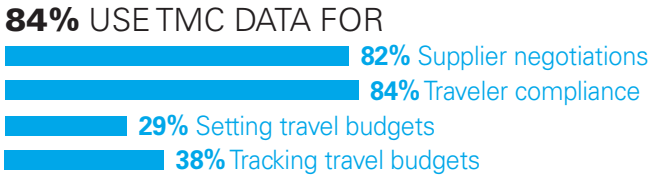


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HOW TRAVEL MANAGERS USE DIFFERENT DATA SOURCES

Travel managers are using more data sources than ever to gain visibility into their programs. The charts below show usage rates among 172 corporate travel buyers whom *BTN* surveyed, plus how buyers apply each set of data to their programs. One caveat, though: Data quality continues to challenge buyers, as no single set of data stands out among the crowd.



How Users Rate Their Data Sources

On a scale of 1 to 5, where 5 = excellent

TMC	Credit card	Expense	Booking tool	GDS	Air supplier	Hotel supplier	Car rental supplier	Data aggregator	Meetings management tool
3.41	3.35	3.37	3.19	3.22	3.35	3.1	3.4	3.64	3.16

Source for all charts: *BTN* survey of 172 travel buyers, August/September 2016

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among travel buyers in order of usage rates were suppliers (air, car and hotel), global distribution systems, third-party aggregators and meetings management tools. (See page 8 for more details on data usage rates and quality ratings.)

GOING BROADER: EXPANDING DATA SETS FOR SPECIFIC USE CASES

While survey respondents identified traditional data sets as the most useful, half of buyers incorporated traveler survey data into their intelligence strategy; 31 percent captured public data like airlines' on-time performance, fuel prices and historical weather conditions at key airports. More than a quarter enabled and now track supplier-quality ratings from their travelers. Twenty-two percent were applying quality ratings from external sources. About 13 percent were taking action on rogue bookings using itinerary aggregators like TripIt, Worldmate and Traxo or TripLink's direct connect solutions.

Incorporation of one or two exploratory data sets is often an effort to solve a specific issue. Still, investigations like this can set the stage for larger program change.

That was Cathy Sharpe's experience when she began working with TripLink to capture off-channel hotel bookings. "I was shocked at the results," which not only included cost benefits but also service benefits, the ITW global director of travel and expense told *BTN* earlier this year. That initial work on the hotel side has expanded to the airline category. She offered her new use case during a recent buyer roundtable discussion with *BTN*: unused airline tickets exchanged outside of approved channels.

"Imagine all the exchanges that go to waste," she said. "Maybe [the booking] was done on the website because it

Methodology
BTN surveyed 172 qualified travel buyers from Aug. 31 through Sept. 29, 2016. Respondents' annual travel spend:

Less than \$2M: 18%

\$2M to \$9.9M: 18%

\$10M to \$24.9M: 21%

\$25M to \$49.9M: 13%

\$50M to \$99.9M: 12%

\$100M or more: 19%

was an emergency and the traveler had to book it on the fly. When I think of all the unused tickets, they are significant. They are not owned by the traveler; they are owned by the company, and we want to get that information back."

Tesla global travel manager Steve Sitto, who is in discovery talks with hotel app provider Conichi, is looking at emerging data set there. He singled out Conichi's hotel folio data that is a byproduct of its hotel virtual payment integration. It's a data set that has eluded hotel and credit card suppliers. "These companies have all been on different [transaction] platforms, and they don't really talk to one another, and they are not interested in collaborating," said Sitto. "So other companies are coming up and connecting the dots, and the business opportunity is there for them."

As travel managers wrap one-off data sets like this into the total universe, the data strategy becomes elaborate. Oracle global travel sourcing lead Rita Visser warned that data diversification should not be considered a value itself; the traditional data sets still form the basis of the program. "When I think about our procurement practices, when I talk about class-of-service purchases, without going directly to the GDS to get that information, I can get it from my TMC," Visser said. "We've built very mature programs on TMC data. There is a lot of value there, and whether buyers [incorporate] all these other data sets or not, that value isn't going away."

GOING DEEPER: BRINGING CONTEXT TO TRADITIONAL DATA SETS

Data diversification beyond TMC, card and expense is academic for many. First, there is the question of value: A lot of the information conceivably can be gleaned from expense data. Second, there is the question of resources, even if buyers

WHAT ABOUT DATA QUALITY?

Questionable data quality has been the bane of business travel intelligence efforts. The timeliness of the data is one concern—it can lag by 30 to 45 days—but accuracy is another. Consider manual data entry by agents or discrepancies in vendor names: They can wreak havoc with the numbers. Whether data quality has improved thanks to the stronger focus on business intelligence depends on who you ask.

Cornerstone Information Systems CEO Mat Orrego said that transactional data has improved. "We've gone through getting that transactional data into a place that is accurate. [We] clean it, apply data policy/normalization—apply quality control—so that you can

trust it. A lot of companies have gotten pretty good at that, at least with the traditional data."

Michelle De Costa, corporate travel lead for Liberty Mutual, answered simply, "No." She continued, "That data requires a lot of scrubbing, and no matter how hard we try, we miss something."

While respondents to *BTN*'s survey gave the highest data-quality ratings to third-party aggregators, Oracle's global travel sourcing lead Rita Visser lamented the data quality from her former provider. She brought Oracle data in house and worked with her IT team to standardize formats. "[I sat] down with a person from IT and showed them how the data should look: This is what

a stopover should look like, here's what a connection looks like, here's a through fare, etc. It was really insightful because it was shocking how bad that data from our aggregator was."

Prime Numbers director of data integration and business intelligence Kate Saab suggested that it's not so much the quality of the data that has changed but rather the tolerance threshold and goals of the data user.

"People have gotten used to some inherent issues with travel data," she said. "Clients in the past have been more concerned with discrepancies. They can now look at the data with an eye toward what they can glean from it rather than just that it doesn't match perfectly."



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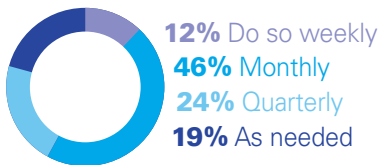
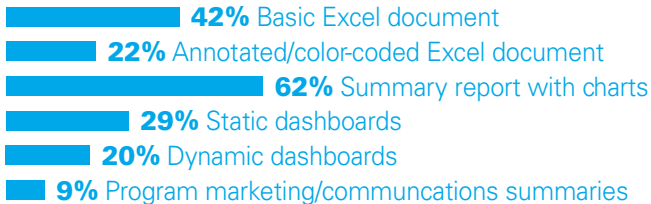
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TO WHOM, HOW & HOW OFTEN TRAVEL MANAGERS REPORT DATA

Getting travel data into the hands of stakeholders is key to managing travel programs strategically. While more advanced analytics tools have proliferated, adoption is not yet mainstream.

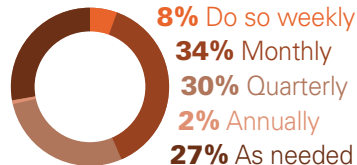
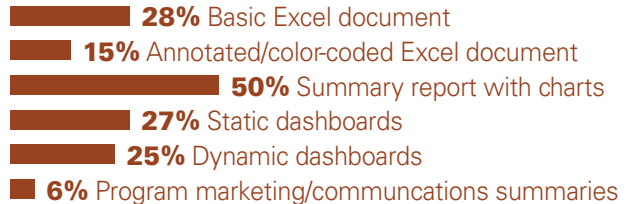
84% DIRECT MANAGER

Reporting method among those who distribute data to a direct manager



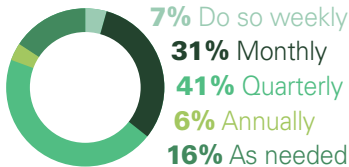
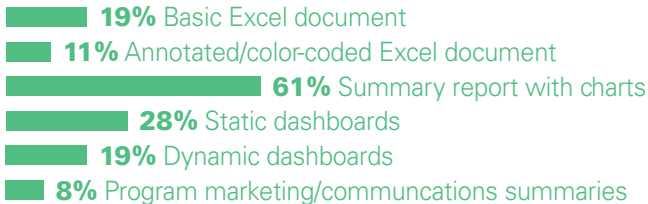
76% BUSINESS UNIT OR DIVISION MANAGER

Reporting method among those who distribute data to a division manager



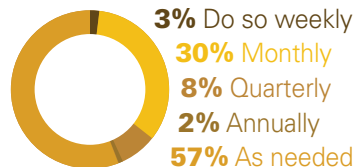
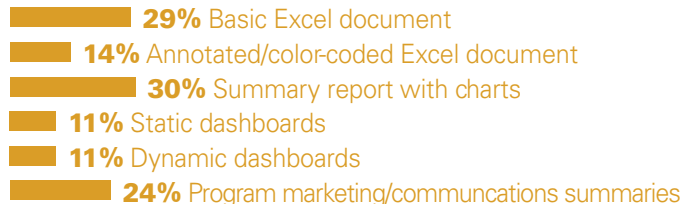
87% EXECUTIVE MGMT (CEO, CFO, CPO, Other)

Reporting method among those who distribute data to executive management



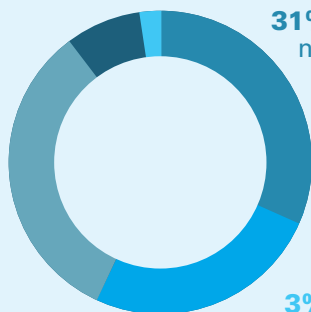
43% BUSINESS TRAVELERS

Reporting method among those who distribute data to business travelers



Pie charts may not add to 100% due to rounding

TRAVEL MANAGERS' ATTITUDES TOWARD DATA



31% I have control over my travel data and I look forward to incorporating additional/nontraditional data sets to get a better picture of my travel program.

25% I have control over my travel data, but at this time I see limited utility in data sets that are outside traditional TMC, card, expense, supplier and HR sources.

31% I have acceptable control over my travel data, but there are limits to what I can incorporate into my program even from traditional sources.

10% I have limited control over my travel data, and it's hard to realistically incorporate more than one or two sources into my travel program.

3% Other

Source for all charts: BTN survey of 172 travel buyers, August/September 2016

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got their hands on the expanded sets, how would they deal with the data deluge? According to *BTN*'s survey, about 30 percent of buyers are ready to launch their programs into the larger data universe, but 70 percent aren't interested or don't have the resources.

Patrick Fairchild, purchasing manager for Berry Plastics, falls into the latter camp. He's pragmatic with corporate travel data and looks at traveler compliance levels to define his approach. He manually bumps up credit card data with TMC data, and because expense isn't under his purview, he spot checks those numbers on a monthly basis. "Our company and our philosophy are driving compliance [to the TMC channel], so there's no reason to go to the extra expense of marrying a bunch of data sets if the policy is doing the job."

Liberty Mutual corporate travel lead Michelle De Costa doesn't see much value in expanded data sets either. "Everything pretty much comes through one of those [TMC, card or expense] channels for us," she said, though she did add that Liberty Mutual separately analyzes traveler feedback to inform traveler policy and negotiations.

Even in the traditional data sets, De Costa said, there are unmined depths that can benefit mature programs. "We are taking a much deeper look at the individual data parts to get clarity for our program," she said.

Arriving at clarity for Liberty Mutual, however, won't happen through manual data comparisons to spot inconsistencies and gaps. The team has built an in-house analytics tool to digest travel data and to apply filters and formulas that allow the company to view the data from a different perspective.

"We're looking at a lot of different things," said De Costa. "We're looking more closely at meal expenses, we're looking at attachment rates and we're looking at ... who and what business units are booking off channel to understand more about their motivations. We are looking to the data not just to identify that something happened but also to help answer questions around why travelers are booking and spending this way."

De Costa said one of the most interesting angles the Liberty Mutual tool is delivering to travel management—and also to the CFOs who oversee each business unit—is cost per trip. "That's been very important," she said. "The tool as-

**"Clients in the past have been more concerned with discrepancies. They can now look at the data with an eye toward what they can glean from it rather than just that it doesn't match perfectly."
—Prime Numbers' Kate Saab**

signs a trip number and brings in all the bookings and charges related to that trip." With that view, business units can benchmark their own travelers and they can benchmark against other business units, as well. Liberty Mutual's tool brings in current human resources data, as well, so drilling down to the business unit and traveler level is easy and queries can be changed on the fly.

De Costa said the business units are amazed at the level of data her team can provide, and the dynamic nature of the tool is changing the way she will distribute travel data and reporting going forward. "We are preparing the tool to make it available to end users," she said. "Today, I have an analyst on my team who pulls reports and sends them out. For 2017, we want to open this tool to the finance contacts in the business units. It was always an end-goal design, but I think we are ready."

PULLING IT TOGETHER: TOOLS & REPORTING

Only 56 percent of travel buyers surveyed by *BTN* had a good handle on their data; that number includes those who are eager to expand to new data sets and those who are happy with the traditional travel data universe. Thirty-one percent had acceptable control over limited data sets, and 10 percent didn't have the control they wanted.

A July 2015 Global Business Travel Association/Sabre study painted a similar picture, highlighting that nearly half of its 257 travel manager respondents spent too much time manually processing, cleaning and reconciling inaccurate data and that they were challenged by multiple data sets. Current travel tools and reporting systems fell short of expectations for 36 percent.

Even with limited data sets, the amount of data coming back into a corporate travel program can be intimidating. The majority of *BTN* survey respondents continue to compare data sets manually. When distributing data to corporate travel stakeholders, most buyers turned to summary reports with charts. That said, a large number of travel managers report out via Excel documents, even basic ones, directly to business units and executive management. (See page 12.) That approach seems quaint in the age of Big Data, and it's beginning to change. About one-quarter of buyers worked

WHAT' NEXT: ACTIONABLE MESSAGING

Cornerstone Information Systems CEO Mat Orrego envisions a travel management future beyond data analytics tools. Instead of reporting tools or even visualization, he sees next-generation data tools that recommend specific actions for travel managers and stakeholders. "We are entering a time now when we

want to contextualize travel data for other stakeholders within the organization. We are starting to see some interesting storytelling based on truer data and providing hierarchy data so that it is properly aligned with how the organization is structured. That's pretty powerful stuff," he said. "The next step is to look at behavior

and trending so you can message travelers or stakeholders based on event triggers in certain situations that the company wants to control. We're getting out of reporting and going beyond visualization to creating enough of a data-based decision model that allows travel stakeholders to react quickly to a situation."

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“Technology advances have happened rapidly in the past two or three years,” said Brian Beard, general manager of strategic initiatives for new Travel and Transport spinoff Data Visualization Intelligence. You see tools like Tableau and Domo, and there are traditional tools like Oracle and IBM and Information Builders. There’s a sea change in how we look at data. Looking at static data and running a report, putting in parameters or running canned reports—that’s all going away. People want to see their data visually. You can see 100 times more insightful information on a visualization or infographic than you can from a report.”

As De Costa’s data strategy demonstrates, there is momentum among travel managers to access better tools, whether they have the resources to build something internally or are looking for an off-the-shelf technology.

Prime Numbers was among first movers in transitioning travel programs off of static reporting to interactive analytics. At the tail end of 2014, the technology company introduced the first in a series of releases in its Prime Sourcing suite. The first release was an analytics tool, followed by contract-monitoring tools and finally contract modeling, released this month. This year, Cornerstone Information Systems launched its TravelOptix tool, which harnesses multiple, complex data feeds and brings them into a visual format with interactive dashboards, benchmarking and what-if scenario modeling. Both companies sell straight to corporates or will partner with TMCs to power channel solutions, but TMCs were eyeing the market, as well.

Several TMCs have entered the analytics space. Most offer data sets that are more limited than a data aggregator, at least out of the gate. In July, for example, American Express Global Business Travel introduced its Premier Insights tool, which incorporates TMC and credit card data, but card data is only for American Express corporate card clients and does not include procurement cards or business travel accounts. Omega World Travel also has introduced a business intelligence tool. Omegalytics integrates TMC data, as well as Airlines Reporting Corp. data and carbon emissions data, but it is not bringing in card or expense data.

Carlson Wagonlit’s AnalytIQs, which it has widely rolled out to clients, is pushing beyond TMC data to incorporate card and expense. Travel and Transport has gone further. Its Data Visualization Intelligence spinoff will introduce its first product, Vantage Point, this year. The company claims it can digest any form of data—structured or unstructured—and present it logically and visually for travel insights. *(For more detail on all of these and other specialized tools, see page 28.)*

Oracle’s Visser suggested that even without the most complex data sets and multiple feeds, TMC analytics tools could set the stage for a larger shift. “Any efforts they can make to improve [data analysis and reporting] and make it more user friendly will help all of us,” she said.

“We need to change the goal of what it means to manage the travel program. We need to expand the goals from managing costs to managing toward a business.”
—tClara’s Scott Gillespie

“We’re looking at a lot of things. We’re looking more closely at meal expenses, attachment rates and off-channel bookings. We are looking at the data not just to identify that something happened but to understand why.”
—Liberty Mutual’s Michelle De Costa

THINKING BIGGER: WHAT ABOUT CORPORATE STRATEGY?

With all the data sets available, as well as emerging tools, capabilities are in place to reveal a lot of new perspectives on managed travel. The question, according to tClara founder and managing partner Scott Gillespie, however, is whether the industry will think big enough to make the most of these data-driven revelations.

“The key performance indicators in our industry have not changed in 20 years,” he said. “The main reason for that is that the industry is still stuck, focused on delivering cost-effective travel strategies. We need to change the goal of what it means to manage the travel program. We need to expand the goals from managing costs to managing toward a business.”

Gillespie called run-of-the-mill metrics like average ticket price “meaningless” and considers benchmarking efforts, even against so-called like companies, deeply flawed. Even internal benchmarking between business units doesn’t really hold up without context. A sales organization and training organization travel in very different ways.

He singled out average room rate as a metric that could be meaningful if given some context. “Did anyone look at the quality of the hotels in the program? Has that fallen or increased? If rates are flat and the quality is rising, procurement has succeeded. But few programs are looking at room rate in this way, so they get the ‘what’ but they miss the ‘why.’”

While rate always will be important, Gillespie encouraged travel managers to explore bigger-picture issues with their newfound data powers, issues that could impact their companies as a whole. He rattled off a gamut of ideas from travel risk management-preparedness grades to travel return on investment. About TRM grades he said, “We need a number that captures how prepared the company is to address traveler risk. Everyone knows it’s important, but do we have a number that we can report on a dashboard?”

He applauded travel managers who apply HR data to their travel intelligence, which according to *BTN*’s survey, 54 percent of travel managers do. But he challenged this group not just to look at HR data for compliance tracking and excess spending. He urged them instead to partner with HR to get more strategic with employee recruitment and retention. “Road warriors are high-revenue employees. They’re really valuable to the company, but no one is tracking attrition rates,” he said. “If you did, and you found 12 percent attrition rates among your top travelers, this is something that company leadership should care about. If a 12 percent attrition rate is not OK with them, a travel manager should know what to do to.”

He admitted that return on the travel investment was a tough nut to crack. “I don’t have all the answers,” he said. But as travel managers get a deeper understanding of their data, Gillespie believes there is potential to show how travel management contributes to the larger corporate strategy. “Right now, we are not measuring a lot of things that really matter.” ■

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to those they know less about. Millions of travelers have already enrolled in TSA Pre✓®, but officials are encouraging all business travelers and those who take three or more trips a year to also enroll to increase aviation security for all.

WHAT IS TSA Pre✓®?

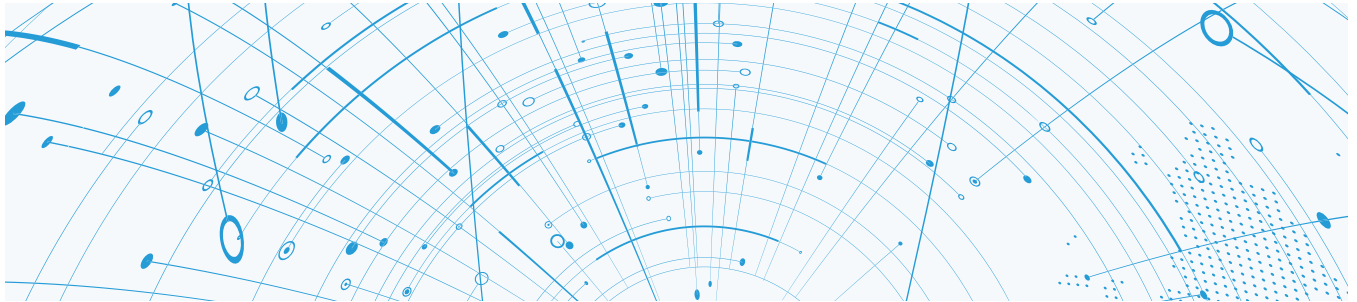
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To learn more or enroll in TSA Pre✓®, visit tsa.gov

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DISTILLING DATA SOURCES FOR MULTIPLE END USERS

BY MICHAEL B. BAKER

WHEN TRAVEL AND TRANSPORT spun off Big Data subsidiary Data Visualization Intelligence this summer, Allstate already had worked with the travel management company on its data project for a year and a half. DVI's Vantage Point tool will debut this year.

In addition to the travel data T&T already had on Allstate, the largest publicly held personal insurer in the United States also has been feeding DVI payment data, invoices and other data, director of enterprise travel Duane Goucher said. T&T is normalizing all of that data, and Goucher expects a first look at the Vantage Point dashboard in the coming weeks. "We will be able to have a dynamic view in real time, with the data points changing before your eyes as you move the sliders," he said. "From there, you can export it to PowerPoint slides or whatever format you're going to use it for, tailored for the audience you are presenting to."

After the first quarter of use, Allstate should have stability with the data, and eventually it all will come through secure feeds, requiring nothing to be sent manually. From there, the company can set DVI up to shoot out reports on a schedule, as well as on demand, Goucher said.

Allstate required that the dashboard be both flexible and intuitive, Goucher said. Different users—the CFO versus a manager, for example—each should be able to see the data points that are most relevant to him or her, and they should be able to figure out how to do so with little instruction, he said.

Allstate expects the tool to improve compliance by, for example, enabling the company to see when travelers are not booking their hotels through agency channels and to see if an employee buys prohibited items like gift cards, he said. "For the most part, everybody wants to do the

WHAT ALLSTATE WANTED:

Visibility into travel data and into data from outside the travel sphere

HOW IT WENT ABOUT IT:

Partnering with Travel and Transport as it spun off and is developing Big Data subsidiary Data Visualization Intelligence

WHAT ALLSTATE GOT OUT OF IT:

Consolidation of travel, expense and payment data, along with external data sources like weather so it can monitor and predict impacts on travel and on company operations

right thing, but over the years, they may not know what has changed or that they were supposed to do it this way. It will identify where we need to focus on educating and taking people on the journey."

The insight also will help Allstate ensure it is complying with regulations and taxation on purchases, and it also will benefit the company's negotiations with detailed airline ancillary spending data, he said. "That won't likely change much from the pricing perspective, but it does give you different leverage over the course of the year, especially as Level 3 data becomes more prevalent."

Initially, Allstate will focus on the United States, but it could lasso in India, Canada and Northern Ireland, Goucher said.

Once the travel piece is in place, Allstate will broaden its data feeds to include some from outside the travel program like weather or the Consumer Price Index. With all that data in one place, the company can get a full view of the ways incidents affect the whole business, not just travel. Allstate then can apply predictive analysis to its operations.

Allstate's finance side, meanwhile, is building a data and dashboard tool for internal use. Vantage Point will be one of sources that feeds data into that tool. "You could instantly see, say, that you had 70 inches of snowfall in Chicago across 60 days in 2015 and tie it back with the Consumer Price Index to see that the cost of plywood went up, with all the things we have to fix and repair," Goucher said. "It's truly the differentiator because right now there's not a relationship between all those data points. That's the exciting stuff: providing it and keeping it so simple that any employee with permissions can log into this and get a quick view of what's going on." ■

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For large-volume buyers, HRS offers a range of procurement support services. Drawing on 40 years of market expertise, comprehensive benchmark data from over 40,000 SMB and enterprise customers and 750,000 negotiated rates, HRS provides a high level of market transparency.

HRS assists with all steps in the typical hotel sourcing process, including an innovative e-RFP platform, rate negotiation, data transfer and reporting. Clients include PwC Germany, Barilla and China Mobile. On average, HRS Procurement Services' clients have been able to reduce hotel costs by 9-to-10 percent.

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SHOULD YOU BUILD A DATA TOOL RATHER THAN BUY?

Building a travel business intelligence tool to the company's exact standards ensures corporates get the tools they want, and some travel managers say it's easy to do. For those who can't or don't want to maintain in-house tools, there's a spate of new options on the market.

BY MICHAEL B. BAKER

Despite the myriad data management and reporting systems on the market, many travel programs develop their own solutions. This isn't a case of late adoption, however, as when Excel sheets stuck around even as automated expense reporting tools became more sophisticated and egalitarian. Rather, some companies are eschewing off-the-shelf tools for reasons of cost and/or functionality, assuming they can do a better job themselves. What's more, the barriers to entry for an in-house data management program are shrinking.

Depending on a travel buyer's background and the company's structure, managing data might fall outside his or her domain. Even so, many have marshalled the resources within their own companies and combined them with a few external building blocks to develop data systems that offer views into savings, compliance and supplier performance.

A self-built system isn't the right answer for all buyers, though, and so multiple suppliers are developing better tools that travel managers can buy to consolidate and interpret data.

REASONS TO BUILD

When determining whether to buy or build a travel data tool, buyers should first outline what the company hopes to accomplish. From there, buyers will be better able to evaluate whether a tool that's already on the market could meet those goals in a cost-effective way.

Those who have opted to build their own solutions often express dissatisfaction with what's already out there. IBM travel council chair Bob Gisborne said travel management company reporting, for example, is not thorough enough. IBM asked its TMC to provide a travel data consolidation and analysis solution, but it was taking too much time, he said. IBM ran requests for information and proposals a few years ago and even identified one supplier that stood

Many travel buyers have marshalled technology and data resources within their own companies and combined them with a few external building blocks to develop data systems that offer views into savings, compliance and supplier performance.

out. Ultimately, though, the company determined its money would be better spent developing a tool that could meet its needs exactly. "Our utopia was to put everything together that shoots out data to give us insights we can take action on, and it needs to be timely, real time if possible," Gisborne said. "We ended up realizing there wasn't anything out there, so we did it ourselves. I'd rather have something I want and know will work and spend those dollars working with our IBM research colleagues to develop something."

Similarly, Cardinal Health wanted data that works for a healthcare company and enables the messaging it needs to get out to stakeholders, head of indirect procurement Patrick Eckhert said. And Cardinal was not getting a clear picture of spending and key metrics from its TMC. "It was very one-sided on a travel booking side, and it was very canned reporting. We weren't interested in just what Cardinal Health was doing on a global level; we wanted to know what each department was doing."

Buyers also might choose to build a proprietary tool because some of the data they want to manage is sensitive. Some internal data, such as company revenue, might be too sensitive to provide to a third-party supplier, travel consultant Margaret Brady said. And some suppliers also may not be equipped to consolidate data streams. What buyers really want, she said, is to "string them together to find the 'dark data' and make it applicable or smart to your business."

Gisborne also decided that building its own tool would be a more sustainable solution than adapting a supplier's tool. "We could have taken something from [American Express Global Business Travel] and manipulated that," Gisborne said. "As soon as you buy something and start playing around with it, you have to question who supports it and who owns it, so we shied away from that."

Data Visualization Intelligence Inc.

Data Visualization Intelligence Inc. (DVI) is a separate, wholly-owned subsidiary of Travel and Transport. DVI was created to offer a solution to the travel industry that aggregates traditional travel data sources and non-traditional information, so that together they form a complete picture of a travel program and make that information actionable.

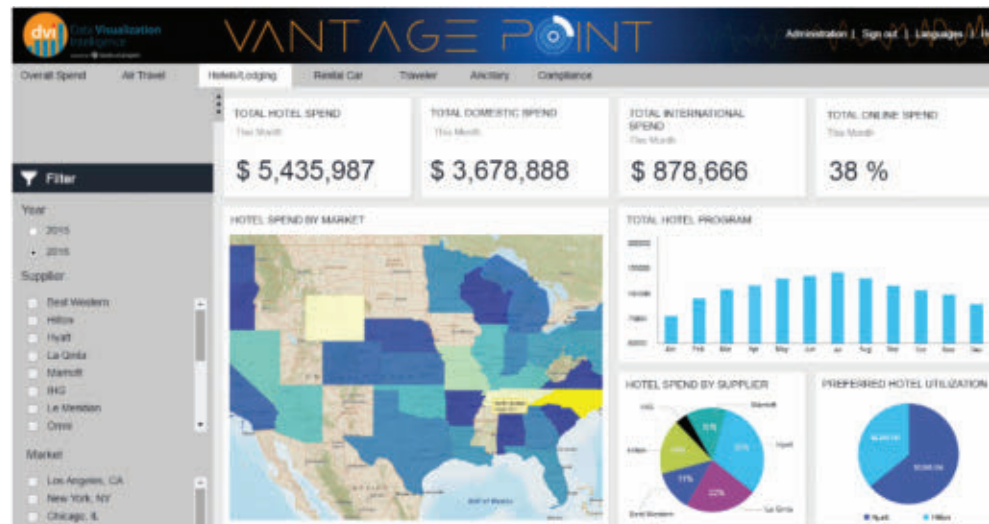
Data Aggregation & Visualization

Our initial product offering is DVI Vantage Point, a data aggregation and visualization tool targeted at corporate travel programs. For some time, the market has been voicing the need to have a single point of entry with a configurable user interface that provides access to dynamic content and travel tools. By having a separate company that focuses on the visualization and aggregation of data, DVI offers deeper data analysis with a simple user interface.

Behind the visualization engine is a powerful data management system that aggregates unstructured, raw data from multiple systems into a proprietary database engine, housed on a Microsoft SQL server platform. This big data platform consolidates and categorizes the data to visually analyze complex data sets and generate sophisticated information to help provide insights that may otherwise go undetected by those managing data in the more traditional manner. This is unique to the travel industry. There is now a product offering that is highly intuitive and creates full visibility and transparency for travel programs and can fit within the budget of small, medium or large programs.

Global Capabilities

The real power of DVI Vantage Point is the ability to quickly integrate data from both industry and non-industry sources. It is truly



based on big data principles. DVI Vantage Point can work with most back office and expense systems. It has been designed to aggregate global data and will ultimately be available in multiple languages. The tool is a cloud-based solution that works on mobile devices as well as traditional Internet browsers.

Finding Program Leakage

DVI offers a streamlined and systematic approach in building core applications for businesses and creates ROI for many leading companies. For instance, one of Travel and Transport's clients wanted higher visibility around the amount of spend occurring outside of their managed program. By analyzing the rogue travel booked out of the system, they were able to determine that travelers were spending 5-20% more on individual travel expenditures than those purchased inside the managed program. It has been our vision that DVI Vantage Point will significantly impact client decision-making ability by giving them increased visibility into costs created by program leakage, in addition to providing insight into their largest corporate expenses. By implementing this tool for the customer, we believe that improved decisions around travel policy will

impact the client by millions of dollars on an annual basis. In addition, DVI's predictive analytics enhances the visibility of spend and budget and provides significant savings opportunities to drive strategic decisions with suppliers and employees.

Beyond DVI Vantage Point, which is specifically targeted at corporate travel programs, we have already started development on solutions for other industries that put a high priority on data visualization and the overriding impact it can have on their businesses.

Technology like DVI Vantage Point, coupled with a customer centric approach, will continue to help organizations realize the value of data and the power it can bring in helping companies make intelligent business decisions and drive a strong ROI. Data Visualization Intelligence is leading the way for all organizations that want unparalleled visibility and access to information that can truly make a positive impact on their company.

To learn more, visit dvibigdata.com

YEAH, BUT BUILDING A TOOL COSTS A LOT, RIGHT?

With unlimited resources, of course, any company could develop its own data solution, but a realistic analysis of the build-versus-buy conundrum considers both immediate and short-term costs, as well as the internal resources that are readily available to build an internal tool. Naturally, large and/or tech-focused companies like IBM will have more resources. Plus, Gisborne noted, IBM could put its solution on the market.

That's all very well and good for a company that has more than a billion dollars in annual global T&E spend, plus teams of tech experts, but building internal systems is not necessarily out of reach for the midmarket, either. In fact, it still can turn out to be the more economical option.

Some data tools are prohibitively expensive for smaller companies, Brady said. Many focus more broadly than the travel program, and unless a company is already using such tools for other data functions, a full deployment might not make sense for the travel department of smaller company.

Building a travel data analysis tool, though, does not require a large team of tech experts. Often, a few employees could dedicate a few days per week to it, Brady said. Employees with expertise in Excel or business intelligence

“Any 24-year-old techie can figure it out, whether it’s Tableau or Power BI, in like a day. Once you have the data, literally anybody can do it self-serve.”

—Microsoft’s Eric Bailey

tools are a good start. According to Microsoft global travel and venue group lead Eric Bailey, “Any 24-year-old techie can figure it out, whether it’s Tableau or Power BI, in like a day. Once you have the data, literally anybody can do it self-serve.”

Frustrated with “bad platforms that didn’t deliver,” Steven Mandelbaum, vice president of information services for The Advisory Board Co., said building a travel dashboard internally turned out to be the “cheap use case.” It took about two full-time-equivalent employees over a six-month period, he said.

Companies also should look at any data tools in use elsewhere in the company. Cardinal Health, for example, built its travel cube from an analytics tool already in place for accounts payable data. “We took that same solution, which was very analytics driven and wasn’t what you would call a business intelligence reporting solution, and put the right data in so you could slice and dice it,” Eckhert said. “We were able to get very creative with how we built the data structure, and adding our HR file allowed us to drill down to the employee level, manager level and organizational level.”

On the other hand, it takes money to keep a DIY data tool up and running. That’s why Allstate opted to have its TMC, Travel and Transport, which this summer spun off Data Visualization Intelligence, manage

DEVELOPMENT & IMPLEMENTATION

Once IBM travel council chair Bob Gisborne and his team decided to build their own tool, the company’s research and travel teams worked together to nail down requirements, things that would aid supplier sourcing and help stakeholders better understand how budget and compliance were coming along. One result: movable sliders that show how airfares could be improved if trips were booked earlier, Gisborne said.

The research team also helped determine how to bring in the data from external parties like the travel management company, global distribution systems and expense systems. “If you look at all the different data points that come together, it’s pretty mind-blowing,” Gisborne said. “You think it’s simple, but it’s quite complicated.”

In addition, design experts looked at the dashboards to ensure they were user friendly because even if the data

has integrity, it is of little purpose if users are unable to interpret it.

IBM has nearly completed its airline and hotel pieces, Gisborne said. It aims for a companywide rollout in 2017. It has gone through “iterations,” but companies must stick to their original goals, he said. “You need to look at it from different constituents, but don’t go too mad, or you’ll never end up with a finished product, and it will be too big,” Gisborne said. “There will always be tweaks, and things will change, but you need a firm idea of what you’re doing from the beginning.”

As for implementation, even if a company builds its own tool, outsiders can help put it in play. Cardinal Health built its solution into IBM core technology (unrelated to the IBM travel team’s own internal data project), head of indirect procurement Patrick Eckhert said. “Today, with the cloud-based, [software-as-a-service] solutions, they

are easy to deploy and leverage the core competency of IBM rather than us trying to use our internal infrastructure and resources,” he said.

Those buying instead of building, meanwhile, are finding that TMC tools remain flexible as the TMCs launch the. Allstate was as an early client of Data Visualization Intelligence, which Travel and Transport recently spun off. “T&T has been super, and they’re not limiting themselves to anything,” said director of enterprise travel Duane Goucher. “They’re building the platform to be very scalable and flexible, so if, next year, the path we’re going down looks slightly different, it should be very easy to fold something on and change it.”

Veritas Technologies’ Claire Blades, who is working with American Express Global Business Travel as an early user of Premier Insights, reported that the TMC is listening carefully to feedback and “making the data come alive.”

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Southwest Airlines continues to differentiate itself from other carriers by providing exemplary Customer Service delivered by 50,000 Employees to more than 100 million Customers annually. Southwest operates more than 3,900 departures a day during peak travel season across a network of 98 destinations in the United States and seven additional countries with service to Cuba expected to begin later this year, subject to governmental approvals. We're taking Transfparency® on a world tour with the continuing thread of hospitality. We continue to evolve to meet the changing needs of business travelers and corporate partners.

One Reservation System

In the first half of 2017, Southwest expects to achieve one reservation system for both domestic and international travel. The journey to the new reservation system began in 2013 and has required the collaboration of



over 1,400 team members who represent nearly every department at Southwest; the integration of all major operational systems; impact to more than 70 back-end systems; and a Southwest "Warrior Spirit" to get it right.

Southwest expects to begin taking bookings in the new system in late 2016, and to migrate all operations to the single platform in 2017. This operational migrational will enable enhanced business capabilities, product enhancements and revenue expansion opportunities.

This is expected to reduce the complexities of operating multiple reservations systems to free up our People to better serve customers. It will also provide Southwest with industry-standard functionality and the infrastructure necessary to adapt more quickly and efficiently to industry demands.

More Rewarding Rapid Rewards

Rapid Rewards just got more rewarding for A-List and A-List Preferred Customers with Free Same-Day Standby. This benefit is accessible to such tier members on their original date of travel and between their original ticketed city pairs. Southwest A-Lister's interested in requesting Free Same-Day Standby, must contact a Customer Service Agent at their airport of departure at least two hours prior to their original departure time.

Starting Service To Cuba¹

In late August, the U.S. Department of Transportation approved Southwest's plans to bring its unique combination of value and Customer Service to Havana and Varadero, Cuba, later this year. These new routes will operate from Ft. Lauderdale and Tampa Bay.

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¹ Subject to Cuban government approval
² First and second checked bags, size and weight limitations apply
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its data, Allstate director of enterprise travel Duane Goucher said. “Historically, once a project is funded and deployed, funding the update, enhancements and maintenance can be problematic,” he said. “A non-proprietary solution also allows feedback and best practices from other users versus being siloed into a unique solution. Letting someone else do what they do best and not reinventing the wheel seemed like the better option.”

That’s the tack Claire Blades took for Veritas Technologies. As the company was in the midst of a divestiture from former parent Symantec, building a tool wasn’t in the cards. That said, she needed a more sophisticated view of her data, as she was about to go into supplier negotiations as a new company with no historic data. When American Express Global Business Travel approached Veritas with its Premier Insights tool, Blades saw the potential for an efficient, off-the-shelf implementation.

“It took eight weeks to get the tool up and running with our data,” she said, though she underscored that the tool is only digesting TMC and credit card feeds at the moment, and cannot accommodate the company’s purchasing card or business travel accounts. But what the tool does do, it does well, she said. “We get a weekly track of our spend instead of requesting reports. And instead of having this conversation post divestiture, we could establish with our suppliers what our [contract] goals were. It put me in a much stronger position with them and I could show them that we were current with our data.”

THE PAYOFF

Whether building or buying tools, travel managers drilling deeper into data have found ways to improve their travel programs. Cardinal Health has brought in TMC and expense data to identify noncompliance, Eckhert said. In particular, the new tool provides visibility into car rental and mileage reimbursement activity, where Cardinal previously had no visibility, and lets the company see when it is reimbursing those who are not compliant, he said.

The increased visibility also has freed up the travel team’s time, said Jill Huffman, Cardinal Health senior manager of global travel and meetings management. “If we wanted to talk about a hotel that wants in our program or an airline that wants more segments, we can look into our system and see in real time what is happening,” she said. “Or with [traveler] questions, we need to be able to answer those quickly or it’s past the point. We knew we wanted to see lost savings, but as we saw the gaps and the things we wanted to see at the end, we started tweaking that [tool] and putting in more and more dimensions and things we wanted to see.” The next step will be to

“If you look at all the different data points that come together, it’s pretty mind-blowing. You think it’s simple, but it’s quite complicated.”

—IBM’s Bob
Gisborne

make the data interpretation more intuitive by leveraging IBM’s Watson technology, she said. “We just gave [IBM] all our travel data, and they’re looking at integrating what we did with our travel [tool] and now using Watson as a part of that,” she said.

IBM’s own travel team also will gain time thanks to the team’s internally developed tool, Gisborne said (different from the larger IBM’s Watson technology). IBM’s travel team previously had a repository that received Excel files but could not report that data in real time or coordinate with supplier data that came in separately. Now, all those manual processes will be automated. IBM’s travel data tool also will pull in data, such as on-time flight information for better insight into airline partners’ performances, he said.

Blades has configured the Premier Insights tool with Veritas’ hierarchy data and is looking at how she can optimize her program. “The drill-down is excellent. I can look at [the behaviors of] my top travelers, my road warriors, and maybe I message them differently or provide something different. It’s not all about catching people out but about managing the program better.” Blades is also keen to configure the tool with budget goals that will allow businesses to track spend against goals in near-real time.

Although Blades’ team has a lot of new intelligence to work with for now, she admits that not having additional data streams coming into the TMC tool eventually will be a drawback. “We’ve been very transparent with American Express GBT. They have an opportunity to [lead] the industry on single-source analytics. But there is a lot of competition on the procurement side, and they have to start pulling in additional feeds if they are going to compete on a larger scale.”

EXPANDING OPPORTUNITIES

Once travel buyers bring data sources together to achieve their sourcing goals, Brady said, they can think about repurposing that data for other benefits. A company could, for example, use its tool to look not just at compliance but also at carbon emissions, she said.

Above all, however, buyers need to be sure of their tool’s integrity before reporting data or using it to alter policy, Gisborne said. What’s most important is “making sure the data is there—and the expense data is key—making sure it’s embedded and matching,” he said. “If you’re going to give info to your CFO that people are traveling in business class when the policy is economy, you want to make sure that is accurate. If not, you’ve lost all credibility.” And those who choose to ignore data completely are missing opportunities. “I invite people managing travel to have intellectual curiosity and understand the path of data,” Brady said. “If you don’t have an interest in that and just want to do service, you are really missing something.” ■

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REAL-TIME MEETINGS SPEND & TRANSPARENCY

BY JOANN DELUNA

EVERY YEAR, ANTHEM HOLDS as many as 1,000 meetings. The planners may work on 15 simultaneously, as far as three years in advance. To stay within budget and update budget owners, they've relied on Excel spreadsheets to track spend, but this month, Anthem and expense management provider Chrome River launched a meetings module. "The goal is to finally figure out what we're really spending on meetings," Anthem director of travel and events Cindy Heston said.

Anthem planners resort to Excel spreadsheets because American Express meetings card does not integrate with Cvent, Heston said. Eighty percent of the company's meetings charges go on Amex meetings cards, and the rest go through the Ariba procurement tool, a check request or another form of payment. "This put a lot of burden and responsibility on the meeting planner to architect all that data back out and put it in a presentable manner back to the budget owner," Heston said. It also clouded the true spend of an event, based on when and how often planners input charges and reported to the budget owners. Without a transparent, real-time process, Anthem might not discover an overage until an event was over.

The company included meetings and events reconciliation in its 2015 expense management request for proposals, but no plug-and-play solution existed. Chrome, however, offered to co-build one. Anthem launched the expense tool in September 2015, and in January, its accounts payable team and Chrome began development.

Cvent feeds Chrome such details as the budget number and owner, the approving manager and the cost center, whether split or not, Heston explained. Amex meeting card charges also feed into Chrome, and meet-

WHAT ANTHEM WANTED:

Visibility into true and total meetings spend

HOW IT WENT ABOUT IT:

Partnered with expense management provider Chrome River to build a meetings and events reconciliation solution

WHAT ANTHEM GOT OUT OF IT:

A manageable way to track spend for multiple meetings; real-time meetings spend, regardless of the form of payment; time saved on creating reports; and a saleable product that other corporations can use, comment on and improve

ings planners can add line items for expenses paid with other methods. Within Chrome, planners select the meeting's Cvent ID from a drop-down menu so expenses are grouped. The system builds the event's unique budget and reconciles the Amex charges, Heston explained. "It can really bring such transparency to the budget owner, reviewer or manager so they know step-by-step what's going on with that event, what the charges are and they can ask questions as things are being entered."

When new items are ready for review, budget owners receive emails or mobile push notifications with a link to a Chrome dashboard that displays expense data for the lifecycle of the event, as well as charts detailing budget, spend and spend categories. Such instantaneous visibility allows budget owners and planners to adapt budgets or spending as needed, Heston said. The data also is available in Cvent, though without the reporting visuals.

Heston expects to collaborate with other corporates to improve the tool: "The goal is to launch it to other customers so we can have more of a collaborative environment to build out the next couple of phases." For Phase Two, she hopes to feed Ariba expenses, check requests and other non-Amex meeting card expenditures into Chrome River. In Phase Three, she wants to incorporate business travel expenses that are related to meetings with API integration among Chrome, Cvent and Sabre. "Sometimes, we'll only pay for food and beverage on the master bill ... but we want to bring in that sleeping room as a budget item," Heston said. "I get that this particular department only has budget for specific pieces of meetings, but the cost to the organization is a true number. It's just a matter of getting to that information and compiling it." ■

STRUCTURE, SOURCING, SATISFACTION

The evolving relationships between travel buyers and travel management companies

**THURSDAY
NOVEMBER 10, 2016**
1pm ET / 10am PT

In a new research study, *The Beat* untangles the inner workings of one of the most critical, and perhaps complicated, relationships in corporate travel: that between travel buyers and their travel management company. Travel buyers shared insights on their TMC relationships as part of this special research conducted this summer.

Learn what buyers revealed and hear views from leading stakeholders in those relationships during an hour-long *The Beat* webinar. Hear nuances of these relationships, industry benchmarks, most recent changes and ask your own questions of the panel during the live Q&A.

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KEY TAKEAWAYS:

- ▶ Typical and emerging financial structures
- ▶ What is a transaction?
- ▶ Supplier and intermediary revenue divisions
- ▶ Agency services that buyers value most



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NEW TOOLS TO CONSOLIDATE, MANAGE & REPORT DATA

BY JULIE SICKEL

A popular lament among corporate travel professionals is that getting comprehensive, accurate data can feel impossible. They're left to make big decisions around policy, sourcing and spend without the full picture. Several technology players from inside and outside the travel industry are working to change that by consolidating data from multiple sources into single tools or platforms. But these tools also go a step further, making sure that programs have not only accurate data but also insight into how they can improve.

AMEX GBT PREMIER INSIGHTS

American Express Global Business Travel launched its Premier Insights data visualization tool this year. It integrates agency and American Express corporate card data to give clients a clearer picture of their overall travel spend.

Premier Insights features a standard set of metrics that call attention to spend patterns and savings opportunities, and it offers industry benchmarking against other Amex GBT clients. Users can identify program leakage and tinker with the tool to see how planned policy changes might affect travel spend and vendor relationships. Customers also can view summary reports, dig down to supplier-specific performance information and examine travel behavior by business unit or individual travelers.

Though the tool integrates only Amex card data, other cards soon could be possible. Premier Insights operates on a subscription-based pricing model.

ARC'S CORPORATE BI TOOL & TCLARA'S AIR CLARITY

ARC, the same company that provides ticketing data to airlines and travel management companies, this summer launched a corporate business intelligence tool aimed at getting travel managers better data for their air spend. "When corporates meet with their airline reps on their quarterly goals, they have problems with the data because they have one version of the data coming in through the TMC and the airline guys come in with their own version," said ARC director of product management Arun Gupta. "Our main goal is to make travel managers smarter by providing this data intelligence around air travel."

ARC's Corporate BI tool pulls data from the ARC Compass data warehouse, which is the basis for all of ARC's data products. "When [corporates and airline reps] start using the same product, then there's no question of whose data is right," Gupta said.

The tool features an interactive dashboard that tracks critical key performance indicators and provides industry benchmarks and savings insights weekly. Travel managers can use scenario modeling to examine savings opportunities based on things like policy, vendor or cabin class changes. Gupta said accessing the data on a weekly basis allows corporates to correct course before they miss their quarterly goals.

Though Corporate BI uses ARC data, the tool is not limited to corporate travel departments or organizations with dedicated ARC numbers. For those without an ARC number, the process is a little more complicated, requiring travel managers to send ticket numbers to ARC weekly or monthly via a template. That's something ARC hopes to address in the future, said senior product manager Colette Cipollini.

tClara's Air Clarity works with ARC data as a separate but complementary tool. Where Corporate BI is an exploratory tool, slicing and dicing data, Air Clarity is an explanatory tool, said tClara CEO Scott Gillespie. Instead of an interactive dashboard, Air Clarity reports come in PowerPoint or PDF form and answer key questions, including: How good are the contracts? How is the program changing? Do we need to go to RFP? If we do, what kind of pricing should I expect?

Corporate BI is available through a tiered, subscription-based pricing model based on the number of air transactions. Air Clarity is available for flat fee per quarter of analysis.

CORNERSTONE INFORMATION SYSTEMS' TRAVELOPTIX

The TravelOptix analytics platform allows customers to bring in a wide scope of data from a variety of sources and choose how it's visualized. Cornerstone Information Systems founder and CEO Mat Orrego said the only limit to the type of data clients can bring in is their own ability to make sense of it.

To get each client started, Cornerstone conducts a formal data-acquisition process in which it goes after sources like back-office agency data, credit card data and GDS data. The company also can incorporate raw data provided to travel managers by other suppliers, such as Uber. Additionally, travel managers can integrate miscellaneous data sources like human resources. For example, a customer could layer HR information on top of sales data on top of travel data to analyze employee performance or use U.S. Federal Aviation Administration time delays to measure preferred carrier efficiency. Some clients also opt to have Cornerstone purge incomplete data at this stage, Orrego said.

Clients can drag and drop visualization tools to control how their data is presented. The platform allows customers to track key performance indicators and formulate scorecards that they can distribute to various stakeholders. Clients can also track how well their agencies are performing.

TravelOptix has a built-in presentation feature that enables users to create a visual story to share with stakeholders. The tool is mobile capable, as well.

Cornerstone charges an initial data-acquisition fee, then a subscriber fee based on the number of users accessing TravelOptix. There is also an additional cost to working with Cornerstone's professional services team.

CWT ANALYTIQS

Carlson Wagonlit Travel's AnalytIQs tool is helping users understand and analyze their consolidated data. The platform's dashboards provide benchmarking against other CWT clients and recommendations and solutions to improve travel programs. "We've tried to make sure that we're addressing all profiles of the types of users that potentially would want to use the business intelligence and reporting product line," said CWT global product director Leisha Lindsay.

Last year, the company rolled AnalytIQs out to its entire client base of about 9,800 customers, following a six-month pilot.

The tool uses CWT agency data and incorporates safety and security alerts and risk ratings from International SOS, as well as profile data from CWT Portrait and unused ticket data from CWT Document Bank. CWT also is integrating its Program Messenger tool, card and expense data and meetings and events data. "Our objective is to bring all of the products and services and data that the client needs into one place to be able to manage their program end to end," Lindsay said.

Though AnalytIQs features a standard set of key performance indicators, clients also can create new indicators or custom reports, whether independently or with the assistance of the CWT team.

Lindsay said the reporting and analytics portion of AnalytIQs is part of the standard offering for CWT clients, while additional components, like Program Messenger, entail additional costs. The tool is available in English, French, Spanish, German, Italian and Portuguese, and CWT will add Mandarin soon.

DVI VANTAGE POINT

DVI Vantage Point is a soon-to-launch tool from Data Visualization Intelligence, which spun off from Travel and Transport this year. The tool grabs data from traditional sources—including expense reports, corporate cards and travel management company data—but also brings in benchmark data from other sources.

For the benchmarking portion, DVI works with multiple sources, including the International Air Transport Association, Prism and global distribution systems for air, plus hotel sources like the Smith Travel Accommodations Report and Lanyon. "We take data and incorporate it with our data," said Data Visualization Intelligence general manager Brian Beard. "It's not just taking data that we've purchased and displaying it out there; we use it for analytical purposes." Beard said the company also plans to build APIs to systems like the GDSs, card and expense in order to fill in gaps in program data.

The mobile-capable Vantage Point tool visualizes a standard set of key performance indicators around areas like spend, compliance and traveler behavior. The platform is also customizable to suit a client's specific visualization, though Beard said DVI would like 80 percent of the KPIs to remain standard for most of its customer base. "Many of the customers want to get down to individual traveler accountability," Beard said. "We're accommodating that. We can actually go all the way down to a traveler level."

The visualization layer is completely configured, which is to say the company "can change the look and feel of your data very quickly" without needing a developer to get involved, according to Beard.

Because DVI is a wholly owned subsidiary of T&T, Vantage Point is available to non-T&T customers. Beard said Vantage Point is offered through a somewhat flat pricing model "based on complexity and the amount of work we have to do each month or each week to be able to reconcile aggregate data." The flat fee includes all functionality and an unlimited number of users, who can access the tool with individual IDs and passwords or through a single, companywide sign-on. Data Visualization Intelligence plans to launch Vantage Point this year.

OMEGALYTICS

Omega World Travel's Omegalytics reporting system became a differentiator for the travel management company when it launched the platform last year. The tool allows users to examine air, hotel, car and rail data down to the individual traveler level. It benchmarks against other Omega clients and against five similar agencies, thanks to data from ARC, and against the overall industry, again based on data provided by ARC. "[Omegalytics] provides a sense of transparency in terms of articulating everything that is happening within their travel program," said Nadim Hajje, Omega vice president of information technology and data analytics. "They can see everything in a very intuitive manner."

Omegalytics' OmegaCare feature lets travel managers view the U.S. Department of State's live Twitter feed and see where travelers are around the globe. The tool also allows travel managers to run what-if scenarios as they consider altering their vendor relationships and travel policies.

In its upcoming iteration, Omegalytics is launching contract management, which, for instance, will help travel managers see if they're getting their negotiated rates at preferred properties and will highlight opportunities to add hotels that travelers are already using.

From a tech standpoint, Omegalytics is mobile capable and offers an app for iPhones and iPads. The platform has an enhanced feature that integrates with Microsoft Office, which, Hajje said, travel managers could use for something like publishing data from the platform into a PowerPoint presentation and updating the presentation with new data regularly and quickly.

Omega's 15 or so standard data reports are available free to Omega clients, who also can create their own reports, such as lost travel savings by department. Licenses for Omegalytics Premium—which includes the supplier dashboards, benchmarking, duty of care and what-if scenarios—are available for \$85 per user per month for Omega clients.

Hajje said the company also is working with corporate clients to feed data from clients' other TMCs into Omegalytics, whether the clients are contracted with Omega or not. In those instances, the pricing model differs.

PITRAVEL

Pi categorizes itself as an intelligence provider that happens to operate in the travel industry. Its Pi Travel platform is a data-agnostic, cloud-operated, turnkey solution that allows clients to pull data from traditional sources like travel management companies, payment cards, expense and hotel, air and car rental suppliers. The product can also loop in data from sources outside the travel sphere, automating feeds from customer relationship management systems and human resources databases.

"Although we look at the traditional stuff like sourcing angles, the operational angles, the policy compliance, duty of care," said Simon Carmouche, director of analytics solutions and product manager for Pi Travel, "we also go beyond that and start to look at things like traveler experience, traveler friction, the impact of travel and tying that up with HR information and staff turnover."

Pi Travel customers can access a library of enterprise reports that are embedded within the solution, "so there's a base level of product you get out of the box," said Pi North America managing director Tom Tulloch. If a client wants a customized report, "those can be handled quickly in most cases through a very robust ad hoc development feature." Tulloch added that the platform is easy to use and requires virtually no training.

For midmarket buyers, though, the tool is less than perfect. Tulloch said Pi works exclusively with large enterprises and has found success with pharmaceutical companies and financial firms. "We're delivering this intelligence to customers willing to spend the money to have better spend metrics at their disposal so they can make better decisions about their larger business," he said. The platform also accommodates nontravel professionals who are looking to dig into data in their own departments.

Pi charges an initial implementation fee for the basic product, as well as additional fees for supplemental modules. End-user licensing allows clients to log in and interact with the software, and super-user licensing enables greater flexibility around things like administrative rights and ad hoc opportunities.

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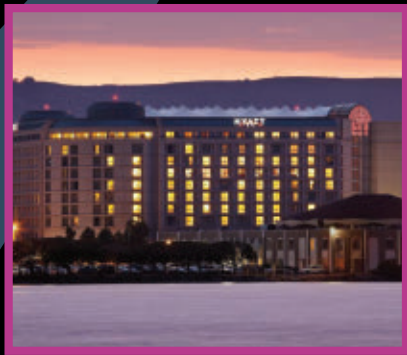
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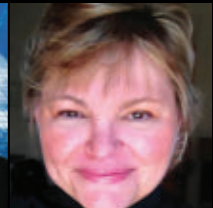
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PRIME SOURCING

Prime Numbers Technology, the travel technology sister company of Atlas Travel, was among the first industry players to step into the interactive analytics space. It launched its Prime Sourcing suite one slice at a time starting with Dynamic Analytics in 2014. It followed with Contracting Monitoring in 2015 and just released its Contract Modeling product in October.

Dynamic Analytics is the largest piece of the technology suite. It primarily consumes TMC data but can digest other forms of travel data, along with corporate hierarchy data to facilitate drill-down to business units, project teams and individual travelers. The platform was custom developed for flexibility and gives wide berth for unique, user-defined data fields.

Contract Monitoring brings specific contract information into the suite and with it the ability to track booking volume in relation to contract commitments and progress toward discount thresholds. Contract details become part of the overall analytics for deeper insights.

Contract Modeling is the capstone to the suite. It allows users to compare contract proposals by modeling how different offers match with a travel program in terms of discounts, market coverage, class-of-service requirements and available volume to which the corporate can commit based on historical booking volume. For now, Contract Modeling is available only for air contracts, but Prime Numbers plans to roll out hotel and car in a future release.

For corporate end users, the Prime Sourcing suite comes with unlimited licensing. Prime Numbers has also marketed the technology to travel management companies, not only to power analytics for clients but also for tracking and modeling the TMC's own supplier contracts. For TMCs, Prime Numbers also plans to integrate Prime Sourcing with the point of sale in order to push real-time contract awareness to agents.

TRIPBAM ANALYTICS

TripBAM, which has provided advanced hotel data for some time now, this summer launched an analytics tool that allows travel managers to access visually detailed reports of their hotel program performance.

"We're bringing a lot more and a lot higher-quality data to these travel managers that they really haven't had awareness of or access to in the past," said tripBAM founder and CEO Steve Reynolds. The platform can get hotel details that are often missing in agency data, such as the correct rate for a multinight stay, what room type was booked and what type of rate was booked, he said.

The metrics tripBAM Analytics tracks and measures include hotel savings by property and region, the weakest properties for negotiated rates, average nightly savings by brand, whether hotels are honoring last room availability, what commissions a program should be getting for their bookings, whether travel programs are receiving a true percentage off the best available rate discount and how their programs are faring with compliance.

Since the tool launched, tripBAM has added a feature that measures market share among hotels' competitive sets, which means travel buyers can provide concrete data to hoteliers when they've shifted market share as a result of a discount.

With benchmarking data built into the tool, travel buyers can, down to a property level, view the previous year's average daily rate, the current average daily rate, the average negotiated rate and the average rate found by tripBAM's shopping tool.

TripBAM shops hotel rates in more than 50 countries. Clients can acquire the tripBAM system through their travel agencies or work with tripBAM and pay per booking or pay a flat monthly fee, which depends on the client's booking volume and the number of features enabled.

YAPTA'S FAREIQ & ROOMIQ

Airfare and hotel price-tracking service provider Yapta last month introduced Professional and Premium levels of reporting for clients that use its FareIQ and RoomIQ Intelligent Price Tracking services.

Professional reporting, part of the company's standard offering, allows users to view program savings and key performance metrics and includes access to a savings dashboard and report-summary emails. The airfare package provides data like negotiated versus publicly available fares, and the hotel package offers industry benchmarking, realized savings and missed savings opportunities.

The Premium package for airfare provides greater detail around negotiated versus public fares, and it highlights trends around pricing by airline; markets or routes, such as airfare volatility; and class of service. The Premium hotel package provides specific data by brand and property, how negotiated rates stack up against public and dynamic rates, the true price of amenities and how often the company gets last room availability or the proper discount on best available rate. RoomIQ monitors hotel bookings across 115 countries, including the United States.

Yapta's FareIQ and RoomIQ prices are based on the percent savings a client achieves by using the service or on a per-transaction basis.

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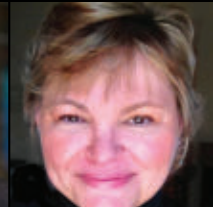
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USING DATA FINDINGS TO JUSTIFY MORE DATA INVESTMENT

BY JOANN DELUNA

“IT’S LIKE HERDING CATS,” said Micah Collins, director of travel and property management for Schumacher Clinical Partners. She was referring to collecting travel spend data from multiple sources. “I might be dealing with six different reports from six different vendors, and that’s not even from vendor direct [billing from] hotel or rental car.”

When Collins came onboard in May 2012, the physician staffing company had an unmanaged travel program and a loose T&E policy. By December 2012, however, she and the travel vice president had buy-in from the company to implement a new travel policy, to deploy the Concur Travel booking tool and to bring in a travel management company.

To expedite booking until she could roll out Concur, Collins required travelers to submit travel requests to the TMC by electronic form. “We knew it would take a minimum of four to six weeks to build out Concur and were not willing to sacrifice any time [of people not] booking through the company preferred vendors,” she said. The goal was to eliminate the back-and-forth conversations that often caused booking errors and delays and thus higher ticket prices.

Schumacher also had to train its roughly 200 employee travelers on the new travel program and convey that the travel department was there to help employees with travel and to give cost center managers spend transparency. “We tell our cost center managers and their employees that they’re our customers because if we don’t have that level of trust, then we’re just another online booking tool and they would wonder why they need you,” Collins said. Compliance also is a necessary component to proving the program’s worth via spend insight and savings. Then, the travel department can secure additional executive buy-in to implement more tools and automate processes to

WHAT SCHUMACHER WANTED:

Visibility into travel data to prove the travel program’s effectiveness and thus to gain additional data management resources

HOW IT WENT ABOUT IT:

Launched a travel policy, implemented Concur Travel, brought in a travel management company and built a travel database in Salesforce to receive feeds from Concur, the TMC and expense tool

WHAT SCHUMACHER GOT OUT OF IT:

Booking compliance rose, which afforded more travel spend visibility, and the advance-booking window increased

help cost managers make smarter budget decisions.

At this point, Schumacher had more and better travel data coming in from multiple sources but needed an efficient way to manage it. The travel, IT, accounting and finance departments built a travel database in Salesforce to consolidate automatic feeds of TMC data, Concur bookings and expense data from Workday. There is room for improvement, however. The accounting department still has to upload supplier invoices and credit card statements into Workday manually. Plus the 7,200 of the staffing company’s travelers are not official Schumacher employees and lack Concur profiles. Other non-employee travelers may lack a Concur profile, Workday profile or both. Their bookings and expenses lump together in the Salesforce travel database in a generic “guest” bucket.

Though getting the program and partners up and running sounds tedious, Collins said the travel program has improved matters. Within six months, 83 percent of travelers were booking through Concur Travel or the TMC. The average advance booking window also increased to 17 days. And by the end of 2014, a pre-trip approval process was in place. “We started creating conversations between cost center managers, mid-level management and those booking travel,” Collins said. “All of that allows us the ability to get the aggregate data I’m looking for because now I’ve managed to change the behavior on the front end. So when I go to fight the good fight to get money or resources, I know I have the good facts and trust [from travelers and cost center managers].”

THINGS HAD BEEN GOING SO WELL

In January, Schumacher switched to a TMC that it thought could help with the next step in data management:

analytics. But that meant rebuilding its Concur configurations and remapping workflows to align with the new TMC. Meanwhile, in August 2015, Schumacher had merged with Hospital Physician Partners, which did not have a formal travel program.

The merger added 300 employees who did not yet have Concur Travel or Workday profiles to Schumacher's roster, requiring more manual entry. Among other problems related to the TMC switch, Schumacher's cost center and direct billing codes included special keystroke characters that the TMC's system did not recognize, so data was not feeding into the Salesforce database properly. The program became unmanageable. "Merging the companies' behaviors while transitioning TMCs destroyed everything that was built from 2012 through 2015," Collins said. "We had no idea how complex and hands-on our program was, and we had to go back to using raw data reports."

By April of this year—when Schumacher acquired ECI Healthcare Partners and gained another 100 employees to assimilate—it was clear to both Collins and the new TMC that things were not going to work out. Schumacher returned to its

"We were able to communicate behavior and where the company is trying to go, which gives us additional leverage to continue our research."

—Schumacher's Micah Collins

original TMC, as it was familiar with Schumacher's processes and expectations, according to Collins.

REBUILDING

The TMC changes and mergers, while difficult, shined a light on the need for the company to rethink its manual processes. As for the buy-in Collins had gained, she said, "Rebuilding the trust through exceptional service was the only way I could sell the program while the technical issues and reporting limitations were impacting our ability to utilize the tools we had created."

Collins has had to rebuild Schumacher's alignment with Concur a third time and is rebuilding the Salesforce travel database with its original TMC to include missing data. Schumacher is investigating which manual processes can be eliminated and which feeds can be automated and is determining how to import data feeds for travelers who don't have Concur or Workday profiles. The company is also considering implementing Salesforce Wave Analytics in 2017.

"It sounds complex, but what we're trying to accomplish is to just follow the money," she said. ■

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DATA SOURCES: THE REFERENCE GUIDE

Ever wondered about all the data sources you're not using? Here, *BTN* makes its first effort to gather that information in one place. Check out the selected data sources below, and visit businesstravelnews.com/datasources for the expanding online resource, as well.

AGGREGATED ITINERARY DATA

Itinerary aggregation tools are useful for capturing bookings performed outside approved booking methods. Details can include air and hotel data, ground transportation, dining reservations and other manual entries.

Pros & Cons: Having these additional data sources can give more transparency into spend. Duplication of expenses can occur when aggregating this data source with other sources, but some tools are also taking steps to minimize the issue.

Access/Formats: The consumer versions may be free, but for corporates, access to the data and to services like email parsing and data enrichment typically are priced on a volume-based-subscription basis. The raw data can be pulled through an online reporting platform, an API or a WebHook, which automatically sends a message to the user when new activity occurs.

ARC DATA

Airlines Reporting Corp. provides transaction data information for about 350 airlines, 3,500 airports and 240 countries.

Pros & Cons: The data is highly detailed. It covers about 60 percent of worldwide tickets. Many low-cost airlines are not ARC participants.

Access/Formats: A corporation that has its own Corporate Travel Department or that meets certain requirements and pays a fee can apply for an ARC number. It then can receive raw data or access an analytics tool for an additional fee.

TOP 3 DATA SOURCE

CORPORATE CARD DATA

Credit card data records the actual amounts paid for travel. This can be especially important in cases of changes or refunds, as well as on-the-road spend like meals and ancillaries.

Pros & Cons: Programs with high card adoption can rely on it to capture supplier spend that's booked outside the approved booking channels, which allows corporates to further negotiate with suppliers. To some degree, however, the data often needs to be deciphered, leaving travel managers to decode ancillary charges or the addresses of hotel chains' individual properties.

Access/Formats: Corporations can obtain raw data exports from their card issuers as part of their credit card contracts, or they can view the data through data reporting tools, which could cost extra.

DINING DATA

Meal expenses can be retrieved from credit card and expense data. Dinova, a dining rebate program, can provide reports on meal expense data.

Pros & Cons: Knowing how much travelers are spending on meals can allow traveler managers to raise or lower meal budgets based on cities or states. Providers like Dinova capture data only from restaurant partners. For complete dining spend, travel managers default to expense reports or credit card feeds.

TOP 3 DATA SOURCE

EXPENSE DATA

Travel buyers can think of expense as the “total view” of travel data. It shows the travel that has been consumed.

Pros & Cons: Most expense tools import corporate card data, and some can incorporate registered personal cards. Expense data shows cash expenses, as well. Several expense providers have integrated with vendors like Uber and Airbnb to provide data more quickly and pre-fill reports accurately. Not all expense tools are created equal. Some are off the shelf, while others allow for more nuanced expense types and reason codes. Others offer custom solutions.

Access/Formats: Program administrators obtain standard reports and query expense data on providers’ data analytics platforms. Fees for standard reports are included in basic contracts; custom reports can cost extra, or it may be up to the corporate to build them. The process is not always intuitive.

GLOBAL DISTRIBUTION SYSTEM DATA

Global distribution system data provides a duplicate of data on travel booked through the TMC.

Pros & Cons: Large companies with operations around the world may find that multiple GDSs are necessary and therefore will want the data from disparate data sources.

Access/Formats: Available in standard reports and raw data directly from the GDSs. The data isn’t always as complete as TMC data and is not configured with details like employee or department codes.

HUMAN RESOURCES DATA

Human resources data allows companies to put travel data in the context of individuals, business groups and other demographics to track trends and spot check behaviors or even trigger unique policy elements.

Pros & Cons: Configured properly, HR data allows drill-down to travel spend by division, company hierarchy, cost center or individual. Some companies take it further to look at booking trends by age or gender, top travelers or other groups. In other companies, deeper HR data can be difficult to access due to privacy restraints.

Access/Formats: Travel managers can access internal HR data through an export file or secure FTP. The data format, such as Excel or simple text, varies by company.

PRISM DATA

Prism, part of Sabre Airline Solutions, consolidates data on behalf of airlines and corporations and provides secure reporting.

Pros & Cons: The data can be used to evaluate airline spend and contract performance. It does not include all carriers and does not include airline tickets booked outside the travel management company. As more booking channels become available, the data can become less effective. Many low-cost carriers are not included.

Access/Format: Prism airline transaction data is exported to TMCs as raw data. Travel managers can request reports from the TMC; they may also buy data directly from Prism.

PUBLIC DATA

Free public data sources can be a treasure trove of context for travel programs.

Pros & Cons: On-time airline performance, fuel prices and business travel spend can inform supplier negotiations, budget planning and benchmarking comparisons. Public sources may not include all a corporation’s preferred suppliers. For example, Air Canada does not appear in U.S. Department of Transportation on-time performance reports. Nevertheless, these sources provide context to travel data.

Access/Formats: Travel managers can set up news alerts or sign up with the sources to receive email reports.

SHARING ECONOMY DATA

As travelers use sharing economy vendors like Airbnb, Lyft and Uber more, travel managers need to capture this spend.

Pros & Cons: Usage trends help travel managers understand where travelers are and how avidly they use these services. Knowing about usage may force the corporate to create a policy on sharing economy vendors. Overall, the data is turnkey. Sharing economy providers have modern APIs and fairly standard data formats. Each source offers insight into only the one vendor.

Access/Formats: While sharing economy data can be captured through credit cards as individual charges, such vendors are natural data collectors. Several have partnered with expense systems to send the data via API connections as transactions occur, and some provide the data directly to corporates. The data also may be available through supplier dashboards, depending on the vendor.

TOP 3 DATA SOURCE

SUPPLIER DATA

Typically, airlines, hotels and car rental companies provide corporates with quarterly or yearly PDFs or Power-Point reports that may come with face-to-face meetings, depending on the size of the corporation.

Pros & Cons: Travel managers can reconcile supplier data with data sets from other sources, such as expense, to manage contracts. There can be discrepancies between suppliers' and buyers' data. Suppliers classify and account for value in different ways. This makes it difficult to find consistency and derive true spend. The value of the data also depends on the corporation's spend volume with that supplier.

Access/Format: Aside from standard reports, buyers should demand raw data from suppliers, which may require some negotiating or come with a fee.

Air: Airline data may include values for soft and hard savings and services. Pay close attention to whether those include items retail consumers would receive via status and irrespective of negotiated contracts, such as free checked bags. The data may not always separate ancillaries, and the data is not always timely. Delta has introduced Delta Edge, an airline analytics tool specifically for corporate customers.

Hotel: Travel managers can get visibility into year-over-year spend, average daily rate and whether their company is getting the contracted rates. Corporations covet folio data, which includes guest name, total spend, nightly rate and dates of the stay, but it's challenging to get. Most companies rely on expense reports for this detail, but travelers' manual entry into expense reports makes it inconsistent. Hotel identifiers pose a challenge, as well, in that property names change frequently or are not mapped consistently to all systems.

Car Rental: Car data tends to be richer than other supplier types, particularly for ancillary fees and services. Some car rental suppliers provide data analytics portals to view spend.

Have an additional data source to share or more input on one that is already published? Email *BTN* editor-in-chief Elizabeth West at ewest@thebtngroup.com.

TRAVEL MANAGEMENT COMPANY & BOOKING TOOL DATA

Booking data from a travel management company includes transaction activity performed through the TMC and provides visibility into air, hotel and car bookings; spend management; traveler profile maintenance; unused tickets; contract compliance; and traveler location.

Pros & Cons: TMC data includes offline and online bookings if the booking tool is integrated. Data is limited to transactions performed through the TMC, providing a limited view of actual spend, but the detail is good. Because TMCs are not truly global, multinational programs may rely on several TMCs that may not standardize or fully combine with the primary TMC.

Access/Data Formats: Companies can attain exportable raw data or standard reports from their TMCs as part of their standard packages or through a proprietary data reporting platform, which can cost extra. Reporting tools vary from canned reports to dynamic data visualization and drill-down capabilities.

BOOKING TOOL

Separate or integrated with the TMC, booking tool data provides insight into travel spend, traveler behavior and compliance. Booking tools can provide raw data, reports or an online analytics platform, which is likely to cost extra.

SUPPLIER RATINGS DATA: INTERNAL TRAVELERS

Travel managers always have listened to feedback, solicited or not. Some make it easier for travelers to share their experiences, recommendations and criticisms via internal social media sites. Others opt to build supplier-rating tools on internal company portals.

Pros & Cons: Such efforts are in their infancy. Formal review tools may be bundled for sale with other tools but often require a budget to build and monitor such resources. Traveler participation can be inconsistent, which reduces value. Such tools enable travel managers to apply data on supplier quality to the procurement process and to address issues as they develop.

Access/Format: Depends on the tool used. Informal social media stats may be fairly unstructured.

Prepared by JoAnn DeLuna with assistance from The Data Exchange CEO Susan Hopley, Grasp Technologies vice president Dave Lukas, Traxo senior vice president of sales and marketing Cara Whitehill, tripBAM CEO Steve Reynolds and a spokesperson from each Lyft and Airbnb.

The "Top 3" data sources were identified by a *BTN* survey of 172 travel buyers in August and September.

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