

BTN

BUSINESS TRAVEL NEWS

October 23, 2017

VOICE OF THE
TRAVELER

Your travelers are telling you what parts of the traveler experience offer the biggest opportunities to make them happier. Listen carefully.



SPONSORED IN PART BY

Southwest[®]
Corporate Travel

Marriott
INTERNATIONAL

globalVCard
travel

 **EGENCIA**[®]
BUSINESS TRAVEL • EXPEDIA, INC.

We're in the business of getting you to Yes.

Yes to low fares to 99 destinations.

Yes to points your employees can actually use.

Yes to employees reaching Companion Pass.

Yes to flexible reservations.

Yes to last-minute booking stress free.

Yes to changes on the fly without the change fees.

Yes to two bags flying free.

Yes to feeling like a boss after booking your boss.



A simple Yes opens doors to a world of opportunity. One where we can help take your business further and grow with you along the way. It's all a part of Transfparency.[®] Learn more at Southwest.com/corporatetravel.

Southwest[®]
Corporate Travel

Destination count based on published schedules as of September 2017. All Rapid Rewards[®] rules and regulations apply and can be found at Southwest.com/rterms. Southwest Airlines[®] does not charge a change fee, but fare differences may apply. First and second checked bags. Weight and size limits apply.

VOICE OF THE TRAVELER

Why & how companies are shifting toward traveler-centric travel management **Page 6**

CASE STUDIES:

IBM Connects Its Travel Community in More Ways Than One **Page 12**

Microsoft Taps Collective Knowledge with Tripism **Page 14**

TRAVEL PROGRAM OPPORTUNITIES:

No Policy, No Service **Page 16**

Road Warrior Rules **Page 22**

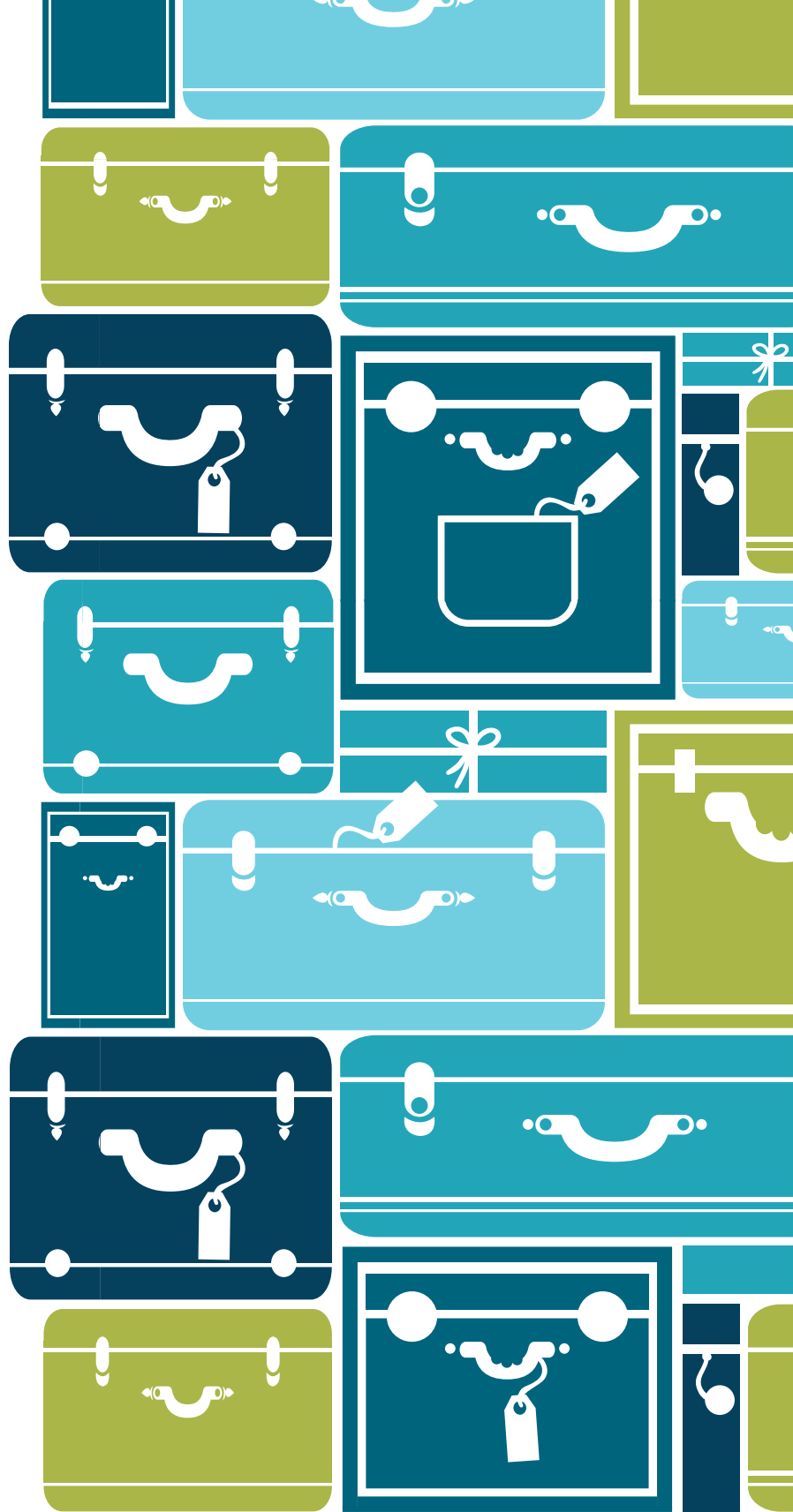
International Travel Ups Friction **Page 26**

The Joy of Travel Gets Old **Page 30**

How Gender Does (or Doesn't) Play a Role in Traveler Happiness **Page 32**

DATA:

What Travelers Want Versus How Companies Deliver **Page 34**



SPONSOR WELCOME LETTERS



Dear Corporate Travel Industry Partners and Leaders:

After years of cost cutting and heightened security concerns, traveler friction is rising.

What's the solution? Disruption of the status quo. It is time for the corporate travel industry to put power back into travelers' hands.

We can start by getting to know our travelers. Surveys like BTN's Traveler Happiness Index that informed this Voice of the Traveler issue are an important step, but we can't stop there.

We must be nimble; take risks. Technology is moving fast. If we don't invest in research and find ways to bring new technologies to market quickly, business travelers will turn to consumer technology that better meets their needs.

We must offer travelers the choice they want. But, we have to present smart choices. No one knows travelers' preferences, habits, and policies as well as we do. It's up to us to use that information to equip travelers to make good decisions.

We leverage technology to improve upon customer service, whether it's a single tap to contact customer service or using chatbots to answer questions. But, we still need to have experienced, compassionate agents ready on the other end of the line.

At Egencia, we work quickly to provide the world's best business travel solutions for the Expedia generation—the generation of travelers, regardless of age, that have come to depend upon technology in their day-to-day lives. We continuously improve our offerings to meet business travelers' evolving needs. Every decision we make is backed by user research and A/B testing. Our travelers can seamlessly book and manage travel with one of our local travel agents, and across all their devices: desktop, mobile, or wearables.

If you're ready to win back business travelers' trust, here's your chance to hear what they have to say.

Sincerely,

Michael Gulmann
Chief Product Officer
Egencia



Dear Corporate Travel Professional:

For nearly 30 years, CSI Enterprises, Inc. (CSI) has been innovating payment solutions that solve some of the toughest challenges for corporate travelers. If you are a travel, procurement, or finance professional tasked with controlling corporate travel spend and accounting, you know firsthand what those challenges are. Likewise, if you are a consummate

business traveler, you have your own set of obstacles to overcome. Ensuring that the travel experience is smooth while also adhering to corporate travel policies can be extremely difficult, and both personal credit cards and corporate cards present serious security risks on top of hours of time spent on manual reconciliations.

We've worked hard over the years to develop solutions that specifically address the pain points felt within the travel industry. globalVCard Travel is the ultimate solution and it's already changing the way travel managers book, pay for, and control employee travel spending. globalVCard Travel integrates directly with TMC booking systems to provide a seamless and secure booking platform for hotel, air, and car rentals.

The highly secure single-use virtual credit card is the key component to the success of globalVCard Travel. A unique card number, created and linked to each transaction, eliminates the possibility of stolen credit card data while also enabling straight forward reconciliations, robust reporting capabilities, and real-time control of spending.

Our globalVCard payment solution is award-winning for a reason. It has changed the landscape of business travel across industries and given booking managers more control, duty of care, and reporting structure, all of which inevitably leads to increased team and traveler morale.

We are pleased to sponsor Business Travel News' Voice of the Traveler issue and to advance travel booking with innovative technology and first-class service. We know you'll love the globalVCard Travel solution and we can't wait to tell you all about it.

Sincerely,

Keith J. Stone
President/CEO
CSI Enterprises, Inc.
globalVCard Travel

Marriott

INTERNATIONAL



Travel Partners,

Marriott International has a global presence of 6,200 properties and 30 brands in more than 125 countries and territories. This scale and distribution affords our customers options to address all their travel needs.... whatever your trip purpose and travel management need, we have a solution for you.

As a travel professional, you and your travelers are at the heart of our business. While we may be the world's largest hotel company, that means nothing if we are not your favorite. It has been one year since the acquisition of Starwood Hotels & Resorts. We have conducted hundreds of customer focus groups, advisory boards, and customer events to listen to your voice in how we may better serve your needs. We look forward to continuing this dialogue.

Marriott International is proud to sponsor this special research issue of Business Travel News, and hope you find the tools and resources to be helpful.

Warmly,

Tammy Routh
Senior Vice President, Global Sales
Marriott International

Southwest

Corporate Travel



Dear Travel Partner:

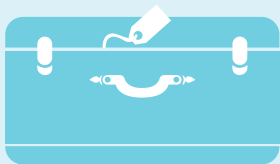
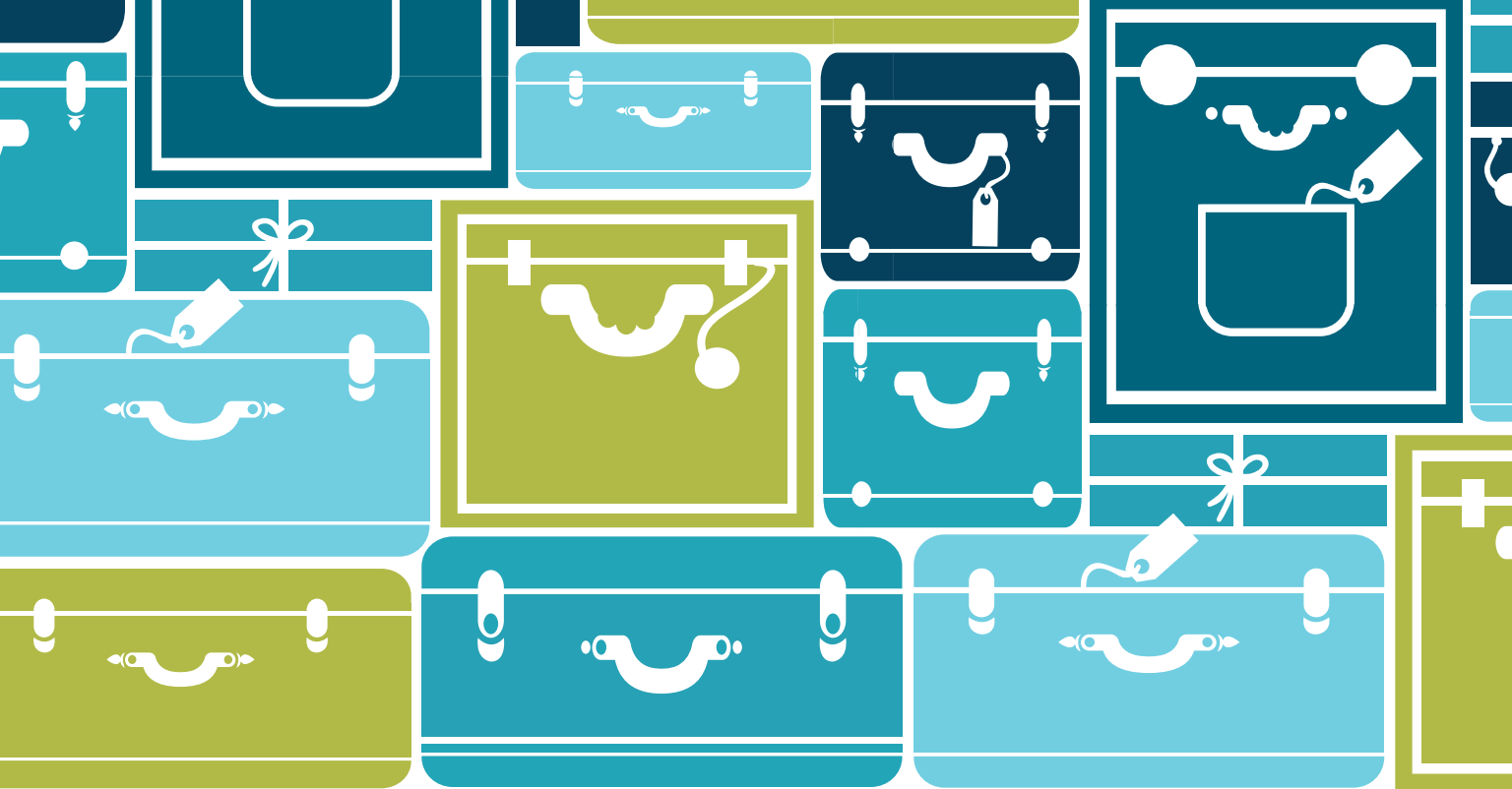
At Southwest Airlines, we strive to be in the first consideration set for business travel within your managed travel program and for your travelers. A few things business travelers flying Southwest can experience this year include our upcoming launch of integrating the Boeing 737 MAX into our fleet, increased Inflight Wi-Fi enablement, and an expanding route network to get you where you need to be. With so much going on at Southwest, we are especially pleased to sponsor this special BTN Voice of the Traveler research issue.

Countless companies of all sizes consider Southwest their valued airline partner. Our goal is to help companies achieve their managed travel program goals while driving incremental value to the bottom line through everyday low fares and avoiding unnecessary costs through our **Transfarency** strategy. Our inclusive and competitive low fares, award-winning Rapid Rewards frequent flier program, traveler-friendly policies, no baggage or change fees, and celebrated Customer Service help differentiate us from the competition.

Over the last few years, Southwest has been focused on expanding our route map to include new markets and routes that are important to business travelers like California, Fort Lauderdale, Chicago, and Atlanta. Our international footprint continues to grow as well. At Southwest, we are striving toward the goal of making it easier to do business with us, and we're keeping our eye on the future to serve your needs of our business travelers and corporate partners.

Enjoy this issue,

Matthew Smith
Senior Director Corporate Sales
Southwest Airlines



THE VOICE OF THE TRAVELER

By Elizabeth West

“We want to understand their sentiment: Why they travel, do they enjoy it, what’s important, how do they travel? That is the starting place. Fundamentally, a travel program starts with the traveler.”

That’s the advice of Festive Road managing partner and former Astra-Zeneca global travel management lead Caroline Strachan, who said clients have engaged her consulting firm for “listening exercises” more often in the past year. “We are doing this for a number of clients. Our goal is to show the industry that if you will listen to your travelers and build a program around that, you don’t have to worry about compliance.”

That may be an uncomfortable proposition for companies that have approached travel management from a rules-centric, cost-saving position. As managed travelers have more choice at their fingertips and higher expectations—in terms of personalized customer service and work-life balance, for example—companies are moving slowly toward a traveler-centric model.

A recent study from the Association of Corporate Travel Executives and American Express Global Business Travel suggested

that companies with a younger average employee—think technology companies and large accounting and consulting firms, among others—lead the way in injecting HR-oriented perspectives into travel policies and processes.

Nearly one-third of these “younger” companies considered recruitment and retention strategies part and parcel of the travel program strategy. Among “older” companies, i.e., those with an average employee over 40 years old, that HR-orientation for travel dropped to just 11 percent.

That’s not to say that 30 percent of these “younger” companies are putting travel management in the hands of HR, though some undoubtedly do. It’s simply that these companies, especially those in competitive industries, align travel with bigger-picture goals rather than focusing on savings at all cost.

That “bigger-picture” transformation is underway for one Festive Road pharmaceutical client, according to Strachan. Struggling with leakage and rogue travelers, the company took a step back. After the in-depth listening exercise, “the company realized they were going to have to fundamentally shift the focus of their program,” said Strachan. “For example, their hotel contracts were

Win

back your travelers

Happy travelers. Higher compliance. Greater savings.

Egencia can show you how.



egencia.com

 **EGENCIA**[®]
BUSINESS TRAVEL • EXPEDIA, INC.

HOW HAPPY ARE TRAVELERS IN 2017?

BTN SURVEYED 844 BUSINESS TRAVELERS AND WEIGHED HOW IMPORTANT THEY DEEM 23 TRIP FACTORS ON A SCALE OF 1 (BAD) TO 5 (GOOD) AGAINST HOW WELL THEY THINK THEIR COMPANIES DELIVER ON THOSE FACTORS.

PRE-TRIP

	IMPORTANCE TO TRAVELER	EFFECTIVENESS OF TRAVELER'S COMPANY
Traveler understands purpose of trip	4.1	3.9
Policy clarity	4.2	3.7
Access to effective shopping/booking tools	4.3	3.6
Access to quality agent for booking & support	3.6	3.5
Choice & quality of suppliers	4	3.5
Access to premium flight cabins, lodging, etc., when needed	3.3	2.9
Timely & accurate alerts for traffic, weather, flight status, etc.	4	3.4
Advisories about serious issues like severe weather & crisis situations	4.2	3.4

ON-TRIP

Access to travel-disruption support	4.4	3.7
Personal safety support	4.5	3.8
Convenient flight times, hotel locations, etc.	4.5	3.6
Empowerment to make travel spending decisions	4.3	3.6
Empowerment to attend to health & wellness	4.2	3.3
Local recommendations for personal time & client entertainment	3.1	2.8
Access to reliable Internet & data connections	4.5	3.6
Personal acknowledgement by suppliers	3	3.1
Notification of benefits that come with loyalty status or corporate contract with supplier	3.7	3
Tools & memberships that allow traveler to skip lines	4	2.9

POST-TRIP

Opportunity to provide feedback about quality of trip & suppliers	3.2	3.1
Ease of expense reporting	4.4	3.5
Reasonable downtime before returning to the office	3.9	3.1
Compensatory time for travel over weekends & holidays	4	2.8
Feeling of support for traveler's well-being & productivity	4.2	3.3

2017 TOTAL TRAVELER HAPPINESS INDEX (OUT OF 100)

57

not with the types of suppliers their travelers were interested in. And it wasn't that they wanted luxury; they weren't expecting Four Seasons or Ritz-Carlton. They just wanted things like convenient locations to their meetings and onsite gyms. So progress wasn't about spending more, it was about understanding more."

THE TRAVELER HAPPINESS INDEX

In May, BTN launched an online survey tool to help travel managers listen to the voice of the traveler. An extension of the 2016 Traveler Happiness Index that BTN fielded to a list of qualified business travelers, the tool allowed BTN to target the managed travel segment more specifically.

Each qualified travel manager registered for a customized link to the online survey that allows his or her business travelers to rate the importance of 23 "trip factors" along the pre-trip, on-trip, post-trip lifecycle to discover what that travel population cares about most. Further, the survey asks travelers to rate their companies on the "effective delivery" of each trip factor, giving travel managers insight not only into what is important but also into delivery gaps that need to be addressed the most.

Ultimately, each participating company is assigned a Traveler Happiness Index score on a scale of 1 to 100, based on all survey respondents from that company. An index of 50 indicates "neutral" satisfaction. Each participating travel manager accessed his or her own confidential survey results through the tool. The tool remains available and the survey is ongoing, and BTN used total results from all participating companies as of Sept. 15 to offer a snapshot of managed traveler happiness overall in this issue.

Having aggregated the ratings of all participants in the 2017 Traveler Happiness survey, BTN found that managed travelers pegged their happiness at 57 on the index. This shows

METHODOLOGY & INTERPRETING THE INDEX

Business Travel News launched its online Traveler Happiness Index survey on May 23, 2017, and collected data from 844 travelers representing 33 companies through Sept. 15. The survey remains active at www.businesstravelnews.com/thi/survey-link-request.

The Traveler Happiness Index measures managed traveler satisfaction with their companies' travel programs. It shows the most important factors along the lifecycle of a business trip from travelers' point of view. It also shows travelers' perception of how effective the managed program is in delivering on these factors. Using a formula weighted on the importance of each trip factor, the Traveler Happiness Index produces a score on a scale of 1 to 100, in which 50 is neutral. This year's total score of 57 reflects an industry that has focused on travel management necessities but has not put the policies, processes and technologies in place to achieve traveler satisfaction or meet growing expectations for relevance, convenience and productivity.

Key areas in need of improvement: booking tools, pre-trip notifications of serious travel advisories, convenient flight times and hotel locations, health and wellness support, reliable Internet access, expense processes and comp time for business travel spanning holidays and weekends.



Making Travel Fun Again

Yes, corporate travel payments can be fun.

We're in the business of automating payments and putting smiles on the faces of travelers and travel managers across multiple industries

Imagine having all the control in the palm of your hand with built-in compliance and duty of care features accessible through a mobile app.

We see you smiling right now just thinking about never needing to refax a hotel authorization or manually reconcile travel expenses again.

Go ahead. Make travel fun again with globalVCard travel.

globalVCard[®]
travel

that many companies have not yet adopted some of the more traveler-centric practices in structuring programs and policies. This year, BTN dug deeper into the Traveler Happiness survey, segmenting results in five different ways: by policy strength, by trip frequency, by international trip volume, by age and by gender.

The least happy travelers among this year's participants were the ones who had the least support. This group indicated they had few or no policy guidelines. They painted a picture in which they were casting about for the tools and processes needed to book and execute a business trip. Given that BTN surveyed only managed travelers, this group was small at just 25 percent of all participants. They seemed to lack awareness of an existing program, despite the fact that many of them traveled regularly—and that their travel managers sent them the survey!

Clear concerns emerged across the board, though. Namely, the lack of quality shopping and booking tools for business travel, the desire for more convenient travel choices, an easier expense process and a nagging desire for better work-life balance.

THE VOICE OF THE TRAVELER

Survey numbers can go only so far in offering insights into travelers' true motivations. With that in mind, BTN engaged 30 business travelers themselves in a series of in-depth interviews to understand not only how they travel and what frustrates them about their companies' required processes and programs but also about what they appreciate in terms of business

travel and what would make their traveling lives better.

Aggregation of this feedback showed vast differences in corporate attitudes toward travel, from the relative luxury travel afforded to finance executives to the scrappier budget-oriented programs that govern journalists going after a story and even draconian policies heaped on an HR professional whose job has him on the road nearly 90 percent of the time, including weekends.

Many of the travelers' comments reflected similar issues to those revealed in the online survey. Their stories are just as important, though, showing the real-life effects of travel programs that the survey could not show and clearly projecting how a company's policies and processes around travel influence an employee's satisfaction with his or her job.

The travelers' stories also reveal a drive to be productive contributors to the businesses of which they are a part, and in some cases they have practical recommendations for their companies to support that drive. So travel managers, HR professionals and procurement officers need to listen and work together to design travel programs that meet business needs, support productivity and offer some personal choice for travelers. The big question is how. What is the most effective way to listen to travelers?

BTN's Traveler Happiness Index tool is one good place to start. It's free. Internal social media communities also can be a positive, low-cost first step. PwC, Salesforce, Liberty Mutual Insurance, Microsoft and a host of other companies have built active online feedback channels that encourage travelers to communicate

The least happy travelers among this year's Traveler Happiness survey participants were the ones who had the fewest rules and the least program support.


with the travel department or even assist other travelers who crowd-source questions.

Microsoft and IBM are taking the voice of the traveler concept to the next level. Both are engaging with HR on retention and recruitment issues and both are leveraging sophisticated technologies to support their leading-edge efforts.

Microsoft is harnessing multiple sources of data—including traditional travel, card and expense data; supplier data; and even unstructured data from its social media channel—and applying machine learning to the mix. The ultimate goal is to use the data to create a "digital picture" of the technology giant's 75,000 travelers and then segment them into four traveler types. Microsoft plans to use these traveler types to negotiate relevant contracts and special offers with suppliers that will support and motivate each group. Microsoft also has launched a destination experience platform that leverages and distributes individual traveler knowledge to the broader Microsoft traveler community.

IBM is concentrating on a chatbot concierge powered by Watson's artificial intelligence. The idea grew out of a traveler forum the company created as a communication vehicle to support a large change management initiative. Now, it will be dedicated to supporting the traveler experience. (See pages 12 and 14 for case studies on both companies).

Discovery Communications is taking a different approach, global travel services VP Yukari Tortorich told a recent audience at The Beat Live conference. She's actively engaging groups of travelers in pilot programs to test emerging technologies for the travel program, thereby giving them a voice in some exciting transformation opportunities that are manageable in scale but still meaningful.

There's no single path to success, but continuing to overlook the traveler as a fundamental stakeholder will leave a travel program going nowhere fast. 



BTN'S TRAVELER HAPPINESS TOOL

The Traveler Happiness Index tool is confidential and free. Get a customized link at www.businesstravelnews.com/thi/survey-link-request and send it to your travelers at any time; your data remains confidential. You receive a line-item breakdown of the results with key impact areas and the index benchmark against which to measure your program. Participating travel managers have praised the tool for its unbiased approach and for shining a light on key questions that companies should be asking their travelers.

DESTINATION NEXT IS ACCESS TO THE WORLD.

Delta's global network is #1 for business travel, chosen by the most corporate travel professionals year after year.*

We are shaping tomorrow's business travel today with our expanding global network of partner airlines. Serving more of the world's key business centers, more often, we are able to deliver a highly coordinated network ensuring the best experience for your travelers. Welcome to Destination Next.

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



KEEP CLIMBING
 DELTA 

*According to the Networks, Partnerships and Frequencies category of the 2016 Business Travel News Airline Survey, published on November 21, 2016. Delta Air Lines earned the top overall score for the 6th consecutive year (2011-16) on the Business Travel News (BTN) Airline survey.

IBM Connects Its Travel Community in More Ways Than One

For IBM, the traveler experience isn't a matter just for the travel department. Of the company's approximately 400,000 employees, about 75 percent travel, and improving the traveler experience has become a priority for related departments like procurement, HR and expense, according to IBM global travel sourcing lead Shari Quackenbush.

The traveler experience's move to the forefront has been an evolution and one that's continuing as the program looks to new ways to assist employees on the road and to increase traveler engagement.

RECOGNIZING THE POTENTIAL

In 2016, IBM began switching both its travel and its expense programs to Concur, no small endeavor for a program that manages travel in more than 100 countries. As implementation for the first few countries approached, Quackenbush said, IBM started planning for how it would communicate the changes to travelers. "In the very beginning of the communication design phase, there were several ideas that were surfacing about our communication plan," Quackenbush said, "and from that generated a whole focus on the travelers and on the users."

When IBM launched the pilot of its Concur-powered end-to-end platform for T&E, which it calls Travel @ IBM, it also set up a forum for users rather than a help desk. "We weren't going to set up

specific help desks for [employees] to help them service their travel booking or their expense reporting processes; that's supposed to all be very intuitive," Quackenbush said. "So we created frequently asked questions and we created video trainings of things that we felt would be complex or challenging to individuals."

IBM continued to use the forum as it deployed the Concur application to more countries. But after a year's worth of questions and answers had stacked up, Quackenbush's team realized that users don't look in the archives for answers. That led the team to introduce a travel bot, powered by IBM Watson. Users ask direct questions, and automation steps in and provides the answer, often via how-to videos.

When the bot answers a question, users can give the answer a thumbs up or thumbs down and leave a comment as to how the answer could be better, Quackenbush said. "And we're going to continuously update the bot with new information on an as-needed basis."

There are other traveler experience features to the Travel @ IBM platform, too, such as the Ideation Blog, on which users can submit suggestions for the travel program and others can upvote their favorites.


AN ON-TRIP APP

While the initiatives IBM has rolled out over the past year have improved traveler engagement

and offered support, there still are pain points to work on. Quackenbush said travel management is immobile, disjointed and indifferent to the traveler. At the same time, she said, travel is the most app-ready area of the work experience. Quackenbush's team and their R&D partners are working on a multi-platform, personalized, integrated and business-ready app for travelers.

The app will begin with an interactive itinerary that integrates flight, hotel, car rental and meetings. The tool also will provide IBM employees with special insights during their journey. For instance, the artificial intelligence-powered tool can recommend restaurants based on the traveler's preferences, even taking into consideration factors like whether the traveler is dining alone or with clients. That same insight could recommend what type of transportation a traveler would use.

Additionally, the app would create a connected traveler community as the Travel @ IBM platform does. It will be able to notify IBM travelers in real time when a colleague is on the same flights, in a nearby hotel or going to the same restaurant.

Such opportunities to meet in person, then, would extend the online traveler community that IBM has built into a face-to-face traveler network, proof that technology really can bring people together, not only online but also in real life. 

As IBM prepared to switch its T&E systems to Concur, the change-communication plan focused on the travelers, and that exercise has blossomed into a traveler forum, then a bot and next, an app and a recommendation engine.

AROUND THE CORNER. AROUND THE WORLD.

The Business Rental Program from Enterprise and National provides service in more than 90 countries and territories, with over 9,000 fully staffed locations worldwide.

Partnering with Enterprise and National ensures you always have rental options whenever you or your co-workers travel, wherever you go. Our fully staffed offices make sure you always have assistance when needed.

And when you join the award-winning Emerald Club from National, you'll experience elevated service in all corners of the globe.

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



Microsoft Taps Collective Knowledge with Tripism

Travelers participating in BTN's Traveler Happiness survey largely dismissed the need for local recommendations from their corporate travel colleagues. Yet they complained about spotty Wi-Fi, trip disruptions and other on-trip friction that kept them from getting things done (see pages 34-37). Sometimes, though, travelers can't anticipate their needs because they don't know what's possible. And so, Microsoft director of global travel Eric Bailey sees a different opportunity for travel programs to improve the travel experience than did the travelers responding to BTN's survey.

Microsoft's travel community platform, which allows corporate travelers to share their travel experiences, started as an internal tool created by interns and morphed into a more robust platform when he teamed up with Tripism's Adam Kerr two years in.

The concept: A virtual gathering place for Microsoft travelers to meet and exchange corporate travel knowledge, local office information, hotel and dining recommendations, ground transportation tips and other need-to-know info that coworkers normally would share when passing in the office hallway. "That's the old analog model, and it wasn't very efficient," said Microsoft travel technology manager Steve Clagg, who inherited the project and dug deep to bring it to fruition companywide. "There was a clear need from our travelers to better understand where they were going and what would be there waiting for them."

A TRIPADVISOR FOR BUSINESS TRAVELERS

Essentially, Microsoft wanted a business version of TripAdvisor but tailored for

Microsoft travelers. "The problem with existing tools today is that it's too much [information]—too broad, unfocused and mostly about [leisure] experiences that don't incorporate business operations or user tasks," Clagg said.

The early My Travel Companion tool the interns built was "really cool," according to Clagg, but after a few years, it needed to be overhauled and stored in the cloud. By 2015, the interns had left and no one at Microsoft had the resources to take over. That's when Kerr did a cold-introduction to Bailey on LinkedIn. It worked. The companies collaborated, enhancing the Tripism platform with Microsoft's ideas. They piloted the tool in 2016 with 100 travelers before rolling it out companywide this spring.

MAPPING THE TRAVELER EXPERIENCE

Tripism maps out Microsoft office locations, preferred hotel suppliers and Dinova network restaurants. It allows Microsoft travelers to review restaurants and hotels and pin points of interest on a trip board a la Pinterest so travelers can access them easily. Travelers control whether their own boards and reviews remain private or are visible to all Microsoft employees.

A traveler visiting a Microsoft office in another city can use Tripism to research preferred hotels near that location and read colleagues' reviews for those hotels before booking. Microsoft is working on functionality to allow hotel partners, whether an individual property or a chain, to enrich the data with Microsoft-specific benefits that can't be published on the global distribution system, such as hotel restaurant discounts or concierge service. The community layer "enhance[s] the value of that negotiated relationship," Clagg said.

"There was a clear need from our travelers to better understand where they were going and what would be there waiting for them."


Likewise, travelers can search nearby restaurants within the Dinova network and read Microsoft travelers' reviews. "Being part of Dinova brings benefits to travelers and savings [to Microsoft that we] get from rebates on dining spend," he added. Microsoft also can add helpful information about office locations: phone numbers, parking instructions and front desk procedures. The company is automating that functionality so that facilities department changes update in Tripism, as well.

IMPROVING CARD ACCEPTANCE PERCEPTION

Microsoft also feeds American Express corporate card data to Tripism. Previous corporate card spend by colleagues indicates to the platform which merchants accept Amex. That's particularly useful outside the U.S., Clagg explained. "There are lots of perception issues that [Amex] is not accepted anywhere. It is, but at [a smaller percentage of] merchants when compared to the U.S."

If a traveler in France goes door-to-door to see if a merchant accepts Amex, it can feel like most don't. Tripism's mobile app changes that perception, Clagg said. "Immediately, the tool will display five to six good restaurants within walking distance that other Microsoft employees frequent in Paris and accept Amex."

Travelers seem to like the tool. The pilot group increased to 500 users before official launch in the spring, and as of September, Microsoft had 10,000 active users.

Tripism not only helps the traveler find what he or she needs but also helps the travel department "keep the program together and increase satisfaction to our users," Clagg said. 

Wow — YOUR — TRAVELERS

It's never been so easy to get
all the rooms at the best rates.

Find out how: bcdtravel.com/hotels



BCD  **travel**

No Policy, No Service

A little bossiness may be a good thing. Consider that no group of business travelers is less happy than those who have no travel policy or a policy in which every decision is optional. That's across both genders and various age groups, levels of international travel, trip frequencies

and travel policies. All 18 groups studied in BTN's Traveler Happiness survey registered scores between 50 and 60—except those with no policies or optional policies. And after those who travel abroad the most, the next most disillusioned group is those with preferred travel policies.

A strong travel policy, in contrast, presents travelers with filtered but reasonable options and in exchange makes them feel supported and safe. These travelers are among the Traveler Happiness Index's happiest.

TRAVELERS WITH LENIENT POLICIES CRAVE GUIDANCE

Based on BTN's survey, the less managed the traveler, the more he or she desires clarity on the travel policy. BTN spoke to two travelers whose companies had eliminated most of the rules around travel. One directed travelers simply to use good judgment, and now, "I find

5 MOST IMPORTANT TRIP FACTORS BASED ON THE STRENGTH OF A TRAVELER'S CORPORATE TRAVEL POLICY

TRAVELER HAPPINESS INDEX

NO POLICY/OPTIONAL POLICY

- | | |
|---|------|
| 1. Convenient flight times, hotel locations, etc. | 4.00 |
| 2. Pre-trip advisories about serious issues like severe weather & crisis situations | 3.90 |
| 2. Access to reliable Internet & data connections | 3.90 |
| 4. Access to travel-disruption support | 3.81 |
| 4. Personal safety support | 3.81 |
| 4. Ease of expense reporting | 3.81 |

45

PREFERRED POLICY

- | | |
|---|------|
| 1. Access to reliable Internet & data connections | 4.50 |
| 2. Access to travel-disruption support | 4.40 |
| 3. Personal safety support | 4.39 |
| 4. Convenient flight times, hotel locations, etc. | 4.33 |
| 4. Ease of expense reporting | 4.33 |

53

STRONGLY ADVISED POLICY

- | | |
|---|-------|
| 1. Personal safety support | 4.52 |
| 2. Convenient flight times, hotel locations, etc. | 4.491 |
| 3. Access to reliable Internet & data connections | 4.488 |
| 4. Ease of expense reporting | 4.43 |
| 5. Access to travel-disruption support | 4.39 |

58

MANDATED POLICY

- | | |
|---|-------|
| 1. Personal safety support | 4.57 |
| 2. Access to reliable Internet & data connections | 4.51 |
| 3. Access to travel-disruption support | 4.48 |
| 4. Convenient flight times, hotel locations, etc. | 4.474 |
| 5. Ease of expense reporting | 4.467 |

56

HIGHEST-IMPACT OPPORTUNITIES

Identifying the elements of the trip experience that travelers find most important, as BTN has done here, is interesting. The biggest opportunities to make an impact on your travel program, however, come when you weigh importance against how well travelers think their companies deliver. Travelers with mandated policies for instance, rate personal safety support at 4.6 on a five-point scale for importance. Turn to page 34 and you'll see that they rate companies' efficacy in that category at 3.8, leaving a gap of 0.8. That's something travel programs could work on. But look just a little lower on mandated travelers' importance scale and you'll find pre-trip travel advisories about serious incidents is rated 4.3 while their companies' efficacy is 3.3. That larger, one-point gap, is a bigger opportunity. **The most important factors with the biggest gaps between importance and delivery are your biggest opportunities. Dig around in the charts on pages 34 to 37 to find more.**



GO. GET. BUSINESS TRAVEL.

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

BEST WESTERN REWARDS MEMBERS GET EVEN MORE!

NO BLACKOUT DATES ON FREE ROOM NIGHTS

POINTS NEVER EXPIRE

LOWEST FREE NIGHT REDEMPTION THRESHOLD

Status Match NO CATCH.

MATCH ELITE STATUS INSTANTLY

INSTANT REWARDS* & INCENTIVES

*Rewards redemption options and details available on bestwestern.com



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

*Some amenities not available at all locations. **Numbers are approximate and can fluctuate. Best Western and Best Western marks are service marks or registered service marks of Best Western International, Inc. ©2017 Best Western International, Inc. All rights reserved. Each Best Western® branded hotel is independently owned and operated.

picking hotels and picking flights kind of stressful," he said. The other's company emailed travelers just to "be humble and confident" in their travel decisions. Instead, she feels uncertain. "I kind of wish there was more guidance in terms of what to spend," she said. "I feel like I'm always trying to spend as little as possible because I just don't know what's OK... I would stay at a little nicer hotel if I just knew what I could spend."

Those with no policy or optional policies might be even more dissatisfied if they weren't so indifferent. They considered three-quarters of the trip factors BTN studied, such as choice and quality of suppliers and ease of expense reporting, to be less important than their more tightly managed peers did (see page 34). That suggests managed travelers have been exposed to and understand the benefits travel management can deliver.

Travelers with strong policies not only find most trip factors more important, but they also think their companies are delivering. Stronger requirements on travelers enable their companies to offer more in return. An investment banker, for example, told BTN her company has negotiated airport lounge access for all travelers, enables travelers to use company rates for personal travel, and subsidized Global Entry and TSA Precheck registrations. An HR exec who previously worked under a highly managed program and now works for herself told BTN she misses the VIP treatment of corporate travel discounts for personal travel. "I'm just back to being a regular old mass-produced human," she said.

MANDATING MAY OVERCORRECT

A travel program can go too far, though. Travelers operating under mandated programs, even if they're relatively satisfied, are less so than their strongly advised counterparts. One traveler who works for the federal government, for example, said, "I'm forced—and the word I chose probably gives you my idea of how I feel about it—I am forced to use" a proprietary online booking tool.

She also expressed frustration with the lack of flight choices available when flying between two non-hub cities. "We can't go out in the commercial market

"I feel like I'm always trying to spend as little as possible because I just don't know what's OK."

and choose the best flight for us," she said. "We have to choose... contract airfare or go through certain processes that are cumbersome to justify" it. Another traveler's company just instituted a voucher system with a major airline that is now mandated. When she could choose carriers, she'd used business travel to build up status and points with another airline. She has joined the mandated carrier's program, but it'll take a while to accumulate enough "to make any difference," she said. Additionally, the new carrier does not serve her personal-travel destinations well.

BTN also spoke with an HR executive who feels the friction of his company's strong-arm tactics. Should he not book through the company's booking tool, not eat breakfast at his hotel even for months straight or not log expenses in a timely fashion, his chain of command is notified and it factors into his performance review.

The restrictions of a mandated program affect the company, too, according to the federal employee. "If I was able to choose fares based upon what works best for the organization and myself, as opposed to being locked into a government contract, I would have greater flexibility and maybe even cut back on the time spent traveling."

OPPORTUNITIES TO IMPROVE STRONGLY ADVISED PROGRAMS

Policies that strongly advise travelers produce the happiest travelers. These policies provide options, allow exceptions, support travelers and provide benefits. Strongly advised travelers were the only ones in BTN's survey that did not indicate substantial room for improvement for their travel programs to support well-being and productivity. They did indicate room for improvement in booking tools, as well as convenient flight times and hotel locations. A producer with a strongly advised policy noted, for example, "You try to do the most economical thing, but a lot of times, time is the most important part because there are deadlines."

The problem arises when two things happen at once: booking tools push preferred options that don't make sense and the process for gaining an exception

is cumbersome. "I always felt like it was shackling me by attempting to find the best option," one traveler said of his booking tool. Another traveler grew frustrated when she was heading to Princeton, N.J., but her booking tool presented a preferred hotel in Philadelphia's Center City, an hour away. She ultimately booked a closer hotel but first had to explain the problem and get approval.

Once a booking is out of policy, expensing can get complicated, too. The same traveler who had trouble with her Princeton trip also couldn't find any hotels in the booking tool near her destination in France. "Even though all our bosses approved it, getting through the [expense] system to be reimbursed later was a little bit of a pain." She explained that the audit system, like the booking tool, did not employ critical thinking. "It seemed like either the algorithms or the people assessing it didn't necessarily know what was going on. I remember I got something kicked back with a note, 'You can't charge gas unless you had a rental car,' and on the same receipt was a rental car."

SAFETY & SECURITY: IT'S FOR THEIR OWN GOOD

According to BTN's survey, the stronger the travel policy, the better it supports travelers' safety. An environmental lawyer noted that when he travels to developing countries, his hotel options often are limited, but he appreciates that it's in the interest of safety, as the security department vets properties. Similarly, the traveler who experienced so many nuisances with her booking and expense tools appreciated that her company provides International SOS risk notifications and medical care for those traveling overseas. "I never had to use it, but it sounds like it was a pretty effective service for people who had," she said.

Ultimately, the ability to take care of travelers may be the biggest benefit of strong travel policies and programs—and one that's worth the limitations on a traveler's freedom, even if the traveler never needs to take advantage. Of the travel risk services available to her, the frustrated booker said, "Knowing that I had that was comforting." 🇺🇸

TUESDAY
NOV. 7TH
1pm ET / 10am PT
Duration: 1 hour

WEBINAR

VOICE OF THE TRAVELER

Your travelers are talking to you, but are you listening? And what about the next step: taking action? BTN's upcoming webinar will focus on listening strategies that range from deep-dive surveys to behavior data mining. Even more importantly, however, you'll hear from companies that are taking steps to improve the traveler experience with refreshed policies and intuitive technologies. Hear in their own words why reducing traveler friction has become a renewed focus for their companies. You may be surprised: productivity, employee loyalty and lower burnout are among the key real benefits to traveler-centric programs. High-demand industries even use the travel program as a benefit to attract and retain talent. It's a new view on travel management. Are you ready?

EXPERT PANEL:



YUKARI TORTORICH
VP, Global Travel Services
Discovery Communications



SARA ROONEY
Associate
Festive Road



JULIA FIDLER
Traveler Experience
Manager
Microsoft

MODERATOR:



ELIZABETH WEST
Editor-in-Chief
The BTN Group

To Register: www.businesstravelnews.com/webinars

SPONSORED IN PART BY





TOGETHER, WE OFFER TRAVELERS THE WORLD

We have the largest network in the world with over 1,000 more flights a day than any other airline, so you'll have the flexibility to keep your company moving forward, faster.

A leading alliance

*With **oneworld**[®], your options are endless. Our expanded global network, made up of the world's leading airlines, reaches nearly 1,000 destinations in 150 countries. Enjoy lounge access and special privileges as an elite status member when flying with our **oneworld** partners.*

More choices across the Atlantic

*Together with our partners **British Airways**, **Iberia** and **Finnair**, we have nearly 100 daily flights to 15 destinations from the U.S. to Europe – including the most nonstop flights from the U.S. to London.*

The fastest growing transpacific network

*Together with **Japan Airlines**, we fly over 200 flights a week to 8 destinations in Asia. Our daily route from Los Angeles to Beijing is the newest addition, beginning November 5.*

A premium experience in the air

Enjoy a modern travel experience on most international flights with Wi-Fi, inflight entertainment, chef-inspired menus and fully lie-flat seats in First and Business.

Global Sales

Road Warrior Rules

Road warriors are a different breed. They tend to like the travel. Some feel energized by it. Others say it makes them feel important. Successful road warriors said the people they travel to see enrich their lives and work experiences.

The most senior road warrior among

the 30 BTN interviewed for this issue has logged 25 or more trips every year for nearly four decades, including the 20 years in his current position as a media executive. "People who have been with [the company] a long time have become friends. Our clients have become my friends. Traveling for work [is] an

opportunity to see the people I really care about," he said. A journalist said, "If I'm out of the office, I'm learning something; [I'm] in contact with people I normally wouldn't meet. ... It gets me outside the echo chamber and really allows us to respond to what motivates people, what drives them." And a nurse practitioner who is "lucky to be home one week a month" thrives on the opportunity to "do something different with different people every week."

The work behind going on a trip, though, is a different story. A few of the pain points frequent travelers highlighted: shopping, booking, pre-approvals,

5 MOST IMPORTANT TRIP FACTORS BASED ON THE NUMBER OF TRIPS A TRAVELER TAKES PER YEAR

TRAVELER HAPPINESS INDEX

1-3 TRIPS

- | | |
|---|------|
| 1. Personal safety support | 4.53 |
| 2. Access to reliable Internet & data connections | 4.42 |
| 3. Convenient flight times, hotel locations, etc. | 4.41 |
| 4. Ease of expense reporting | 4.39 |
| 5. Access to travel-disruption support | 4.36 |

58

4-11 TRIPS

- | | |
|---|------|
| 1. Personal safety support | 4.55 |
| 2. Access to reliable Internet & data connections | 4.49 |
| 3. Convenient flight times, hotel locations, etc. | 4.46 |
| 4. Ease of expense reporting | 4.43 |
| 5. Access to travel-disruption support | 4.42 |

57

12-24 TRIPS

- | | |
|---|------|
| 1. Access to reliable Internet & data connections | 4.56 |
| 2. Access to travel-disruption support | 4.45 |
| 3. Convenient flight times, hotel locations, etc. | 4.49 |
| 4. Ease of expense reporting | 4.44 |
| 5. Personal safety support | 4.42 |

56

25 OR MORE TRIPS

- | | |
|--|------|
| 1. Access to reliable Internet & data connections | 4.66 |
| 2. Convenient flight times, hotel locations, etc. | 4.58 |
| 3. Empowerment to make responsible travel spending decisions on the road | 4.48 |
| 4. Tools & memberships that allow traveler to skip lines | 4.45 |
| 5. Ease of expense reporting | 4.44 |

55

HIGHEST-IMPACT OPPORTUNITIES

Identifying the trip elements most important to travelers, as BTN has done here, is just half the battle. It's when you weigh the importance versus how travelers think their companies are doing that you uncover the biggest opportunities to make a difference. Take a look at page 34 under the on-trip factors for those who travel 25 or more times a year. Travelers rated three factors at 4.4 on a five-point scale of importance. However, travelers think their companies already do a decent job at delivering access to travel-disruption support, rating delivery at 3.6, and personal safety support, at 3.7. Companies scored only 2.7, though, for tools and memberships that allow the traveler to skip lines. So among three factors of equal importance, one emerges as the biggest opportunity. **The most important factors with the biggest gaps between importance and delivery are your biggest opportunities. Dig around in the charts on pages 34 to 37 to find more.**

Egencia

Our Mission: To Be the Most Business Traveler Centric Company in the World

Traveling for business can be tough. What shouldn't be difficult? Booking and managing travel.

At Egencia, we are relentlessly focused on improving the business traveler's experience. We help travel buyers shape their travel culture without mandates, without constraints. Instead, we put the power firmly in the hands of the business traveler, delivering maximum choice and encouraging good booking behavior through easy-to-use tools.

Revolutionizing Business Travel through Technology

Egencia provides business travel for the Expedia generation—a generation of travelers, arrangers, and travel managers, regardless of age, that turns to technology to improve their everyday lives.

Today's business traveler expects to be able to manage travel across all of their devices. That is why we offer an intuitive and seamlessly connected solution across our booking tool, mobile app, and wearable app. Business travelers can easily book, manage, and view their business travel on the road, in the sky, or in a hotel lobby.

While everyone claims to “put their customers first,” we build our product around them. Every decision we make is backed by user research to ensure that our tools reflect business travelers' behavior and evolve with their needs.

Maximizing Choice

It's not about searching, but finding. Travelers should not waste their valuable time looking for the right hotel. As part of Expedia Inc., we are able to secure the content travelers want. Business travelers are able to quickly book accommodations in the locations they need with the amenities they want at the prices travel managers will approve.



Providing the Service You Deserve

We are dedicated to supporting travelers, travel buyers, and travel arrangers every day. We just do it a little differently. Using a combination of technology, knowledgeable program travel consultants, and experienced program managers, we ensure our clients have assistance when and where they need us 24/7. Our teams love what they do, and they bring that passion to every interaction.

The Egencia Intelligent Service Platform™ recognizes travelers when they call and pushes itineraries directly to our travel consultants so they immediately know the traveler's reason for calling. If travelers want to avoid waiting on hold for the next available travel consultant, they can tap the AssistMe® button on the mobile app and an agent will get back to them ASAP.

Optimizing Program Results

Our program managers make a point of building long-term partnerships with all clients. They deliver insights and recommendations to help travel buyers understand traveler trends, strengthen their travel program, and spot savings opportunities.

Travel buyers can also easily access and analyze their travel data through our Travel Dashboard and on-demand reports or instantly fine tune their program with flexible controls.

Driving Value

When travelers can choose from a vast array of in-policy options and book readily online, companies save.

High online adoption often translates to overall program adoption, resulting in lower transaction rates. This combination of lower transaction costs, better supplier rates and program insights help new Egencia clients see notable cost savings.



Visit www.Egencia.com if you're ready to offer your travelers the experience they deserve.

standing in lines, trip disruptions and safety and security compliance. That said, road warriors have different priorities from other travelers when it comes to travel logistics and processes. Their No. 1 priority is staying connected on the road, a priority they say their companies have trouble addressing effectively, according to BTN's Traveler Happiness survey. Connectivity is followed closely by on-trip convenience like flight times and hotel locations and the power to make quick and confident travel spend decisions while on the road. "When I'm traveling for business, I'm definitely going to stay in a corporate hotel chain where I know there'll be a certain level of service and working Internet. I just want the least risky option," said a Washington, DC.-based environmental attorney who logs 25 trips a year.

BTN also spoke with a New York-based investment bank director who traveled upward of 30 times annually, though she has cut back to about 15 trips as she gained seniority. "I just won't go to a city unless there is a Ritz-Carlton or a Four Seasons or a Langham. I also like a W on the lower end, but that's about as low as I can go," she said. "My work can be very intensive, and I need to know that I'm coming back to a place where I don't have to worry about other things."

A New York-based private investment firm director who commutes weekly across the country said his company goes to great lengths to keep him connected, comfortable and agile. That means five-star hotels and business and first class airline cabins. He enjoys the highest status on all domestic airlines so he can access lounges, whisk through security and have a rental car waiting for him at the terminal. "It's revenue above all else, in terms of our travel policy," he said. "Even more than when I was working at one of the big consulting firms, there's a lot of volatility in my travel pattern now; there was a stretch when I visited 10 cities in seven days or something like that, so we need the access, and my company values the flexibility at almost any cost."

BROKERING TRAVEL EXPERIENCE

Not every company can afford the flexibility and services that come with

"My work can be very intensive, and I need to know that I'm coming back to a [hotel] where I don't have to worry about things."

full-fare first class travel on most trips, but few road warriors hesitated to pay for a flight change in order to get home earlier. They also find ways to approximate first class experiences, namely direct relationships with suppliers. "Loyalty has its rewards," assured the media executive. "I've continued to get the best rates possible, sometimes better than our agency can get, and I get benefits from the suppliers. They will make a seat available to me that may not have been on their website or a hotel will make a room available when they say they are sold out, or I get an upgraded car."

Loyalty programs also can benefit road warriors' personal travel. "If I'm paying for personal travel, I'm doing it wrong" was one frequent traveler's version of that theme. Some travel managers help road warriors game the points systems but stay within policy with preferred suppliers. It's an innovative engagement tactic, particularly for this type of traveler. Salesforce and other companies leverage social media feeds to allow preferred suppliers to market specific deals directly to travelers to pique their interest, and Microsoft does so through its Tripism platform (see page 14).

Road warriors also use suppliers' apps to skip certain processes like printing boarding passes or checking in at hotels. BTN's survey showed that this is a particular pain point—and one that companies haven't solved to road warriors' satisfaction. More hotels have implemented smartphone-enabled keyless entry, which supports a line-free travel experience. "I avoid the counter or front desk whenever possible," said the media executive, who also inputs special requests through his hotel apps before he arrives so he can have a more personalized and expeditious experience.

It practically goes without saying that programs like TSA Precheck and Global Entry are de rigueur for road warriors. The investment banker's company sponsored a registration event at headquarters, and while travelers paid for their own registrations, the event was well received.

OPPORTUNITY: TRAVEL TECH


Travel arrangers book at least part of the trip on behalf of half the road war-

riors BTN interviewed. The others go it alone with online booking tools through Concur, American Express Global Business Travel, Carlson Wagonlit Travel or BCD Travel. Few sang their tools' praises. Attitudes ranged from acceptance—"I know how to kind of enter my parameters in such a way that I usually can find the flights and the hotels that I need"—to resignation—"I'm just used to it"—to humorous dissatisfaction, referring to the system as "that beast." One with a travel arranger said, "I know my assistant hates it because it crashes all the time."

Shopping and booking tools, though, aren't the most important issue for road warriors. Quality booking tools ranked sixth most important among the 23 trip factors on the survey. That said, the survey also showed this as an area of opportunity to engage road warriors, with a wide gap between how important these tools are to heavy travelers and how well companies are delivering technologies that meet their needs.

Nearly all travelers searched for flights or hotels outside their preferred booking tools. Their reasons ranged from content to usability, i.e., "not very user friendly." Others rarely use their companies' preferred systems.

Road warriors wanted more from travel apps, as well, particularly amid travel disruptions and itinerary changes. "I actually don't think [travel] technology has come as far as I'd like it to," said one HR executive who spends 90 percent of his work life on the road. "It always seems that if you have a canceled flight, they don't tell you until you're at the airport. The industry can do a better job." Smaller technology players like Flightsayer and Freebird appear to have effective offerings, but their adoption numbers are small among corporate travel programs.

While there remains a gap in delivering intuitive expense technologies, according to BTN's survey, road warriors and travelers of all frequencies note an improvement as their companies adopt more automated solutions. Now, receipt policies seem to be the major pain point. One big opportunity BTN has learned: Companies that forego receipts for expenses of less than \$50 or \$75 gain significant goodwill from their travelers. 

CSI Enterprises Inc.

Providing innovative payment solutions to world leading brands since 1989.

With one payment file upload, customers can automate 100% of their B2B payables and disburse global payments through virtual credit card, ACH, check, or FX with cross-border payments settled in local currency. Combining technology and extraordinary customer service, the company's highly secure 'globalVCard Travel' solution offers a no-cost virtual card integration to travel management that provides businesses with powerful spending control and benefits. Travel managers can increase compliance, reduce fraud, simplify reconciliations, and solve hotel billing challenges.

The globalVCard Travel Solution

The company launched its globalVCard platform in 2009 creating a new solution for travel managers that addresses serious pain points for corporate travel programs including company compliance, security, and back-end reconciliation. globalVCard Travel enables travel managers and travelers to create a single-use virtual card that works in conjunction with a corporation's preferred travel management company. Like a lodge card or central bill product, the TMC controls access to the card, ensuring that employees book their business travel through the agency of record. Unlike the central bill card, however, the TMC generates virtual cards specific to each transaction with an enhanced API for travel companies that attaches critical data to each transaction including, booking number, reference number, employee name, employee number, and job number. The result is significantly enhanced reporting that goes beyond what is provided by many corporate card providers.

Travel Pain Points Solved

- **Corporate Compliance** – Virtual cards are generated and maintained at the TMC level, which means employees are required to book their travel via the agency of record. Pre-set spending controls ensure that employee spending is kept within compliance parameters.
- **Reconciliation** – With the enhanced API configured for travel management, globalVCard Travel offers all the data needed



to tie each travel transaction back to the employee, corporate division, or project code for easy reconciliation. This contrasts with the more conventional central bill product that has limited details for reconciliation and has been a challenge for travel and finance managers in the past.

- **Security** – Single-use virtual cards expire immediately after the transaction is complete, giving peace-of-mind to corporate travel managers concerned about data security breaches. The single-use configuration also prevents travelers from making unauthorized changes and/or upgrades to their airline tickets, hotel rooms, and car rentals.
- **Hotel Direct Bill** – Hotel direct bill has been a perennial challenge for many companies, with failures in paperwork transfer resulting in long wait times and uncertainty for the business traveler at check-in. CSI's globalVCard Travel solution integrates mobile app functionality with an automated fax feature that eliminates these hassles. The mobile app also gives travel managers real-time controls and 24/7 tracking of employees.

The Future of Corporate Travel Payments

The growth for CSI's globalVCard has been exponential across all industries since its inception. With new enhancements and integrations for the managed travel industry, applications for the product are numerous, whether the travel program requires a full payment solution transformation or a targeted solution for a particular group of travelers—such as contractors or those who are not eligible for corporate cards. With CSI's globalVCard, corporations are empowered with fully integrated policy controls that streamline central billing and reconciliation through rich reporting capabilities. Add in the enhanced security features and you have a truly innovative travel payment solution that is redefining how corporate travel is managed.

globalVCard
travel

Learn more at www.csiglobalvcard.com/corporate-travel-payments/



Int'l Travel Ups Friction

BTN's Traveler Happiness survey showed that the more international travel a company's employee does every year, the more challenging it becomes for the company to produce a positive traveler experience. Employees whose international trip volume edges past 20 percent reported one of the lowest overall Traveler Happiness Index scores of any group of travelers in BTN's study, at 51.

PERSONAL SAFETY

Personal safety not only was among the three highest priorities for all international travelers, it also was an area where many felt a gap in program support, especially in terms of pre-trip travel advisories about serious incidents. This problem was most pronounced for those that travel abroad the most.

Traveler safety and security support runs much deeper than messaging, and

several international travelers BTN interviewed cited political unrest, hijacked flights and sexual harassment. Lack of training in how to react left them feeling vulnerable. An HR professional was in Cairo in 2011 during then-President Hosni Mubarak's ouster. With Internet and cellphone services shut down, his credit cards were useless. The company had advised him not to carry cash to Egypt, but he brought it anyway and used cash bribes to get to the airport. While his company regularly briefed employees on travel safety strategies prior to foreign travel, he said, "somebody dropped the ball; they should have told us not to fly to Egypt. It took us three days to get evacuated." He now registers with an embassy before traveling internationally, as this helps

5 MOST IMPORTANT TRIP FACTORS BASED ON A TRAVELER'S PROPORTION OF INTERNATIONAL TRAVEL

TRAVELER HAPPINESS INDEX

0-5%

- | | |
|---|-------|
| 1. Personal safety support | 4.51 |
| 2. Convenient flight times, hotel locations, etc. | 4.49 |
| 3. Access to reliable Internet & data connections | 4.458 |
| 4. Ease of expense reporting | 4.456 |
| 5. Access to travel-disruption support | 4.42 |

59

5-10%

- | | |
|---|------|
| 1. Personal safety support | 4.59 |
| 1. Access to reliable Internet & data connections | 4.59 |
| 3. Ease of expense reporting | 4.54 |
| 4. Access to travel-disruption support | 4.50 |
| 4. Convenient flight times, hotel locations, etc. | 4.50 |

58

11-20%

- | | |
|---|------|
| 1. Access to reliable Internet & data connections | 4.52 |
| 2. Ease of expense reporting | 4.41 |
| 3. Access to travel-disruption support | 4.39 |
| 3. Personal safety support | 4.39 |
| 5. Convenient flight times, hotel locations, etc. | 4.27 |

57

OVER 20%

- | | |
|---|------|
| 1. Access to reliable Internet & data connections | 4.56 |
| 2. Personal safety support | 4.49 |
| 3. Convenient flight times, hotel locations, etc. | 4.40 |
| 4. Access to travel-disruption support | 4.38 |
| 5. Ease of expense reporting | 4.33 |

51

HIGHEST-IMPACT OPPORTUNITIES

The trip factors that travelers deem most important, which BTN has listed here, don't tell the full story. For that, travel managers need to know how well travelers think their companies are doing at these and other trip aspects. To get an idea of what we mean, turn to page 36 and look at the post-trip factors for travelers who go abroad more than 20 percent of the time. They rated two factors at 4.3 on a five-point importance scale. For ease of reporting, travelers rated their companies' performance at 3.2. That's a 1.1-point gap that spells opportunity. An even bigger opportunity, though, is the 1.8-point gap for time off to compensate for travel over holidays and weekends. **The most important factors with the biggest gaps between importance and delivery are your biggest opportunities. Dig around in the charts on pages 34 to 37 to find more.**

Marriott International

Innovation is part of Marriott's founding and future DNA and it transcends all aspects of its global business.

The Perfect Marriage

Marriott International Inc., based in Bethesda, Maryland, encompasses a portfolio of more than 6,200 properties in 30 leading hotel brands spanning 125 countries and territories. The merger with Starwood is often touted as the perfect marriage as Marriott International has the operational expertise, built on the company's legacy of nearly a century, while Starwood's was built on innovation and marketing prowess. Combined, it is the world's largest hotel company.

Innovation

When it comes to innovation, Marriott is trying to create more satisfying, memorable, unique and comprehensive experiences—to create immersive travel experiences and help guests from all over the world dive into the local culture, while also making them feel at home. Officials are rethinking hotel rooms as the lines blur between work and leisure travel.

It is using technology to get even better, sharper consumer insights. Earlier this year, Marriott opened its first pop-up innovation lab to allow guests, professionals and the public to see, touch, taste and hear enhancement options and provide direct, real-time feedback on preferences. In permanent and pop-up hotel labs, Marriott continually tests concepts and garners consumer opinions about hotels, beds, food and beverage programs and more.

Additionally, Accenture Interactive and 1776, a leading global incubator and network for startups, approached Marriott to develop the Travel Experience Incubator—a new program designed to discover and foster startups working on innovative technologies and solutions to improve the travel experience. The incubator will bring together the expertise of some of the world's most innovative companies along with participating startups, to co-create unique and inventive new experiences for travelers.



Oakland Marriott City Center Guest Room



W Barcelona

Scale

Insights will be incorporated into the unique characteristics, benefits and strengths of each of its more than 30 hotel brands. As part of its brand architecture, Marriott offers luxury, premium, and select levels and groups each as “classic” or “distinctive” styles to give guests a better understanding of which experience will best suit their needs.

Marriott International in 2016 opened a record 55,000 rooms, excluding the 381,000 rooms gained with the Starwood acquisition. At the start of the year, Marriott operated or franchised nearly 1.2 million rooms in those 6,200 properties. It also operates award-winning loyalty programs such as Marriott Rewards®, which includes The Ritz-Carlton Rewards®, and Starwood Preferred Guest.®

Luxury

Luxury brands in the “classic” category have a more timeless lens on design and service, offering truly bespoke, memorable experiences for today's global traveler. These brands, which include The Ritz-Carlton, St. Regis, and JW Marriott, are all trusted and known, proving to be a consistent benchmark for global luxury travel around the world. Meanwhile, luxury brands in the “distinctive” category take a more lifestyle-driven approach, each providing a unique point of view on luxury travel. This includes W Hotels, EDITION, The Luxury Collection, Ritz-Carlton Reserve, and Bulgari Hotels & Resorts.

Now an unparalleled collection of worldwide brands, Marriott's core values remain constant: putting people first, pursuing excellence, embracing change, acting with integrity and serving our world.

Marriott
INTERNATIONAL

Learn more at www.marriott.com

with evacuations. His company, in turn, established a team to improve its travel crisis response.

A 31-year-old events director who travels internationally 10 times a year is new to traveler safety and security measures. "Until recently ... I'd never had a briefing on any of that stuff. There were no updates on what one might expect to happen in a [particular] country or know-how to deal with [emergency] situations," she said. "In the past nine months, [the company] brought in International SOS, so [now] they do security training and briefings for countries and what to do in hostage situations." However, she feels her company is still behind when it comes to women's safety. Her company has many trainee programs for recent graduates, which means women in their early 20s are "expected to travel by themselves or with one other person, often a male colleague, and expected to interact with people who can be inappropriate and make them feel uncomfortable," she said. "[The company] could do a lot more to prepare women or people in general for the realities of client-facing roles."

Facebook traveler security is addressing issues like these by rolling out training to all employees who travel, and talking candidly about the concerns of women travelers, first-time travelers and LGBTQ travelers among others. Facebook does not limit its education to members of particular groups. "It's not just educating the traveler," said global travel manager Erin Wilk. "It's about providing an informed environment where travelers and managers can come together on concerns."

MISSION CRITICAL: INTERNET CONNECTIVITY

Employees who travel internationally more than 20 percent of the time were the most dissatisfied with access to reliable Internet and data connections, according to the survey. Though access has improved with inflight Wi-Fi, not all companies are willing to reimburse for it. Hotel Wi-Fi, meanwhile, can be spotty, particularly during international travel. And ad hoc mobile

"Somebody dropped the ball; they should have told us not to fly to Egypt. It took us three days to get evacuated."

data connections can be expensive. A pharmaceuticals project manager who travels internationally at least 25 times a year said she'd be more productive if her company simply provided a Wi-Fi dongle. "If I want to do anything on the Internet, I have to use my [personal] phone Wi-Fi. They reimburse me, but it's a pain because I may run out of data [for personal use later]," she said.

FORESIGHT FOR WI-FI & MORE

Microsoft has introduced a travel community tool on the Tripism platform whereby corporate travelers can rate hotels, restaurants and other local market suppliers based on firsthand experiences (see page 14). That advice can include details like Wi-Fi reliability and other priorities like onsite fitness facilities, hotels' proximity to public transportation, restaurant recommendations and other information. One drawback: The community exists outside the booking tool.

Other solutions have come to the market, too. Expedia incorporated RouteHappy's flight sentiment data in 2014 that reviews seat amenities; Egenzia got it in 2015. After Deem acquired hospitality data-cruncher Olset last year, Deem Work Force pulls more sentiment and amenity info into its booking process. Meanwhile, Kayak co-founder Paul English launched his lightweight mobile corporate travel booking tool, Lola, which also pulls in external sentiment data. Managed travel announcements will come soon from Lola.

EXPENSE REIMBURSEMENT

Organizations can stand to do more to ease the process for travelers, according to BTN's Traveler Happiness survey. Of the three travelers with whom BTN spoke whose companies migrated from manual expense reporting to Concur Expense, two said their processes had improved. "It makes it much more convenient. I no longer fear losing receipts, and I don't have to scan and staple [receipts]. It was like putting together a jigsaw puzzle," one traveler said. The third admitted she could be better about photographing receipts as she goes along, rather than waiting three


to six months to file expenses, which results in an entire evening of personal time to submit them.

Improvements also could start not with the expense tool but with corporate card decisions. For example, the pharmaceuticals project manager said an administrator books her flights and hotels. This eliminated her need to charge big-ticket items to her personal credit card and removed line items from her expense report. Finance may call the shots for corporate cards, but travel managers could influence the decision.

Companies also can assess receipt policies. A government employee who travels mostly domestically said a per diem and the requirement to submit receipts only for charges over \$75 ease her expense reporting process. Plus, less stringent receipt policies can benefit not just the traveler but also the company. Siemens Corp. recently revised its U.S. receipt policy to a \$75 floor for corporate card purchases and \$25 otherwise. The new policy reduced receipts handled by 1.3 million annually and is projected to save the company 30 man-years in labor every year.

FREQUENT INTERNATIONAL TRAVELERS

All international travelers were dissatisfied with their access to memberships or tools that allowed them to skip lines or bypass typical travel processes, such as airport security and hotel front desks. Again, more frequent international travelers were the most dissatisfied, according to BTN's survey. Global Entry's \$100 price tag, which covers five years and automatically qualifies travelers for TSA Precheck, could be a small price to pay for a consistently upgraded experience.

The most pronounced factor leading to dissatisfaction among heavily international travelers was a lack of compensatory time for traveling over holidays and weekends. They rated its importance at 4.3 out of 5 but pegged their companies' ability to deliver at just 2.5. Likewise, they ranked the need for their companies to support their well-being and productivity while traveling at 4.2, but they rated their companies' performance at only 3 out of 5. 

Southwest Airlines®

Southwest Airlines® continues to differentiate itself from other carriers by its Customer Service, value proposition, and investment in its network.

Whether managing a multi-million-dollar business travel program or making purchasing decisions for a single office start-up, Southwest Airlines' suite of business travel products, services, and programs can help you meet your business travel needs. With travel buyers and their travelers in mind, Southwest continues to expand its route network, invest in equipment and technology, and grow the Corporate Sales team to better serve our Customers' needs.

Investing in New Planes, Technology

Starting this month, Southwest is integrating the Boeing 737 MAX 8 planes into its fleet, "opening a new chapter of efficiency, reliability, and comfort to the Southwest fleet," according to CEO Gary Kelly. As the launch customer for the new aircraft, Southwest expects to operate nine new planes this month and 14 by year end. Interiors on the new aircraft include adjustable headrests, the widest economy seat in the 737 market and more personal space. The new planes also offer quieter, more efficient engines for travelers and communities served.

As of October, 100 percent of the Southwest fleet will be Wi-Fi equipped; travelers can remain connected from gate to gate.

Partnering with Corporations

For managed travel programs with a minimum annual air spend requirements of \$100,000 on Southwest Airlines, its dedicated Corporate Sales Team can customize solutions to help you achieve

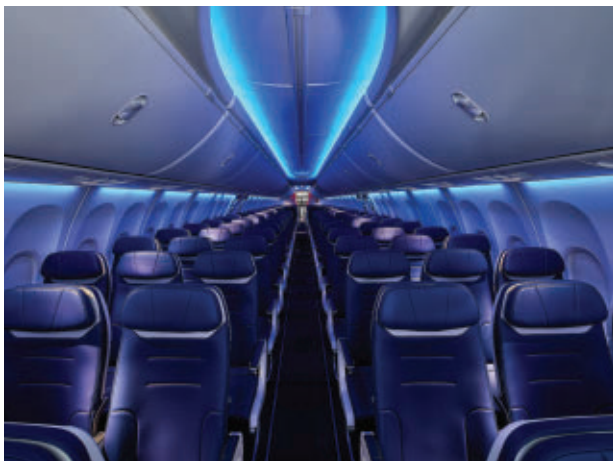


your company's unique goals. For emerging, and self-managed travel programs, the free corporate online booking tool, SWABIZ, provides complimentary reporting and access to exclusive business travel promotions making travel management a breeze.

Southwest continues to separate itself from the pack when it comes to doing things differently because it and its 55,000 employees focus on Customer Service. Corporations will find simple contracts and collaborative solutions for their travel programs. Southwest's unique flyer-friendly policies remind business travelers that they are at the core of the carrier's purpose: to connect People to what's important in their lives through friendly, reliable, and low-cost air travel.

Flyer-Friendly Policies

Southwest has a 46-year trend of great Hospitality and everyday low fares. A not-so-positive new industry trend is leaving Customers with the desire for a better experience. Our competitors continue to find ways to nickel and dime travelers through a new fare called "basic economy." Southwest Airlines offers Transfarency, the unique combination of low fares, no change fees,¹ up to two bags that fly free,² and flexible ticketing policies. This combination of all-in Hospitality and value is second to none in the airline industry.



Southwest®
Corporate Travel

To learn more, visit southwest.com/corporatetravel

1 As long as flight is changed and cancelled 10 minutes prior to scheduled departure, fare differences may apply; 2 First and second checked bags, size and weight limitations apply

The Joy of Travel Gets Old

Business travelers across all age groups have more in common than what sets them apart. Younger travelers showed more desire for personal time as compensation for travel, while older travelers expressed a greater need of support during travel disruptions. What's more, personal safety and access to reliable Internet and data connections surfaced among the top five most important trip factors for all age groups. Three other factors appeared across three groups. Clearly, travel buyers have an opportunity to boost traveler satisfaction across generations by concentrating on just a few areas.

THE COMMON THREADS

Reliable Internet topped both the 25-to-35 and 46-to-55 groups' lists of most important trip factors and cracked the top three of the other age groups. The gap between how important travelers said it was and how effective they perceived their companies to be at it was nearly a full point across all groups.

Of course, much of that is out of buyers' control. While they can negotiate or reimburse for Wi-Fi for travel, there is little they can do when a supplier has Wi-Fi issues. "[A] meeting I just went to was on Amtrak, and there is free Wi-Fi, but it's not great Wi-Fi," a 52-year-old university employee said. "I had the intention of taking an hour and a half on a train and catching up on some things, and the Wi-Fi was in and out."

Some employers allow travelers to use data plans to create hotspots from their mobile devices. Suppliers also often allow higher-speed access at a premium, so allowing or negotiating that could boost traveler satisfaction.

Internet access factors into travelers' productivity, and while a company's support of productivity on the road did not rank in the five most important trip factors in any age group, it still ranked relatively high across all. Also, the gap between importance and effectiveness

was about one point across the board. Some travelers said cost-savings policies have made it difficult to work in the air even if they have Wi-Fi. "In economy class, not having enough space to spread out and get some work done is frustrating," a 41-year-old manufacturing industry executive said. "I had to petition my company to give me a smaller laptop because I wanted to be able to work more on planes."

Personal safety was the other high scorer among all age groups, and the youngest travelers had the smallest gap between importance and efficiency. A 26-year-old media employee told BTN her company required her to check in every so often when she traveled to a neighborhood in Chicago that had a history of violence. "I feel like if I ever had any worries about safety, they would totally accommodate me," she said. "They were way over-cautious when I was in Chicago, but I appreciated it."

Convenience similarly scored high in importance across all age groups. Convenient flight times, hotel locations, etc., for example, was among the five most important factors for all groups except ages 56 to 65, where it was close. The same was the case for ease of expense reporting, which scored essentially the same across all groups. A 36-year-old attorney who still faxes receipts manually and has to prove exceptions for missing receipts, even for a parking meter, said expense reporting was among her biggest pet peeves in business travel. For many younger travelers, the automated experience is all they know. "It's just magical," a 28-year-old media employee said of his automated expense reporting tool, Concur. "The mobile app can get occasionally glitchy ... but otherwise, I enjoy the experience."

TRAVEL'S FADING LUSTER

For younger travelers, the newness of travel can boost traveler satisfaction, but that does not always last. "When I was much younger, the travel

was more exciting and I enjoyed it more, but it's been a slow change to more of a mediocrity," a 61-year-old electrical engineer said. "I don't particularly enjoy it, but I don't particularly mind it. It's one of those things you have to do."

Of course, the longer one travels, the more one is exposed to the occasional hassles, which can add up. Travel disruption support ranked in the five most important factors across all age groups except 25 to 35, though that group scored it relatively high, as well. Pre-trip travel advisories about serious incidents, however, ranked as the most important for travelers ages 56 to 65, and it had a gap of a full point between importance and companies' efficacy. Travelers ages 36 to 55 also scored it as relatively important, while younger travelers considered it much less so.

"Anyone who travels for work likes it in the beginning, but then it gets burdensome," said a 46-year-old telecom training director. He also wished for more notice for trip disruptions. "It always seems that if you have a canceled flight, they don't tell you until you're at the airport. It also seems that if you have a gate change, they don't push out the text message fast enough for you to get from one gate to another."

Such communication can build travelers' respect for well-managed programs. A 41-year-old HR manager who recently left a large company to form her own said she misses trip-disruption support most. "I called the travel agency, and they figured it out," she said. "I don't have to be on the phone with JetBlue for five hours. They'll handle it, and it's not a problem."

Older travelers also simply can become numb to travel. "We have a lot of younger folks, first-year analyst associates, and they really like traveling," said a 39-year-old investment bank director who views travel as a duty before pleasure. "They think that traveling's really fun, and I tell them all the time [that]

"I had to petition my company to give me a smaller laptop because I wanted to be able to work more on planes."

travel is a privilege of working. It's not like a 4-H Camp."

RECLAIMING THEIR TIME

The biggest opportunity for a travel program was represented by the 1.7-point gap between how important 25-to 35-year-olds view compensatory time for business trips that span a holiday or weekend and how well they think their companies deliver on that premise. As travelers aged, they viewed that factor as significantly less important; 56- to 65-year olds ranked it among the least important. Similarly, among older travelers, the expectation of downtime after travel declined.

A 31-year-old portfolio director praised her company for allowing leisure travel time to be tacked on to the end of work trips. "You work hard while on a work trip, but my department was very good at rewarding you for hard work," she said. "So it was acceptable to take a day, afternoon or whole weekend to enjoy whatever city you were working in once the work is done." A 70-year-old advertising rep, on the other hand, often passed up the chance for extra time off after travel. "I understand that I'm here because the company has a need, and being the loyal employee that I am, I show up every day and I do the job that the company asks me to do. I've left vacation time on the table, but that's me; everybody's different. I have always felt that I've been able to take additional time off, but I just haven't."

Of course, those in the youngest group also are most likely to be new parents, and several said the birth of a child or being away from a spouse made the work-life balance significantly harder. A 39-year-old consultant said long international trips were especially hard, though technology has made it easier. "FaceTime has helped a lot actually with that. It used to be so much more expensive or just harder," he said. "It has a little bit of an impact on my partner. We've been together for 15 years, so he's not going to die if I'm gone for a week."

Some travelers said business travel provided a welcome change of routine.

"A lot of my mundane Groundhog Day is [broken up] whenever I can say, "OK, it's the third birthday party [I've had to take my daughter to], but tomorrow

I'm flying first class to New York City and we're all having a big party on a rooftop," a 39-year-old energy industry executive said. "It's a nice break." 🍷

TRAVELER HAPPINESS INDEX

5 MOST IMPORTANT TRIP FACTORS BASED ON A TRAVELER'S AGE

57

25-35

- | | |
|--|------|
| 1. Access to reliable Internet & data connections | 4.51 |
| 2. Personal safety support | 4.46 |
| 2. Convenient flight times, hotel locations, etc. | 4.46 |
| 4. Ease of expense reporting | 4.44 |
| 5. Compensatory time for travel over weekends & holidays | 4.30 |

56

36-45

- | | |
|---|------|
| 1. Personal safety support | 4.53 |
| 2. Convenient flight times, hotel locations, etc. | 4.48 |
| 3. Access to reliable Internet & data connections | 4.46 |
| 4. Access to travel-disruption support | 4.45 |
| 5. Ease of expense reporting | 4.41 |

57

46-55

- | | |
|---|-------|
| 1. Access to reliable Internet & data connections | 4.542 |
| 2. Personal safety support | 4.538 |
| 3. Convenient flight times, hotel locations, etc. | 4.45 |
| 4. Access to travel-disruption support | 4.44 |
| 5. Access to effective shopping/booking tools | 4.42 |

57

56-65

- | | |
|---|------|
| 1. Pre-trip advisories about serious issues like severe weather & crisis situations | 4.46 |
| 2. Access to reliable Internet and data connections | 4.45 |
| 3. Access to travel-disruption support | 4.38 |
| 3. Personal safety support | 4.38 |
| 3. Ease of expense reporting | 4.38 |

HIGHEST-IMPACT OPPORTUNITIES

Beyond the importance that travelers place on certain parts of the business travel experience, it also matters how well companies deliver on those priorities. Consider the 36-to-45 age group, for which detailed data is available on page 36. In the on-trip category, that age group ranked four trip factors as 4.5 on a five-point importance scale. They also rated their companies' delivery at 3.8 for one of those, 3.7 for two others, and 3.6 for the last. It's that 0.9-point gap for reliable Internet and data connections that represents the biggest opportunity to improve the on-trip experience for 36- to 45-year-olds. **The most important factors with the biggest gaps between importance and delivery are your biggest opportunities. Dig around in the charts on pages 34 to 37 to find more.**

How Gender Does (or Doesn't) Play a Role in Traveler Happiness

Men may be from Mars and women from Venus, but the sexes are not so different when it comes to what they value in business travel.

According to BTN's research, female travelers are the more content of the two; the segment scored 59 on a 100-point scale for overall happiness, three points higher than men. But on certain factors, the distance between the scores narrows.

Both male and female travelers placed a premium on personal safety support; convenient flight times, hotel locations and the like; ease of expense reporting; and access to reliable Internet and data connections. Other factors, such as empowerment to attend to health and wellness, may not be among the top five concerns of either segment, but the gap between how important each is and how effectively the company is delivering represents a significant opportunity for travel managers to improve traveler happiness overall (see page 37).

THE SAFETY & SECURITY MYTH

There's a myth that women are much more concerned about personal safety when traveling on business. In BTN's research, the male traveling population actually ranked personal safety support as its No. 1 concern. For women, it ranked No. 2. However, on a five-point-scale for importance, women ranked it higher than men did.

Digging in further, women said companies were more effective at supporting personal safety, rating it 3.85 out of 5, while men rated their companies' effectiveness slightly lower, at 3.8. "We get lots of training before we go into a

dangerous environment," said one female traveler who works as a media producer and travels 10 times a year in the U.S., Canada and Europe. "There are safety protocols and things [my company does] to mitigate dangerous situations. I feel like they have a lot of safety checks in place and they try to keep that top of mind."

An added layer to the security piece of the travel puzzle is communication. Female travelers placed a premium on receiving pre-trip travel advisories about serious incidents, ranking it No. 5 in importance. For women, there's a significant gap between how important this factor is and how effectively companies are meeting expectations.

One female traveler who worked for a pharmaceutical company told BTN about a trip to Mexico City she felt was ill advised. "I don't feel like they really prepared those of us going on that trip for what the atmosphere there would be like," she said. "We did actually have somebody meet us when we got off the plane to get us through customs, but then, on the way back, we were kind of just dropped off at the airport. It was kind of hit or miss. It was just like, 'Here, go to Mexico City!'"

Though men ranked pre-trip travel advisories about serious incidents lower in importance, a similar importance-effectiveness gap still exists, which means this still could be a worthwhile area for travel managers to explore to boost happiness for both segments.

TIME & CONVENIENCE RULE

Both men and women want travel to be more convenient, but they prioritize it differently. Female travelers ranked convenient flight times, hotel locations and the like as the most important factor

for traveler happiness, at 4.6, while male travelers ranked it third, at 4.4. Similarly, women considered tools and memberships that would allow them to skip lines or bypass typical travel processes important, scoring it 4.2, while men scored it 3.9. Women also scored ease of expense reporting slightly higher in terms of importance, 4.5, than men did, 4.4.

Why do women place a premium on convenience and time-saving measures? The answer likely points to childcare, which, despite recent progress, still falls largely on mothers. In a 2013 study called Work Life Balance Up in the Air: Does Gender Make a Difference Between Female and Male International Business Travelers?, which was published in the German Journal of Human Resource Management, Iris Kollinger-Santer and Iris Fischlmayr found that gender plays no role in work-life balance, unless of course those travelers have children.

"I used to be a lead program manager. ... That took me to Cairo, when I missed my son's first day of kindergarten," said one woman who works in government and travels 10 times a year. "I was on travel for almost two weeks when my daughter was four months old. This was 16 years ago, before the advent of the smartphone, and I left that job because I did not want to be away from my baby."

Having children places "additional burden on female travelers and does not allow any, or at least not enough, time to deal with stress," Kollinger-Santer and Fischlmayr wrote. "Apart from the high stress levels due to organizing family life, childcare and household, women are confronted with a lack of understanding from the society which might even end up in accusations."

"As [my oldest son] gets older, he's more aware that it's Sunday night, Daddy's going away and not back until Thursday. He knows how far away Thursday is now."

All that is to say that female travelers with children often deal with an added level of stress for the reasons Kollinger-Santer and Fischlmayr mention. So when women have to travel, they want to know they're going to be able to catch a flight at a reasonable time and won't have to wait in long lines at each stage of the journey. Women, too, ranked reasonable downtime before returning to the office as more important than men did. The gap between importance and effectiveness was almost a full point, at 0.9. For men it was 0.7.

It's worth noting, however, that in qualitative interviews with travelers, both men and women found it more difficult to travel after they had children. "Sunday nights are harder with [my oldest son] because as he gets older, he's more aware that it's Sunday night, Daddy's going away and not back until Thursday," said one man who works in finance and travels more than 25 times per year. "He knows how far away Thursday is now, and so the older [my children] get, the more conscious of the absence they are and it's harder. ... They're getting into more things that I want to be a part of."

But even travelers without children said the hassle of things like booking through a corporate tool, going through airport security, waiting in a rental car line or at a hotel check-in desk and filing an expense report make travel feel like a necessary evil. "Seventy-five percent of the time, I like [traveling]," said one woman who flies domestically 20 times or more a year. "The 25 percent [I don't like], it's not even because of my work. It's just bad timing that makes me stress."

In terms of convenient flight times and hotel locations, the gap between importance and effectiveness was almost a full point for both the female and male segments. For tools and memberships that allow travelers to bypass lines, the gap was one point for men and 1.3 points for women. For ease of expense reporting, the gap was nearly a full point for both.

SHRINKING THE WELLNESS GAP

Even factors that ranked middle of the road for both women and men can play

TRAVELER HAPPINESS INDEX

59

FEMALE

- | | |
|---|------|
| 1. Convenient flight times, hotel locations, etc. | 4.63 |
| 2. Personal safety support | 4.61 |
| 3. Access to reliable Internet & data connections | 4.60 |
| 4. Ease of expense reporting | 4.53 |
| 5. Pre-trip advisories about serious issues like severe weather & crisis situations | 4.41 |

56

MALE

- | | |
|---|-------|
| 1. Personal safety support | 4.45 |
| 2. Access to reliable Internet & data connections | 4.44 |
| 3. Convenient flight times, hotel locations, etc. | 4.37 |
| 4. Ease of expense reporting | 4.364 |
| 5. Access to travel-disruption support | 4.362 |

HIGHEST-IMPACT OPPORTUNITIES

The travel experience is framed not just by the trip factors any given traveler finds important but also by how well his or her company delivers on that priority. Here, BTN lists the trip factors women deem most important and those that matter most to men. Turn to page 37, though, to dig deeper. Men rated five trip factors as 4.4 on a five-point importance scale. When they rated how effective their companies were in each of those areas, ease of expense reporting came in the lowest, at 3.4. That full one-point gap is the biggest opportunity to improve their travel experience. **The most important factors with the biggest gaps between importance and delivery are your biggest opportunities. Dig around in the charts on pages 34 to 37 to find more.**


"My voice is about three times deeper than normal because I got super sick. I usually don't do very badly on airplanes, but I've been traveling so much this year."

an important part in traveler happiness. Under this umbrella are empowerment to attend to health and wellness and a feeling that the company supports the traveler's well-being and productivity.

One woman from Phoenix who works as a court librarian described the exhaustion she felt from a recent spate of travel. "We were just in Salt Lake last week. I have a mini-conference in Scottsdale, which is close, but I have to go to that next weekend. In two weeks, I'm going up to Flagstaff, which again is in-state, but still it's far. It's been a mess trying to do it," she said. "My voice is about three times deeper than normal because I got super sick. I usually don't do very badly on airplanes, but I've been traveling so much this year on the airplanes, being at the conference, being on the airplane again, I got the worst cold. You've got to go into work. I've

basically been going to work and then coming home and laying on the bed."

Female travelers ranked the traveler's ability to attend to their health and the company's support for the traveler's well-being as more important than male travelers did. Yet both found their companies lacking in effectiveness in this area. That suggests this is an area where travel managers could work with HR to improve travelers' happiness.

When it comes to differences between male and female business travelers, however, it should be noted exactly what is being studied: the people who continue to travel on business. What about those who dropped out of the game? Only one-third of travelers who participated in the survey were women. What talent and what business is lost to lack of travel support on the road? 

TRAVELER PERCEPTIONS ON A SCALE OF 1 (BAD) TO 5 (GOOD)

BY STRENGTH OF TRAVEL POLICY

	PRE-TRIP	OPTIONAL/NO POLICY	PREFERRED POLICY	STRONGLY ADVISED POLICY	MANDATED POLICY
Traveler understands purpose of trip	3.7	3.7	4	3.6	4.1 3.9 4.2 4
Policy clarity	3.6	2.6	3.9	3.2	4.2 3.8 4.3 3.9
Access to effective shopping/booking tools	3.6	2.7	4.2	3.5	4.4 3.6 4.3 3.7
Access to quality agent for booking & support	2.9	2.6	3.7	3.4	3.5 3.5 3.8 3.5
Choice & quality of suppliers	3.3	2.5	3.9	3.2	4 3.5 4.1 3.4
Access to premium flight cabins, lodging, etc., when needed	3.2	2.2	3.1	2.7	3.2 3 3.3 2.9
Timely & accurate alerts for traffic, weather, flight status, etc.	3.4	2.6	3.9	3.2	4 3.5 4.1 3.3
Advisories about serious issues like severe weather & crisis situations	3.9	2.8	4.2	3.2	4.2 3.5 4.3 3.3
	ON-TRIP	OPTIONAL/NO POLICY	PREFERRED POLICY	STRONGLY ADVISED POLICY	MANDATED POLICY
Access to travel-disruption support	3.8	2.9	4.4	3.5	4.4 3.7 4.5 3.7
Personal safety support	3.8	3	4.4	3.6	4.5 3.9 4.6 3.8
Convenient flight times, hotel locations, etc.	4	3	4.3	3.4	4.5 3.7 4.5 3.6
Empowerment to make responsible travel spending decisions	3.7	3.2	4.2	3.5	4.3 3.8 4.2 3.6
Empowerment to attend to health & wellness	3.6	2.5	4.1	3.1	4.1 3.4 4.2 3.2
Local recommendations for personal time & client entertainment	3	2.5	2.9	2.5	3 2.9 3.2 2.8
Access to reliable Internet & data connections	3.9	2.9	4.5	3.6	4.5 3.7 4.5 3.6
Personal acknowledgement by suppliers	2.9	2.9	2.8	2.9	2.9 3 3 3.1
Notification of benefits that come with loyalty status or company's contract with supplier	3.2	2.6	3.7	2.8	3.7 3 3.8 2.9
Tools & memberships that allow traveler to skip lines	3.7	2.5	3.9	2.8	4 2.9 4 2.8
	POST-TRIP	OPTIONAL/NO POLICY	PREFERRED POLICY	STRONGLY ADVISED POLICY	MANDATED POLICY
Opportunity to provide feedback about trip & suppliers	3	2.8	3	3	3.1 3.2 3.2 3.1
Ease of expense reporting	3.8	2.6	4.3	3.4	4.4 3.6 4.5 3.5
Reasonable downtime before returning to work	3.4	2.5	3.8	3.1	3.8 3.2 4 3.1
Compensatory time for travel over weekends & holidays	3.8	2.5	3.9	2.7	3.8 2.8 4.1 2.7
Feeling of support for traveler's well-being & productivity	3.7	2.7	4.1	3	4.1 3.5 4.3 3.2

TRAVELER PERCEPTIONS ON A SCALE OF 1 (BAD) TO 5 (GOOD)

BY NUMBER OF TRIPS PER YEAR

	PRE-TRIP	1-3 TRIPS	4-11 TRIPS	12-24 TRIPS	25+ TRIPS
Traveler understands purpose of trip	4.2	3.9	4	3.9	4.1 3.8 3.9 3.7
Policy clarity	4.1	3.6	4.2	3.8	4 3.7 4.1 3.8
Access to effective shopping/booking tools	4.2	3.6	4.3	3.7	4.4 3.6 4.4 3.6
Access to quality agent for booking & support	3.5	3.5	3.6	3.6	3.7 3.6 3.7 3.4
Choice & quality of suppliers	3.9	3.4	4.1	3.5	4 3.5 4.2 3.5
Access to premium flight cabins, lodging, etc., when needed	3.1	3	3.4	3	3.3 2.8 3.5 2.8
Timely & accurate alerts for traffic, weather, flight status, etc.	4	3.3	4.1	3.3	3.9 3.3 4.2 3.4
Advisories about serious issues like severe weather & crisis situations	4.3	3.4	4.2	3.4	4.1 3.4 4.2 3.4
	ON-TRIP	1-3 TRIPS	4-11 TRIPS	12-24 TRIPS	25+ TRIPS
Access to travel-disruption support	4.4	3.7	4.4	3.7	4.5 3.7 4.4 3.6
Personal safety support	4.5	3.9	4.6	3.9	4.4 3.7 4.4 3.7
Convenient flight times, hotel locations, etc.	4.4	3.6	4.5	3.7	4.5 3.5 4.6 3.6
Empowerment to make responsible travel spending decisions	4.2	3.6	4.2	3.7	4.4 3.6 4.5 3.6
Empowerment to attend to health & wellness	4	3.4	4.2	3.3	4.2 3.3 4.3 3
Local recommendations for personal time & client entertainment	3.1	3	3.1	2.8	3 2.7 3.1 2.7
Access to reliable Internet & data connections	4.4	3.7	4.5	3.7	4.6 3.6 4.7 3.5
Personal acknowledgement by suppliers	3	3.2	3	3.1	2.9 2.8 2.9 2.9
Notification of benefits that come with loyalty status or company's contract with supplier	3.7	3	3.8	3	3.6 2.7 4 2.8
Tools & memberships that allow traveler to skip lines	3.8	3	4	2.9	4 2.7 4.4 2.7
	POST-TRIP	1-3 TRIPS	4-11 TRIPS	12-24 TRIPS	25+ TRIPS
Opportunity to provide feedback about trip & suppliers	3.3	3.2	3.2	3.1	2.9 3 3 3
Ease of expense reporting	4.4	3.6	4.4	3.6	4.4 3.4 4.4 3.4
Reasonable downtime before returning to work	4	3.3	4	3.1	3.8 3.1 3.7 2.8
Compensatory time for travel over weekends & holidays	4	2.9	4	2.7	3.9 2.8 3.8 2.5
Feeling of support for traveler's well-being & productivity	4.1	3.4	4.3	3.3	4.2 3.2 4.2 3.1

CORPORATE TRAVEL BOOKING TRENDS



THURSDAY, NOVEMBER 9, 2017
1 pm EST for 60 min

In a new research study, The Beat explores policies, practices and predictions for corporate booking within managed travel programs. More than two decades after online booking tools became part of the standard toolset for managed programs, how many companies mandate use—and get compliance? How are corporations addressing demands for improved traveler experiences? How satisfied are travel managers and their travelers with corporate booking options? How do managed travel organizations support mobile booking, chatbots and other emerging trends?

Learn what buyers revealed and hear key insights from leading stakeholders during this free, hour-long webinar. Ask your own questions of the panel during the live Q&A. Participants also will be able to download the study during or after the live event.

Explore the findings and download the full report
http://bit.ly/thebeat_corporatebookings_research

KEY TAKEAWAYS:

- ▶ The role of policy in corporate booking adoption
- ▶ Mobile, chatbots and other trends
- ▶ Pros and cons of limiting options



MICHELLE DE COSTA
Director, Category Strategy &
Corporate Travel
LIBERTY MUTUAL



TONY D'ASTOLFO
Senior Vice President &
Chief Commercial Officer
DEEM



ANDY MENKES
CEO & Chairman
PARTNERSHIP TRAVEL
CONSULTING



**MODERATOR
JAY BOEHMER**
Editor-in-Chief
THE BEAT

REGISTER TODAY FOR THE WEBINAR! bit.ly/thebeat_corpbookings

TRAVELER PERCEPTIONS ON A SCALE OF 1 (BAD) TO 5 (GOOD)
BY INTERNATIONAL TRAVEL

	PRE-TRIP		0-5% INT'L		5-10% INT'L		11-20% INT'L		OVER 20% INT'L	
Traveler understands purpose of trip	4	3.8	4.2	4.1	4.1	4	4.3	3.9		
Policy clarity	4.2	3.8	4.1	3.6	4	3.8	4.2	3.6		
Access to effective shopping/booking tools	4.3	3.7	4.3	3.8	4.3	3.6	4.3	3.4		
Access to quality agent for booking & support	3.5	3.6	3.6	3.7	3.4	3.6	3.8	3.4		
Choice & quality of suppliers	4	3.6	4	3.6	4	3.5	4	3.2		
Access to premium flight cabins, lodging, etc., when needed	3.2	3.1	3.4	2.9	3.2	3	3.4	2.6		
Timely & accurate alerts for traffic, weather, flight status, etc.	4.1	3.5	4.3	3.6	3.7	3.3	3.8	2.9		
Advisories about serious issues like severe weather & crisis situations	4.3	3.5	4.4	3.6	4.1	3.5	4	2.9		
	ON-TRIP		0-5% INT'L		5-10% INT'L		11-20% INT'L		OVER 20% INT'L	
Access to travel-disruption support	4.4	3.8	4.5	3.8	4.4	3.8	4.4	3.3		
Personal safety support	4.5	3.9	4.6	3.8	4.4	4	4.5	3.6		
Convenient flight times, hotel locations, etc.	4.5	3.7	4.5	3.6	4.3	3.6	4.4	3.4		
Empowerment to make responsible travel spending decisions	4.3	3.7	4.3	3.7	4.3	3.6	4.1	3.4		
Empowerment to attend to health & wellness	4.2	3.4	4.2	3.3	4	3.3	4.1	3		
Local recommendations for personal time & client entertainment	3	2.9	3.2	2.8	2.8	2.9	3.2	2.6		
Access to reliable Internet & data connections	4.5	3.8	4.6	3.6	4.5	3.5	4.6	3.3		
Personal acknowledgement by suppliers	2.9	3.1	3.1	3.1	2.9	3.1	3.1	2.9		
Notification of benefits that come with loyalty status or company's contract with supplier	3.8	3.1	3.8	2.9	3.7	3	3.6	2.6		
Tools & memberships that allow traveler to skip lines	4.1	3	4	2.9	3.9	2.9	3.9	2.5		
	POST-TRIP		0-5% INT'L		5-10% INT'L		11-20% INT'L		OVER 20% INT'L	
Opportunity to provide feedback about trip & suppliers	3.2	3.2	3.1	3.2	3	3.3	3.1	2.8		
Ease of expense reporting	4.5	3.7	4.5	3.5	4.4	3.3	4.3	3.2		
Reasonable downtime before returning to work	3.9	3.2	3.9	3.1	3.5	3.1	4	2.9		
Compensatory time for travel over weekends & holidays	3.8	2.9	3.9	2.7	3.7	2.8	4.3	2.5		
Feeling of support for traveler's well-being & productivity	4.2	3.4	4.1	3.2	4.2	3.5	4.2	3		

TRAVELER PERCEPTIONS ON A SCALE OF 1 (BAD) TO 5 (GOOD)
BY AGE

	PRE-TRIP		25-35		36-45		46-55		56-65	
Traveler understands purpose of trip	4.1	4	4	3.9	4.2	3.8	3.9	3.7		
Policy clarity	4.1	3.6	4.1	3.7	4.2	3.7	4	3.9		
Access to effective shopping/booking tools	4.2	3.6	4.3	3.6	4.4	3.6	4.3	3.7		
Access to quality agent for booking & support	3.5	3.6	3.6	3.6	3.7	3.5	3.6	3.4		
Choice & quality of suppliers	4	3.5	4	3.5	4.1	3.5	4	3.4		
Access to premium flight cabins, lodging, etc., when needed	3.3	3	3.2	2.9	3.3	3	3.1	3		
Timely & accurate alerts for traffic, weather, flight status, etc.	3.9	3.3	4	3.3	4.1	3.5	4.2	3.4		
Advisories about serious issues like severe weather & crisis situations	4	3.7	4.1	3.3	4.4	3.4	4.5	3.5		
	ON-TRIP		25-35		36-45		46-55		56-65	
Access to travel-disruption support	4.3	3.7	4.5	3.7	4.4	3.7	4.4	3.6		
Personal safety support	4.5	3.9	4.5	3.8	4.5	3.7	4.4	3.7		
Convenient flight times, hotel locations, etc.	4.5	3.6	4.5	3.7	4.4	3.5	4.4	3.5		
Empowerment to make responsible travel spending decisions	4.1	3.6	4.2	3.7	4.4	3.7	4.4	3.7		
Empowerment to attend to health & wellness	4.2	3.3	4.1	3.2	4.2	3.3	4.1	3.5		
Local recommendations for personal time & client entertainment	3.3	2.9	2.9	2.8	3.1	2.8	3.1	2.9		
Access to reliable Internet & data connections	4.5	3.6	4.5	3.6	4.5	3.6	4.4	3.6		
Personal acknowledgement by suppliers	3.1	3.1	2.9	3	2.9	3	2.8	2.9		
Notification of benefits that come with loyalty status or company's contract with supplier	3.8	3	3.7	2.9	3.8	2.9	3.6	2.9		
Tools & memberships that allow traveler to skip lines	4	3	3.9	2.8	4	2.9	4.1	2.9		
	POST-TRIP		25-35		36-45		46-55		56-65	
Opportunity to provide feedback about trip & suppliers	3.2	3.2	3.1	3	3.3	3.2	2.9	3		
Ease of expense reporting	4.4	3.5	4.4	3.5	4.4	3.6	4.4	3.6		
Reasonable downtime before returning to work	4.1	3.1	3.9	3.1	3.9	3.2	3.6	3.3		
Compensatory time for travel over weekends & holidays	4.3	2.6	4	2.8	3.9	2.8	3.5	2.8		
Feeling of support for traveler's well-being & productivity	4.3	3.3	4.1	3.3	4.2	3.3	4.1	3.3		

TRAVELER PERCEPTIONS ON A SCALE OF 1 (BAD) TO 5 (GOOD) BY GENDER

	PRE-TRIP	FEMALE	MALE
Traveler understands purpose of trip	3.9	3.9	4.1 3.9
Policy clarity	4.2	3.8	4.1 3.6
Access to effective shopping/booking tools	4.4	3.7	4.3 3.6
Access to quality agent for booking & support	3.6	3.7	3.6 3.5
Choice & quality of suppliers	4.1	3.6	4 3.4
Access to premium flight cabins, lodging, etc., when needed	3.2	3.1	3.3 2.9
Timely & accurate alerts for traffic, weather, flight status, etc.	4.3	3.5	3.9 3.3
Advisories about serious issues like severe weather & crisis situations	4.4	3.6	4.1 3.3
	ON-TRIP	FEMALE	MALE
Access to travel-disruption support	4.5	3.8	4.4 3.6
Personal safety support	4.6	3.9	4.4 3.8
Convenient flight times, hotel locations, etc.	4.6	3.7	4.4 3.5
Empowerment to make responsible travel spending decisions	4.4	3.8	4.2 3.6
Empowerment to attend to health & wellness	4.3	3.4	4.1 3.3
Local recommendations for personal time & client entertainment	3.1	2.9	3.1 2.8
Access to reliable Internet & data connections	4.6	3.8	4.4 3.5
Personal acknowledgement by suppliers	2.9	3	3 3.1
Notification of benefits that come with loyalty status or company's contract with supplier	3.9	3	3.7 2.9
Tools & memberships that allow traveler to skip lines	4.2	2.9	3.9 2.9
	POST-TRIP	FEMALE	MALE
Opportunity to provide feedback about trip & suppliers	3.3	3.2	3.1 3.1
Ease of expense reporting	4.5	3.7	4.4 3.4
Reasonable downtime before returning to work	4	3.2	3.8 3.1
Compensatory time for travel over weekends & holidays	4	2.8	3.9 2.7
Feeling of support for traveler's well-being & productivity	4.3	3.4	4.1 3.3

STATEMENT OF OWNERSHIP, MANAGEMENT AND CIRCULATION

1. PUBLICATION TITLE Business Travel News 2. PUBLICATION NUMBER 728-870. FILING DATE 10/1/17 4. ISSUE FREQUENCY Monthly except semi-monthly in Mar, Apr, May, June, Sept and Oct. NO. OF ISSUES PUBLISHED ANNUALLY eighteen 52. ANNUAL SUBSCRIPTION PRICE USA \$129, CAN/MEX \$142, OTHER FOREIGN \$210. 7. COMPLETE MAILING ADDRESS OF KNOWN OFFICE OF PUBLICATION Northstar Travel Media, LLC, 100 Lighting Way, Secaucus, NJ 07094-3626. Contact Person Michele Garth (201) 902-1930 8. COMPLETE MAILING ADDRESS OF HEADQUARTER OR GENERAL BUSINESS OFFICE OF PUBLISHER Northstar Travel Media, LLC, 100 Lighting Way, Secaucus, NJ 07094-3626 9. PUBLISHER: Louis Magliaro, Northstar Travel Media, LLC, 116 West 32nd Street, 14th Floor, New York, NY 10001 EDITOR: David Myer, Northstar Travel Media, LLC, 116 West 32nd Street, 14th Floor, New York NY 10001 MANAGING EDITOR: Elizabeth West, Northstar Travel Media, LLC, 116 West 32nd Street, 14th Floor, New York NY 10001 10. OWNERS: Northstar Travel Media, LLC, 100 Lighting Way, Secaucus, NJ 07904-3636 11. KNOWN BONDHOLDERS, MORTGAGEES, AND OTHER SECURITY HOLDERS OWNING OR HOLDING 1 PERCENT OR MORE OF TOTAL AMOUNT OF BONDS, MORTGAGES, OR OTHER SECURITIES None 12. TAX STATUS (FOR COMPLETION BY NONPROFIT ORGANIZATIONS AUTHORIZED TO MAIL AT NONPROFIT RATES). THE PURPOSE, FUNCTION AND NONPROFIT STATUS OF THIS ORGANIZATION AND THE EXEMPT STATUS FOR FEDERAL INCOME TAX PURPOSES: (CHECK ONE) a. Has Not Changed During Preceding 12 Months b. Has Changed During Preceding 12 Months (Publisher must submit explanation of change with this statement) 13. PUBLICATION TITLE Business Travel News 14. ISSUE DATE FOR CIRCULATION DATA September 18, 2017

15. Extent and Nature of Circulation	Avg no. of Copies Each Issue During Preceding 12 months	No. Copies of Single Issue Published Nearest to Filing Date
a. Total Number of Copies (Net Press Run)	33,645	35,606
b. Legitimate Paid and/or Requested Distribution (by Mail or Outside the Mail)		
1) Outside County Paid/Requested Mail Subscriptions stated on PS Form 3541. (Include direct written request from the recipient, telemarketing and internet request from recipient, paid subscriptions including nominal rate subscriptions, employer requests, advertiser's proof copies and exchange copies)	31,768	33,151
2) In-County Paid/Requested Mail Subscriptions stated on PS Form 3541. (Include direct written request from the recipient, telemarketing and internet requests from recipient, paid subscriptions including nominal rate subscriptions, employer requests, advertiser's proof copies and exchange copies)	0	0
3) Sales through Dealers and Carriers, Street Vendors, Counter Sales and Other Paid or Requested Distribution Outside USPS	0	0
4) Requested Copies Distributed by Other Mail Classes Through the USPS (e.g. First-Class Mail)	0	0
c. Total Paid and/or Requested Circulation (Sum of 15b (1), (2), (3) and (4))	31,768	33,151

d. Nonrequested Distribution (By Mail and Outside the Mail)		
1) Outside County Nonrequested Copies Stated on PS Form 3541 (include Sample copies, Requests over 3 years old, Requests induced by a Premium, Bulk Sales and Requests including Association Requests, Names obtained from Business Directories, Lists and other sources)	534	483
2) In-County Nonrequested Copies Stated on PS Form 3541 (include Sample copies, Requests over 3 years old, Requests induced by a Premium, Bulk Sales and Requests including Association Requests, Names obtained from Business Directories, Lists and other sources)	0	0
3) Nonrequested Copies Distributed through the USPS by Other Classes of Mail (e.g., First-Class Mail, Nonrequestor Copies mailed in excess of 10% Limit mailed at Standard Mail or Package Services Rates)	0	0
4) Nonrequested Copies Distributed Outside the Mail (include Pickup Stands, Trade Shows, Showrooms and Other Sources)	607	1,485
e. Total Nonrequested Distribution (Sum of 15d (1), (2), (3) and (4))	1,141	1,968
f. Total Distribution (Sum of 15c and e)	32,909	35,119
g. Copies Not Distributed (see Instructions to Publishers #4 (page 3))	736	487
h. Total (Sum of 15f and g)	33,645	35,606
i. Percent Paid and/or Requested Circulation (15c divided by f times 100)	96.53%	94.40%
16. Electronic Copy Circulation	Average No. Copies each Issue During Previous 12 Months	No. Copies of Single Issues Published Nearest to Filing Date
a. Requested and Paid Electronic Copies	12,323	10,849
b. Total Requested and Paid Print Copies (Line 15c) + Requested/Paid Electronic Copies	44,091	44,000
c. Total Requested Copy distribution (Line 15f) + Requested/Paid Electronic copies (Line 16a)	45,232	45,968
d. Percent Paid and/or Requested Circulation (Both Print & Electronic Copies) (16b divided by 16c x 100)	97.48%	95.72%
X I certify that 50% of all my distributed copies (electronic and print) are legitimate requests or paid copies.		
17. Publication of Statement of Ownership for a Requester Publication is required and will be printed in the October 23, 2017 issue of this publication.		
18. Signature and Title of Editor, Publisher, Business Manager or Owner: Louis Magliaro, Vice President/Group Publisher, 10/1/17.		
I certify that all information furnished on this form is true and complete. I understand that anyone who furnishes false or misleading information on this form or who omits material or information requested on the form may be subject to criminal sanctions (including fines and imprisonment) and/or civil sanctions (including civil penalties).		

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

Thomas L. Kemp
Chairman & Chief Executive Officer

Lisa Cohen, Chief Financial Officer

Robert G. Sullivan, President, Travel Group

Thomas Cintorino
Executive Vice President, Digital Media

David Blansfield
Executive Vice President & Group Publisher

Lori Cioffi
Senior Vice President & Editorial Director

Arnie Weissmann
Senior Vice President & Editorial Director

Janine L. Bavoso
Senior Vice President, Human Resources

Roberta Muller
Senior Vice President,
Product Development & Production

Sheila Rice
Vice President,
Information Products Group

Richard Mastropietro
Vice President,
IT Infrastructure & Operations

Elizabeth Koesser
Vice President, Database Products

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

EDITORIAL

Elizabeth West, Editor-in-Chief
732.494.1955 • ewest@thebtngroup.com

Jay Boehmer, Editor-in-Chief, The Beat
646.380.6249 • jboehmer@thebtngroup.com

Amanda Metcalf, Managing Editor
646.380.6248 • ametcalf@thebtngroup.com

Michael B. Baker, Senior Editor, Transportation
646.380.6250 • mbaker@thebtngroup.com

Julie Sichel, Editor, Lodging
646.380.6264 • jsichel@thebtngroup.com

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

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

PRODUCTION & CIRCULATION

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

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

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

CONTENT SOLUTIONS

Mary Ann McNulty, Director
630.519.4510 • mmculty@thebtngroup.com

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

SALES

Anthony Carnevale, Publisher
201.902.1976 • acarnevale@thebtngroup.com

Edie Garfinkle, Advertising Director
805.389.6836 • egarfinkle@thebtngroup.com

Lindsay Straub, Business Development Manager
646.380.6274 • lstraub@thebtngroup.com

CONFERENCES

David Meyer, Executive Director,
Conference Content & Strategy
646.380.6246 • dmeyer@thebtngroup.com

Melissa Gain, Event Manager
917.626.6832 • mgain@thebtngroup.com

MARKETING

Max Bzdyk, Marketing Assistant
646.346.5676 • mbzdyk@thebtngroup.com

LIST RENTAL

Danielle Zaborski, MeritDirect
914.368.1090 • dzaborski@meritdirect.com

REPRINTS OR COPYRIGHT PERMISSION

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

SUBSCRIPTION SERVICES

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

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

BTNGROUP

DID YOU GET THE NEWS?

Complimentary subscriptions to BTNGroup Newsletters deliver the latest:

- Supplier developments
- Industry analysis
- Emerging practices
- Original research

*Delivered every other week / ** Delivered monthly

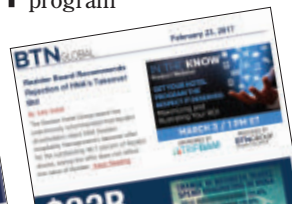
BTNDAILY

Essential as morning coffee, a quick update for your daily dose of industry news



BTNGLOBAL

Industry developments and case studies to inform your multinational travel program*



BTN TRAVEL MANAGEMENT

Hits your inbox with top supplier news and best practices *



TravelProcurement

Your fix of market analysis, supplier management and program measurement**



SUBSCRIBE NOW: www.businesstravelnews.com/newsletters



7TH ANNUAL BUSINESS TRAVEL HALL of FAME



Save the date and join over 250 travel industry executives at the **7th Annual Business Travel Hall of Fame** induction ceremony and dinner as the BTN Group recognizes four of the industry's most influential executives who helped shape today's business travel landscape and created legacies of achievement.

DECEMBER 4, 2017
THE ST. REGIS NEW YORK

Register at www.BusinessTravelHallofFame.com

GOLD SPONSORS



SILVER SPONSORS



Avis
Budget
Zipcar
Payless
Apex



BRONZE SPONSORS



GLOBAL BUSINESS TRAVEL



PRESENTED BY

BTNGROUP

PUBLISHERS OF

BTN
BUSINESS TRAVEL NEWS

Travel Procurement

the beat

WHEN A BIG IDEA LEADS TO BIG RETURNS



Marriott
INTERNATIONAL

VERSATILITY. MADE HERE.

At Marriott International, we're committed to providing you with the scale and flexibility you need. With an unparalleled collection of 30 brands and 6,200 properties spanning 125 countries, and a best-in-class sales organization, our goal is to set you and your business up for success.

THE RITZ-CARLTON
REWARDS



EDITION



AUTOGRAPH
COLLECTIONSM
HOTELS



RENAISSANCESM
HOTELS



DELTA
HOTELS

Marriott
EXECUTIVE APARTMENTS

Marriott
VACATION CLUB

Marriott
REWARDS.
.....



COURTYARDSM

Residence
InnSM

SPRINGHILL
SUITES

FAIRFIELD
INN & SUITES

TOWNEPLACE
SUITES

PROTEA HOTELS

moxy
HOTELS

spg
Starwood
Preferred
Guest



THE LUXURY
COLLECTIONSM

W
HOTELS

WESTIN



MERIDIEN

TRIBUTE
PORTFOLIO

DESIGN
HOTELS

aloft

FOUR
POINTS

