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ON THE HORIZON

As American Airlines and Qatar Airways bury the hatchet, American Airlines SVP of network strategy Vasu Raja eyes more India access.

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MEETINGS

Groupize now “playing with the big boys” with new capabilities to handle complex meetings, says CEO Charles de Gaspé Beaubien

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IN MEMORIAM

Remembering Kevin Maguire, a former GBTA president, BTN Travel Manager of the Year and a friend to all in the business travel industry.

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TOP STORY



FOR THE LATEST PANDEMIC NEWS, VISIT BUSINESSSTRAVELNEWS.COM

BY ELIZABETH WEST

Covid-19: Assessing the Catastrophe

AND WHAT COMES NEXT FOR THE FUTURE OF BUSINESS TRAVEL?

The novel coronavirus has devastated business travel around the world. There are imperfect clues about where the industry is in the downcycle or how long that cycle will last. The uncertainty is driven largely by the invisibility of the adversary: a viral infection that may or may not present symptoms and for which, to date, there are insufficient testing and treatment options. Even so, it’s not the first travel downcycle precipitated by disease. There was SARS in 2003 and MERS in 2012. The depth of those epidemics didn’t come close to Covid-19 in terms of industry disruption, however.

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A Winning Combination?

SUPPLIERS OFFERING INTEGRATED PAYMENTS AND EXPENSE PRODUCTS UNDER ONE ROOF

BY ADAM PERROTTA

Several key corporate travel and expense elements, such as booking, trip management and expense reporting, in recent years have grown steadily more integrated, with providers offering a combination of those services under one roof. As the historical barriers have blurred, stakeholders from senior executives to travel managers to individual travelers have reaped the benefits of moving from a piecemeal approach toward a more connected model.

But one bedrock piece of the corporate T&E ecosystem—payment cards—has remained stubbornly apart, still largely siloed as a separate service provided by a traditional bank.

However, a small but growing number of providers recently have begun offering integrated payment and expense management under a single umbrella, touting the combination as the most effective way to finally bring payments to the party,

in turn offering corporate clients better spending controls, improved data and operational efficiencies.

A Natural Partnership

Unified payment cards and expense management systems offer several advantages over a non-linked model, in which an outside card program must be grafted to a company’s expense tool, proponents note.

Chief among those benefits is greater control over spending, with integrated services enabling managers to set transaction and budgeting parameters for specific cards. Those criteria can be as broad as overall spending limits on given cards for a certain period of time, or as fine as barring purchases from a particular merchant category code, or even a specific vendor. Approval settings can be combined for even more

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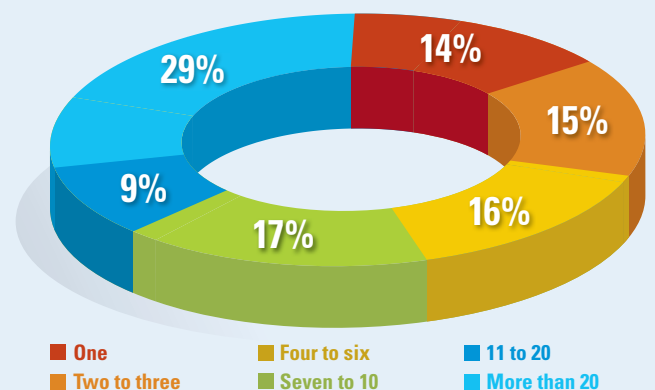
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“Our aspiration is to make sure no Oyo hotel across the world should have less than a seven out of 10 rating.”

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Consultancy Nina & Pinta and travel management network GlobalStar asked companies throughout the world with less than \$30 million in annual travel spend the number of countries in their travel program.



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American, Qatar Begin Mending Fences with Codeshare Agreement

BY MICHAEL B. BAKER

American Airlines and Qatar Airways hope to begin codesharing, a sign of thawing of the past few years' frosty relationship between the two carriers.

Pending government approvals, American will put its code on Qatar Airways' nonstop and connecting flights between Doha and the United States. That would give American customers access to several markets beyond Doha, including some in high demand among corporate travelers, such as Hyderabad and Chennai in India as well as Nairobi and Johannesburg, American Airlines SVP of network strategy Vasu Raja said last month, before the coronavirus outbreak significantly curtailed international travel.

"Our corporate customers today are asking about every market in India, especially Southern India, which can be so hard to get to," Raja said.

Qatar Airways, meanwhile, would put its code on select flights from American's hubs in Dallas-Fort Worth, Chicago, Philadelphia, Miami, New York and Los Angeles. Those would include international flights to Europe, the Caribbean, Central America and South America.

The carriers last month planned to submit paperwork to the U.S. Department of Transportation this week and hoped to be codesharing by the end of March, Raja said.

Both Oneworld alliance members, American and Qatar previously had a codeshare agreement together, but American ended that



"Our corporate customers today are asking about every market in India, especially Southern India, which can be so hard to get to."

—AMERICAN AIRLINES' VASU RAJA

relationship in 2017 amid the long-running dispute between U.S. and Gulf carriers over allegations of Open Skies violations. While the carriers ultimately came to an agreement over that issue, it was reignited when Air Italy, in which Qatar had a 49 percent stake, began expanding its service to the U.S. However, Air Italy entered liquidation earlier this month.

"The issues that led to the suspension of our partnership two years ago have been addressed, and we believe resuming our codeshare agreement will allow us to provide service to markets that our customers, team members and shareholders value, including new growth opportunities for American Airlines," American chairman and CEO Doug Parker said in a statement. "We look forward to the renewed cooperation between our airlines and hope to build an even stronger relationship with Qatar Airways over time."

Qatar Airways Group chief executive Akbar Al Baker issued a statement with a similarly conciliatory tone, calling the codesharing "an agreement between two successful and ambitious airlines with a shared common purpose to enhance the customer experience. We have moved on from past issues and look forward to working closely with American Airlines to build a world-leading partnership for all our customers."

Eventually, American hopes to add its own service between the U.S. and Doha, which Raja said would be "for 2021 or beyond."

Codesharing with Qatar is the latest step in American's new focus on building its network to Africa, the Middle East and India, Raja said. That focus includes its announcement earlier this month to begin codesharing with Alaska Airlines in tandem with launching daily service between Seattle and Bangalore later this year. American also established and is building a codesharing relationship with Royal Air Maroc as well as adding service between Philadelphia and Casablanca this summer.

"All across [these regions] are fast-growing markets, but right now, the travel options to them are not great," Raja said. "This will enable us to provide so much more connectivity." ■

TripActions Launches Payment Card, Promising Travel Spending Controls

BY ADAM PERROTTA

TripActions last month launched a payment card designed to work directly with its travel management platform, according to the company. Dubbed TripActions Liquid, the new product features a virtual card for such pay-ahead bookings as flights, as well as a Visa-branded plastic credit card for expenses incurred by business travelers during trips.

Features include the ability to set trip budgets and spending parameters for specific merchant categories, with real-time policy-based approval decisions. Meanwhile, details of purchases made with Liquid are tracked and stored automatically, eliminating the need for travelers to keep or take photos of receipts. Those expenses subsequently can be

sent to the expense management system of a company's choice for reimbursement.

While Liquid could appeal to smaller companies with employees who rely on personal credit cards to fund travel expenses, TripActions CEO Ariel Cohen said the company is positioning the product as an alternative to traditional, bank-issued corporate credit cards for larger clients—touting Liquid's spending controls and integrated reporting as an advantage over such legacy products.

"We see Liquid as a card that replaces a corporate card for companies that already have one," Cohen said. "Corporate card providers don't offer real spending control in real time. You can give your employees a [traditional corporate] credit card, but you will lose control of the spend." He added that such lack of spending control often is a bigger issue for larger companies than for smaller ones. ■



Amid Rapid Growth and Big Losses, Oyo Rooms CEO Details Global Strategy

Fast-growing India-based hotel company Oyo Rooms increased its fiscal year 2019 revenue 350 percent to \$951 million, with about 64 percent of revenue derived from India and 32 percent from China. During the same fiscal year, which ran from April 2018 through March 2019, net losses grew from \$53 million to \$335 million. Founder and CEO Ritesh Agarwal last month discussed with BTN senior lodging editor Donna M. Airoidi Oyo's results and future plans. An edited transcript follows.

OYO IN 2019 GREW REVENUES 4.5 TIMES FROM FISCAL 2018. TO WHAT DO YOU ATTRIBUTE THAT INCREASE?

The three times plus growth was primarily India-focused. Global growth is roughly 4.5 times, but what we attribute the growth to is a combination of three factors. We saw, of course, new unit addition, so the new hotels drive the additional revenue. We also saw increased same-store revenue, because we saw a large amount of consumers who are repeat customers for Oyo. Ninety percent of our revenue in India comes from either repeat customers or word-of-mouth customers. The third thing that we saw was the asset utilization, specifically with weddings, [which] was a big additional revenue for us in India.

YOUR LOSSES WERE \$335 MILLION, OR 35 PERCENT OF REVENUE. WHAT CAUSED THAT?

Our losses increased at a global consolidated business [level], but our losses actually went down at an India level. India losses went from negative 24 percent to negative 14 percent [year over year]. So, that is close to half a reduction in losses. But our losses widened primarily owing to our new launch in China. We had launched China around November [2018], and the fiscal year ends at March. The way you should think about Oyo's business is that there are three different phases. The first phase is what we call the growth and presence. During that, we're investing in bringing people together to bring assets, and partner with the first version of properties. The second phase is, you have enough density to start charging a reasonable gross margin. And the third is, once you have the good gross margin for your effort, you start growing so quickly that you get operating efficiencies leading to directional EBITDA improvement. India is on phase three, and China was in phase one, which is why we got the initial loss increases. We anticipate that in the coming fiscals, China will improve as we think about the underlying net loss margins.

YOUR FEB. 17 BLOG POST MENTIONED THE NEED TO IMPROVE GUEST SATISFACTION AND PARTNER RELATIONSHIPS. HOW WILL YOU DO SO?

Our CFO wrote this blog where we've clearly laid out our charter for customer service and partners. There are a few important steps we are taking to improve on



Oyo Rooms founder and CEO Ritesh Agarwal talks:

- Oyo's revenue grew 350 percent year over year in fiscal year 2019 to \$951 million, but losses totaled \$335 million
- Focusing in 2020 on improving customer and partner relations, and on growth that increases gross margins
- Oyo launched in the U.S. in June 2019; U.S. revenues for 2019 were \$178 million
- Oyo also will target opportunities to grow its U.S. business travel segment

our consumer service. The first is making sure that we continue to become more and more transparent. We are actively providing consumers more details like ratings, a lot more reviews, context and comparison with other Oyo hotels in the neighborhood; what's good and what could be potentially improved on. The second is, we are enabling capital either directly or through third-party banks and financial institutions for the asset owners to improve their underlying infrastructure. And the third is that we are providing service-based training by means of our centralized service training program for our asset team members to make sure we can provide better services for them. Our aspiration is to make sure no Oyo hotel across the world should have less than a seven out of 10 rating.

AND IN THE UNITED STATES?

In the U.S., we still have some hotels that haven't gotten there, and the reason is, when we received those hotels, they were at very low ratings. So we have to work very hard to improve the averages, but the good news is we are seeing positive momentum and we are being appreciated by customers very quickly.

2019 DATA SHOW THAT ABOUT 30 PERCENT OF YOUR BOOKINGS IN INDIA ARE FOR BUSINESS TRAVEL.

Yes. It's important to note that this 30 percent is B2B business rather than business, because there may be a lot of customers in the rest of the 70 percent who may be still reserving the Oyo hotel from the mobile ad but for business. That roughly 30 percent is from customers reserving us through the enterprise tools, or the agents are reserving us using the agent tools. We recently announced we saw an 80 percent jump on the calendar year between 2018 and 2019 in our corporate enterprise business. We see enterprise as a very attractive business, not just in India but across the world. Here in the U.S., we see a significant amount of demand from large corporations having a large amount of employees traveling. We see small and medium businesses which are young, or old, but family-run. And Oyo operates in urban destinations like New York and Las Vegas, but we also operate in a large number of small towns in the U.S. We see, for instance, a large amount of trucking companies who would sign annual contracts with us for staying at Oyo hotels on the freeways. We have a specific product called Oyo for Business where you have the ability to set budgets for your employees, you can have approval systems, centralized invoicing, requests for proposals, and so on. That has enabled us to attract a lot of partners to join us.

WHAT ARE YOUR PLANS FOR THE U.S. MARKET WHEN IT COMES TO BUSINESS TRAVELERS FOR 2020 AND 2021? HOW DO YOU PLAN TO GROW THAT SHARE?

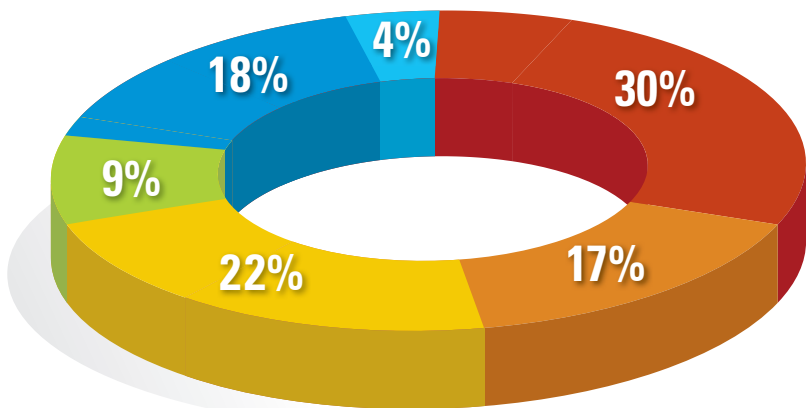
The business travel market is something we are very focused on. The reason is, we are finding good quality space right from Times Square in New York to Killeen, Texas. That spread is very hard among hotel chains. On top of that, finding an experience that is consistent and is always 10 percent to 15 percent better priced than other competitors, while being convenient to reserve and use is a proposition that is hard to beat. We're quite enthused about the opportunity in B2B sales with corporates, small and medium businesses, and trucking companies and airlines. We see all four as very significant opportunities for growth. ■



SMEs Managing More Multinationally

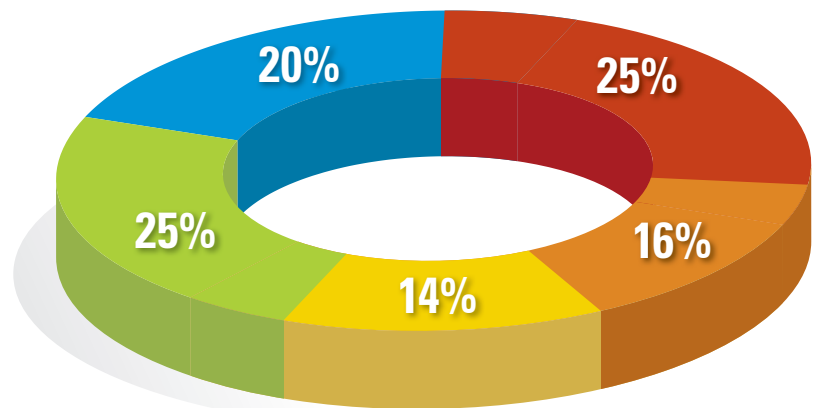
A significant majority of small and midsize enterprises with managed travel programs are doing so in more than one country, according to a global survey conducted by U.K. travel consultancy Nina & Pinta and travel management network GlobalStar. Most are doing so because of the globalization of their business, according to the survey, but some cited the ability of technology to help spark a more formal approach to travel management.

CURRENT TMC CONFIGURATION



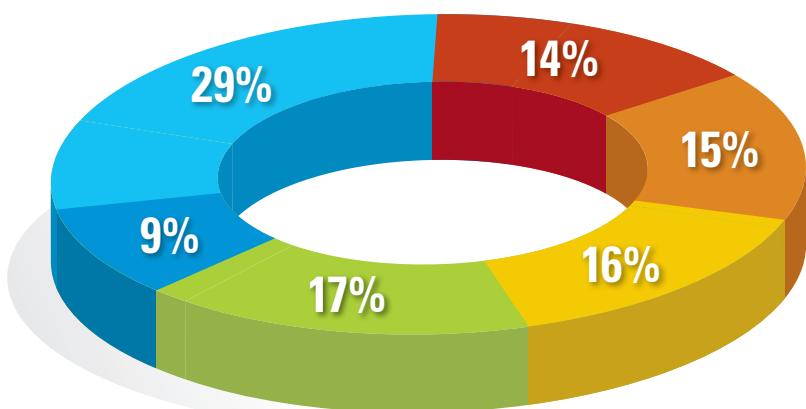
- Global
- Regional
- Single TMC per country
- More than one TMC per country
- Blended approach
- Other

CURRENT ONLINE BOOKING SYSTEM CONFIGURATION



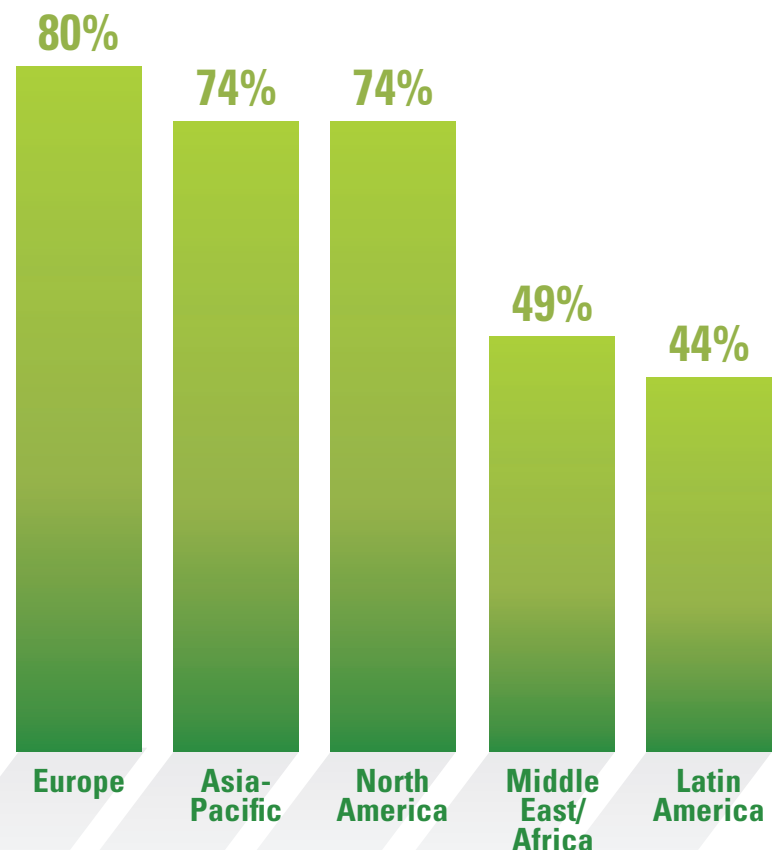
- Global solution
- Regional solution
- Blended approach
- Local solution per market
- No booking tool used

NUMBER OF COUNTRIES IN TRAVEL PROGRAM



- One
- Two to three
- Four to six
- Seven to 10
- 11 to 20
- More than 20

REGIONS INCLUDED IN TRAVEL PROGRAM



Source: A Nina & Pinta/GlobalStar Travel Management October-November 2019 survey of 152 companies globally with travel spend below US\$30 million



Amex GBT Fights Leakage with Suite of Accommodation Solutions

American Express Global Business Travel last month introduced an end-to-end suite of new and enhanced accommodation products and services for clients and travelers including a new hotel rate guarantee and expanded mobile booking capabilities. The travel management company launched the effort, called Rest Assured Solutions, at the Business Travel Show in London.

Amex GBT last month also announced a partnership with apartment-style accommodation provider Mint House.

The Rest Assured Solutions products and services are designed to help entice business travelers to book in policy through designated channels by ensuring program benefits are communicated and by making the booking experience more consumer-grade.

Amex GBT began developing Rest Assured Solutions after acquiring Hogg Robinson Group in 2018, according to the company.

“What we’ve done the past 18 to 24 months is more traveler research than ever before,” Amex GBT VP of hotel strategy Wes Bergstrom told BTN. “In the past, we focused on what was interesting to the client, and that’s still extremely important. But we’re also focusing on the end traveler and trying to understand what they are looking for from a hotel and lodging perspective. Why are they not booking in the program? We used a lot of data we gathered from our travelers.”

As part of its as-yet-unreleased Hotel Traveller 360° research, GBT found that 73 percent of client traveler respondents indicated that cost savings were a good reason to book outside travel policy, and more than half believe they can find better rates in doing so. As such, GBT enhanced its Preferred Extras Hotel program with more benefits for the traveler, according to Bergstrom. These include making sure rates have discounts of up to 25 percent, include free Wi-Fi, breakfast, last-room availability, favorable cancellation policies and access to loyalty points and benefits.

The company also has introduced a hotel rate guarantee so “clients and travelers will receive the lowest rate at the time of booking than what they can find outside,” Bergstrom said. “This is the first time we’ve offered a hotel rate guarantee because we feel so confident in the rates that we are offering.”

Some of GBT’s confidence comes from using its Hotel Assurance and Hotel Shop Expert reshopping technologies, in addition to the expanded content in the system, which includes more than 2 million hotel properties and 6 million non-hotel listings. “We have not only corporate negotiated rates but also the Preferred Extras Hotels program, access to Booking.com rates, Expedia rates, member-only rates that our big chain partners offer,” Bergstrom said. “We feel we have everything from a packaging content perspective all in one place, so clients don’t need to go anywhere else.”

Payments also has been a focus for the company. It

“We’re focusing on the end traveler and trying to understand what they are looking for from a hotel and lodging perspective. Why are they not booking in the program?”

—AMEX GBT VP OF HOTEL STRATEGY WES BERGSTROM

has made progress around its Virtual Payment Expert product with Conferma, and both GBT can service these transactions offline and online in more than 60 countries, for both global distribution system content and non-GDS content.

“This is a really big jump for us,” Bergstrom said, adding that one of the elements that propelled this is single sign-on capability within Conferma for GBT’s travel counselors. “We’re the only ones that have this with Conferma. We’re also focused on not just the virtual payment card, but also the [value-added tax] reclaim process, invoice chasing, reconciliation for our clients. That is something we have drastically improved upon in the last six months or so. We have an exclusive relationship with Conferma on its new Snap Plus platform over the next so many months.”

In addition, the company has expanded its mobile booking capabilities. In some cases, its mobile app used to be just an itinerary service, Bergstrom noted, but since November 2019 and using GBT’s proprietary Neo online booking tool, “it has transitioned into full booking capabilities.”

Combining these products—along with its Trip Recommender tool, which uses artificial intelligence to better understand traveler behavior and serve up travel options—plus “making payment easier on the traveler and on the corporation, that will really reduce leakage and drive savings as well,” Bergstrom said.

Amex GBT Partners with Mint House

Mint House, meanwhile, will build the “guest experience of the future” based on Amex GBT client traveler preferences and use technology to help deliver it, said Mint House chief customer officer Shane Berry.

Mint House will participate in Amex GBT’s Business Extras program and the Rest Assured Solutions program, and work directly with the travel management company and its clients, Berry told BTN. The companies began discussions about five months ago, he said.

Amex GBT chose to work with Mint House, which is one of several apartment-style accommodation providers that have entered the market in recent years, because of its exclusive focus on the business travel market, Bergstrom said. Mint House was founded in 2017.

“Travelers want access to alternate accommodations, but we’ve seen limited demand from clients for home-sharing options due to concerns around instant confirmation and security,” Bergstrom said via email. “Our partnerships with extended-stay and corporate housing providers like Mint House and WWStay help our clients offer travelers different options and experiences while prioritizing duty of care.”

Mint House takes over apartments—sometimes entire buildings, sometimes inventory within a building—and currently is located in 13 cities in the United States, including Denver, Miami and Philadelphia, and is looking to double its footprint domestically to places like Chicago, New York, San Francisco and Seattle, as well as expand globally. Internationally, Mint House is looking at London, Paris and Toronto.

During the past six months, Mint House has queried corporations to understand their needs and the distribution channels the provider should use. It has been building global distribution system connections and getting in preferred consortia programs across the TMC network, Berry added. The company also has a corporate advisory board. ■

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96% said they would attend Innovate in 2020

96% said their overall experience was
excellent/above average

90% said networking was
excellent/above
average

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“ Innovate 2019 was well put together. I look forward to attending this conference to not only participate in the **Master Classes** and **Think Tank discussions**, but to learn about the **new innovations** that are coming up the pipeline for use in the travel industry.

- Nan Lindstrom, Global Travel Manager,
HMCC, ZOLL Medical

“ What an amazing conference! I have been involved in the industry for over 14 years and was very impressed with the **Business Travel Innovation Faceoff**, the **Think Tank sessions** and **Master Classes**. I wish I could have attended everything! The networking amongst peers was a great experience.

- Lee Courtney, President and Chief Operating Officer,
DLC Strategic Solutions



2019 Business Travel Innovator Award and People's Choice winner Devon Tivona of Pana.





NuTravel Gets Carriers On Board For Multi-Airline Direct-Booking System

Following this year's investment from strategic partner ARC and Delta Air Lines' adoption of its technology to extend travel management features through direct channels, NuTravel now is advancing its Universal Connect multi-airline direct-booking system.

Delta is live as the launch carrier for that system, which offers travel managers a central place to set policy, manage profiles and support other managed travel requirements for bookings on participating carrier websites. United Airlines is eyeing client pilots by year-end, director of distribution Tye Radcliffe said in a March 4 interview.

"We see this as good for customers," he said. "It's a way for us to expand capabilities in terms of whatever channel the corporate customer wants to use."

Radcliffe said United is not pushing corporates to book direct, but recognized some business customers want to use its website or mobile app while preserving elements of their managed travel program. "Storing those profiles and having that policy information in one place means they don't have to do it once for me and again for another airline," he said of the multi-airline NuTravel system. "They can just centralize it like an industry utility."

United and Delta are among four or five airlines, including non-U.S. carriers, positioned as early adopters of the multi-airline system, said NuTravel CEO Carmine Carpanzano, but did not name them.

American Airlines, meanwhile, said it "is prepared to move quickly should any customers ask us to work with them in this way."

NuTravel Eyes An Ecosystem

Lining airlines up is a start, but NuTravel's ambitions go beyond bridging airline-direct bookings with managed travel capabilities.

NuTravel has sights on a "complete solution," said Carpanzano. Participation from hotel companies and rental car firms is in the works, he said. Recognizing corporate demand for comparison-shopping, NuTravel also is working toward metasearch capabilities among supplier participants. That could go live as soon as early next year, he said.

Carpanzano expects the multi-airline capability to launch with the first batch of carriers "in the August-September timeframe. Once we launch, the sky's the limit in terms of the number of airlines we can support."

NuTravel VP of product Rich Hunt said Universal Connect would serve as the travel manager portal and "an activation pad." Once live with multiple airlines, program managers could sign

up, set policies to extend to supplier-direct channels, manage forms of payment, access travel data and manage which carriers a company uses.

Once a traveler's loyalty account and corporate identifiers are linked with participating airlines, travelers and their company affiliations can be recognized on participating airline websites or mobile apps.

When these bookers are shopping for business travel, NuTravel will furnish relevant corporate program data to supplier channels via "a standard API protocol" to account for corporate rate codes, payment preferences, policy and profiles, said Hunt.

NuTravel also plans to support third-party data transfers to risk management providers, expense reporting systems and others. For tracking and reporting, travel managers can tap a NuTravel-hosted dashboard, but the company also plans to push booking data via API or file transfer to data management systems or to travel management company back-office systems.

"We're looking at things in the future like TMC integration and adding more expense providers and duty-of-care providers," said Hunt. "It's a universal platform in that whatever duty-of-care providers you use or expense providers you use, we're agnostic to that. All of them can integrate with us through a simple set of APIs to get that information."

At launch, NuTravel will enable a multi-airline policy manager. "Just like standard online booking tools that are out there, you set one policy for many airlines," said Hunt. Still, travel managers would be able to set carrier-specific policies if they choose.

Looping In TMCs

Airlines, ARC and NuTravel insist there's a role for TMCs, even for bookings that aren't initiated through them.

NuTravel plans to enrich travel arranger and travel agent access to help initiate new reservations and support existing ones.

"The feature we're launching with is pretty light for agents," said Hunt. "It's our UI, and any changes would be directly with the airline. This is definitely a topic, especially with our partner, ARC: How do we get that data into the agents' native systems, and how do we work with the airlines so that airlines can allow those agents to touch those reservations? Typically, anything that's booked online, you're directed back to the airlines. Anything that's booked with the agent, the airline directs you back to the agent. With ARC, we're looking to break down those walls a little bit."

Radcliffe sees United's New Distribution Capability-compatible APIs as a way to exchange data and extend servicing to TMCs for direct bookings.

"If a customer says to me, 'I want to book on your direct channel, but I want my agency to help me if there's something going on that's critical or an [irregular operation],' that's where the direct channel and NDC come together," he said.

United is keen to support TMCs in "having visibility into all the bookings regardless of what channel they started in and providing service," said Radcliffe. "That is hugely valuable to us." ■

"We see this as good for customers. It's a way for us to expand capabilities in terms of whatever channel the corporate customer wants to use."

—UNITED AIRLINES
DIRECTOR OF DISTRIBUTION
TYE RADCLIFFE

The Beat



Groupize Expands Capabilities to Provide All-in-One Meetings Solution

Meetings technology provider Groupize has expanded its capabilities and now can manage complex meetings, not just simple ones, the company announced this month. Previously, Groupize served as a complement to larger suppliers that handled bigger meetings and events for professional planners yet didn't offer a do-it-yourself solution for simple meetings and events.

Groupize then found that 79 percent of its clients didn't have another tool and already were using it for both types of meetings, prompting the company to build out its offerings, Groupize founder and CEO Charles de Gaspe Beaubien told BTN.

"We are now playing with the big boys," de Gaspe Beaubien said. "The market pulled us upstream. It's [usually] hard to deploy a full [strategic meetings management program], and it's expensive. But we offer a more modern approach and are easy to deploy."

Dubbed Groupize 3.0 by the company, the upgraded solution offers several new features for clients. One, a registration module on the homepage, can help companies increase their visibility into the meetings being planned and their spend-



"We are now playing with the big boys. The market pulled us upstream."

—GROUPIZE CEO CHARLES DE GASPE BEAUBIEN

ing. New events are added to a company calendar and a duty-of-care map. "In the old days, it was a five-minute form," de Gaspe Beaubien said. "In 2020, it's eight fields and you're done."

There's also a budget tab that includes a calculator to help better determine the cost of each meeting. "You can upload a total budget or items, and you can attach multiple contracts and invoices and store them in one place," de Gaspe Beaubien added. "You can request a meetings card from finance to pay for the meeting, and that's how we are seeing adoption." The company already is working to expand this feature in the near future.

The product can house the company's meetings policy and be set up with rules that guide users down an appropriate path. For example, users planning an event for 50 people and 25 rooms would be led to the tool's DIY mode, in which the user, whether a professional planner or administrative assistant, can deal directly with hotels. If the event instead is for 1,000 people over three days, the tool would deem the meeting complex and the registrant would be required to complete a meeting request form, which is new to Groupize, and that form would be sent to the meeting planning desk, where professional planners will fulfill it.

When shopping hotels, the tool can show preferred properties and promotions as well as hotels with canceled space. Groupize doesn't yet have the ability to push those property attributes to the top, ordering options instead by distance, but the company is working on that feature, de Gaspe Beaubien said. In addition, as BTN reported in November, the company is adding about 20,000 non-hotel venues to the product. They are expected to be available during the second quarter. ■

Gant Travel Unveils New Meetings Tool, Enabling In-Policy Air Booking

Travel management company Gant Travel Management introduced this month a new meetings tool that enables online registration and in-policy air travel booking for attendees.

The product, called Gant Together, allows clients to create a meeting on the Gant platform and invite attendees via email, who then can register and book air transportation within the client's meetings policy.

The catalyst for Gant Together was demand from clients who wanted the company to support meetings by applying the appropriate meeting travel policy to its attendees, Gant president and CEO Patrick Linnihan told BTN.

"It's no surprise that [a company has]

a travel policy, but every meeting is different," Linnihan said. "There are attendee groups and sub-policies. You could have a 25-person meeting with five contractors, three VIPs, [others]. How do you support them? We've modified the process so it's scalable. You tell us the policy, who the attendees are and the subgroup they fall in, and we'll support them with the correct policy that matches them."

When creating a meeting in the system, travel managers can individually add attendees, or they can upload them via a spreadsheet. Events and invitations are visible in real time on the screen when being created. The user fills in fields on the left side of the screen while the information populates a template on the right

side. In addition to the meetings policy and attendee list, a user can add information regarding negotiated rates with airlines or other key booking information.

Once an attendee is registered for a Gant client meeting, their key information, such as their frequent flyer number and phone number, remains in the system and will prepopulate the next time they register for an event.

Meeting managers also receive reporting, from manifests to a rooming list, which is updated in real time as attendees register or cancel. They also can see from where travelers are coming in graphics format, or they can download the information into a spreadsheet. And there are controls for what each meeting manager or planner is allowed to view.

The product is built on top of the Salesforce platform and connected to Gant's global distribution system. It also is on top of the Concur platform, "so if you go to Concur Travel and you are one of our clients, you will see the meeting you are attending in your trip library, and you will see it in Triplt," Linnihan said.

Pricing for the tool starts at \$175 for a single meeting, with packages ranging from \$1,250 for 10 meetings to \$21,000 for up to 300 meetings. ■

A Winning Combination?

granular control, such as allowing a card to be used to make a ride-hailing purchase only after a specific time of day, and only up to a certain price.

Traditional corporate cards typically don't offer such controls, instead leaving it up to managers to set and communicate policies and subsequently catch unapproved expenses during the expense reporting process.

"If management decides they need to pivot a travel or expense policy, that often gets communicated in an email or a policy change in the expense management system, but the policy change doesn't get effectively enacted unless they've got the ability to put controls on the card itself," said Eric Friedrichsen, CEO of Emburse.

Formed from the 2019 merger of Certify and Chrome River, the expense conglomerate signaled its emphasis on payments when it rebranded in January 2020 as Emburse, the name of a startup payment card provider that was acquired by Certify/Chrome River in July 2019. Soon after the rebranding, Emburse began rolling out a companion payment card across its six expense brands, starting with Abacus, which added the Emburse Card in February.

Along with increasing compliance with spending policies, integrating also can make expense tracking and reconciliation itself more efficient by enabling card purchase details to flow directly to a companion expense management system. That obviates the traditional cyclical process of tracking down receipts, approving and reimbursing reports and paying a monthly invoice to a card-issuing bank. Instead, companies can get ongoing, real-time visibility into their cardholders' spending.

"Processing expense reports and reconciling corporate card statements creates an incredible amount of work every month for accounting and finance teams," said Naveen Singh, CEO of Center, the provider of a recently launched integrated system featuring a Visa-branded corporate debit card with a companion expense management tool. "One of our goals in designing a new approach to managing expenses was to drastically reduce the time required to complete routine operational tasks."

That's music to the ears of many buyers, who cite the inefficient use of time and manual labor needed to manage approvals and reconcile expense as a major pain point, according to Karoline Mayr, founder and principal consultant at Get Travel Solutions.

"Has anyone actually asked ourselves why we keep using corporate cards, use monthly statements, reconcile, look for receipts and go through this very messy process every month?" asked Mayr, who has extensive experience as a travel buyer.

"In almost every company I have worked at in the capacity of a global travel manager, the month-end close is very stressful and painful," Mayr recalled. "At one company, we were expected to close the books two days after the month end. This puts a great strain on the entire team, especially finance ops, accounting, audit and travel."

Expensify founder and CEO David Barrett agreed, saying bluntly, "reconciliation is a nightmare."

Expensify, which had offered an expense manage-



"Again and again when we try to explain the necessity and universality of the monthly billing cycle, we keep coming back to a very simple reason: habit."

—EXPENSIFY CEO DAVID BARRETT

ment service for more than a decade, launched its own companion payment card in October 2019. Along with automatically routing purchases to the expense tool, the Expensify Card features daily settlement, which allows client companies to better track outstanding costs and avoid end-of-month surprises.

For Expensify, breaking the mold of the monthly reconciliation model simply was a matter of reimagining ingrained processes that took hold in a less-technologically advanced era, Barrett said.

"Again and again when we try to explain the necessity and universality of the monthly billing cycle, we keep coming back to a very simple reason: habit," said Barrett. "It is a strongly ingrained habit that originates from the days of mailing a physical check, a process that feels infeasible to do more often than monthly."

The Time Could Be Right

Given the potential benefits of combining payment and expense services, why have suppliers only recently begun to bring such offerings to light?

One key factor is the availability of payment card issuance services based on application programming interfaces from such providers as Stripe and Marqeta, which have made it much easier and faster for corporates to issue their own physical and virtual payment card products. That process, which traditionally necessitated lengthy development time, complex agreements and long-term contracts, now can be accomplished via several lines of code, Emburse's Friedrichsen said.

"The advent of these services have helped make card issuing a lot easier," said Friedrichsen. "It's much simpler and quicker for organizations to issue cards than they could have in the past, and it allows us to innovate much more quickly as far as our services."

But those advances wouldn't have been enough to truly get the ball rolling without another key element: banks' willingness to cede their traditional role alone at the center of a payment product, and instead partner with providers in a smaller but still crucial role.

"The reason why this model wasn't possible before is that banks had to evolve their business goals effectively to support this new vision, where, while the card is important, the software integration with the card is what makes the card valuable" noted Center's Singh.

"Most banks are great financial service companies, but they're not great software companies," Singh continued. "So, banks had to learn to partner with tech providers rather than compete with them. There's still lots of work banks need to do to enable those tech providers to issue cards, and there's lots of value a bank still adds, but that's by playing more of a platform role."

Friedrichsen agreed, noting that Emburse seeks to "partner with financial institutions, not compete with them." In addition to issuing cards, the company relies on banks to float financing for cards set up under a credit card model, he added.

For expense providers, adding a payment card isn't just a matter of offering a useful companion product—it also has the potential to open up a significant new revenue stream in the form of the "swipe fees" merchants pay whenever they accept a purchase made on the card. Those fees typically are shared between issuing banks and payment networks such as Visa and Mastercard, but corporate payment card providers can arrange to keep a percentage as well, justifying their cut by the overall increase in purchase

volume driven by those providers' cards.

Swipe fee revenue makes providers less reliant on subscription and licensing fees from client companies, enabling revenue models where a client is charged less depending on the overall purchase volume from their cards—or isn't even charged at all.

Emburse offers just such a pricing model, according to Friedrichsen, while Singh said Center earns the "vast majority" of its revenue off of swipe fees. In some cases, for particularly large or high-spend organizations, Center may even essentially pay the client to use its card, in the form of cash-back rebates, Singh added.

A Scalable Solution?

New market entrants offering a combined card and expense service might have a relatively easy time convincing a startup or smaller business of their value proposition. But it likely will be a much taller task to carve out market share among major corporate and enterprise-level clients, most of which have entrenched relationships with legacy corporate card providers.

"Most large global companies have preferred relationships with corporate card issuers, such as American Express, Citibank, that can provide them coverage across markets, higher global volume-based rebates and enhanced data for reconciliation," said BCD Travel vice president of payment strategy and products Ajay Singh.

Despite the difficulty of penetrating the major corporate market, some niche cases could serve as potential footholds for emerging combined providers, Ajay Singh noted.

"Many large corporate clients are exploring integrat-

"Most banks are great financial service companies, but they're not great software companies. So banks had to learn to start trying to partner with tech providers rather than compete with them."

—CENTER CEO NAVEEN SINGH

ed travel, card and expense solutions for non-employee travel or for emerging countries where they don't want to issue a corporate card to employees, or where the employees may not have a personal card," said Ajay Singh.

It was with just that use case in mind that Emburse recently launched Reach, which works with the Emburse Card to enable job candidates, external consultants and other non-employees to pay for flights, hotels and other expenses without having to front their own funds and wait for reimbursement.

While Center currently is focused on the small and midsize business segment, Naveen Singh sees potential in scaling up to serve larger clients and is undaunted by the challenges inherent in doing so.

"If you think about goals and trends affecting the enterprise segment, they're the same as midmarket and small business customers. They have the same needs as far as spending controls and operating efficiencies," Singh observed.

Emburse, too, is starting by targeting smaller companies, but plans to serve bigger clients, with Friedrichsen calling large corporates "a critical part of our market."

While all-in-one payment and expense providers likely won't make a major dent at the enterprise level, their value proposition likely will have a ripple effect throughout market segments, predicted BCD's Singh.

"Most technology disruptions start small and grow over time, and many incumbent leaders are able to benefit from it and create additional value," said BCD's Singh. "Every service provider, small or large, has to continue innovating, piloting and launching new solutions for the benefit of the client." ■

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Covid-19: Assessing the Catastrophe

To reduce the contagion, governments have locked down cities and countries. Presidents and prime ministers have closed borders, banned events of 1,000 or more, then 250 or more and, most recently, 50 or more as the threat of the virus became clearer. They've imposed curfews to clear out bars and restaurants and ordered all nonessential workers to stay home or work from home.

Businesses, in many cases, acted faster than governments. By late February, multinational companies had pulled participation from events, barred their employees from business trips and instituted work-at-home policies.

Travel Managers Under Pressure: Get Travelers Home

Pressure on travel managers has mounted. Border closings swept across Europe and North America in mid-March, putting immediate deadlines on repatriating those international travelers who reside outside their native countries, since non-citizen immigration now is an issue in many geographies across the U.S., Asia and Europe. Rulemaking has happened quickly in some countries, causing confusion about application, scope and how companies should prioritize repatriation strategies. At the same time, airlines slashed capacity to deal with the cratering demand for bookings, leaving travelers on the road with diminishing opportunities to return home.

Rebecca Bernhard works as a partner at U.S. law firm Dorsey & Whitney and specializes in labor and employment law, including immigration issues for business. She has seen three waves developing for travel managers and their companies as countries tighten borders and airlines ground equipment.

"Multinational companies with extensive ongoing travel have been aware of this since the middle of January and have already started to address that kind of regular travel," she said. So the trajectory for complications on the most transient of business travel already may be waning. But companies with project work or longer-term travelers may be just coming into this curve. "Maybe they really are a U.S. company, but they subcontract to a manufacturing plant in China, for example. Those folks ... are wrestling now with this, so that middle trajectory may go on for a while."

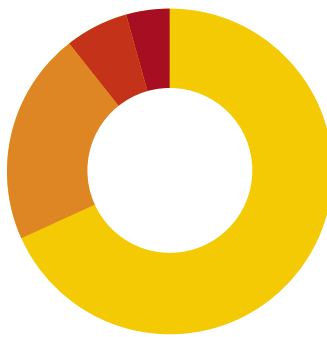
There's a third trajectory, however, that companies may need to come to grips with: internal U.S. travel. "That volume is really increasing," she said, citing U.S. hotspots like Seattle, San Francisco and New York City, each of which face curfews and partial shutdowns. "These cities have been thinking about this for all of February, but many other cities, that next size down in the middle of the country, are just starting to. Some are still thinking they don't have many cases yet, so why do they care? The question becomes, do I want to send my colleague from Des Moines to New York? I know I don't want to go to Italy, but what about New York?"

Bernhard predicted travel managers will be dealing with this level of decision-making and adjusting policies and technologies accordingly. That said, many companies will just stop traveling. Many already have.

VP of finance David Weiseneck manages travel for Brooklyn-based startup Letgo, a platform that creates

Covid-19 Impact: Related Expense Claims

- Trip Cancellation 68.3%
- Masks 21.5%
- Remote Working Related 6.0%
- Cleaning Supplies 4.1%



According to AppZen, corporate expenses arising from Covid-19 have largely related to canceled business travel.

a second-hand market for individuals to buy, sell and trade consumer products. The company was relatively quick in curtailing travel for its workers, roughly following the schedule of tech giants like Google and Microsoft which, together, have grounded hundreds of thousands of business travelers globally.

"In February, when it really started to take hold in Europe and there were few cases in the U.S., we decided to cancel all international travel but not domestic travel," said Weiseneck. "Now if you want domestic travel, you have to get special permission from our CEO."

The company worked with its TMC and technology provider TripActions to make changes to its booking tool to flag all booked travel. They also automated alerts within the technology to identify any existing travelers going into hotspots—including connections and layovers. Letgo pulled the plug on all trips for the next three months.

"We pulled up a report of all flights in the next 90 days, and we got a list of anyone traveling to cancel or change their flight to a further date," said Weiseneck, "because sometimes change fees are less than cancellation fees, so people said, 'I still want to go, but I'm going to postpone.' Otherwise, most people canceled their flights. I haven't dug into the cancellation fees yet. I'm just telling people to cancel [trips] for their health. We'll worry about the cost on the back end. If we have to ask for a refund, we will, but we haven't started doing that. And, honestly, no one is trying to book any trips."

Suppliers Under Pressure: No Revenue, Suspending Operations

Major airlines have slashed capacity and are reaching out to governments for support. Some regional carriers have suspended operations. According to CAPA, many are on the precipice of bankruptcy by May if bailouts aren't forthcoming.

"As the impact of the coronavirus and multiple government travel reactions sweep through our world, many airlines have probably already been driven into technical bankruptcy, or are at least substantially in breach of debt covenants," according to CAPA. "Cash reserves are running down quickly as fleets are grounded and what flights there are operate much less than half full. Forward bookings are far outweighed by cancellations, and each time there is a new government recommendation, it is to discourage flying."

For corporate travel and meeting managers looking for a guidebook, the business interruption for their own companies and financial issues for the travel industry are tracking similarly to those experienced after the 9/11 terror attacks in 2001 and the financial crash in 2008.

"It's similar," said WorldAware president and founder Bruce McIndoe. "Airlines and global distribution systems will need substantial financial support," with GDS revenues largely tied to passenger name record volume. "The whole travel and transport ecosystem—and I include rail and cruise lines in that—the government is going to have to systematically put them on life support."

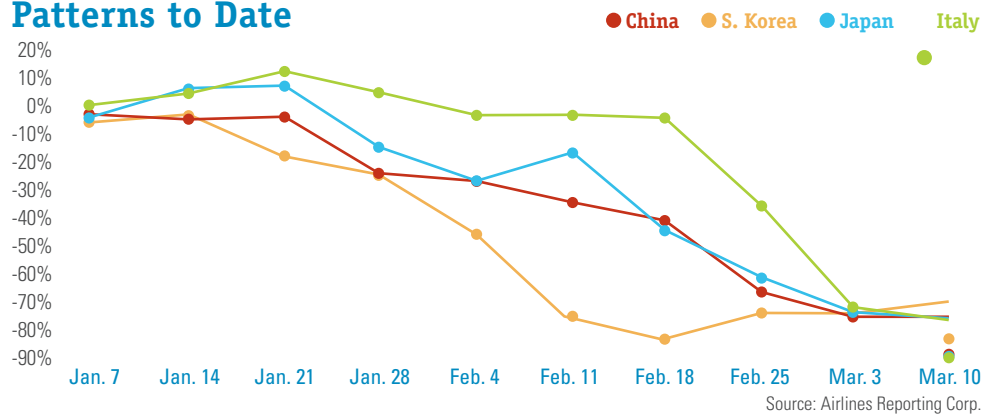
U.S. Travel Association president Roger Dow on March 17 asked the federal government to consider a \$150 billion relief package for the industry to stem the tide of what USTA predicts will be combined 2020 year-over-year losses of \$355 billion for transportation, lodging, retail, attractions and restaurant sectors for a "disaster that was created by circumstances completely out of their control."

Airlines Reporting Corp. has been tracking the trajec-

tory of cratering demand in key affected markets globally. As Covid-19 spreads in the U.S., the reaction from major U.S. airlines has been swift to cut capacity, anticipating demand drops that mirror those that rolled through China, Japan, South Korea and Italy in the wake of the virus.

American Airlines cut international capacity by 75 percent beginning March 16 through May 6, including almost all service to Europe and Asia.

Covid-19 Impact: Airline Sales Transaction Trajectory Patterns to Date



Delta Air Lines suspended at least until mid-April flights to continental Europe and will reduce overall capacity “in the next few months” by 40 percent as a result of coronavirus-related demand reduction, according to a March 13 letter sent to employees by CEO Ed Bastian. “We are moving quickly to preserve cash and protect our company,” he wrote.

As of March 18, United Airlines expected in April to fly two U.S. daily flights to London and have daily service to Brussels and Frankfurt. The company said it would also maintain daily flights to Singapore, Sydney and Tokyo. That said, the situation is fluid with more countries closing their borders to non-citizens and strangling demand.

The hospitality environment has been similarly gutted. STR has tracked the impact trajectory on hotel occupancy, average daily rate and revenue per available room in key global locations affected by Covid-19. Considering data available from China and Italy, it appears the United States was on the precipice of a demand cliff during the week ending March 14, although the data was not yet available at press time. If the pattern holds, however, U.S. occupancy rates could drop to 30 percent to its first trough and then further to between 10 percent and 15 percent as businesses and consumers implement travel bans and social distancing measures.

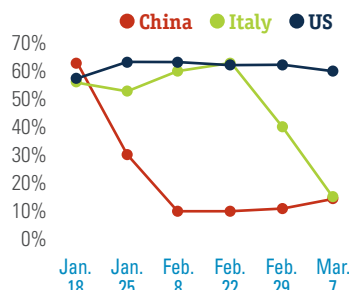
Major hotels are bracing themselves. Marriott International on March 17 began to furlough tens of thousands of workers, though the company said they were working to blunt the impact to workers by extending health coverage and other limited benefits during what looks like an uncertain, but potentially prolonged, time period.

STR SVP Jan Freitag suggested in a March 16 webinar that if the downturn and recovery period mirrors 9/11 or the 2008 financial crash, the hotel sector could expect year-over-year comparisons to register “double-digit RevPAR declines for the foreseeable future.”

Importantly, he added, lodging and hospitality companies returned to pre-recessionary figures in three to five years after previous crises, goaded by the needs of business travelers eager to get back on the road to service their clients and engage with partners.

Covid-19 Impact: Hotel Occupancy Trajectory Patterns to Date

China, Italy, United States (absolute occupancy)



“In the midst of the recession, transient room demand actually started positive growth seven months after the beginning,” according to Freitag. “Group demand continued to hurt, so the math worked out to be negative, but if you looked at transient data only, you saw room demand increase.”

WorldAware’s McIndoe echoed Freitag, projecting the return to transient business travel would be first, with companies holding back on conference and event travel. In the case of travel management service partners, McIndoe predicted many TMCs would not have the financial strength to weather the storm. “We will see failures and substantial opportunities for more consolidation in the travel industry. Smaller TMCs are not going to survive; those doing \$50 million or \$100 million in travel—the government isn’t going to go down that far [with relief measures].”

Recovery: Lay the Groundwork Now

“There’s very little a TMC can do to change the trajectory of a pandemic,” said American Express Global Business Travel VP marketing and product strategy Evan Konwiser. “We are focused on making sure our employees and customers are taken care of as much as possible because this is time of heightened need.” But in the longer term, he said, these are times that deepen relationships with customers. “Our value proposition is very strong in times of crisis. ... We’ve been close with a lot of clients as a result of the last few weeks, and we want to make sure that continues to benefit them.”

Bizly chief strategy officer Kevin Iwamoto, who weathered both 9/11 and the 2008 financial crisis as a global travel commodities manager for Hewlett-Packard, said taking a rational view of the situation and identifying your true partners are key to recovery.

“Take a look at the impact not just on your company, but the impact on the industry as a whole,” said Iwamoto. “Don’t expect to go back to the original program once the crisis passes. The landscape may have changed. Who are your preferred suppliers? Which of those will survive the crisis? What about consolidation? You need to look at how the crisis could affect your program and market share to preferred suppliers.”

“You also have to be transparent with suppliers—a day or a week after the crisis passes, you may not be at the same volume,” he added. “So work realistically about the level of support and start those conversations well before the end of the crisis. You may have suppliers with marketing strategies to get people back in seats, hotel rooms, cars. ... You may want to look at their promotions to get people moving again, doing business and strategizing.” Suppliers who rejected requests in the past might even be ready to engage, he said.

Writing on LinkedIn, veteran EY travel and meetings global head Karen Hutchings extended her thoughts:

“This is unprecedented times for the travel, meetings and events industry, and the important thing is that we stick together and support each other. Specifically, clients need to support their business suppliers and appreciate and understand this is really difficult times for them, whose whole focus is travel, meetings and events, whereas for the corporates it is not. The travel, meetings and events industry has given me, and many of you, a wonderful career and lifelong friends, and for that we need to be good business partners and help the industry get through this.”

—Donna M. Airoidi and Michael B. Baker contributed to this report.

Remembering Managed Travel Industry Icon Kevin Maguire

Kevin Maguire, the Global Business Travel Association's VP of the Latin America region and former BTN Travel Manager of the Year, passed away on February 20, after fighting stage four brain cancer. BTN named Maguire as Travel Manager of the Year in 2012 for developing a consolidated travel program at the University of Texas at Austin's intercollegiate athletics division, including consolidating the department's ground transportation program to a single sourcing company. BTN also named Maguire as a best practitioner in 2010 and also in 2004, when he was travel manager for Tokyo Electron, for his work in collective buying. Maguire was a longtime volunteer with the GBTA before joining its staff. He served on the board for more than 20 years and held two terms as president and chairman. His friends and colleagues remember him as a generous volunteer and a tireless industry educator and advocate. Here are their words:

To say that Kevin Maguire is a business travel industry icon is just the beginning of knowing the man, the father, the friend. His tireless work has inspired people around the world. As a travel manager at the University of Texas, he discovered a community of other travel managers who were confronted with unique program challenges. So, he led the creation of a committee at GBTA to address their needs. He led the GBTA community as president twice at a time when the association needed to grow from a national to a global organization. Kevin became the face of GBTA in Latin America these past few years. He established the association with our southern colleagues, providing a place for education, networking and leadership. His approach was quiet, but his words were strong, full of conviction, and always supported with kindness, generosity and the biggest Texas heart you could imagine.

— *Cindy Shumate, industry consultant and former GBTA board vice-chair*

I will always remember Kevin's quick wit, humorous sarcasm and the way he connected deeply with just about everyone he knew. We met as BTA chapter presidents more than 20 years ago, and immediately formed a close friendship that meant so much to me and the others in our tight-knit group that we affectionately called "the gang." Time passed and some of us left the industry, came back, moved into different roles—it didn't matter. Kevin was the glue that always held us together. Although we may have seen each other only a couple of times a year, the bond held strong. He was always very busy and passionate in his roles as travel manager, GBTA president and other GBTA positions, but his ability to maintain literally hundreds of friendships is a testament of his character and his commitment to his colleagues, friends and family. The business



Longtime managed travel industry leader Kevin Maguire died Feb. 20. This article is a selection of comments contributed by his industry friends and colleagues. Find the full text of all tributes to Maguire's life and work online at businesstravelnews.com.

travel industry was very fortunate to have Kevin as a leader and one of its most dedicated volunteers. We were all so fortunate to have him as our friend.

— *Sheila Kittle, Jabil senior manager of global travel*

What I remember most about Kevin was his passion for the travel industry, his genuine compassion for his colleagues, coworkers and, most of all, his friends. He always made you feel comfortable, and no matter what he was doing, he always took time out of his day to talk whenever you called him, for whatever reason. I constantly teased Kevin about being from Texas and his Texas drawl, but he was so proud to have been born and raised in Austin, Texas. And to say he was an avid super fan of Texas Longhorn football would be an understatement. He was so proud to be a Longhorn. Kevin's friendship has left a lasting impression on me. I hope I am in some way able to pass along to others what I learned from him.

— *Gary Polito, MIT Lincoln Laboratory travel manager*

Kevin was a trusted partner and friend and his loss is deeply felt by me and all who knew him. When I joined GBTA years ago, Kevin was one of the first people I came in contact with. As a new global account manager, I was looking for someone who could help me "learn the business" and create my own personal network. He became my guardian angel and was always there for me. As he did with many colleagues, we became fast friends. He had an indelible impact on business travel and was one of the industry good guys. The truth about Kevin was he was always there for anyone who needed him—and would drive you nuts if needed anything from you! There is no doubt that his inspired vision and outstanding leadership have moved the industry forward and he has left an enduring legacy for us all. Through Kevin's leadership, the world is now a smaller place. I was lucky enough to speak to him in his final days and met my goal of making him laugh—that's what I will always remember.

— *Bob Somers, Delta SVP of global sales*

Kevin Maguire spent his career dedicated to bettering our industry. He was a tireless volunteer leader at NBTA (now GBTA) serving one of the longest terms as president and chair. He was passionate about people and invested a lot into future industry leaders. He was always generous in sharing his experience and learnings, mentoring many people into leadership roles. In terms of accomplishments using his experience at University of Texas, he created awareness about the uniqueness of team sports travel and established the GBTA Sports Committee. He created a working buyers' consortium even though suppliers discouraged him from attempting to follow through on that initiative. He was a loyal friend to many people and will be missed by those who had the privilege of his friendship and support. I am mourning the loss of a close friend of many years who, even in passing, is teaching us that life is fleeting and there's no time to procrastinate about anything.

— *Kevin Iwamoto, Bizly chief strategy officer and former GBTA president and CEO*

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Hotel Tier: Luxury, Upper-UpSCALE, Upscale, MidSCALE, Economy

Car Rental Class: Full Size, Intermediate, Compact

Meals: Breakfast, Lunch, Dinner

Select Quarter: 2018/Q4, 2019/Q1

All Cities Selected: Avg Risk Score **43** | Hotel **\$176.36** + Car Rental **\$46.97** + Meal **\$98.09** = Total Cost **\$321.41** | QoQ Change **2.99%**

City	Risk Score	Avg Hotel Cost Across Selected Tiers	Avg Car Rental Cost Across Selected Classes	Total Cost for Selected Meals	Total Daily Cost	QoQ Change
Alton, OH	46	\$140.39	\$43.21	\$86.53	\$270.13	-2.45%
Albany, NY	44	\$167.76	\$44.18	\$95.73	\$307.67	4.00%
Albuquerque, NM	37	\$127.51	\$42.48	\$86.53	\$256.52	-0.24%
Allentown, PA	34	\$145.94	\$42.54	\$89.66	\$278.14	2.58%
Anaheim, CA	31	\$215.59	\$45.91	\$103.21	\$364.71	2.36%
Atlanta, GA	55	\$198.26	\$46.96	\$106.37	\$350.98	7.69%
Austin, TX	40	\$233.58	\$43.30	\$102.12	\$379.00	6.64%
Bakersfield, CA	42	\$145.12	\$49.56	\$85.47	\$280.15	14.86%
Baltimore, MD	52	\$171.86	\$47.27	\$109.50	\$328.63	-0.21%
Baton Rouge, LA	50	\$141.03	\$59.98	\$90.91	\$291.92	3.79%
Biloxi, MS	54	\$126.20	\$55.23	\$87.73	\$269.16	14.56%
Birmingham, AL	56	\$154.79	\$40.75	\$95.78	\$291.32	-1.99%
Boston, MA	31	\$225.70	\$47.12	\$113.62	\$386.43	-18.89%
Buffalo, NY	44	\$167.01	\$51.87	\$85.87	\$304.69	12.52%

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