

MOBILE TRAVEL MANAGEMENT: Making the Case, Making the Change

- More companies are investing in mobility programs to manage frequent business travelers and other mobile workers. In order to influence travelers, drive compliance and realize cost savings, travel managers must broaden their traditional scope, understand mobility strategy and take advantage of the new opportunities that enterprise mobile travel management tools—and even the app environment—can provide today.

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Executive Summary

An increasingly mobile workforce is changing the face of corporations worldwide. In the United States, more than 45 percent of the average company's employees are considered mobile. There are clear parallels between employees considered to be mobile and frequent business travelers. It therefore stands to reason that travel managers and travel management programs should be addressing the needs of the mobile worker/business traveler with an agile suite of mobile technologies. In reality, however, they are not.

The managed travel space has lagged behind the consumer space in developing mobile travel technologies. Even so, enterprise-oriented mobile travel tools and services are entering the market. They will

not only support business travelers on the road with enhanced services but can also support travel managers in communicating with travelers and influencing their decision making in transit—an opportunity that, until now, has been elusive at best.

Informed by an extensive survey of more than 5,000 travelers conducted by Egenzia in Fall 2010, this white paper, produced by Business Travel Media Group, explores the close ties between mobility programs and travel. It provides insights for corporate travel stakeholders about what their travelers want and need while traveling for business, reviews current and near-term offerings and offers input from progressive travel procurement practitioners about how they are managing their own travelers and programs in an era of mobile empowerment.

Figure 1.

Mobile Devices in the Workplace

56%	BlackBerry
24%	iPhone
11%	Droid
6%	Windows Mobile
3%	Palm
<1%	Symbian

Source: Egencia Fall 2010 survey of 5,062 business travelers

Figure 2.

Percent of U.S. Workforce that is Mobile

55%	Not mobile
20%	Business development/sales
18%	Field service/on-site service
4%	Executive-level employee
3%	Training/education

Source: Runzheimer, March 2011 Mobility Benchmarking Report

Figure 3.

Percent of Business Travel Spend

34%	Sales meetings
22%	Client office work
20%	Trade shows + Conferences
11%	Internal meetings
7%	Internal training
4%	Incentives

Source: Oxford Economics USA, September 2009 ROI of U.S. Business Travel Study

The Corporate Mobile Environment

According to a study released by Runzheimer in March 2011, 45 percent of a U.S. company's workforce is considered mobile. In the global economy, more companies have realized that no matter where their headquarters are located, their business opportunities could be anywhere. As a result, the idea behind most employee mobility programs is to break down the barriers of physical location to pursue these opportunities and increase a company's revenue and/or competitive advantage.

Research shows it's more than an idea: Over the past several years of benchmarking mobility programs, Runzheimer data has suggested that investments in mobility programs strongly correlate with revenue growth. Results from the company's 2008 study showed that the fastest growing companies invested 56 percent more in mobility programs than their counterparts with flat or declining revenue growth.

Technology is critical to any company's mobility program, and for many, the central tool that enables the mobile workforce is the handheld mobile device (see fig. 1 for breakdown of device usage). The Research In Motion (RIM) BlackBerry platform was the standard bearer among mobility programs for years. More recently, Apple iPhones and other more consumer-oriented devices powered by innovative operating systems like Google's Android OS have started to challenge this traditional corporate workhorse with speed, robust functionalities and ease of use—all at a price point acceptable to the mainstream consumer.

Still, many companies prefer the BlackBerry for its "lock down" capabilities that ensure the device remains secure and that sensitive company data is protected. Recognizing the need to allow a variety of users into mobility programs, a growing number of companies are allowing users of multiple technology platforms to access the official mobility program, often

with encryption requirements or other data security measures that must be followed (see sidebar, next page, for three common mobility program configurations). The resulting complexity of multiple platforms and a wide variety of users has created a mobility environment that has become increasingly difficult to manage/control from a corporate perspective.

Despite Clear Parallels, Travel Managers Slow to React to Mobile Realities

There are very clear parallels between mobile workers and frequent business travelers. Yet, in most organizations, travel managers and travel procurement officers are not making the same connections on a strategic or even a practical level. Given the definition of a mobility strategy—essentially, getting the right people to the right places at the right times—travel managers and procurement professionals managing spend for the travel category cannot help but identify with this effort. They are also familiar with the job categories that are typically categorized as mobile (see figures 2 and 3).

Sales and business development positions, for example, account for 20 percent of mobile workers, according to Runzheimer. Sales meetings account for 34 percent of business travel spend, according to a study from Oxford Economics USA, released in September 2009.

Mobile Is Now

The majority of travel managers should be well-aware of the explosion of mobile travel websites and travel apps in the consumer space over the last two to three years—not just because of the many managed travel industry reports that have been published, but also because their travelers are using these tools. As travel becomes a more difficult process with capacity cuts, new security procedures and possibly even more flight cancellations¹, business travelers are looking for more services and support to assist them on the road.

¹ A March 2011 study by two independent aviation consultants, the Airline Zone and Marks Aviation, challenges official statements from the U.S. Department of Transportation that the number of canceled U.S. flights has remained virtually unchanged since a new rule limiting tarmac times to three hours was adopted last year.

Figure 4.

Current Mobile Services: Usage Rates

74%	Check flight status
61%	Review latest itinerary
12%	Booking air travel
16%	Updating air travel
15%	Booking hotel travel
15%	Updating hotel travel
62%	Mapping destinations or directions
45%	Urgent destination-related alerts (weather/safety issues)
20%	Other

Source: Egencia Fall 2010 study of 5,062 business travelers

They are turning to their mobile devices and to innovative technologies to manage their itineraries, book flight, hotel, car and train reservations and even access restaurant recommendations and discounts to other services and opportunities based on their location. And many travel managers would attest that busy travelers are not averse to going outside of managed travel channels to access these tools. On the flip side, there are several mobile technologies that are also focused on enterprise travel management as well, but relatively few companies have fully embraced them.

Few Travel Managers Involved in Mobility Decision-Making Even as it Relates to Travel

In an October 2010 report on emerging travel buyer competencies, *Procurement.travel* showed that travel management and procurement were not well positioned to 1) utilize mobile devices to manage travel or 2) support travelers with information about mobile tools/apps that could help them while on the road. The reason for this is simple: Mobile devices, software and telecom services have not traditionally been the purview of travel management and blazing a new trail is difficult, even for the most innovative.

Yet, the reality remains—mobile is the natural next step for travel management, and buyers need to get on board now.

According to the *Procurement.travel* survey, 56 percent of respondents had no involvement in managing mobile devices, software and telecom programs, while 68 percent were not involved in purchasing mobile apps. About 75 percent were not involved in the procurement of mobile phones. Overall, only 12 percent of buyers surveyed for the *Procurement.travel* study could positively say they were directly involved in managing anything related to mobile devices, mobile software or telecom programs.

With that in mind, it comes as little surprise that policies surrounding usage of mobile devices and mobile tools as they relate to the travel program are in their natal stages—and, if they exist, are often not communicated well to travelers (see fig. 5, next page).

Nearly 80 percent of travelers confirmed that either no policy existed for mobile travel services or device usage related to travel, or, if there was a policy, they did not know about it. Among the small percentage of travelers who responded to the “how” inquiry, the largest number relied on a general corporate mobility policy that covered certain aspects of travel allowances for the mobile device—in general, these were limited to usage restriction (e.g. business use only) or restrictions on cost for data/minutes that were inclusive of time spent on the road. A handful of respondents had specific

Three Common Mobility Program Configurations

Company Purchase/Company Pay –

This is the most traditional model for corporate mobility programs and is most likely to use BlackBerry devices, though some companies have made concessions to the iPhone and other touch screen devices. The device is owned and controlled by the corporation, and personal use is limited. BlackBerry devices are generally not optimized for app environments; companies that use other devices may have strict rules/bans on downloading apps.

Company Purchase/Employee Pay –

In this type of program, devices are generally procured through the organization, but the employee pays for the handset. Monthly service fees may or may not be paid by the company. In this scenario, employees are limited to the devices sanctioned by the corporation, but the choices may be broader than in a company purchase/company pay model. Encryption of the phone is often still required, but the employee is likely to have more flexibility when it comes to downloading apps.

Employee Purchase/Employee Pay –

This is the least secure configuration for a mobility program, but offers the most flexibility for users. The device belongs to the employee, but the company has allowed the device to access corporate email systems, customer relationship management, calendars and other systems. Tight restrictions on downloading apps would be rare in this configuration.

Figure 5.

Mobile Travel Policy In Question

Has your company addressed mobile usage in our corporate travel policy?

17%	Yes
33%	No
46%	I don't know
4%	If yes, how

Source: Egencia Fall 2010 survey of 5,062 business travelers

guidelines about using cell phones for international calling/data access.

Just 15 percent of respondents cited governance of the use of cell phones for traveler safety purposes, with most of these policies focused on calling and/or texting while driving. Under 12 percent of survey takers cited specific policies surrounding the download of travel apps or what channels to source for travel/itinerary alerts.

Mobile Technology: What's Out There?

The gap between mobile usage for travel and management of that usage is likely a question of education. Many travel managers simply do not know what is out there or how they would go about managing the mobile habits of their travelers and/or using mobile travel tools to manage travel overall. As a result, many travel managers have a kneejerk reaction to lock mobile travel apps and services out of their program—out of fear that their core value could be compromised.

The fact is, however, that travelers are going to use these tools whether they are sanctioned or not. So rather than attempting to “lock out” mobile travel apps from the program, travel managers may be better served by assessing what is currently available in both the consumer and managed travel space and pushing their corporate travel partners to keep up with the pace of innovation.

For the Travel Manager

As a rule, enterprise-focused mobile travel tools are still traveler-facing technologies; the difference is that they should allow travel managers to communicate with and capture data from travelers while

they are on the road. From that perspective, these technologies actually represent a new opportunity to influence travelers while they are in transit and even follow their purchasing patterns in real time.

- **“Push” Communications for Travel Policy** – Mobile technologies are available to travel managers that enable them to push SMS text communications about policy to their travelers that are specific to the traveler’s location. Current technology is based on itinerary data and organized around rules tied to that location. For example, if a traveler is headed to Chicago, a transportation rule based on the airport code from the itinerary would push a communication that explains what car service to use and provides contact details. Alternately, if the booked hotel has a free shuttle from the airport, the hotel rule could advise the traveler to take advantage of it.
- **“Pull” Communications for Travel Policy** – Should the traveler have a question about what or how to access travel suppliers in a given location, mobile technologies are currently available to respond to key words, such as “taxi” or “hotel” to get similar messaging as described above, but in response to traveler requests.
- **Mobile Security Solutions** – For traveler safety and security concerns, mobile devices have proved essential, even when used simply to call affected travelers. Mobile technologies are available, however, to offer more robust solutions (especially for travelers to politically or environmentally volatile locations) that include GPS-enabled traveler tracking, “geo-fences” to alert managers when travelers stray from sanctioned “safe zones” and more. Recent events have shown that crises can occur anywhere, and mobile technologies are available to automate broad-based solutions that will alert travelers to situations that have occurred in locations where travel is planned, but also provide emergency messaging via SMS to travelers already in crisis-affected locations.
- **Mobile Expense Solutions** – Another area of the organization where travel is intrinsically linked is expense. Many travel managers also manage expense

Airlines/hotels have offered [booking] functionality directly to our travelers who want it, demand it and use it. We need to regain control and have this offered via our agency as well. – *Travel Manager*

I would appreciate a class on how to use the phone/BlackBerry to best advantage when traveling—settings, apps, mabe even best models to buy. – *Business Traveler*

and some have taken advantage of one of several expense technologies that have introduced mobile functionality. Backed up by photos of receipts and configured with approval channels, mobile expense technology was one of the first enterprise-wide solutions to hit the managed travel marketplace.

Of course, the core of the travel management practice centers on the shopping and booking process—and the ability to collect the data needed to manage relationships with suppliers. The lack of fully functioning mobile shopping and booking tools has been a critical obstacle to furthering the goal of mobile travel management, allowing mobile sites from specific suppliers to fill the gap created by the lack of enterprise tools.

To be fair, the challenge of developing technology that will harness the information from a fully configured travel program, which includes pulling content from the GDS and filtering for preferred suppliers, is a much larger task than harnessing content for a single supplier website. Still, the reality is that travelers, when pressed for time and convenient tools, will default to the path of least resistance and often that path is via the mobile device that powers a good part of their work lives.

The good news for travel managers and travelers is that mobile shopping and booking technology is coming in the near term. Egencia has announced the planned release of mobile shopping and booking for the BlackBerry, iPhone and Android platforms for late 2011, and other providers are emerging. As the possibilities for shopping and booking become mainstream, technology differentiators will come into play. These features are likely to include ease of use/intuitive displays, speed, ability to integrate with multiple mobile platforms, levels of configurability for the travel program and number of traveler-oriented services that are layered on top of the core booking tools. The most

sophisticated tools are likely to offer “situational awareness” features that will notify travelers about gaps in their itineraries, such as the need for an extra hotel night if a trip is extended.

For the Traveler

Travel management companies and technology providers are not waiting to finalize shopping and booking tools before they roll out suites of mobile travel services to travelers. In addition, there are numerous apps available to provide a supporting role to a core travel program should corporations, travel managers or travelers choose to take advantage of them. This is also a space where companies need to tread carefully and encourage their travelers to do the same: Apps that encourage travelers to stray outside managed program parameters should clearly be avoided.

The following types of apps and services are among the most in demand by travelers (as opposed to the most used)—and most are available now to the managed travel marketplace.

- *Itinerary Managers* – In a corporate environment that increasingly passes on support staff, even for heavy travelers, a way to organize itineraries and synchronize arrivals, departures and other itinerary details with calendars has proved extremely important.
- *Automated flight alerts/reminders* – In addition to reminding travelers about their upcoming trips, the ability to track flight status (on time, delayed, cancelled) and status of security lines at the airport has become a critical service for business travelers.

As airlines reduce capacity and squeeze airports for as many take-offs and landings as possible, the domino effect of delays and cancellations can be a deal breaker for traveler productivity. There is a bit of a race among

Mobility Tools & Travel: A Practitioner Speaks

Title: Executive Director, Global Procurement

Industry: Entertainment

Location: Beverly Hills, CA

Hybrid Mobility Configuration:

- Half Company Purchase/ Company Pay
- Half Company Purchase/ Employee Pay

Q: Is there any resistance to rolling out mobile tools to your travelers?

A: Quite the opposite. Anything that speeds up people’s productivity, we look into fairly quickly.

Q: What is your company’s approach to mobile apps?

A: iPhones and Androids are wide open because ultimately the handset is [the employee’s]; but we lock down the BlackBerries a little better. As far as apps go, we won’t stop travelers from using them as long as they go through Egencia to book everything and stay within our travel guidelines.

Q: Do you recommend apps for your travelers?

A: No. That’s more grassroots internally. If something was a clear benefit to the company, I would certainly let the travelers know. It’s complicated though. Half the company is on one server and they can’t get iPhones or Droids yet and BlackBerries are not a good match for apps. Because of that, I can’t recommend. We don’t have a homogenous set up.

If [agency] could put out an email explaining how mobile usage is available, how to use it and the benefits, that would be helpful.
 – Travel Manager

airlines, TMCs and specialized flight status apps as to which ones can provide accurate delay and cancellation information first—therefore, putting users in the best position to re-book another flight before other passengers get the news and/or buy a few extra hours with clients or family. Taking this to the next level, travelers are now looking for alert services that will not only inform them about delays or cancellations but also offer options for alternate flights that are available—and ultimately the ability to book one of those options.

- *Online check-in/paperless boarding passes* – Select airlines have provided mobile online flight check-in for several years. Continental launched this service in the U.S. and other airlines have followed. There are challenges with certain mobile operating systems, however, in the user’s ability to take advantage of paperless boarding passes. After the check-in process, a two-dimensional RFID barcode is emailed to the user who is instructed to display their phone at the airline security gate. This has been particularly challenging on BlackBerry devices primarily due to small screens. Travelers are clamoring for a better format. BlackBerry has

recently responded to overall consumer demand for larger, touch screen technology.

- *Recommendations/reservations* – For avid mobile users, access to dining and entertainment recommendations, the ability to make reservations and even the ability to take advantage of discounts and special deals based on their location have added an element of “insider information” to the business travel experience. As more travelers take advantage of this type of marketing and service in the consumer space, they will want to take advantage of it in the managed travel space as well. As long as recommendations and offers do not conflict with core program agreements, more progressive travel managers are on board.

What Travelers Want

In Fall 2010 Egencia surveyed nearly 5,000 business travelers about their mobile travel experience. They asked this group what was “missing” from the experience and 4,816 respondents gave open-ended feedback. Those responses fell roughly within the categories listed at left (Fig. 6).

About 32 percent said they were happy with the mobile travel services and tools currently offered by their companies. Almost 20 percent desired a specialized mobile website or app that would display itineraries, alerts, maps, key contact details and other core information in one convenient place. Other responses in this category went farther, asking for more robust itinerary managers that would incorporate travel details whether booked via their TMC or not, as well as expanded capabilities for dining recommendations, “push” messaging for location-based discounts and more. The majority of these respondents clamored for the ability to book travel via mobile devices.

Approximately 11 percent complained about their company-issued device, need for a better phone/data plan or a more flexible corporate policy that would allow them to take better advantage of the app environment. Nine percent wanted more (and more timely) alerts to keep their tight schedules as productive as possible. A

Figure 6.

Something’s Missing Here

What’s missing from your mobile travel experience?

32%	Nothing
19%	Need specialized mobile website/specialized app
11%	Better device/better plan/better corporate policy
9%	More/better alerts
4%	Mobile check-in/paperless boarding (for certain mobile platforms)
17%	Don’t know/don’t use mobile travel services
9%	Other

Note: Figures calculated from complex open ended responses and should be considered estimates.

Source: Egencia survey of 4,816 business travelers.

small percentage still struggled with mobile check-in and paperless boarding.

About 17 percent did not know what was missing or simply did not use mobile travel services (but they did not cite a corporate ban). Many of these individuals cited lack of knowledge or need for training on recommended tools/apps, which goes to the idea that travelers want to stay within the program, and they are hungry for information about tools that are available to them.

Next Step: Relevant Travel Management

Even without mobile shopping and booking to extend to travelers right now, travel managers and corporations have an important opportunity to demonstrate relevance to their travelers by incorporating key mobile technologies into the travel management program. In order to do this, however, travel managers must be willing to extend themselves beyond their traditional roles.

- Understand corporate mobility strategy and the current device environment – Find out what is driving the corporation to “lock down” the program (if that is the case) or what complexities and risk have been introduced by allowing multiple platforms into the program. Are exceptions possible for travel management?
- Look to the partner TMC and current contracted booking tools to assess any mobile functionality these suppliers have to offer. Introducing tools from a current partner will be less likely to raise questions among the executive set and will, therefore, be faster to roll out to travelers.
- *Understand the app environment* – Either listen to what travelers are already saying, or solicit feedback from them about apps they are using. Research commonly used apps and get a better understanding of whether they conflict with or complement enterprise tools and services. If they do conflict, see if a partner TMC or tech supplier has a similar feature to offer, or search for a substitute app. Consider cost and compatibility issues with the variety

[I would like] an account where everything for my trip is consolidated. I currently have to scroll through emails to pull up reservation listings I have received for planes, hotels, cars and so on.

– *Business Traveler*

of mobile platforms used within the corporate mobility program.

- *Defend the initiative* – If possible, assemble a suite of three to four apps or the set of TMC mobile services that makes sense for business travelers and be ready to defend your choices to management. Traveler compliance to the travel program is a critical component of driving savings. Companies should be leveraging their often considerable investment in mobile travel devices to drive more compliance—not less.
- *Endorse some form of mobile technology* – While many business travelers are already using mobile apps to support their activities, most of them want to comply with policy. To keep the program relevant—and to confirm that certain mobile tools do fall within program parameters—communicate with them.

No matter what enterprise tools or suites of apps are ultimately offered, travel managers must be sure to get traveler feedback and continue to listen to their needs. Build trust, boost confidence and look at what the travel manager can do to further an innovative travel program through a more integrated relationship with the TMC, travel technology providers and internal IT or mobility program managers.

Ultimately, an innovative travel program that includes practical, intuitive tools will gain confidence and compliance from a mobile workforce, aka business travelers. With this, travel managers should be able to drive additional data through preferred channels and realize more savings for the corporate bottom line.

Searching for Mobile Solutions: A Practitioner Speaks

Title: Director, Strategic Sourcing

Industry: Environmental Services

Location: Chicago area

Mobility Configuration:

- Company Purchase/Company Pay
- Multiple devices, but primarily BlackBerry

Q: Are your travelers asking for mobile travel tools?

A: Yes. Travel tech is one of our noisiest categories.

Q: How do you justify the need to provide mobile travel services and tools to your travelers?

A: Our executive management team is pretty good in this area. Because the services we are looking at are built into our Egencia program, the justification will be simple: the ease of managing travel for the traveler.

Q: How do you see mobile travel management developing in the future – where does mobile booking fit into the picture?

A: Booking should be an upgrade that comes this year. Currently, you can shop for travel but can't book it. Our company is currently evaluating the use of tablets. The standard platform from Egencia works very well on the tablet. Ultimately, it could be the device that changes rather than the software, but that is down the line.



Egencia is the corporate travel arm of Expedia, Inc., delivering complete corporate travel management service backed by global market expertise and industry-leading, proprietary technology. The company recently announced its mobile strategy and investment for 2011.

The first mobile application release will be available on iPhone and Mobile Web enabled devices in the second quarter of 2011. The first release will include:

- Smart Itinerary: the application follows the traveler throughout the trip, providing information that is relevant to the current stage of the traveler's journey
- Flight schedules and online check-in
- Interactive maps for all trip segments, including specific directions to hotels, and one-touch access to Google Maps search for local businesses
- Security features including, location relevant flight/transportation alerts and other traveler alerts
- Click-to-call Egencia customer service: easy access to get a travel agent on the phone.
- Weather forecasts relevant to the traveler's locale
- Full support for eight languages: US and UK English, French, French Canadian, German, Italian, Spanish, Dutch.

The company will be releasing a wide range of mobile capabilities later this year, which will include additional shopping and booking capabilities and additional native device support. To learn more, visit Egencia at www.egencia.com.



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