

THE PILLARS OF PERFECT PROGRAMMES.

HOW YOU CAN ACHIEVE OPTIMUM
COMPLIANCE TO YOUR POLICY.



HRS

Global Hotel Solutions

1. INTRODUCTION



A study by HRS

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PhocusWright estimates that more than half of the European managed travel market is now online. This equated to €21 billion of expenditure in 2014 and was expected to grow by a further 8% in 2015.

But where is the market headed? We know from the 2014 HRS Global Sourcing Study that cost reduction remains the overriding priority for corporate travel managers. 87% want to reduce direct hotel costs whilst 74% want to reduce total trip cost.

By contrast, bookers want a smooth booking process, the lowest prices, guaranteed availability, plenty of information about the hotel, it's location and facilities, fast confirmation and the knowledge that the hotel booked provides a safe and comfortable environment for the traveller.

Compliance remains a major issue for travel buyers, so it's hardly surprising that changing traveller behaviour is a perennial issue for travel managers who now face the arrival of the digital natives in the workforce.

This changing demographic means that travel managers are having to re-assess their procurement strategies.

HeBS Digital estimates that 21% of hotel bookings and 15% of hotel revenues were generated by mobile during 2014. Will this heighten the risk of non-compliance even

further? Are you ready to allow your bookers to go mobile?

Corporates face a number of challenges in managing hotel spend. Many complain about a lack of hotels in the right locations although, of an estimated 162,000 hotels in Europe, HRS has more than double the number of properties on its system than available on the GDS. However there is an array of booking channels that make leakage easier and more likely.

Today's business travellers are better informed and more demanding than their predecessors. They are used to booking travel quickly, easily and are more likely to make their views known to others if their available choices do not meet their needs. If the available tools are less effective, or offer inferior content, they are more likely to defect to other, non-preferred websites or channels.

In this paper we will look at how to create the perfect hotel programme by focussing on the central pillars of content (including channel and price); usability & functionality (including payment solution, booking process and traveller tracking), and policy.

Unless all three are in place, any programme is doomed to fail because bookers and travellers will simply not comply. These three pillars all support adoption.

Our message is simple - optimum policy compliance is already in your hands.

Jon West

Managing Director (UK and Ireland), HRS - Global Hotel Solutions

2. THE COST OF LEAKAGE

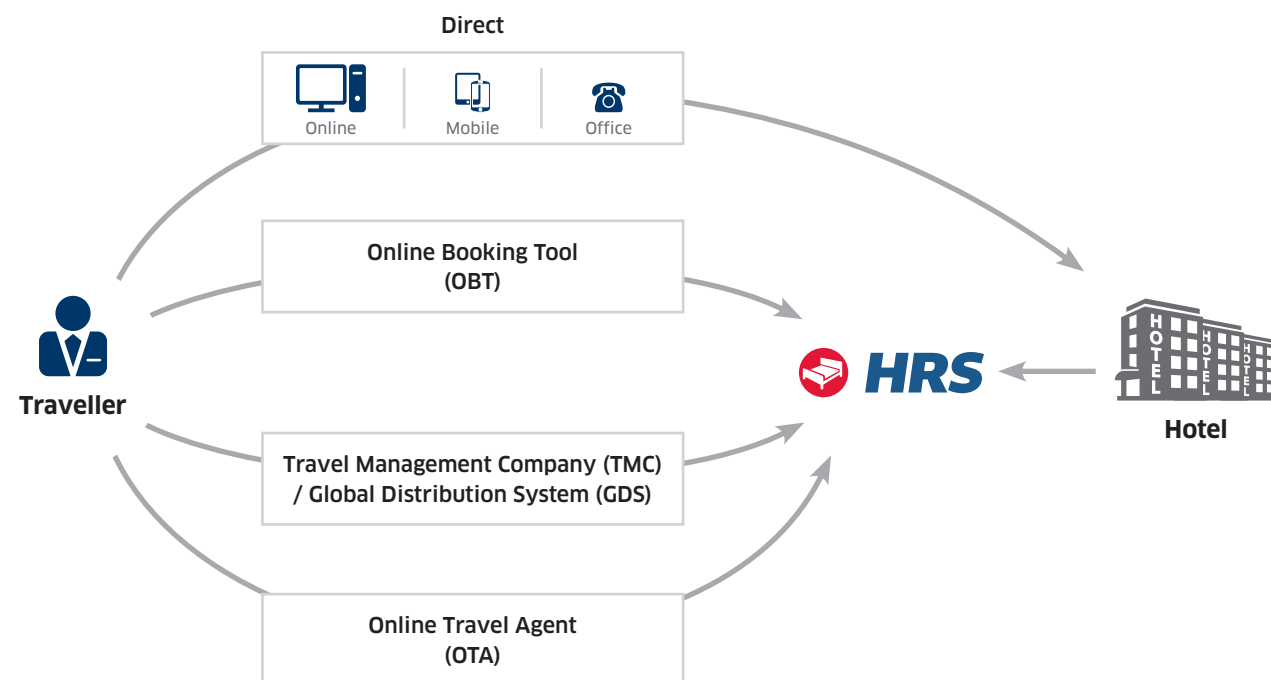


Fig 1 – The leakage challenge processes

Leakage occurs for different reasons. A desire to save the company money, the preferred or mandated hotels not suiting the traveller's needs, or hotels in the wrong location.

Research by the GBTA Foundation has found that up to 50% of all corporate hotel bookings are made outside policy, compared to 28% of air bookings. Research by CWT puts that figure at 54%, whilst 75% of buyers attending the Business Travel Show said some of their travellers did not always comply

Based on the Global Business Travel Association's (GBTA) estimate that UK corporate travel spend in 2014 was \$43.5 billion (£27.85 billion), and that 30 – 50% of travel budgets is spent on hotels, 16.5m of bookings and £8.35 billion of spend went unleveraged.

Two years ago, Google estimated that it took an average 2 hours 9 minutes to search for and book a hotel on the internet. On that

basis, 18,000 years of employee productivity were lost at a cost of £592m. Even if that time has been cut in half in the meantime, that still equates – when taking into account the average 9% savings HRS generates by managing un-leveraged spend – to costing UKPLC over £1.3 billion a year.

So why don't companies simply mandate their travel policies? Corporate culture is often an insurmountable barrier. Whether it's due to a fear of potentially losing talent to a competitor, or culpability for making out of policy bookings, the maverick is alive, kicking – and costing serious money.

However there is no point mandating if you don't get the three pillars right.

3. LAYING THE FOUNDATIONS



Sourcing is central to realising savings. Based on HRS data, an optimised hotel programme will, on average, cut costs by 9% per annum.

Getting sourcing right is essential. Bookers and travellers can only comply with travel policy if there are sufficient hotels available to book able to fulfil the required criteria. Similarly, if a corporate programme does not have availability, policy cannot work. The link is so intrinsic that, without effective sourcing and availability, leakage becomes inevitable.

Travel policy suffers leakage mainly because a booker or traveller finds a better alternative to what is available to them within policy. So travel managers have to strike a balance between meeting travellers' needs and leveraging maximum value by consolidating volumes.

As sourcing becomes increasingly globalised, many corporates try to leverage current volumes with existing and potential alternate suppliers.

The problem here is that a static preferred programme can cause complacency on the part of the hotelier, a closed mind on the part of the buyer, and consequently limited opportunities to improve savings.

An alternative approach is to increase the scope of sourcing and breadth of programme by including independent hotels.

On average, chain hotels account for around 45% of negotiated volumes in most hotel programmes, and 70 – 100% in around a third of programmes. Yet only 22% of companies negotiate with individual hotels due to the process cost involved, a lack of analytical tools or benchmarking data. Or simply because it's easier to keep using the same hotels.

However, as most travel managers should know, if they don't find and include those alternatives in the hotel programme, their travellers will do so for them by booking outside policy.

Business Intelligence (BI) is turning procurement into what HRS calls intelligent sourcing. Travel managers realise that by outsourcing data analysis to external procurement experts with a holistic view of the overall hotel market, procurement can be dramatically improved. However 71% of corporates are still negotiating their own programmes.

HRS provides this *intelligent sourcing* service free of charge, benchmarking corporate hotel programmes against those of HRS' 40,000 other corporate customers to provide an independent assessment of opportunities to reduce costs and minimise leakage.

Benchmarking helps to highlight those preferred hotels which no longer meet users' needs. HRS' tools capture hotels booked and compares those with alternatives available and booked by other companies. This helps to explain why travellers select certain hotels, and whether the hotel programme or travel policy needs to be changed.

HRS estimates that 70% of the sourcing process is analysing the previous year's booking data from different sources including TMC, online booking tool and payment card, comparing that data against the HRS database for bookings on the same day, with the same departure date at the same hotel.

Alternative properties have to be identified and benchmarked against average departure rate and other client-negotiated rates. Distance from the destination and additional travel costs must be considered too.



Fig 2 - Intelligent sourcing

Effective sourcing directly impacts on compliance because it determines whether travellers agree with policy or not.

In 2015, HRS negotiated over 10m room nights for clients who will enjoy savings of approximately 9%. For a company spending €15m on hotels this equates to a saving of €1.35m. Put another way, based on the estimated £27.85 billion spent by British companies on hotel accommodation, HRS' Intelligent Sourcing would have saved UKPLC £2.5 billion.

The impact of sub-standard sourcing.

1. If your sourced hotels do not meet booker or traveller needs, search and book time and cost will rise to unacceptable levels, impacting employee productivity.
2. Long or ineffective booking processes will drive users to easier to use channels which may be unmanaged
3. Out of policy booking causes savings to be missed
4. Travellers' well-being is risked because they cannot be tracked in an emergency.
5. Unmanaged spend is spend that cannot be leveraged, thereby missing further savings.

5. CORPORATE CULTURE



The old adage that ‘one size doesn’t fit all’ was never more applicable than in travel management. Arguably the single factor that exerts the strongest influence on travel management is corporate culture.

There are essentially two types of organisation when it comes to culture and attitude towards travel management.

The first is enterprise-centric. These are companies that focus on the business and are run from the top down and thereby more likely to mandate their travel policies. Enterprise-centric companies characterise the oil, gas and banking sectors.

The second is employee-centric. Firms like Amazon and Google are run from the bottom up and focussed on gaining a deep understanding of their employees, enabling them to deliver what consumers expect today, and also anticipate what they may need tomorrow. In travel terms, these companies are less likely to directly mandate their policies.

It is easy to attribute leakage to corporate culture. *“It’s just the way we do things here.”* The reality is the onus is on the travel manager to create a policy that meets the needs of the traveller to such a degree that compliance becomes automatic.

For example, hotel bookings sourced in-house usually take longer, utilise out of date technology and simply invite non-compliance amongst travellers. By contrast, outsourcing to a specialist provider such as HRS costs nothing, improves adoption and provides greater visibility of spend.

So, does your travel policy encourage or discourage compliance?

6. MILLENNIALS



A changing traveller demographic means that travel policies must also meet the needs of new stakeholders.

The Millennials will dominate the workplace by 2020. They come to the market with new technology and social media already integrated. Open booking and searching for information online is part of their DNA.

Hotel suppliers have been re-tooling their products to meet the changing audience needs. The hotel sector has seen new brands such as Starwood’s *Aloft*, Intercontinental Hotels’ *Indigo* and *Even*; Marriott’s *Moxy* and *Hub by Premier Inn*.

For the travel manager, failure to provide enough choice, content or a slick booking process will increase the risk of leakage. At the same time, there is no evidence that new entrants to the workplace are any less likely to respect the rules. If anything, it is senior employees who are more likely to break them.

7. OPEN BOOKING VS MANAGED PROGRAMMES

A strategic choice facing corporates is whether to deploy managed travel programmes, or to allow ‘open’ travel booking, **also known as Travel Management 2.0.**

Open booking is partly the result of failure by hoteliers and corporates to bring the right hotels at the right price into preferred programmes. In other words, through ineffective sourcing. It is also the result of Online Travel Agents (OTAs) luring business travellers away from compliance with hotels and prices not available in their programmes.

The premise of Travel 2.0 is that corporate travellers should be allowed the freedom to make their own decisions, whether by using price comparison websites or by going directly to suppliers’ sites. Research at the 2014 Business Travel Show revealed that 62% of business travellers had the freedom to do so (albeit within policy guidelines), an increase of 26% in just 12 months.

The rationale for this approach is that the majority of employees are good corporate citizens and therefore want to do the right thing by the company. The problem is that allowing travellers open access to all hotels encourages leakage from programme.

Out of policy bookings usually happen because a lower rate has been found on another website and the booker or traveller wants to save the company money. The immediate saving might be £5, but the resulting loss in negotiating power and productivity will usually be much greater. Traveller tracking and corporate Duty of Care is also a very real challenge in an open booking environment.

HRS’ approach is to neutralise the OTA threat by making sure that all content is available to book.

Predictions of the demise of the TMC have proved premature. Many essential TMC services, such as pre-trip authorisation and traveller tracking, cannot exist in an open booking environment. Ironically, some companies are now using open booking to control leakage by deploying tools to track all spend, regardless of booking channel.

HRS has pioneered the use of so-called smart data to improve the user experience and to align the needs of the traveller (and booker) with those of the employer. The supermarket chains have been doing this for years, working with customer-science specialists to ensure that buyer-habit predictions, based on shoppers’ profiles, are as accurate as possible. The OTAs have done the same with leisure travel.

In a travel context, by using smart data travel managers can provide a more personalised travel programme by matching travellers’ habits with relevant hotel content (within policy), drawing upon colleagues’ recommendations and experiences, whilst the company benefits from a more robust control of total trip costs including transport and ancillary charges.

8. ON REQUEST BOOKINGS



The traditional ‘on request’ booking, whereby the agent has to call the hotel to check availability and price prior to confirming the booking, has had its day.

In a world where consumers are used to making instantaneous hotel bookings at a click of a button, it seems scarcely credible that any provider should still be offering on request bookings.

Today’s traveller wants access to real time availability and bookability, as well as in-depth content, but often have to wait up to 48 hours to receive a response or booking confirmation, only to find that the price has changed or the hotel may no longer be available. When this happens the process has to begin again, costing time and money from lost productivity.

Some hotel bookings do require traditional, human intervention, but some front-line TMC staff only have limited access to hotel content and can’t always be sure that a specific hotel is available to book at the best available rate.

This is why GDS providers including Amadeus, Sabre and Travelport have now added over 70,000 independent hotels from HRS to their estimated 100,000 chain hotels to satisfy their customers’ demands for more choice, real-time availability, bookability and usability.

So far, we’ve looked at the cost of leakage, the importance of making all travel spend visible and of understanding your travellers’ needs. But what makes a perfect programme?

How can corporates create a programme with travel options that do not just fulfil traveller’s needs, but engage and inspire – before, during and post-trip?

HRS believes that there are three pillars of perfect policy.

The first essential pillar of any effective policy is content, which includes channel and price.

If a booking channel has the right breadth of hotel choice and depth of information, provides last room availability and real time booking through an intuitive and easy to use user interface, it will answer any questions a booker might reasonably ask.

The digital revolution has forced hotels to provide more and higher quality information about their rates, location, amenities, payment and cancellation policies.

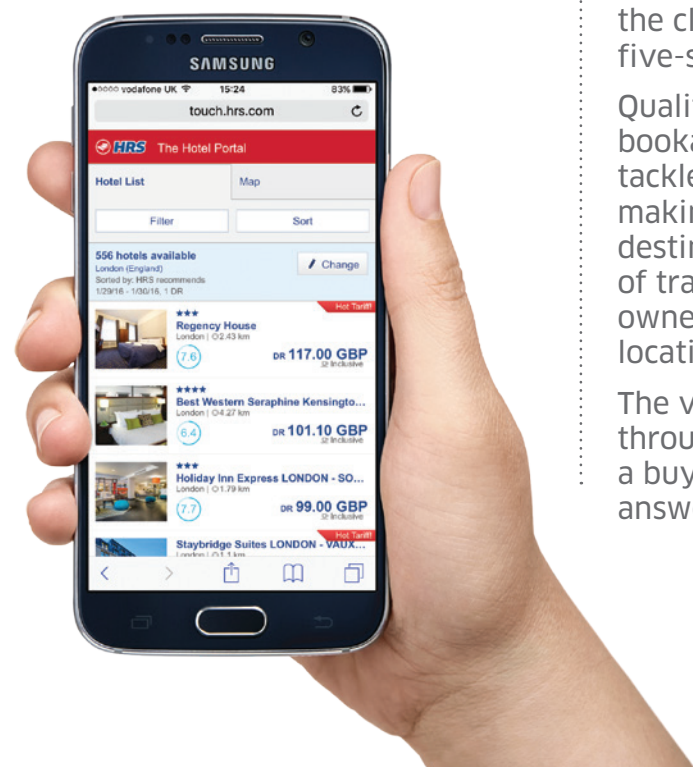
The same trend is forcing corporates to make a wider range of information (content) visible to bookers and travellers through their selected online booking channel or to agents from their offline booking channel.

Other examples of rich content include hotel geo-coding and maps that provide more accurate matches of required location, proximity to transport networks, points of interest, hotel price and booking terms & conditions. HD photographs and video are also essential elements of richer content.

Whilst the traditional GDS green-screen systems used by TMCs require the agent to interpret and explain the information provided, with the level of human touch inevitably increasing process costs to the client, the HRS corporate portal delivers five-star content that requires neither.

Quality of content directly affects a hotel's bookability, and therefore compliance. HRS tackles each reason for non-compliance by making travellers' reviews, distance from the destination as the crow flies and by chosen means of transport, added value benefits and chain ownership status visible alongside availability, location and cost.

The value of good content is being recognised throughout the supply chain because it ensures a buyer does not need to look elsewhere to get answers to their questions.



Essential content for any hotel programme

- Price including corporate discounts
- Good photography reflecting the personality and features of a hotel and its room types
- Multi-language descriptions, translated professionally
- Detailed information about facilities, services and location
- Booking terms & conditions
- Room and advance booking availability
- Cancellation policy of at least up to 6pm on the day of arrival or midnight if possible
- Guest comments and reviews

Source: Content is King (HRS)

In our paper Lowering the BAR, we looked at the best way to find the lowest rate, comparing dynamic pricing with negotiated corporate hotel programmes and the degree of flexibility required by the corporate.

Business Travel News' Vision 2020 survey found that 61% of travel buyers think that dynamic pricing will be more relevant in the future. However, as Figure 4 shows, connectivity, TMC and GDS transaction fees all add costs which are initially borne by the hotelier but, in reality, are covertly passed onto corporates in the form of higher rates. Rates that might have been lower had incremental margin been available to the hotelier.

The problem is that travellers do not have an overall view of company volumes, so finding a cheaper rate through an un-managed channel weakens the company's negotiating power. A second problem is that the higher visibility of hotel rates afforded by OTAs and price comparator websites has fuelled misunderstanding of rate types by corporates.

Buyers need to understand the different rate types and applicable Terms and Conditions to maximise savings. However it is arguable whether dynamic or negotiated pricing provides better value to the corporate.

Corporate travellers should not be allowed to reduce productivity by searching for cheaper hotels. When they go outside policy, it's not just because they want a lower price, but a wider choice too.

This conundrum becomes irrelevant with the HRS Best Buy solution, which displays the best rate available on the day, and at the time of search, regardless of whether it is lower than the negotiated rate.

Effective rate negotiation is as much about choice as price; the mix of rates available is determined by the corporate's choices. The lowest rate is not always the most cost effective, as negotiated rates often include airport transfers, breakfast, Internet, parking and so on.



10. PILLAR 2 – USABILITY AND FUNCTIONALITY

Once the right breadth and depth of content is in place, the next pillar of any hotel programme should be the usability and functionality of the distribution channel.

As we explored in our paper The Cost of Choice, Increased competition between distribution channels has increased consumer choice and hoteliers' costs because the latter pays for every new link in the supply chain.

For policy objectives to be realised, the channel selected through which all bookings are made has to provide a booking experience that encourages compliance.

The functionality of the channel includes the available choice of properties; the amount of information available on each property and how that information is displayed; the layout, ease of navigability and number of clicks from search to booking.

Usability determines how easy it is for the traveller or arranger to find the information they require to make a booking, from search to booking and payment.

Providing the right breadth and depth of content is essential to achieve adoption through the nominated booking channel. The same applies to speed of process and the ability to sort results based on the required destination, as is choice, availability and price.

Hotel rates & leveraging best value.

- Different rate types can be exploited by understanding travellers' stay patterns.
- The degree of flexibility travellers need in hotel selection (e.g. location, LRA etc) has a value.
- Identify which 'added value' benefits (e.g. free WiFi etc) are essential.
- Factor the cost of amending or cancelling a booking into the negotiation.
- Dynamic hotel rates means price does not necessarily equal quality.
- If the negotiated rate is higher than BAR, it becomes the ceiling rate.
- New hotels are more prepared to offer lower rates.
- Set volume goals rather than guarantees unless the commitment can be met.
- Consolidating meeting and transient volumes can further reduce rates and add other benefits.
- Negotiate a guarantee that the rate will be honoured throughout multiyear contracts.
- Last room availability (LRA) should be secured at no extra charge.
- Make negotiated rates and value-added benefits visible to travellers at the point of booking.

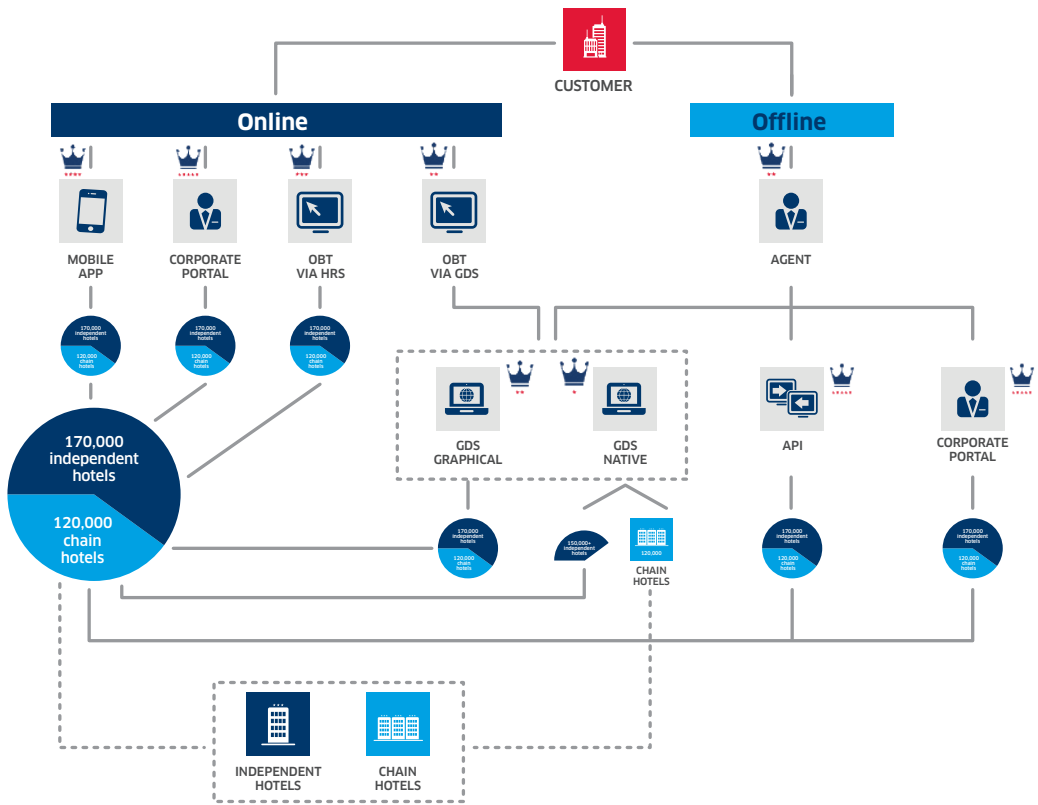


Fig 3 – the cost of choice

Booking directly with a hotel usually involves multiple systems and booking tools; entering personal information and booking details every time. In other words no ease of use and lots of lost productivity. It would be totally impractical for bookers to go direct to every single hotel on every trip. After all, how could they compare prices?

By comparison, indirect channels such as TMCs and OBTs provide the means for a more holistic view of travel, by addressing the short comings of the direct channels which include payment solutions, booking process, traveller tracking and management information.

Any booking process should be simple and quick; mobile-optimised and able to support other elements of a travel programme.

It should also provide a secure payment process. With the emergence of lodge cards, virtual credit cards and the attendant cost of Billback, corporates now have a wider choice of payment options than ever before, so need their preferred hotels to accept their chosen payment solutions if they are to drive compliance.

Traveller tracking is another indispensable facet of travel policy. Corporate duty of care obligations notwithstanding, risk comes in many shapes and sizes; from flight delays and cancellation to the dangers of kidnap, disease or worse in high-risk locations.

Any hotel programme should mitigate that risk by ensuring that hotels offer the right combination of location, security and guest care; any effective OBT should automatically take into consideration traveller profile information too.

Sharing economy providers or so-called ‘disruptors’ like Airbnb are trying to address corporates’ safety concerns in an un-regulated environment, but they have some way to go

Choosing the right channel

- Clarify any management or transaction fees if the provider undertakes hotel rate negotiations.
- Ensure you have the widest available choice of hotels including independent properties.
- Ensure your online booking tool manages payment terms, Management Information and traveller tracking.
- 25% savings on distribution costs, applied to a £1m hotel spend, equates to £250,000, or 200 - 250 complimentary room nights a year.

to achieve mainstream corporate adoption due to concerns over guest safety.

A perfect hotel programme should facilitate expense management, speed up the process and generate Management Information (MI) that satisfies the needs of travel managers, finance and budget holders alike.

Functionality is essential too, being the understanding of traveller behaviour and implementation of close co-operation between procurement, HR and even IT departments. Traveller profiles need to be created automatically via a direct feed from HR to highlight joiners likely to be travelling on business and, in return, explaining what to book, and how.

However, if functionality outweighs content, and choices are made for the traveller, there is less scope to compare rates and ensure best value. Where choice is limited, leakage from programme is invariably the result.

The supermarket approach of the OTAs opened up the opportunities to book more hotels and more locations but left them unable to address the specific needs of the corporate, unlike the OBTs and TMCs who are improving their content through partnerships with HRS and others.

At Fig 4 we compare the main channels by cost and benefits to the corporate. This shows that up to 40% of the hotelier’s booking revenue can be freed-up by managing the booking through a lower-cost distribution channel.

Buyers hold the key to reducing suppliers’ distribution costs by controlling and specifying their programme channels. Changing distribution channels lowers costs and allows hotel rates to be reduced because of the savings made as a result. However buyers first need to understand the cost of distribution to be able to negotiate a hotel rate effectively.

Fig 4 – hotel distribution channel cost comparison

Direct/ Indirect	Channel	Benefits to corporate	Dis-benefits to corporate	Cost items to hotel (based on £100 booking)	Cost to hotel (£/% of ADR)	Cost to corporate (hard & soft cost)
Direct	Phone call to hotel	Traveller rewards	Un-captured spend Cancellation charges Availability in required locations Travellers not tracked Unable to capture payments centrally Duty of care compromised	£10 labour £2 loyalty programme £2 credit card	£14 (14%)	Potential leakage and productivity
	Hotel website visit			£2 labour £8 - 10 digital marketing (10:1 yield) £3 loyalty programme £5 transaction fee £2 credit card		£17.58 lost employee productivity (average one hour per booking)
	Hotel website accessed via mobile			£2 labour £3 digital marketing £3 loyalty programme £5 transaction fee £2 credit card		£7.54 lost employee productivity (average 26 minutes per booking)
Indirect	TMC/HBA	Sector expertise Negotiation skills Human touch possible HRS provides content for GDS and TMC systems	Higher transaction fees Fewer independent hotels available via GDS Lower rebates due to problems with commission collection	£8 - 10 commission £3 commission collection £2 - 4 marketing fees £5 - 7 GDS fees £12 - 17 transaction fees £2 credit card	£30 - 40	£20 average transaction fee and productivity
	OTA	More choice of hotels Lower rates?	Un-captured spend Travellers not tracked Lost productivity	18% commission (average)		
	HRS corporate portal	Lowest rate guarantee Greater choice - 290,000 hotels Greater visibility of spend No management fees No cancellation charges Fast booking Linked to central payment Greater traveller satisfaction		15% commission (£0 for bookings on corporate rate)	£3 rising to 9% inc hotel internal costs	98p lost employee productivity

The third pillar of a hotel programme is a policy that ensures optimum compliance.

Any hotel policy should ensure that the organisation's spend is controlled whilst the productivity and well-being of those travelling on its behalf is maximised. Whether the policy works is evidenced by compliance.

Effective travel policies are simple. Travellers need to be able to read them quickly – and understand them. If they don't, they won't comply. Ideally travel policies should be 'flat' too; there shouldn't be any second class corporate citizens although company culture often dictates otherwise.

Policy should be able to answer the 'what if' questions but be agile enough to meet changing business needs. Those deciding policy should listen to those who have to implement it. It should be easily accessible to all, but flexible enough to accommodate change if productivity or compliance suffers as a result.

Policy must always be designed to meet the objectives of the business, but remain practical. Any hotel programme forcing travellers to stay on the opposite side of town to where the need to be next day will not only risk non-compliance but probably increase the total trip cost too.

Policy should manage out of policy bookings too – even if that means outlawing them – although the latter should not be necessary if the hotel programme includes the components of content, channel, price, usability and functionality.

Policy should specify booking process, payment options and preferred suppliers, as well as addressing issues such as hotel rate caps (if appropriate), advance booking and guidelines regarding the use of loyalty points.

Once implemented, an effective policy should be easily measured. Non-compliance and the reasons for this kind of behaviour needs to be understood as much as measured. The key

lies in capturing the data needed to bring non-compliant activity back into policy.

It's all about continual review, but a travel policy with the flexibility to react to stakeholder feedback and market conditions will always realise more adoption and compliance than one that does not.

Perfect programmes combine content, channel, price, usability and functionality. Each element works to the optimum effect in conjunction with the others. The result of having these pillars in place – and joined-up – is adoption

However if any of these pillars is not in place, or linked to the others, compliance will never be achieved. The tools deployed must be good enough to incorporate each element, bookers and travellers must like and want to use them.

As we have shown, providing the right breadth and depth of content is essential to achieve adoption through the nominated booking channel, as is usability, speed of process, the ability to sort results based on the required destination, choice, availability and price.

This means having policy in place that gives travellers freedom without the company ceding control. In turn, this demands having available to travellers the content to meet their needs, when they want it, and available to book on demand whilst ensuring the company can track their whereabouts.

However, once the tools are in place, training and communication come to the fore.

The higher the adoption rate achieved, the chance is that travel policy is correct. However any hotel programme – and therefore policy adoption – can always be improved either by securing better quality hotels at the same rate, or by lowering rates at hotels already on the programme.

Perfect policy is already in travel managers' hands. Adoption and compliance levels can be controlled by making the right solution available to bookers and travellers.

Perfect policy is already in travel managers' hands. Adoption and compliance levels can be controlled by making the right solution available to bookers and travellers.

Corporate travel is hard to commoditise. No two company cultures are the same, and although there are no signs that the millennial generation will be more prone to non-compliance with travel policy than their predecessors, employers are having to adopt a more personalised approach to travel management.

There is an undeniable change going on in the global workforce. Lots of new, young people are becoming business travellers and their needs are not the same as those of previous generations of travellers. They want to use the same hotel products and amenities on business as they do in their personal lives, and the global talent shortage demands their employers meet those needs or risk losing that talent.

This demographic shift underpins the first pillar of perfect policy because it explains why corporates must provide a broader range of content within their hotel programmes to meet the needs of their travelling workforce. By providing an appropriate breadth and depth of content, travellers need not look elsewhere.

The rise of personalised content has coincided with the proliferation of distribution channels, thereby making usability and functionality the second pillar. The emergence of mobile as a booking channel sharpens this focus.

Travellers want simplicity and to be able to make informed decisions, whilst corporates want robust processes, cost control and travellers tracked. Like online, mobile adoption will continue to grow – but only if those needs are satisfied in full. The need to provide a channel that meets each of these needs mitigates the risk of non-compliance.

The third pillar is that of policy; the business rules that determine the use of both content and booking channel. It is policy that dictates the degree to which business travel is consumerised by meeting the needs and tastes of the traveller in order to maximise their productivity. To succeed, it is policy which creates the dynamic environment in which the right content, usability and functionality, delivers better results, every time.

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