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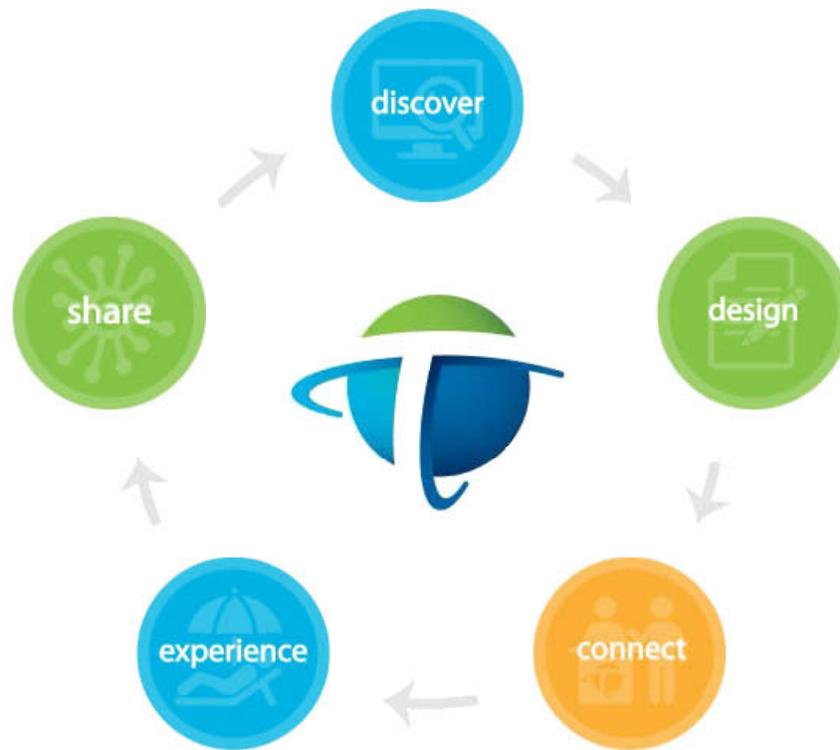
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Let us guide you through the process of preparing your customized trip.

Use Travel and Transport's new Plan a Trip tool, powered by Virtuoso, to begin creating your next dream vacation. Our collaborative approach makes your trip a journey. You will work closely with a trusted advisor, who will be your most valuable resource to make your time away memorable.

Experience intrigue and wonder as you uncover new experiences and travel destinations that you never thought possible. From luxurious cruises and tours to some of the most magnificent and unforgettable locations around the world (and beyond).



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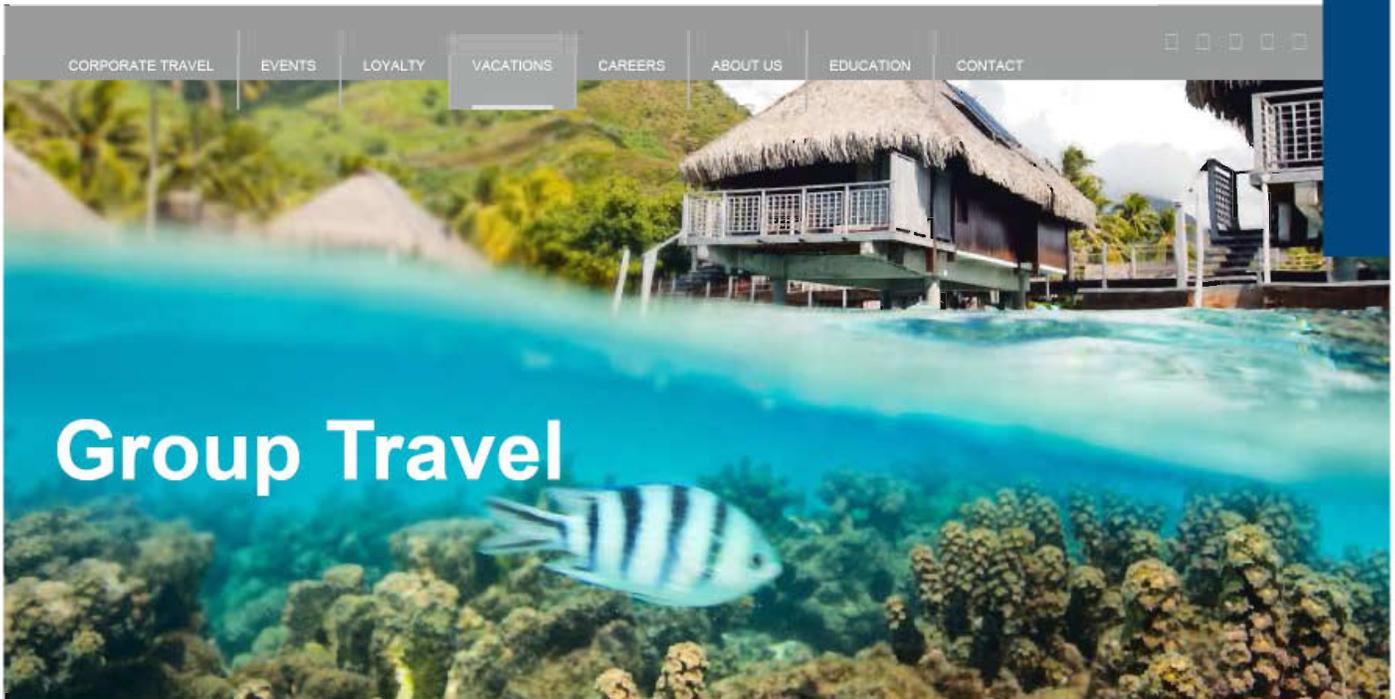
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# Group Travel

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## Group Travel:

Traveling as a group? Take in the sights and sounds of your favorite destination knowing the planning process was smooth and simple. We work to coordinate the logistics such as air travel, transfers, gratuities, hotel, and tours, so you can focus on the relaxation ahead. We also make recommendations based on your group's preferences to ensure everyone has a successful trip.

From group rates to hotel discounts, we make sure you find the best deal paired with the best customer service.

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### ADDITIONAL RESOURCES

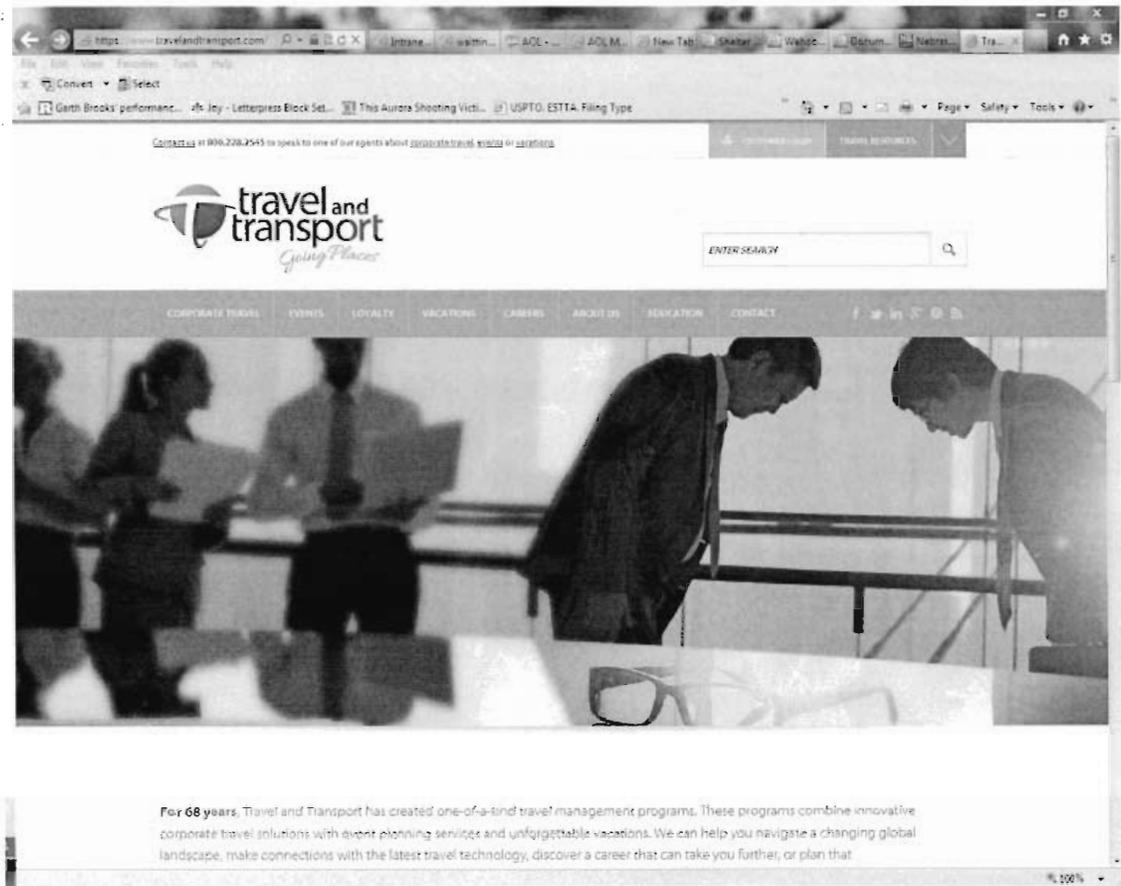
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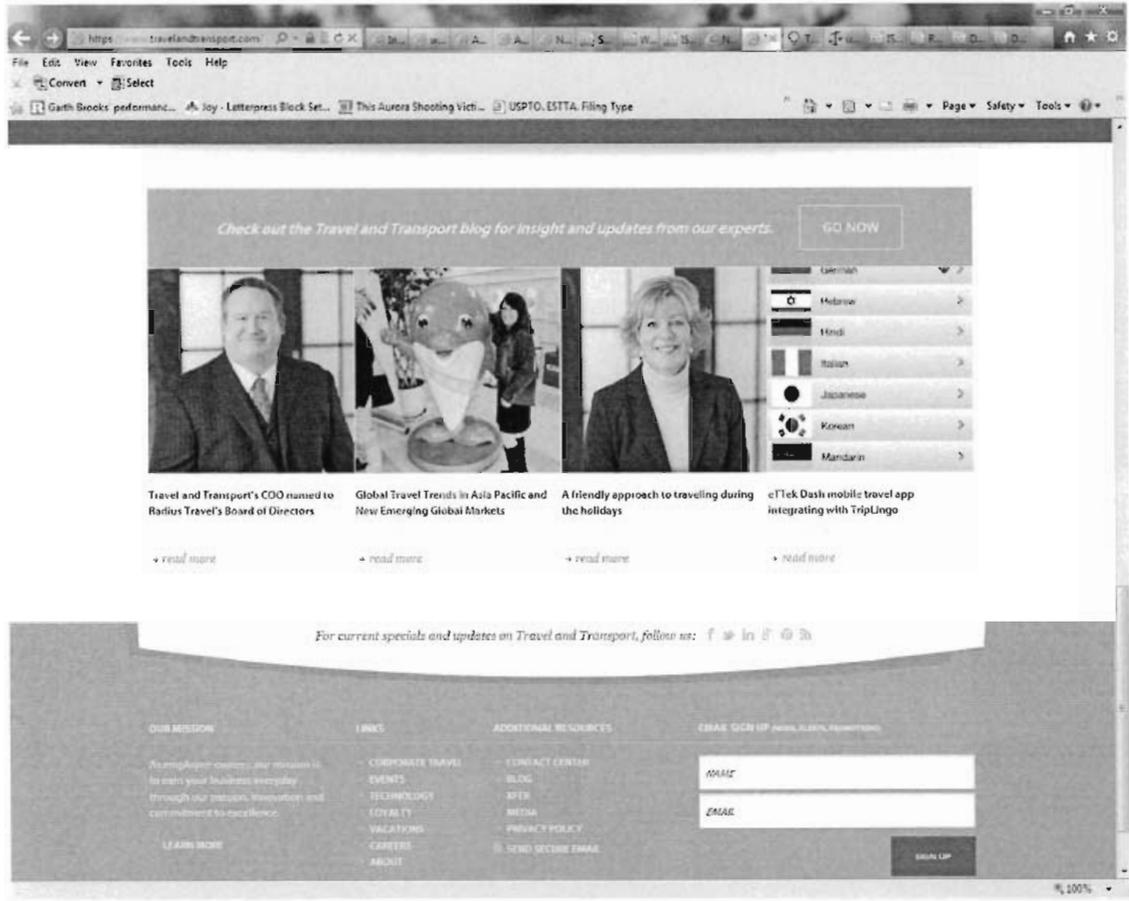
## Travel and Transport's Present Website



once--in-a-lifetime experience you've always dreamed of, if you're ready, let's get started.

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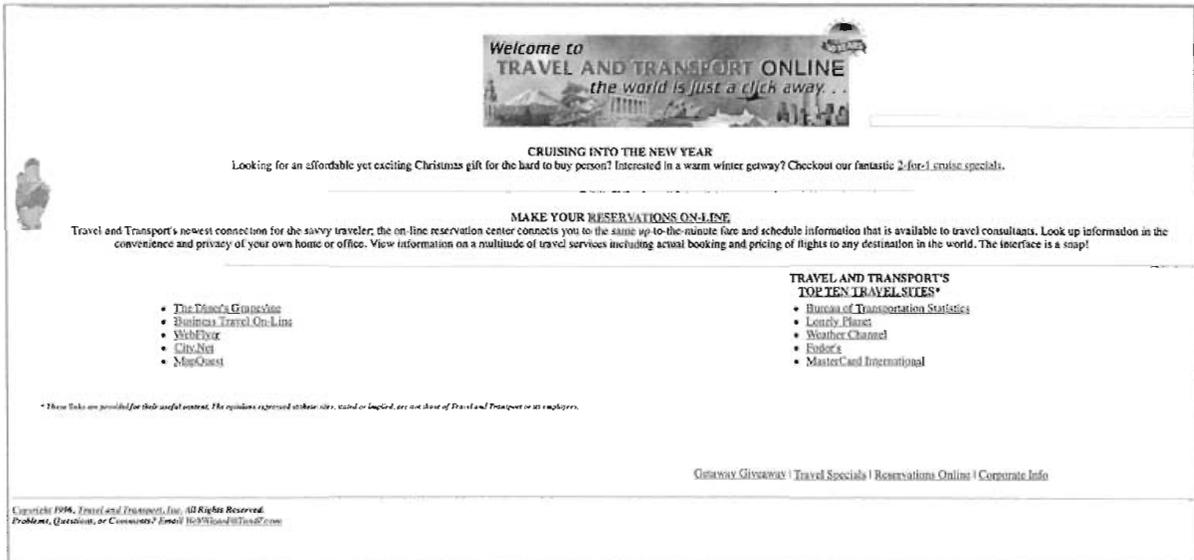
Check out the [Travel and Transport blog](#) for insight and updates from our experts. [GO NOW](#)



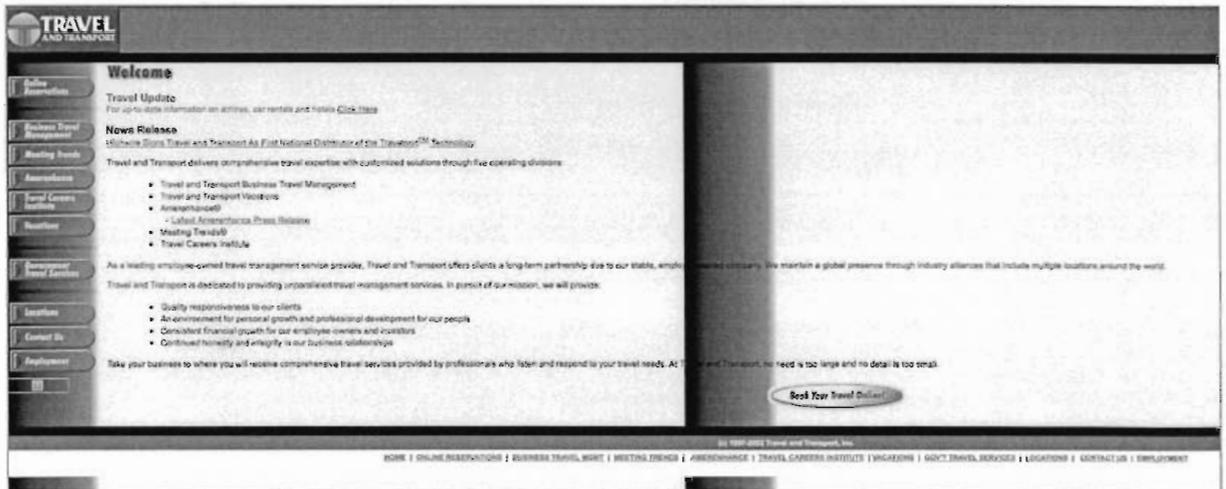
4829-9220-4321, v. 1

# Travel and Transport Website Evolution

## Travel and Transport Website 1996:



## Travel and Transport Website 1997-2003:



## Travel and Transport Website 2004-2008:

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**Business Travel Management**  
Comprehensive Travel Management Programs

**eTrek Solutions**  
Our suite of integrated technology products and comprehensive services

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Business travelers rewarded by providing exciting leisure travel services

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Innovative business meeting and event planning through Travel and Transport

**Ameritravel**  
America's leading family solutions company

**Travel and Transport**  
Innovative solutions, with an emphasis on cost reduction, are fundamental to the success of your travel program. Travel and Transport, one of the country's leading travel management companies, is dedicated to providing unique solutions to meet your travel management challenges.

Travel and Transport provides our features:

- Customized travel management
- Innovative cost solutions
- Exceptional customer service
- Client focused technology

As a 100% employee-owned company, our entire organization takes responsibility for making customers our number one focus. Our 57 years of experience is the result of building strong relationships and partnering with our clients to develop successful travel management programs.

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VIRTUOSO  
THE FUTURE OF TRAVEL

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Travel Updates: Air, Car and Hotel | Airline Baggage Fees | Airport Security | Flight Status | Airline Check-in

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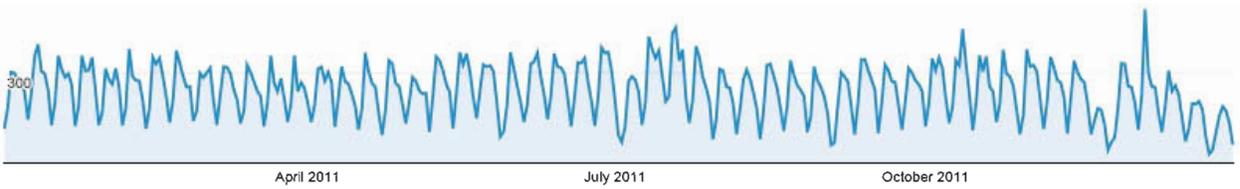
## Audience Overview

Jan 1, 2011 - Dec 31, 2011

All Sessions  
100.00%

### Overview

Sessions  
600



Sessions

87,399



Users

60,682



Pageviews

204,274



Pages / Session

2.34



Avg. Session Duration

00:01:42



Bounce Rate

62.96%

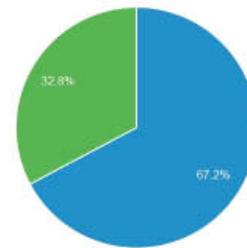


% New Sessions

67.20%



New Visitor Returning Visitor



Country	Sessions	% Sessions
1. United States	82,631	94.54%
2. Canada	705	0.81%
3. India	571	0.65%
4. United Kingdom	528	0.60%
5. Germany	231	0.26%
6. France	153	0.18%
7. China	117	0.13%
8. (not set)	108	0.12%
9. Italy	105	0.12%
10. Philippines	101	0.12%

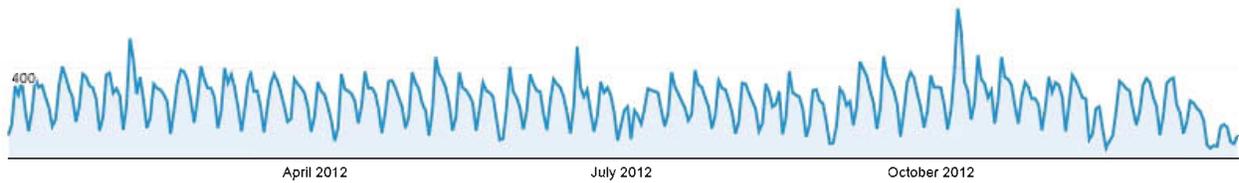
## Audience Overview

Jan 1, 2012 - Dec 31, 2012

All Sessions  
100.00%

### Overview

Sessions  
800



Sessions

93,136



Users

65,780



Pageviews

225,006



Pages / Session

2.42



Avg. Session Duration

00:01:51



Bounce Rate

62.88%

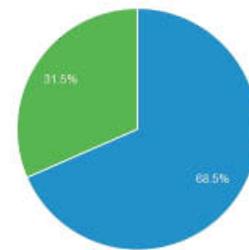


% New Sessions

68.42%



New Visitor Returning Visitor



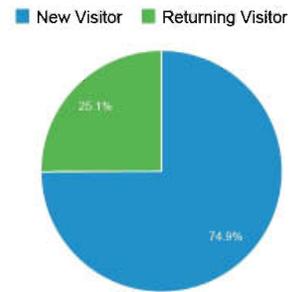
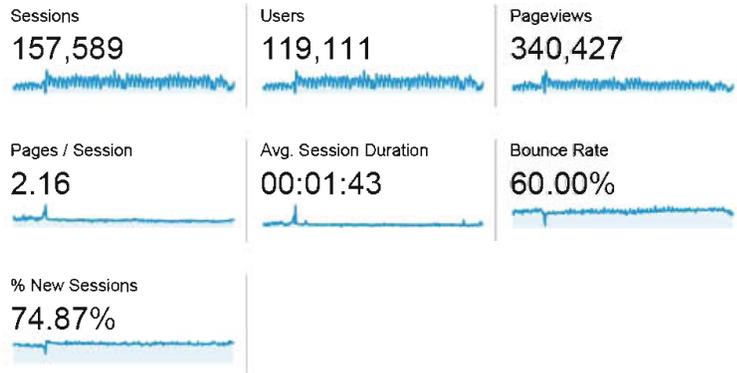
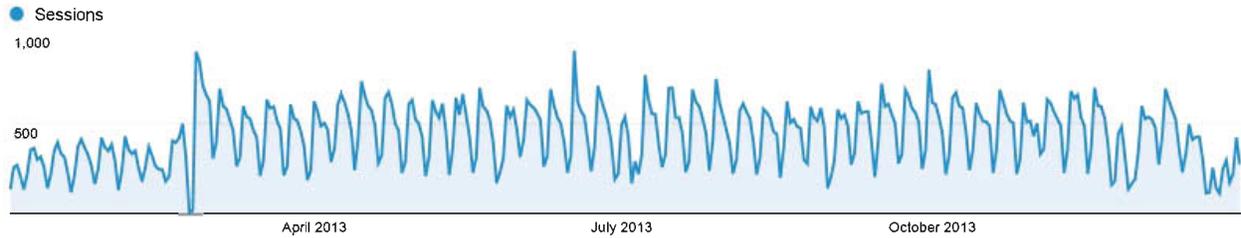
Country	Sessions	% Sessions
1. United States	87,817	94.29%
2. Canada	846	0.91%
3. India	765	0.82%
4. United Kingdom	629	0.68%
5. Germany	237	0.25%
6. (not set)	204	0.22%
7. Philippines	193	0.21%
8. Italy	139	0.15%
9. Australia	118	0.13%
10. China	112	0.12%

## Audience Overview

Jan 1, 2013 - Dec 31, 2013

All Sessions  
100.00%

### Overview



Country	Sessions	% Sessions
1. United States	146,047	92.68%
2. Canada	2,217	1.41%
3. United Kingdom	1,334	0.85%
4. India	1,292	0.82%
5. Germany	449	0.28%
6. (not set)	445	0.28%
7. Japan	265	0.17%
8. China	259	0.16%
9. Philippines	240	0.15%
10. Russia	240	0.15%

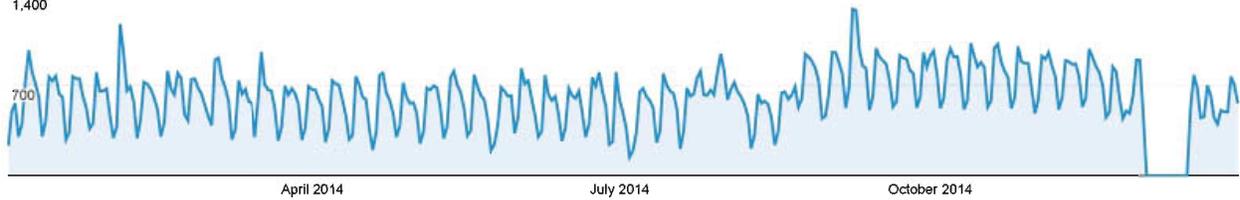
## Audience Overview

Jan 1, 2014 - Dec 31, 2014

All Sessions  
100.00%

### Overview

Sessions  
1,400



Sessions  
218,294



Users  
175,279



Pageviews  
397,731



Pages / Session  
1.82



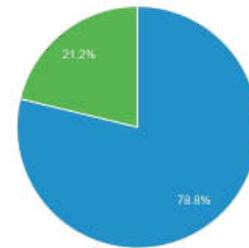
Avg. Session Duration  
00:01:15



Bounce Rate  
69.98%



New Visitor Returning Visitor



% New Sessions  
78.73%



Country	Sessions	% Sessions
1. United States	177,613	81.36%
2. Ireland	22,831	10.46%
3. United Kingdom	3,071	1.41%
4. Canada	2,480	1.14%
5. India	1,758	0.81%
6. Brazil	775	0.36%
7. Germany	769	0.35%
8. France	460	0.21%
9. Australia	430	0.20%
10. Italy	387	0.18%

## Audience Overview

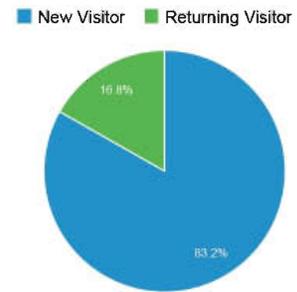
Jan 1, 2015 - May 15, 2015

All Sessions  
100.00%

### Overview



Sessions <b>111,783</b>	Users <b>94,478</b>	Pageviews <b>190,980</b>
Pages / Session <b>1.71</b>	Avg. Session Duration <b>00:00:56</b>	Bounce Rate <b>73.66%</b>
% New Sessions <b>83.16%</b>		



Country	Sessions	% Sessions
1. United States	82,849	74.11%
2. Ireland	21,583	19.31%
3. Canada	976	0.87%
4. United Kingdom	875	0.78%
5. India	732	0.65%
6. Brazil	405	0.36%
7. Germany	315	0.28%
8. France	188	0.17%
9. Australia	181	0.16%
10. Italy	168	0.15%

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Travel and Transport is a full service travel management company headquartered in Omaha, NE. Our employees have exceptional travel backgrounds and are truly passionate about what they do at every level of our organization. As a company, we believe that every day our words and action can make a difference in the lives of our clients.

Founded in 1946, Travel and Transport is proud to be the 5th largest travel management company in the United States, servicing clients throughout the country, as well as globally.

What We Offer:

- \* 5th Largest US Travel Management Company
- \* 100% Employee Ownership
- \* Over \$2 Billion in Sales
- \* Buying & Negotiating Power
- \* Unique Cost Savings Solutions
- \* Founding Member and Shareholder of Radius Travel
- \* Advanced Technology
- \* Individualized Customer Service
- \* Financial Stability

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#### Travel and Transport, Inc. employees



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### Website

<http://www.travelandtransport.com>

### Industry

Leisure, Travel & Tourism

### Type

Privately Held

### Headquarters

2120 South 72nd Street Omaha,  
Nebraska 68124-6310 United  
States

### Company Size

1001-5000 employees

### Founded

1946

## Recent Updates

**Travel and Transport, Inc.** Take a look into the future of air travel and what it could mean for the airline industry. <http://bit.ly/1FD6SEE>



### Seeing into the Future of Air Travel

**bit.ly** - According to a new study from PwC, the growth of populations and emerging economies worldwide will lead to a boom in air travel demand. This will lead to increases in both jobs and infrastructure upgrades if the airlines want to continue to see...

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Katharyn F. Houke-Smith, GTP, CCTE, CTC, Colin Holden +2

**Travel and Transport, Inc.** Have you registered for the BTN Group's June 24th webinar: "Finding your niche in a procurement-driven travel program"? Sponsored by Travel and Transport. Register today: <http://bit.ly/1MLqVXp>



WEDNESDAY, JUNE 24  
1 PM EDT / 10 AM PDT

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Y.M Jang, Pam Wynne, HMCC, CMM, CMP +2

**Travel and Transport, Inc.** Look at a new and convenient way to valet with Luxe and Zirx! <http://bit.ly/1JYkC2Q>

### Reimagining Valet Parking: A look at Luxe and Zirx

**bit.ly** - Smartphones have enabled many businesses to be reimagined. New services Luxe and Zirx offer valet parking anywhere you are - at the touch of a button. Read this post to find out more about these services and



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👍 Jamie Kelly, MS, ACC, CPLP and Taylor Wineland

**Travel and Transport, Inc.** Check out the hands-on training our international agents received at "The Base" - Virgin Atlantic's state-of-the-art training facility in London!



### An Inside Look at Airline Safety

**travelandtransport.com** · Travel and Transport's international travel agents recently got an inside look at the training that flight attendants receive in order to ensure our in-flight safety. Read the story and see the pictures about this incredible training program.

Like (6) · Comment · Share · 14 days ago

👍 Jamie Kelly, MS, ACC, CPLP, Cassie Grenemeier +4

**Travel and Transport, Inc.** Travel and Transport and The BTN Group invite you to register for a free webcast being held Wednesday, June 24. <http://bit.ly/1MLqVXp>



### Webinar: Finding Your Niche in a Procurement Driven Travel Program

**bit.ly** · Finance or procurement may have taken over travel negotiations in many managed travel programs, but savvy corporate travel decision-makers have figured out how to keep a seat at the table, the ear of the C-suite and respect of travelers and business...

Like (1) · Comment · Share · 16 days ago

👍 Jamie Kelly, MS, ACC, CPLP

**Travel and Transport, Inc.** Do you take photos on your smartphone while traveling? Google Photos may be your new best friend. <http://bit.ly/1IDnzXZ>



### Google Photos – Is this the perfect photography tool for travelers?

**bit.ly** · Travelers take a lot of photos - mostly on their phones in this day and age. But what happens to those pictures you take? Where do they go? Do they hang out on your phone until your storage fills up? Here's a review of the new Google Photos service,...

Like (3) · Comment · Share · 17 days ago

👍 Taylor Wineland, Jamie Kelly, MS, ACC, CPLP and Susan N. Thomas,



**Travel and Transport, Inc.** Find out if paying via your mobile phone is safe and convenient for travelers.  
<http://bit.ly/1T79zZC>



**Mobile payments and why they should matter to travelers**  
**bit.ly** · Mobile payments are growing with the adoption of Google's Android Pay and Apple Pay. Does this matter to travelers? It should. Find out why!

Like (3) · Comment · Share · 19 days ago

 [EKA NARJANA, Aldi Permana](#) and [Jamie Kelly, MS, ACC, CPLP](#)

**Travel and Transport, Inc.** Meet #teamFargo! Here's Travel and Transport's Fargo office participating in a team building event.



Like (25) · Comment (1) · Share · 22 days ago

 [Krissa Keeling-Cox, Niluka Rathnayaka](#) +23

  [Jamie Kelly, MS, ACC, CPLP](#) Have fun!!  
22 days ago

**Travel and Transport, Inc.** Did you hear? Travel and Transport was named 2015 ESOP Company of the Year. Click to find out why we are so honored! <http://bit.ly/1G8TSNR>



**Travel and Transport Named 2015 ESOP Company of the Year**

**bit.ly** · Travel and Transport, a 100% employee-owned company, has been named the 2015 ESOP Company of the Year by The ESOP [...]

Like (20) · Comment (7) · Share · 28 days ago

 [Cindy McQuaid, CMP, Rachel Gellerman](#) +18

 See previous comments

 [Phyllis Tess, CHSE](#) Kudos  
26 days ago



 **Liz Otto** Congrats  
25 days ago

**Travel and Transport, Inc.** The first of three Travel Academy open houses this summer is tomorrow! We hope you'll join us and learn more. <https://lnkd.in/emH8D5W>



**Interested in getting into the travel industry?**

**facebook.com** · Interested in getting into the travel industry? The Travel Academy has a new session beginning July 27th. If you'd like to learn more about the program, please join us for one of our upcoming open houses. We hope to see you there!

Like (5) · Comment · Share · 1 month ago

 **Mary Margaret McCarthy-Cremeens, Katharyn F. Houke-Smith, GTP, CCTE, CTC** +3

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About Travel and Transport

Page Info

PAGE INFO

Start Date

Founded in 1946

Short Description

Travel and Transport, Inc. is a 100% employee-owned, full service travel management company.

Company Overview

Travel and Transport, Inc. is a full service travel management company headquartered in Omaha, NE. Unlike industry competition, travel is our only business and we dedicate all of our resources to fulfilling the needs of clients that are looking for a solid travel management solution.

Call Travel and Transport at 800.228.2545

Mission

Our mission, as employee-owners, is to earn your business every day through our passion, innovation and commitment to excellence.

Products

Business Travel Management  
Global Travel Management  
Meetings, Groups and Incentive Travel  
Vacation Travel  
Loyalty and Reward Fulfillment

Website

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<http://www.landlvacations.com/>  
[www.twitter.com/landlnews](http://www.twitter.com/landlnews)

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Travel and Transport

June 25 at 9:28am

Take a look into the future of air travel and what it could mean for the airline industry.

<http://bit.ly/1SNASH8>



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According to a new study from PwC, the growth of populations and emerging economies worldwide will lead to a boom in air travel demand. This will lead to increases in both jobs and infrastructure upgrades if the airlines want to continue...

[TRAVELANDTRANSPORT.COM](http://TRAVELANDTRANSPORT.COM)

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Julie Jarose, Katharyn Houke-Smith, Robin Zirkel Adkins and 3 others like this.



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June 17 at 9:37am

Look at a new and convenient way to valet with Luxe and Zirx!

<http://bit.ly/1JYkyQE>



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**José Antonio Marquez Figueroa**

May 19 at 1:29pm

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**ARD Taxi services**

May 7 at 2:20am

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**Phyllis Phillips**

April 4 at 8:03am

One of the best companies for Travel. I worked for them. The one thi... [See More](#)

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**Radius Travel**



**Husker Cruise**



**Vacations by Travel and Transport**



### Reimagining Valet Parking: A look at Luxe and Zirx

Smartphones have enabled many businesses to be reimagined. New services Luxe and Zirx offer valet parking anywhere you are - at the touch of a button. Read this post to find out more about these services and what cities they're operating in.

[TRAVELANDTRANSPORT.COM](http://TRAVELANDTRANSPORT.COM)

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Jamie Haney Kelly, Jo-Ann Zebniak and Scott Johnston like this.

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**Travel and Transport** added 3 new photos.

June 15 at 1:56pm

A big thank you to Delta for visiting our headquarters in Omaha!



Like · Comment

Sherry Peterson, Amy Hickey Buscher, Dave Perkins and 37 others like this.



**Julie Jarose** Thanks for the tickets Susan, Michael and Melissa!

June 15 at 7:17pm



**Travel and Transport**

June 15 at 12:52pm · 🌐

Happy 5-year anniversary to Andrea in our Marketing Department!!  
Congrats



Like · Comment · Share

👍 Travel and Transport, Sherry Peterson, Jacky Biel and 21 others like this.



**Laura Compas Still** Whoo hoo Andrea! You are the best! Thanks for all you do!

June 15 at 5:06pm



**Travel and Transport**

June 12 at 2:10pm · 🌐

Check out the hands-on training our international agents received at "The Base," Virgin Atlantic's state-of-the-art training facility in London!



**An Inside Look at Airline Safety**

Travel and Transport's international travel agents recently got an inside look at the training that flight attendants receive in order to ensure our in-flight safety. Read the story and see the pictures about this incredible training program.

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👍 Jessica Frizell, Eric Nielsen, Erica Prosser Seipold and 29 others like this.

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**Jacky Biel** Stacey Zettel Sebille I see you 😊

👍 1 · June 12 at 3:03pm



**Kristy Miller** What a great opportunity Stacey Zettel Sebille and Duffy Nodland!!!

👍 2 · June 12 at 3:17pm



**Travel and Transport** via **Travel Design Lounge**

June 12 at 12:34pm · 🌐



### What Inspires Your Travel? A Travel Design Lounge Update

What inspires you to travel? That's the question at the forefront of our minds as we work to make Travel [...]

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👍 Dave Perkins, Phil Crofton, Jamie Haney Kelly and 2 others like this.

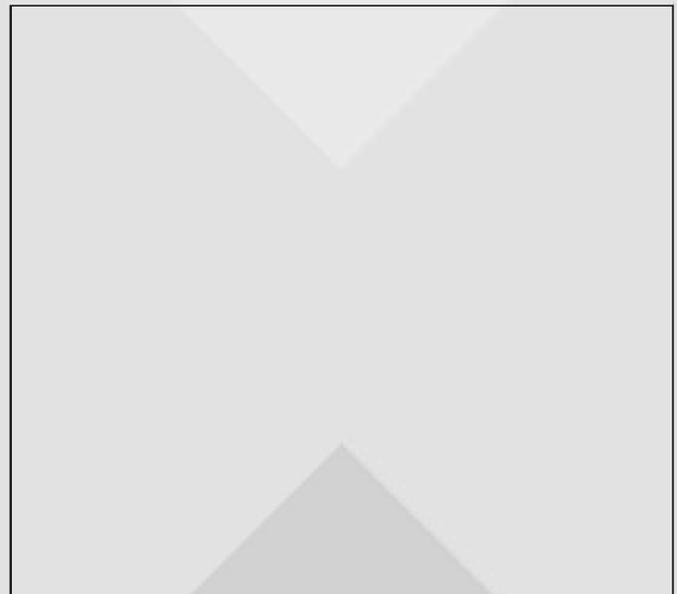
🔗 1 share

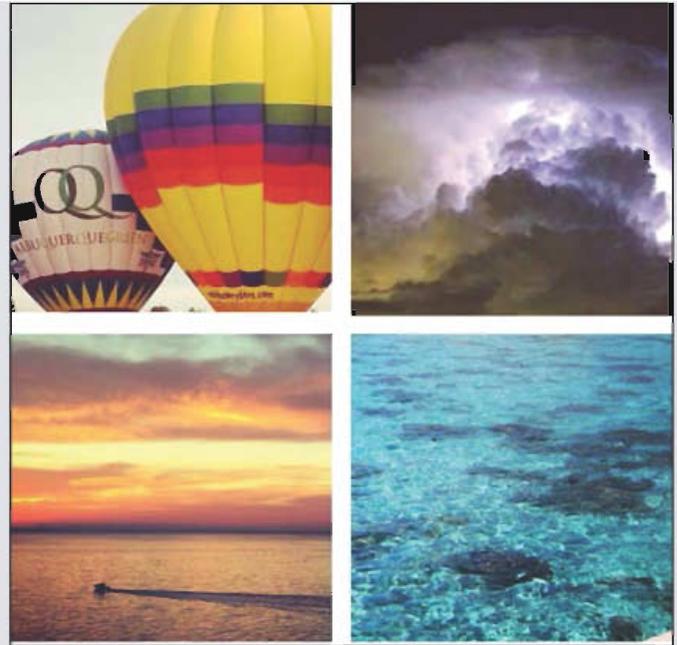


**Travel and Transport**

June 11 at 10:21am · Edited · 🌐

Have you followed [#travelandtransport](https://www.instagram.com/travelandtransport) on [#instagram](https://www.instagram.com/)? Here's a sneak peak of the employee-owner photos we've featured so far. Follow us to find out where each of these photos were taken!





Like · Comment · Share

👍 Jamie Haney Kelly, Sherry Peterson and 2 others like this.

↪ 1 share



**Travel and Transport**

June 11 at 7:11am · 🌐

Travel and Transport and The BTN Group invite you to register for a free webcast being held Wednesday, June 24.

<http://bit.ly/1MLqXP3>



**Webinar: Finding Your Niche in a Procurement Driven Travel Program**

Finance or procurement may have taken over travel negotiations in many managed travel programs, but...

[TRAVELANDTRANSPORT.COM](http://TRAVELANDTRANSPORT.COM)

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👍 Jamie Haney Kelly, Pamela Esbrandt and Nancy Risky like this.

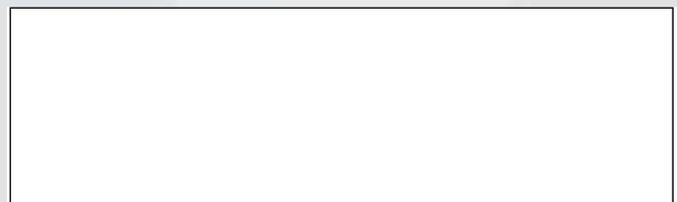


**Travel and Transport**

June 9 at 3:04pm · 🌐

Do you take photos on your smartphone while traveling? Google Photos may be your new best friend.

<http://bit.ly/1IDnymG>





### Google Photos – Is this the perfect photography tool for travelers?

Travelers take a lot of photos - mostly on their phones in this day and age. But what happens to those pictures you take? Where do they go? Do they hang out on your...

TRAVELANDTRANSPORT.COM

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French Riviera Hotel - Le Mas Candille, Jamie Haney Kelly, David Corrado and 6 others like this.

1 share



**Travel and Transport**

June 8 at 7:40am · 🌐

Find out if paying via your mobile phone is safe and convenient for travelers.

<http://bit.ly/1T79xAR>



### Mobile payments and why they should matter to travelers

Mobile payments are growing with the adoption of Google's Android Pay and Apple Pay. Does this matter to travelers? It should. Find out why!

TRAVELANDTRANSPORT.COM

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Jamie Haney Kelly and Tracy Snelling like this.

1 share



**Travel and Transport** added 20 new photos to the album:

Congressional Visits.

June 5 at 2:10pm · 🌐

Brad Ashford visit June 5th, 2015



Like · Comment · Share

👍 Joyce Anderson, Nancy Miller, Julie Eygabroad Zachmeyer and 29 others like this.

🔗 1 share



**Bert Williams** Who is Brad Ashford?

June 5 at 7:51pm



**Travel and Transport** added 4 new photos.

June 5 at 2:00pm · 🌐

Thank you to Nebraska Congressman Brad Ashford for visiting our Omaha headquarters today to see employee-owners in action! Not only was he able to take a tour of our facilities, but he saw first hand the passion and pride our ESOP culture displays.

It is important to educate all Congressional leaders on the importance of ESOPs and employee-ownership and these visits provide the perfect opportunity to do so.





Like · Comment

👍 Kathryn Houke-Smith, Amanda Miller, Julie Eygabroad Zachmeyer and 35 others like this.



**Travel and Transport**

June 4 at 1:18pm · Edited · 🌐

Our employee-owners are just as excited about traveling as you are. Follow "travelandtransport" on Instagram to see photos like this featured from our very own employees! #Tahiti #capturethemoment #travelphotography



Like · Comment · Share

👍 Nancy Miller, Amanda Schimonitz, Beth Hales Rutjens and 22 others like this.

↻ 1 share



**Travel and Transport** Thanks to employee-owner Andrea B. for this gorgeous photo from #Tahiti!

👍 4 · June 4 at 2:31pm



**Travel and Transport** added 2 new photos.

June 4 at 10:25am · 🌐

Meet #teamFargo! Here's Travel and Transport's Fargo office participating in a team building event.





Like · Comment

👍 Tige Morse Heacock, Diane Fuss O'Keefe, Tracey Todd-Gossett and 36 others like this.

🔄 1 share



**Jen McLaren** ❤️❤️❤️❤️

👍 3 · June 4 at 2:15pm



**Travel and Transport**

May 29 at 2:45pm · 🌐

Did you hear? Travel and Transport was named 2015 ESOP Company of the Year. Click to find out why we are so honored!  
<http://bit.ly/1G8TS0m>



### Travel and Transport Named 2015 ESOP Company of the Year

Travel and Transport, a 100% employee-owned company, has been named the 2015 ESOP Company of the Year by The ESOP [...]

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👍 Diane Fuss O'Keefe, Debbie Laborada Forde, Kare Christine Anderson and 96 others like this.

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**French Riviera Hotel - Le Mas Candille** Congratulations!

June 1 at 8:50am



**Kare Christine Anderson** mighty impressive and good news for employees and customers

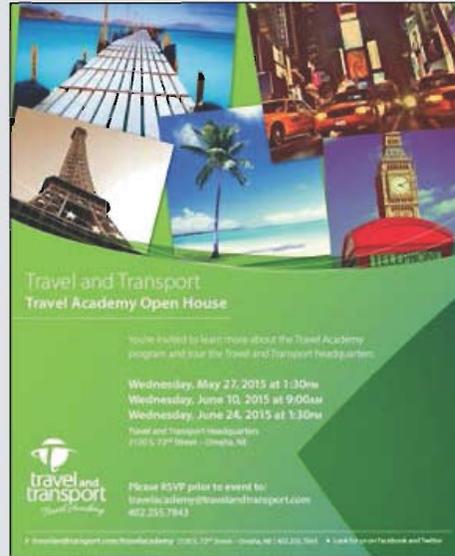
June 4 at 3:44pm



**Travel and Transport** shared Travel and Transport's Travel Academy's photo.

May 26 · 🌐

First of three Travel Academy open houses is tomorrow! We hope to see you!



#### Travel and Transport's Travel Academy

Interested in getting into the travel industry? The Travel Academy has a new session beginning July 27th. If you'd like to learn more about the program, please join us for one of our upcoming open houses. We hope to see you there!

Like · Comment · Share

👍 Karen Crane, Jamie Haney Kelly, Diana Castetter Creek and 7 others like this.



#### Travel and Transport

May 18 · 🌐

Flying this summer? Find out the forecast for air travel here!  
<http://bit.ly/1Kgm8ij>



Flying this summer? So is everyone else...

Are you flying this summer? You won't be alone. Check out this summer travel forecast from Airlines for America to find out how many passengers will be taking to the air this year. There's even a pretty cool infographic.

TRAVELANDTRANSPORT.COM

Like · Comment · Share

👍 Jami Larsen Hedrick, Jamie Haney Kelly and Jo-Ann Zebniak like this.

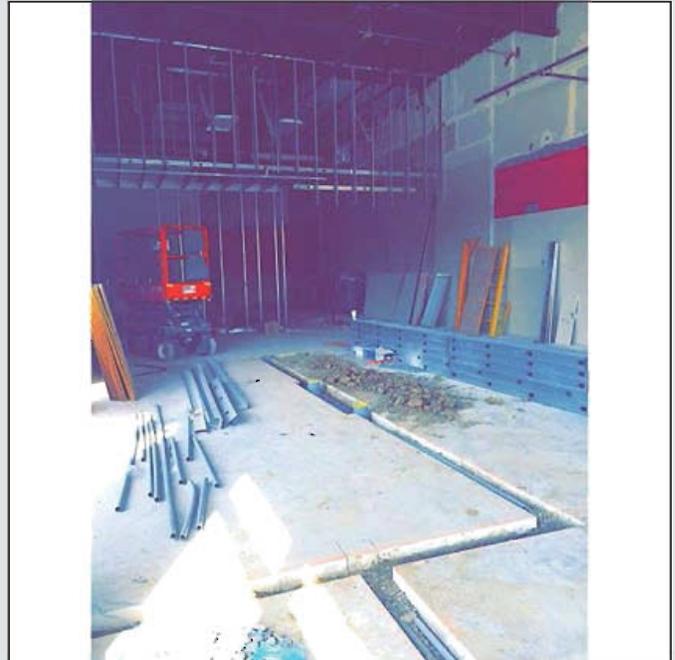
🔄 1 share



**Travel and Transport** shared Travel Design Lounge's photo.

May 15 · 🌐

Have you liked [Travel Design Lounge](#) on Facebook yet? Do it now to follow the progress!



**Travel Design Lounge**

Well it's official! Construction is underway. Travel Design Lounge is coming soon to the Shops of Legacy in #Omaha

Like · Comment · Share

👍 Karen Crane, Brenda Wiese Kubasik, Jamie Haney Kelly and 2 others like this.



**Travel and Transport**

May 12 · 🌐

Meeting and event technology company, Cvent, has acquired SignUp4. Here's our take on the acquisition.

<http://bit.ly/1H1Ypft>



**Cvent acquires SignUp4: Here's our take**

It was announced yesterday that meeting and event technology company Cvent has acquired its smaller competitor SignUp4. Here's our take on the purchase as a company who works with both of them.

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👍 Nancy Riscky likes this.

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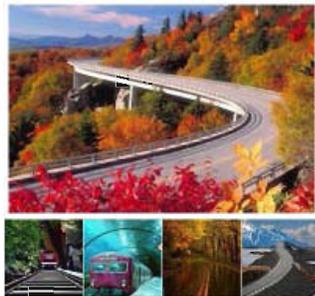
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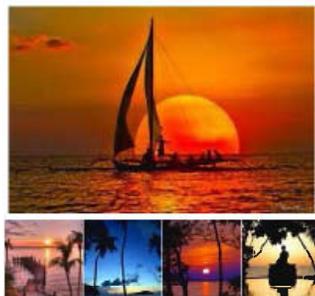
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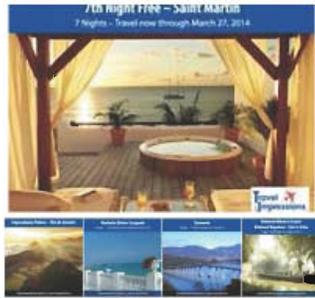
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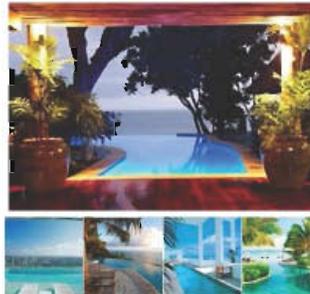
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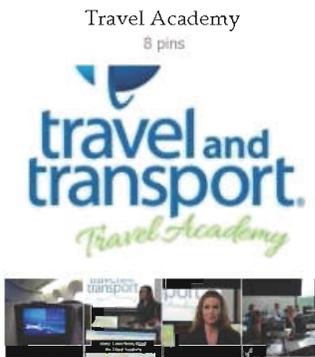
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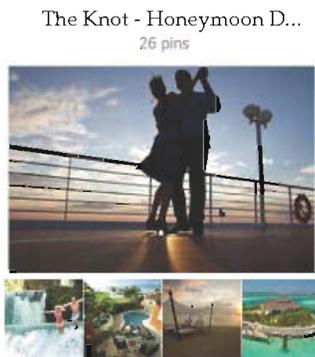
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8 pins



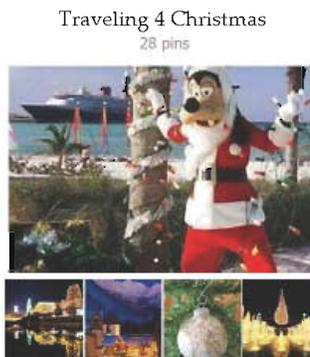
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[travellandtransport.com](http://travellandtransport.com)

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**Chantel Windeshausen**

@ChantelWind

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RT [@tdlomaha](#): Travel Design Lounge is being built with the customer in mind. We'd love for you to join our journey! | [ow.ly/O2LyF](https://ow.ly/O2LyF)

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**Michelle Holmes**

@mmholmes

Jun 8

Looking forward to connecting and having conversations on [#gamification](#) @OVBTA tomorrow! @TandTNews

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Jun 5

Wishing everyone a relaxing weekend filled with safe travels! [#Florida](#) [#Sunset](#) [#travelphotography](#) [instagram.com/p/3j4-QYM81U/](http://instagram.com/p/3j4-QYM81U/)

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Jun 4

[#Tahiti](#) - taken by employee-owner Andrea B. [instagram.com/p/3hQ7L7s891/](http://instagram.com/p/3hQ7L7s891/)

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**Travel and Transport**

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Jun 4

Have you followed "travelandtransport" on Instagram? Discover our employee-owners' favorite travel photos!

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Meet [#teamFargo!](#) Here's Travel and Transport's Fargo office participating in a team building event. [pic.twitter.com/w6xDpcAOJ5](http://pic.twitter.com/w6xDpcAOJ5)

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Travel and Transport Advertising at Omaha Eppley Airfield - 2010 (Cont...)



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Lon on to their website for more information and reservations, [www.huskercruise.com](http://www.huskercruise.com). They are having Jack Hoffman & Family as special guests. In an effort to raise awareness and funds for Pediatric Brain Cancer a donation from all cabins sold will be made to the Team Jack Foundation.

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activities!

Pure relaxation and incredible views along the way. Jewel of the Seas®, a dazzling Radiance-class ship, combines sleek swiftness, panoramic vistas, and wide-open spaces for the ultimate cruise getaway. With acres of glass throughout and elevators facing the sea, every view is picture-worthy. Bask at the tranquil Solarium pool, recharge at VitalitySM Spa, or reach new heights on our signature rock-climbing wall. When the sun goes down, the night heats up with Broadway-style shows, Casino Royale®, plus 16 bars and lounges. It's the amazing vacation you've been searching for.

HUSKER CRUISE TOUR ITINERARY

DATE:	PORT:	ARRIVAL:	DEPARTURE:
Monday, February 25	Tampa, Florida	---	4:30PM
Tuesday, February 26	-Cruising-	---	---
Wednesday, February 27	George Town, Grand Cayman	7:00AM	3:30PM
Thursday, February 28	Cozumel, Mexico	9:00AM	6:00PM
Friday, March 01	-Cruising-	---	---
Saturday, March 02	Tampa, Florida	7:00AM	---



CRUISE DETAILS

**Cruise Activities-** In addition to fun in the sun, we'll have onboard activities including Husker Autograph Sessions, a Cocktail Party, Husker Bingo, Belly-Flop Contest, Blackjack & Texas Hold'Em Tournaments with former Huskers, Husker Idol and much more!



- Lecture Sessions From Former Players & Coaches
- Discussing the 2013 Recruiting Class
- Discussion on our New Era in the Big 10 Conference
- Husker Idol
- Heisman Chat with Former Heisman Recipients
- Belly-Flop contest
- Blackjack & "Nebraska" Hold'em Tournaments with Husker Celebrities
- Autograph Session with Husker Celebrities
- Football 101
- Husker Bingo
- Cocktail Party & much more!



### HOLIDAY BOWL GAME CENTER

Book one of our exclusive Nebraska game packages and join us in sunny San Diego, CA for the 2014 Holiday Bowl!

**RESERVE YOUR SPOT TODAY!**

Tour Package Options:  
- Two (2) Night Land Only Tours

LAND ONLY

2 NIGHT

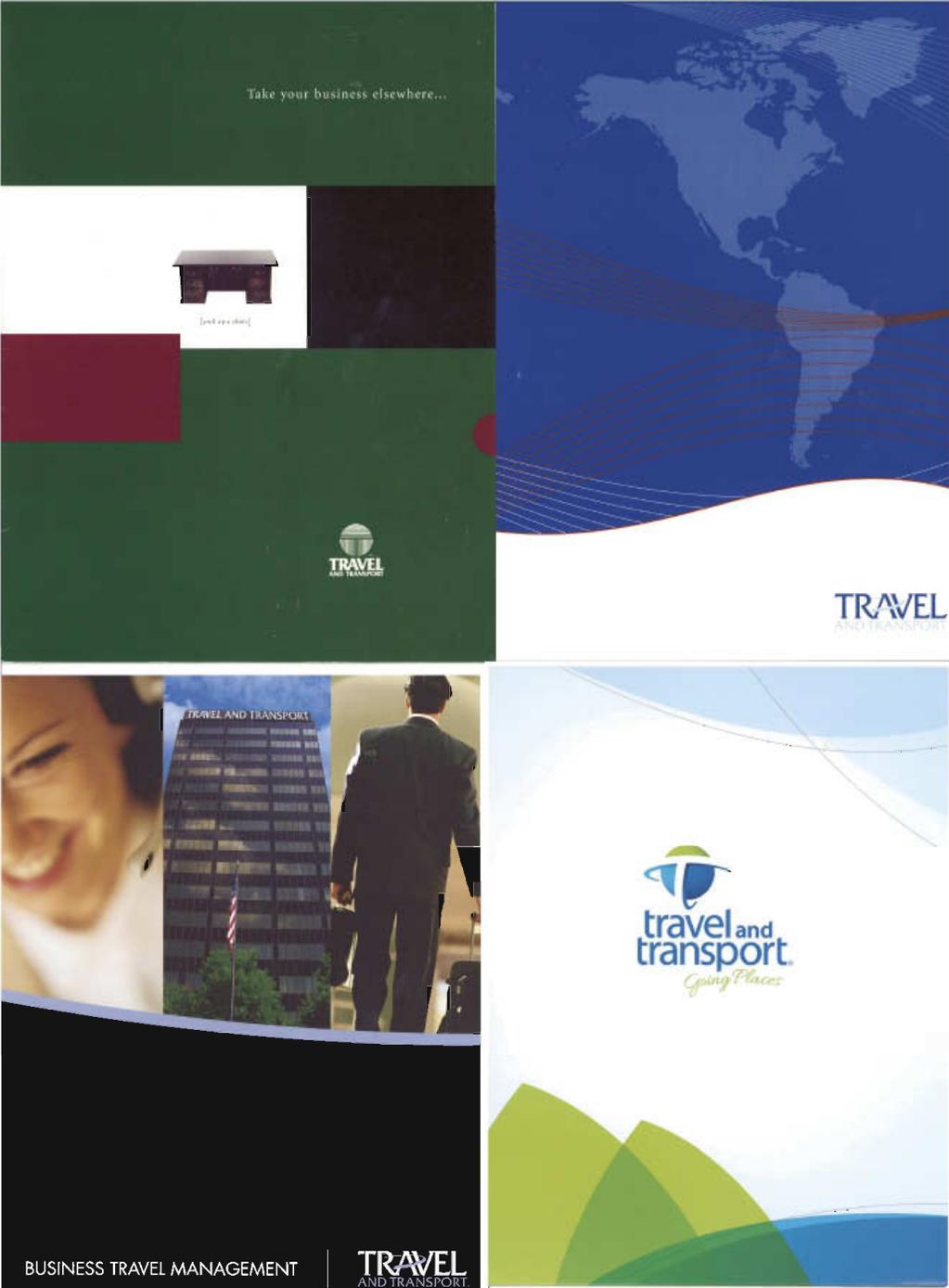
DECEMBER 26 - DECEMBER 28

- ✓ 2 Night Hotel Accommodations
- ✓ Round-trip Pep Rally Transfers
- ✓ Round-trip Game-Day Transfers
- ✓ Reserved Holiday Bowl Game Ticket
- ✓ Souvenir Tour Luggage Tags
- ✓ Lanyard and Ticket Protector
- ✓ Optional On-Site Tours
- ✓ On-Site Staff and Tour Desk
- ✓ All Taxes and Gratuities Included

[Book Now!](#)



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## Preferred Hotel Program



Designed to drive cost savings for hotel bookings, Travel and Transport's preferred hotel program is based on achieving exclusive benefits for customers, suppliers and Travel and Transport alike.

The program is primarily focused on the North America market. Travel and Transport is teaming up with both hotel brands and individual hotels to negotiate discount rates and value-added services. The program will be complemented outside North America with the world-class Radius hotel program.

All hotels will, at minimum, offer their best available rate (BAR) ensuring our customers will never be charged more for hotel stays booked through Travel and Transport than they would by booking through other distribution channels. In addition we are negotiating exclusive discounts and value-added offers that will only be available to Travel and Transport customers.

Travel and Transport customers will benefit from this program by achieving incremental, measurable savings through exclusive discounts and value add offers. These offers will be a logical and natural complement to volume discounts negotiated by our clients. Together, this will provide a comprehensive and value-driven hotel purchasing strategy aligned with the unique and specific needs of each customer.

### Value Formula

Best Available Rates (BAR) + Proprietary Discounts + Value-add Offers = Unparalleled Value

Best Available Rates ensure our customers receive the lowest published rate offered

Proprietary discounts deliver incremental savings on our customers' travel expense

Value Add offers provide a substantial cost-avoidance tool for customers and may include:

- Complimentary breakfast
- Free internet access
- Other free or reduced cost offers

The program is based on achieving exclusive benefits.



# Preferred Hotel Program

## Participating Hotels

Travel and Transport is negotiating both chain-wide and individual property agreements. We are targeting those specific properties that are important to our clients. When completed, Travel and Transport expects to have negotiated savings with more than 15,000 hotels.

Some of the hotel brands you can expect include:

- Best Western
- Carlson Rezidor: Radisson Blu, Radisson, Park Plaza, Park Inn, Country Inns and Suites, Hotel Missoni
- Choice Hotels: Comfort Inn, Comfort Suites, Quality, Sleep Inn, Clarion, Cambria Suites, Mainstay Suites, Suburban, Econolodge, Rodeway Inn, Ascend
- World Hotels
- Omni
- Extended Stay America
- Fairmont Hotels and Resorts: Fairmont, Raffles, Swissotel
- Hilton: Waldorf=Astoria, Conrad, Hilton, Doubletree, Embassy Suites, Hilton Garden Inn, Hampton Inn, Homewood Suites
- Hyatt: Park Hyatt, Grand Hyatt, Hyatt Regency, Hyatt Place, Hyatt House
- IHG: InterContinental, Crowne Plaza, Hotel Indigo, Holiday Inn, Holiday Inn Express, Staybridge Suites, Candlewood Suites
- Preferred Hotel Group
- Starwood: Le Meridien, Westin, The Luxury Collection, Loft, Four Points, Sheraton, Element, St. Regis, W Hotels
- Wyndham: Wyndham, Wyndham Grand Collection, Wyndham Garden, Tryp, Hawthorne Suites, Microtel, Dream, Planet Hollywood, Ramada, Knight Inn, Days Inn, Super 8, Baymont Inn and Suites, Howard Johnson, Travelodge.

## Booking

Travel and Transport hotel rates will be available in both Sabre and Apollo, as well as through the online booking tools.

A hotel directory with mapping will be available to aid in the search and booking process.

## For more information

[hotelhelp@tandt.com](mailto:hotelhelp@tandt.com)

## [ Hotel Re-Search ]



Similar to air rates, travelers may see the cost of a hotel changing between the time of booking and the check in date. To ensure that our customers are receiving the lowest hotel rate available, Travel and Transport created Hotel Re-Search. As part of our automated eTTek Quality system, Hotel Re-Search will automatically check three additional times from the time of booking until arrival date at the booked property.

### **Those checks will occur:**

- One day after the hotel was booked
- Seven days prior to arrival
- Three days prior to arrival

---

If a lower hotel room rate is found at the same room type originally booked, it can be rebooked and eTTek Review post trip reports will reflect the savings to the client.

Hotel Re-Search is a great tool to ensure travelers using an online booking tool are selecting the lowest room rate rather than selecting a room that may be displayed through the online booking site that includes costly amenities etc.

Contact your Travel and Transport Account Manager today for pricing and to set up Hotel Re-Search for your travel program.

## Leisure Hotel Program

### Bringing Hotels & Businesses Together

Our customized leisure hotel program provides the following benefits:

- No cost to participate
- No booking fees for the travelers
- No transaction fees for your company
- Private rates for guaranteed savings
- Saves your employees money
- Leverage your employee's leisure spending to supplement your corporate hotel program
- Worldwide access to over 60,000 unique and exclusive hotel specials
- Customer service provided by Travel and Transport
- Quarterly management reports
- Easy to use, easy to implement

For more information contact your Account Manager.



# Tap into Savings Worldwide with the Radius Global Hotel Program



Travel and Transport offers our customers access to a hotel program that delivers value for your company and a quality experience for your travelers. With the Radius Global Hotel Program, you gain immediate access to preferential rates at over 39,000 properties across 135 countries, including special negotiated rates from Radius Key Hotel Partners.

## Great Properties

From the most popular chains to unique boutique hotels, you're guaranteed to find a property to suit each individual traveler. The hotels offer a range of amenities, from room upgrades to early check-in/late check-out, free wi-fi and more. Your travelers also earn loyalty points for rewards with their preferred chains. And, last-room availability is guaranteed.

## Great Rates

You can count on Best Available Rate (BAR) from all properties in the program. Want more savings? Special negotiated rates are offered through Radius Key Hotel Partners. These are the best brands in the business, from budget to luxury, at great rates.

## ...And it's Easy to Join

Best of all, the program is turnkey. There's no lengthy RFP process and it's simple to implement. You'll start saving as soon as you make your first booking.

Already have your own negotiated rates? No problem. The program is robust enough to use exclusively, or as a supplement to enhance your current program.

## \* RADIUS KEY HOTEL PARTNERS



> Find out how you can maximize your hotel savings by emailing [hotelhelp@travelandtransport.com](mailto:hotelhelp@travelandtransport.com).

## [ eTek Solutions ]



eTek Solutions is our suite of advanced technology products and comprehensive services that provides our clients with innovative travel solutions, minimizing travel expenses while maximizing efficiency.

### **eTek Quality**

Automated mid-office quality control system, featuring searches for fare and seat improvements.

### **eTek TransPORT**

eTek TransPORT is Travel and Transport's proprietary travel portal technology. eTek TransPORT allows travel intelligence, applications and tools to be centralized in one easy-to-access portal. Customizations include the client's look, feel, and logo, link to the online booking tool and client travel policy, e-check-in, travel news, etc. Additional customization is available through our eTek TransPORT Plus.

### **eTek Booking**

We offer ALL of the major online booking tools, including Concur Travel, GetThere, NuTravel and Rearden Commerce.

### **eTek Fulfill**

24/7 online booking fulfillment and support

## eXpress Cal

eXpress Cal is Travel and Transport's proprietary technology calendar application. eXpress Cal allows for a link to be placed directly into a traveler's electronic itinerary. When the itinerary is e-mailed to the traveler, they simply click the link and the itinerary information is automatically added to their Outlook or Lotus Notes calendar. The traveler's calendar will be blocked during the itinerary dates.

## My Home Portal

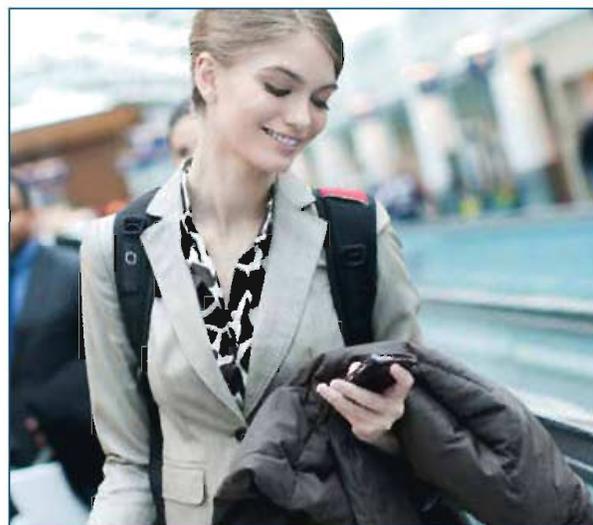
My Home is a traveler-centric portal showing historical e-invoice information, unused ticket tracking, customer satisfactions surveys and profile information. It will serve as a one-stop site for travelers, travel managers and agents needing information on a traveler's personal booking history.

## eTek Banx

Travel and Transport's proprietary eTek Banx technology greatly reduces the spoilage of eligible non-refundable tickets by proactively tracking unused tickets, notifying travelers and travel counselors of available unused tickets, and automatically reusing tickets. Industry studies show that typical spoilage on unused tickets averages 25%. Travel and Transport clients average 3% spoilage.

## eTek Dash

Designed specifically for Travel and Transport's corporate travelers, this new app empowers travelers with the important travel information they need, without the hassle or privacy concern of sending itinerary information to a 3rd party. eTek Dash brings together the most sought-after travel tools, including touch-to-call, updated itinerary information, seat assignment, travel alerts, local weather, etc.



## eTek Flight Monitor

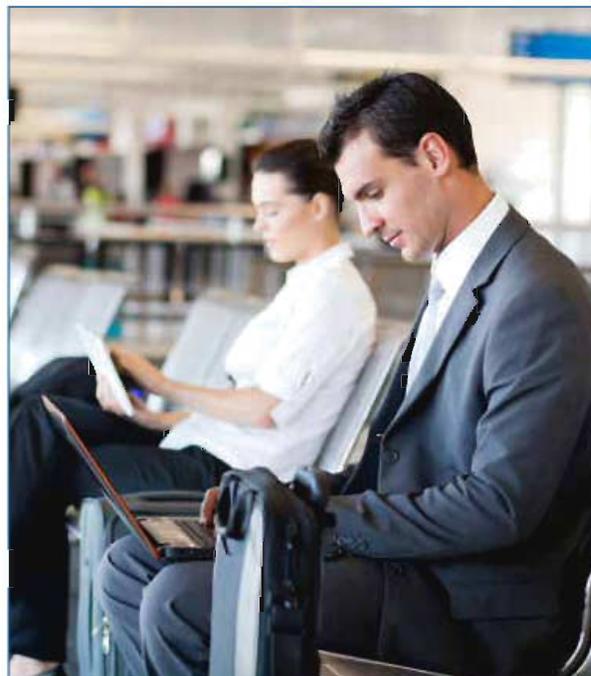
Travel and Transport's eTek Flight Monitor system allows Travel and Transport and the client to easily monitor bookings for key events such as flight cancellations or departure delays. eTek Flight Monitor releases travelers from having to enroll on airline websites to obtain flight status notification since this product blankets all carriers. The email notifications can prompt travelers to call in for help. eTek Flight Monitor alerts can be accessed through the eTek Dash Travel app.

## eTek Performance

eTek Performance is our system which tracks customer situations (both resolved and unresolved). This database assists us internally with identifying issues that warrant altering procedures and training programs. If necessary, Travel and Transport's service procedures may be altered to eliminate similar inconveniences or complaints from reoccurring. This report also tracks value-added services such as waivers/favors obtained on behalf of our clients.

## eTek Secure Pay

eTek Secure Pay is a purchase log that generates a virtual credit card for hotel bookings. When an applicable hotel is booked using an AirPlus credit card, Travel and Transport will assign a one-time use, unique card for each hotel stay. Occurring automatically behind the scenes, the credit limit will be calculated by the number of nights plus an additional markup of 25% domestically and 40% internationally to cover applicable taxes. The card information is faxed directly to the hotel to process the appropriate charge. This solution was designed so that customers have a secure way to pay for designated hotel bookings, thus eliminating the need to move their entire travel program to one card.



## eTTek Preview

Our eTTek Preview system is a real-time, web-based pre-trip reporting system that provides more in-depth information than any other pre-trip system in the industry. eTTek Preview provides clients with numerous standard reports showing summaries of each traveler's itinerary. Also, the newly enhanced eTTek Preview Dashboard includes many interactive travel metrics such as daily bookings, top air carriers, most frequent city pairs, potential savings and total airfares. Travel managers can simply click on the desired metric and drill into a Preview report.



## eTTek Review

eTTek Review is our comprehensive web-based post-trip reporting package used for easy analysis of travel data, which can be viewed by multiple levels within a company due to its hierarchy functionality. This system is extremely user-friendly, and allows our customers to generate ad hoc reports at their fingertips. eTTek Review also offers customizable dashboard reporting, which allows travel managers to step back from the details and see the key trends and relationships that drive their travel programs.

## Scorecard Reporting

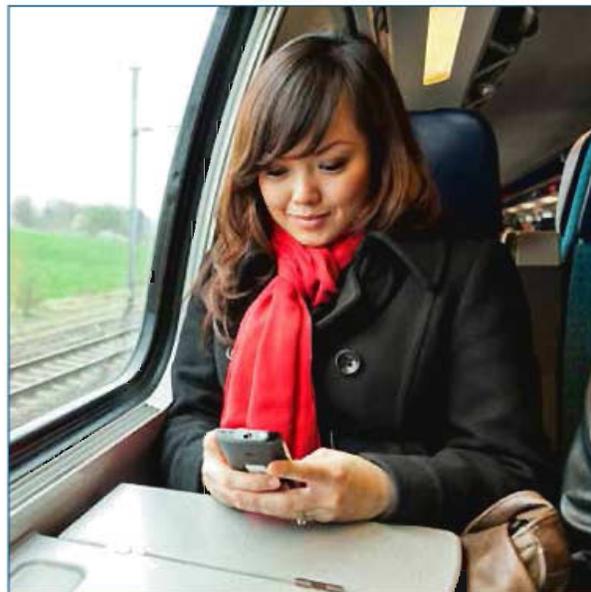
eTTek Review includes Travel Scorecard reporting which "grades" your program based on a number of different metrics, including lowest airfare usage, advance purchase, carbon emissions, and more. The interactive scorecard then provides an overall score based on the following categories: air, compliance and leakage, ground, risk management and meetings.

## eTek Group Track

Travel and Transport has developed a proprietary web-based application that works in conjunction with the GDS to access event-attendees' flight information and publish it in a comprehensive, easy-to-use report. eTek Group Track reporting options include: complete Itinerary manifest (alpha), arrival manifest, departure manifest, air pricing manifest, and origination city manifest.

## Meeting Tracker

Meeting Tracker is our proprietary, cost-effective, web-based tool that enables clients to generate reports to drive responsible planning and decision-making. Meeting Tracker's reporting capabilities track return on investment and manage costly, unidentified meetings. The system allows the flexibility to query data at the company level or by specific departments. It empowers companies with information regarding total spend by program and vendor.





## Automated Tracking, Management & Reporting of Unused Tickets

Travel and Transport's proprietary eTTek Banx technology virtually eliminates the spoilage of eligible non-refundable tickets by proactively tracking unused tickets, notifying travelers and travel counselors of available unused tickets, and automatically reusing tickets. Travel and Transport's eTTek Banx product is the most aggressive, nonrefundable ticket tracking and notification system in the industry today, and is exclusive to our company.

Industry studies show that typical spoilage on unused tickets averages 25%. Travel and Transport created eTTek Banx to ensure that our clients see fewer of their unused tickets go to waste. On average, eTTek Banx saves our customers 2% to 4% of their total spend annually. We are highly confident in the ability of this system to achieve significant, value-added savings and have clients that can testify to this fact. With the significant savings that we are able to provide to our clients, this technology sets a new bar for our competition.

Whether booking through an online booking system or through traditional means, eTTek Banx alerts travelers of any tickets available for use at the start of the booking process. This automated process lists the unused non-refundable tickets each traveler has in their profile. In the system, our travel counselors arrange the ticket number to be moved into a new reservation for exchange. The system is an easy and simple process that provides significant savings.

Travelers can also be notified of any canceled tickets available for use. The eTTek Banx push technology sends notification to the travelers 90, 60 and 30 days prior to expiration. Many clients choose to use the 30 day notification to apply credits to name changes, etc., where applicable, to avoid spoilage.

The system also provides our clients with comprehensive reporting on a weekly, monthly, quarterly, and annual basis. Standard reporting options include added tickets, available tickets, expired tickets, tickets used for same passenger, tickets used for name change, due to expire – plus any number of ad hoc reporting options.



# COMMUNICATING UP TO SENIOR MANAGEMENT

## Package Data, Trends and Interpretation

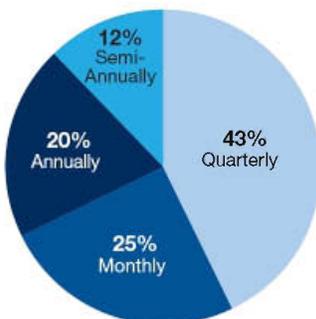
Management support has long been cited as the key to effective travel management initiatives. But how do travel managers communicate with senior executives, how often and what do they convey? Quarterly slide deck presentations of key metrics topped by travel spending were the most frequently cited means and frequency of communicating up to senior management, according to those surveyed by The BTN Group and Travel and Transport.

This BTN Group white paper, sponsored by Travel and Transport, highlights how travel managers communicate to senior management and some of the trends in business intelligence and analytics that could impact the quarterly reporting cycles in the future.

Nearly 70 percent of those surveyed said they communicate travel data and trends to senior management quarterly (43 percent) or monthly (25 percent). About 12 percent of respondents said they communicate to senior management twice a year. Nearly 20 percent said they so engage with senior management just once a year.

### > INTRODUCING EMERGING TRENDS, NEW STRATEGIES

#### HOW OFTEN DO YOU COMMUNICATE TRAVEL DATA AND TRENDS TO SENIOR MANAGEMENT?



Source: The BTN Group/Travel and Transport survey of 123 travel managers/buyers

Quarterly or monthly management updates provide a forum for travel executives to share not only data, but insight on emerging travel industry trends that could impact budgets, processes or contracts. It allows the travel team to position strategic initiatives they might need to explore.

Most of Travel and Transport's larger clients report quarterly to senior management, said Penny Watermeier, corporate sales and marketing vice president. But beyond transactions and nuances, she added, "it's critical that you're communicating upward the industry updates and trends" reshaping travel management.

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For example, she noted, senior management should be briefed about distribution changes like the International Air Transport Association’s New Distribution Capability, a data standard that critics fear could impact access to inventory; the rise of mobile bookings; and other emerging industry developments. TMCs and consultants frequently pen briefings for travel managers to include in their management communiques.

Travel executives might highlight the proposed doubling of the airline security tax introduced in Congress or other hot topics.

> ANALYZE THE IMPACT

While 29 percent of survey respondents said they relied on slide decks of key charts and graphs to tell their story to senior management, nearly 20 percent said they provided a “summary of trends with interpretation of impact.” Others provided a spreadsheet of key travel spending metrics, dashboard or a written summary of trends and

spending data. Data anomalies must be explained, advised Watermeier, so executives can quickly understand such variances.

> SPENDING OUTRANKS COMPLIANCE DATA

As for the most important data elements that they communicate to senior management, more than half of the travel managers/buyers surveyed identified travel spending (see charts, Page 4). More than one-third cited traveler compliance, followed by supplier sourcing/negotiations and traveler safety and security. Lowest-rated overall were updates on strategic corporate initiatives, such as reducing carbon emissions or overall cost containment.

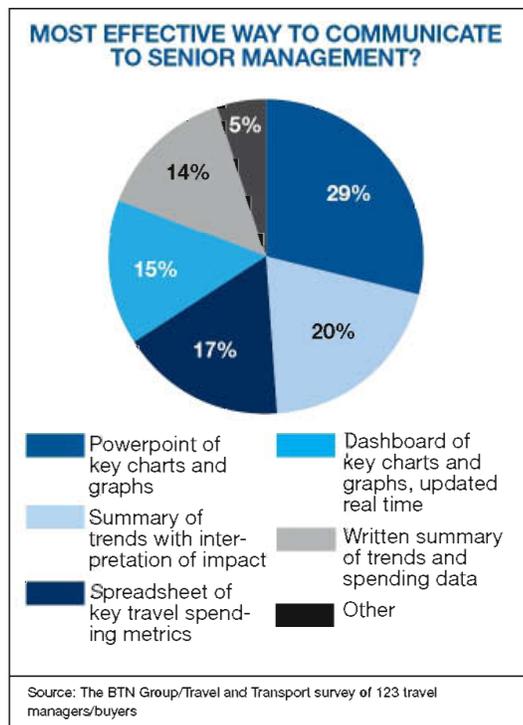
As for the metrics that resonate with senior management, nearly half cited total spending shown period over period. More than 40 percent said their management liked to see transactions, last-minute booking policy violators and online booking policy violators.

Standard executive reporting packages at some companies also include Top 10 lists—of trips, spenders, departments or destinations.

Despite the buzz about real-time data dashboards, few travel managers (just 15 percent) surveyed cited those as the “most effective way to communicate with senior management.” Watermeier said TMC executives have noted the same trend, but found that clients want dashboard elements that could easily be copied into a presentation, spreadsheet or report to paint the picture at a point in time, not necessarily real time.

> SPEAKING THE LANGUAGE

Perhaps the diversity of responses speaks to the variety of management cultures and reporting styles. Communicating to the C-suite, business consultant Mark Bashrum advises others to “know your audience and tailor your message to their communication style. Everyone has a preferred style of communication ... some prefer a lot of





## FOCUSING ON TRENDS RATHER THAN REAR-VIEW MIRROR

**Travel and Transport, the fifth largest travel management company in the United States, specializes in corporate travel management along with group and meeting travel services. A leader in online travel technology, Travel and Transport provides companies with innovative data solutions and reporting tools, including web-based, pre-and post-trip reporting and mobile access to data. Travel and Transport's Penny Watermeier, vice president of corporate sales and marketing, offered her insight on reporting trends and how the TMC and its account managers have responded to service corporate clients.**

*Travel managers surveyed indicated that spending data, more so than compliance, policy violations or other aspects that managers could influence, was of more interest to senior management. What are you finding?*

**Watermeier:** That is all rear-view mirror details, what has happened that they're reporting on. We're spending much more time with our clients focusing on forward-facing initiatives—their goals and objectives, how they're trending on their key performance indicators—and not spending much time on the historical.

*How long have you been doing this?*

**Watermeier:** We really embraced a new philosophy with account management at the beginning of 2013 and it continues to evolve. It's really gone from a 60- or 70-page quarterly report that's all data driven to a six- or seven-page document focused on trends. This is more of a finger on the pulse of some data metrics.

*How frequently are your clients meeting with their senior management to present the data?*

**Watermeier:** More than 80 percent of clients are communicating to their senior management quarterly while the remaining 20 percent are doing it semiannually. Typically at the beginning of the year we'll architect a business plan of what to focus on that year. It's a fluid document, but there should be two to three major metrics that we'll continue to focus on that are important to each corporate client.

*How to you show progress on those metrics?*

**Watermeier:** We developed a quarterly scorecard to measure up to 15 different variables. They can quickly see if they're trending up or down, and how the industry is trending. Variables include standards such as compliance, advance purchase, online booking percentages, hotel adoption, air bookings without hotel and lost savings. The newly implemented scorecard has changed behaviors; we've seen improvements in many categories including reduced exchanges and preferred supplier compliance.

detail while others prefer a high-level overview.”

Siemens travel manager Steven Schoen recently illustrated this point as he told *Business Travel News* how his travel management team tailored their communications to five different groups of senior management. “Overall, we have management support, we just have to speak different management languages depending on which business we're speaking to, depending on which economic cycle that business is in, depending on a hundred factors that affect the business' marketplace,” he said.

To learn reporting preferences, travel managers often have said they simply ask their bosses, CEOs or CFOs. One manager noted that she's learned to ask each new boss their communication preferences during an early meeting. This simple question has allowed her to deliver information in a format the executive values and understands.

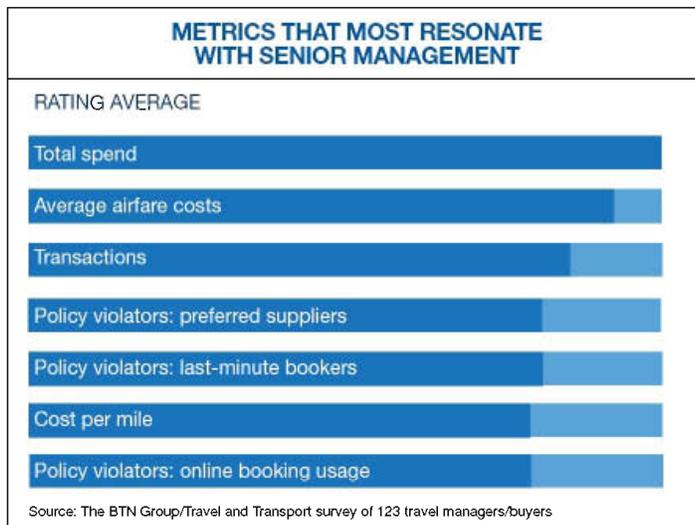
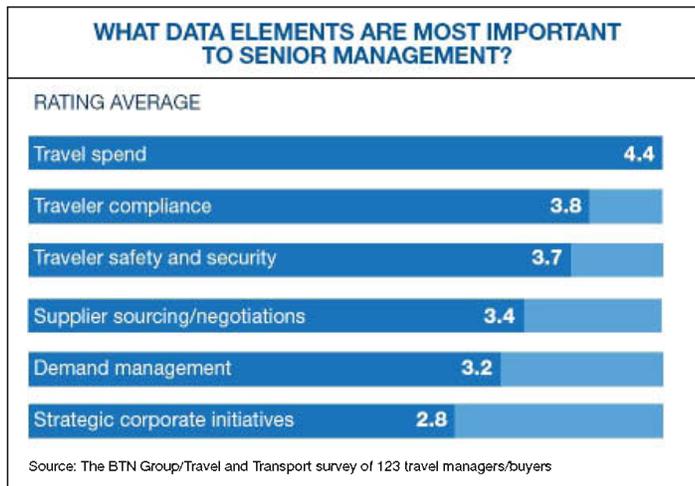
## > HIGHLIGHT BIG PICTURE, NOT DOTS

Travel executives often become mired in the nitty-gritty of reams of travel data. Consultants recommend that business process owners take a step back from the data and lead with the big picture. Use supporting data to tell the story and illustrate ways to improve results.

In most sophisticated, mature, global travel programs, incremental results come from program or strategic changes.

Travel executives typically identify just a handful—three to no more than 10—of key performance indicators to track and report monthly or quarterly. For example, many companies reported online booking adoption until desired goals were met.

New metrics were then introduced, perhaps to increase the percentage of advance air bookings rather than more costly last-minute purchases or hotel bookings made with airline reservations (often show as hotel attachment rates) to encourage bookings at preferred rates and properties and streamline transactions. An increased focus on hotel bookings in the past year prompted more



## > COMMUNICATING DOWN

In addition to communicating up, some companies are trialing gamification and other techniques to entice better buying practices at the individual level.

Accenture long has been a proponent of timely monthly reporting of travel data to all levels of management. In 2011, it took travel reporting down to the traveler level with a dashboard travel summary on the intranet home page of each employee. The summary includes year-to-date airfare spending, number of tickets booked outside policy, average number of days booked in advance, missed savings, miles flown and travel-related carbon output. More recently, it added comparisons of key metrics to other employees, all as a way to help travelers make better-buying decisions.

No matter if the communication is aimed up to management or down the organization, savvy travel managers advise their peers to always have ready a wish list of two or three major program initiatives to further advance the management program, just in case the travel reporting messaging prompts a request for more.

More than one travel manager has noted how a chance encounter with a CEO, CFO or other management executive who asked what else the company could do to advance the travel program propelled their latest initiative.

companies to devise new metrics in that category. Some companies even go so far as to allow business units to identify metrics they wish to track, in addition to overall performance.

## > DEPARTMENTAL COMPARISONS

While some companies have found it effective to benchmark departmental performance to selected key metrics as part of the normal management reporting package, others note that such reporting doesn't motivate in their cultures.



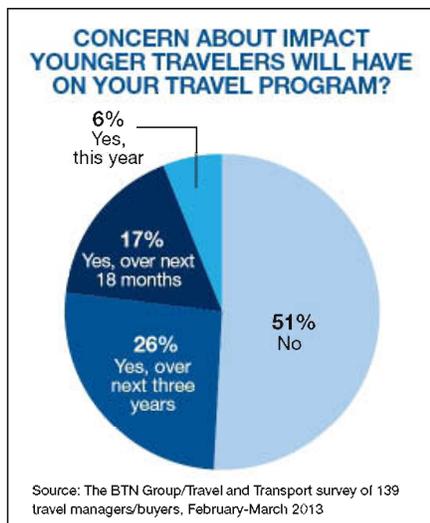
For more information about how Travel and Transport can help with your travel program, visit [www.travelandtransport.com](http://www.travelandtransport.com).



# GEN X AND Y JOIN BOOMERS

## Managing Multi-Gen Traveler Needs

The reality of a multi-generational workforce has begun to emerge at many companies and with it pressures to adapt corporate travel policies and practices. About half of 139 travel managers surveyed earlier this year by The BTN Group and Travel and Transport said they were concerned about the impact of younger travelers over the next three years. Just a handful said they were concerned about an immediate impact and 17 percent expect the brunt of the changes to occur in the next 18 months.



The other half of survey respondents said they were not concerned about impending demographic changes.

This BTN Group white paper, sponsored by Travel and Transport, highlights the realities and forecasts of workforce transformation and issues that could emerge in managed travel as a result. With multiple generations in traveler bases, some corporate travel executives are looking at every aspect of their travel programs, from how they communicate policies to the technologies used to book travel and manage en route.

Warned of the shifting demographics for more than a decade, corporations only in the past couple years have begun to notice the shifting profiles of their traveler population. If the latest projections are correct, the workforce will dramatically change by 2020 as more Baby Boomers retire and the next generation, Gen X born between 1965 and 1980, begins to dominate the employee and traveler bases.

In The BTN Group / Travel and Transport survey, more than 80 percent of respondents pegged the bulk of their travelers ages 31 to 60. Instead of Baby Boomers, the largest percentage at 45 percent, were in the 31-to-45-years-old category, according to respondents. Nine percent of respondents said they didn't know their travelers' age demographics. As understanding the audi-

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FOUR GENERATIONS IN WORKFORCE				
GENERATION	World War II	Baby Boom	Gen X	Millennial
BORN	Before 1945	1946-1964	1965-1980	1981-2000
PERCENT/NUMBER	2011: 5%/7M	2011: 38%/60M	2011: 32%/51M	2011:25%/40M
IN WORKFORCE	2006: 8%/12.5M	2006: 44%/66M	2006: 33%/50M	2006:15%/22M

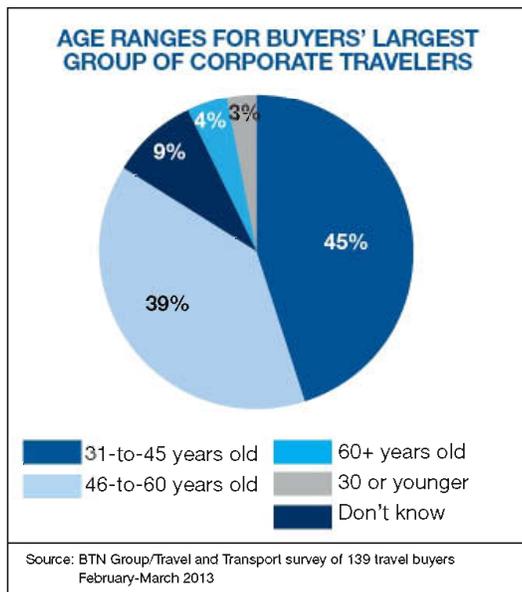
Source: AARP "Leading A Multigenerational Workforce" study, based on U.S. Bureau of Labor Statistics age-segmented labor force projections

ence is a key component to developing or adapting travel programs, buyers who don't know answers to key demographic questions might want to start by gaining such insights through traveler polls, profile analysis or other means.

> **BOOMERS WORKING LONGER**

The recession and dramatically slowed job growth in recent years skewed some of the workforce progressions as more Baby Boomers continued to work far longer than predecessors.

As of 2011, more than 60 million Baby Boomers comprised 38 percent of the U.S. workforce and pushed the median work age to the oldest in U.S.



history at more than 40. Today the median age is 42.3 years.

By 2020, when Boomers will be 56 to 74 years of age, that generation will make up just 25 percent of the U.S. workforce while those aged 25 to 54 will comprise 64 percent, according to U.S. Bureau of Labor Statistics projections.

> **AGE NOT ONLY CHANGE**

Compared to prior demographics, analysts and statisticians note that the workforce of the future will be "more racially and ethnically diverse and composed of more women," according to the "Employment Outlook 2010-2020" article published in the BLS Monthly Labor Review in January 2012.

By 2020, analysts say the workforce will be more:

- Global
- Contingent as one in two workers will be contingent with talent deployed and redeployed around the world
- Knowledge and skill-based with three of four jobs requiring higher entry-level qualifications
- Technology-driven as one-third of all data will live or pass through data clouds

With such dramatic changes, companies likely will need not only new policies, but forms of communication and technologies to book and expense travel in managed travel programs. Instead of printed policy guidebooks, some companies have already moved travel guidelines online or simply embedded them in booking and expense tools.



## TRAINING THE NEXT GENERATION OF TMC EMPLOYEES

Travel and Transport, the fifth largest travel management company in the United States, specializes in corporate travel management along with group, meeting and leisure travel services. A leader in online travel technology, Travel and Transport provides companies with innovative data solutions and reporting tools, including web-based, pre- and post-trip reporting and mobile access to data. Travel and Transport's Jim Winterscheid, vice president-finance, and human resources director Diane Stein shared their views on the topic and how the TMC is preparing the next generation of workers.

### *As a TMC, what concerns you about the generational shift?*

**Winterscheid:** Across our employees, the average tenure is 11 years and average age is 49 years old. Over the next 15 years if those numbers hold true, we are looking at a huge turnover in our workforce as people retire or leave for one reason or another. We had to start training the next generation of our workforce and that's why in early 2011 we created our new Travel Academy. We built the infrastructure in 2012 and in June of this year started our first class with 12 students and 30-to-35 expected in the coming year. The first three classes are online and the remaining four are classes or practicums.

**Stein:** In partnership with Metro Community College, located in Omaha, students will earn an associates' degree. For those who work for Travel and Transport for three years, we'll reimburse their tuition paid to MCC.

### *Is the academy teaching new ways to communicate to younger generations?*

**Stein:** Our focus is on business communications and customer service skills, both verbal and written, but we're also spending quite a bit of time on practical knowledge of global distribution systems.

**Winterscheid:** By having the online classes, they're going to Web boards to discuss assignments, using instant messaging, blogging and sending messages to other students and instructors. We're also trying to give them a better understanding of all the components of travel management: how we make money from the GDS, hotel and car sectors? What's a preferred?

### *How will the academy meet your staffing needs?*

**Winterscheid:** Right now it's all about finding good people. We obviously want to pick the cream of the crop, but if all graduates are superstars we hope we can find room for all of them.

Others use email and internal social media tools to communicate policy changes, supplier enhancements or cost-saving tips to travelers.

Some contend that technology is driving many of the conflicts in managed travel programs today. While some blame Gen Y for driving the open booking discussion and label the generation as less compliant than older peers, Travel and Transport Executive Vice President Tim Fleming counters, "That's not always the case. They seem to be more compliant." As for "rouge travelers," Fleming said, the problem has existed as long as he has been in the business with meeting attendees, sales and marketing "out of compliance for years—long before we ever got into this discussion about Gen X and Y."

Based on their culture, industry, average employee age or other factors, some customers are more focused on generational concerns than others. "One of our larger customers has an average workforce age of 28. They're obviously a lot more focused on this than a more traditional business where the average workforce age might be 52," he added.

As for the survey results that indicate only half of the respondent base is concerned about generational issues, Fleming said, the results mirror those from the TMC's advisory board.

## > THE RIGHT TOOLS

More than age and demographic characteristics, Fleming said, is that the "next generation of travelers needs the right tools. Unfortunately, a lot of the tools historically in our business are not the tools that next generations of business travelers are interested in using. We're starting at Travel and Transport to build technology around mobile devices and the things that will appeal to this generation."

"It's important to have access on tablets, iPhones, Droids and other types of devices," Fleming said. "We have to get more information out to travelers in a mobile way, a different way. This generation is



**CHANGES MADE IN PAST YEAR TO ACCOMMODATE YOUNGER TRAVELERS**

Allow travelers to install apps on smartphone to support needs	53%
Recommend apps to travelers	33%
Allow travelers to book wherever they find lowest price	32%
Established internal social network for travel	18%
Dedicated travel resources to social network, email, text	16%
Contracted with suppliers that younger travelers prefer	12%
Developed own travel app to support traveler needs	11%

Note: Respondents could check all that apply.  
Source: The BTN Group/Travel and Transport survey of 139 travel managers/buyers, February-March 2013

not a wait generation. They want it right now and are used to getting it right now. A lot of our technology builds have been around the mobile platform.”

To ensure it can best communicate with travelers, Travel and Transport built its own mobile app called eTTek Dash to allow travelers to push a button on their mobile phones 24/7 to be connected to agency staff, a booked hotel or other supplier, according to the TMC’s senior vice president and CIO Mike Kubasik. Travelers can even subscribe to alerts about flight delays, airport issues, travel warnings and other duty of care-type issues.

“We think we’re ahead of the game in terms of mobile technology. That’s where a lot of our success lies in keeping connected with our travelers 24/7 and putting information at their fingertips to empower them,” he added.

While few companies claim they have adopted comprehensive mobile travel strategies, many have taken some steps to incorporate mobile into their travel programs. In The BTN Group/Travel and Transport survey conducted this spring, 53 percent of respondents said they have allowed travelers to install apps on their smartphones to support travel

needs and 11 percent said they had even developed their own travel apps to support their travelers.

**> WHICH APPS USED?**

Travel managers often note that with thousands of travel applications available, selecting just a few for their travelers to use is a daunting task. In its research report “The Frequent Traveler,” Oct. 22, 2012, BTN reported that more than half of 400 traveler respondents said they used flight status updates while traveling, 46 percent used mobile online booking tools and 37 percent used mobile expense reporting. About one-third of respondents said they also used itinerary management and concierge services. That research was based on responses from 400 frequent travelers who had taken an average of 11 domestic and seven international trips during the preceding 12 months. Among travelers 55 and older, 69 percent said they used flight status updates, 46 percent cited mobile booking and 34 percent noted itinerary management.

Short of asking travelers for their app preferences or assembling a committee to evaluate options to include in a travel program, some companies have allowed other travelers, through social media threads, to recommend apps.

No matter what the medium, corporate travel executives must learn more about their travelers, communication preferences and motivators as they review policies, technology, preferred suppliers and program objectives for their mix of travelers.



For more information about how Travel and Transport can help you evaluate your travel program, visit [www.travelandtransport.com](http://www.travelandtransport.com).



# RE-THINKING AIR PROGRAMS

## Merger Could Prompt Need For New Airline Contracting Strategy

Faced with the prospect of another merger of major airline carriers, about half of 195 travel buyers surveyed February 28-March 21 by The BTN Group and Travel and Transport said the move would force them to develop a new airline contracting strategy. Among the largest buyers with air spend of more than \$25 million a year, nearly 80 percent cited the need for a new strategy as they detailed the impact the proposed American Airlines-US Airways union would have on their program.

### > THE LATEST MERGER PROPOSAL

On February 14, 2013, the parent companies of American Airlines and US Airways, the nation's third and fifth largest carriers, respectively, announced an \$11 billion merger. Since approved by the court overseeing American's bankruptcy, the merger, if approved by regulators and shareholders, would make the combined new American Airlines brand the nation's largest with 25 percent of domestic marketshare, according to The Buckingham Research Group, based on data from Diio Mi. The merged entity would be based in Dallas and headed by US Airways CEO Doug Parker with AA CEO Tom Horton serving as non-executive chairman as well as representative to the Oneworld alliance.

The merged entity plans to align with Oneworld, which American helped found. Factoring US Airways' withdrawal from the Star Alliance, airline executives told investors that the 8 percentage point realignment would boost Oneworld's global marketshare to 34 percent and reduce Star's to 36 percent with the Sky Team unchanged at 30 percent. Horton noted that Oneworld would be further strengthened by the March decision of TAM, Brazil's biggest carrier, to join Oneworld.

If the merger is approved, the nation's top four carriers forged through the latest rounds of airline mergers—the new American/US Airways, Delta/Northwest, United/Continental and Southwest/AirTran—would control 80 percent of domestic marketshare. Merger critics argue that such control could lead to higher fares and fewer routes.

“Having four carriers own 80 percent marketshare sounds a bit scary from

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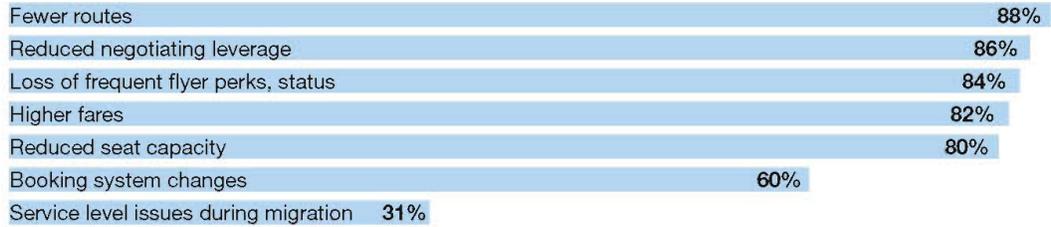
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**LONG-TERM CONCERNS ABOUT CONTINUED AIRLINE CONSOLIDATION**

Long-Term 2014 and beyond



Source: BTN Group/Travel and Transport survey of 195 travel buyers, Feb. 28-March 21, 2013; buyers could select more than one concern

a pricing perspective,” Travel and Transport executive vice president and CFO Kevin O’Malley acknowledged. “But as long as the carriers continue to overlap and compete in most city pairs it provides a healthy airline industry.”

**> BUYER CONCERNS ON CONSOLIDATION**

Short-term, the majority of buyers surveyed by The BTN Group/Travel and Transport, said they were most concerned about service-level issues during migration, higher fares, reduced seat capacity and booking system changes. Others also noted their concerns about “reduced soft-dollar benefits, more restrictions, further fare unbundling and code-share disruptions.”

Longer-term, buyers said they were most concerned about fewer routes, reduced negotiating leverage, loss of frequent flyer perks and status in a larger program and higher fares.

**> PROGRAM IMPACT**

About one-quarter of those surveyed said they expected no impact on their domestic airline contract negotiation should the proposed merger be approved. In addition to the 50 percent who cited the need for a new contracting strategy, 19 percent said they expected the need for fewer domestic negotiated contracts

while 16 percent expected to need more domestic negotiated contracts should the merger be completed.

Regardless of concerns, TCG Consulting partner and air practice director Barry Rogers said historically they rarely delay sourcing initiatives. “For the past ten years, there has been something going on that could have delayed a client’s sourcing process, such as bankruptcies, mergers, etc. As most companies contract for two-year periods, and it will likely be close to that before AA/US can realistically contract together, anyone contracting now has to deal with them as they are,” the travel management consultant added.

In testimony filed March 19 with the Senate Judiciary Committee’s Subcommittee on Antitrust, Competition Policy and Consumer Rights, US Airways’ Parker and AA’s Horton noted that the merger would lead to “more than 6,700 flights daily to more than 330 destinations in over 50 countries, but result in overlaps on only 12 of the over 900 non-stop airport to airport routes the new carrier would serve. Most of the overlap routes connect our existing hubs, where there is significant competition. With the expiration in the fall of 2014 of the Wright Amendment, which limits flights out of Dallas’ Love Field, non-stop competition will be present or added on nearly all airport pair overlaps. This limited number of overlaps compares favorably with the most recent large airline mergers of Delta/Northwest, United/Continental and Southwest/



## AIR SOURCING STRATEGY

Travel and Transport, the fifth largest travel management company in the United States, specializes in corporate travel management along with group and meeting travel services. A leader in online travel technology, Travel and Transport provides companies with innovative data solutions and reporting tools, including web-based, pre-and post-trip reporting and mobile access to data. The TMC also offers a Partner Solutions Group to provide companies with the tools, expertise and support to effectively manage air, hotel and car spend. Travel and Transport Executive Vice President and CFO Kevin O'Malley provided more insight on the group.

**Q: What is the scope of your Partner Solutions Group?**

**A:** Partner Solutions started about seven years ago. It grew from one person initially to 16 now. Ten are focused on hotel consulting, three on air consulting and others on car rental, black car and miscellaneous projects that clients request. Our consultants assist with engagements, most with Travel and Transport customers, but some with non-customers too. We might run the complete air, car or hotel request for proposal process, do contract reviews, provide perspectives on bids received in a client-led RFP or wrap up contract negotiations for a client.

**Q: What do clients typically need in air services?**

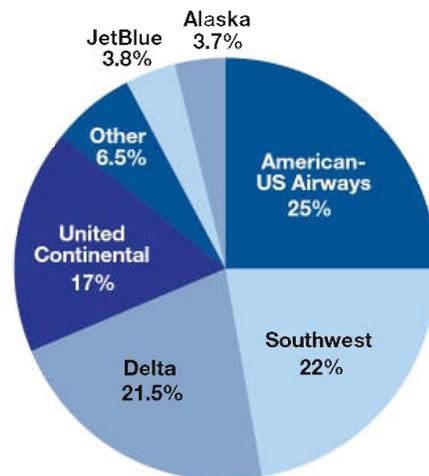
**A:** Half the time our Partner Solutions team is leading the RFP process from beginning to end. The other half, the client wants our team to help them analyze proposals received and what they really mean to that client. There's a lot of complexity in today's air contracting world, based on classes of service and various ways airlines operate. We'll do indepth analysis by city pair. A 15 percent discount may sound really good, but you have to slice it down to the nth degree to understand the total picture and what the overall deal would really mean to a specific company and its unique travelers and patterns.

**Q: What trends are you seeing in the air contracting practice?**

**A:** The number of engagements we've been pulled into over the past three years has increased significantly because of the complexity of sourcing. In analyzing contracts, often we advise that various elements that have traditionally been in contracts are removed or adjusted. For example, a lot of airlines ask for city-pair specific marketshare goals. In the past some clients entered into those contracts a little blindly, based on their own corporate data. As airlines are merging, data has become more available and the ability to get at fair marketshare has become more readily available, we're able to help clients negotiate more realistic goals. We buy external data and highlight what is not realistic.

## COMBINED AMERICAN-US AIRWAYS WOULD TOP MARKETSHARE

Based On 2013 U.S. Domestic Seats



Source: The Buckingham Research Group based on data from Diio Mi

AirTran, all of which received Justice Department clearance because the combination of those carriers created substantial consumer benefits with minimal competitive overlap," according to the testimony.

## > ALLIANCE SHIFTS

Airline executives claim the merger won't result in loss of service. In an analysis, TCG Consulting said the alliance shift likely would prompt US Airways to disengage from the Star Alliance and its code share with United Airlines. "Based on analysis done by TCG at the time of the merger announcement, US Airways has its code on 1,912 flights operated by United and United has its code on 1,400 flights operated by US Airways. As a result, we can expect United to look at increasing its flights in certain markets, particularly from US Airways' hubs at Charlotte and Philadelphia and the new American increasing its flights in markets now operated by United," stated the TCG report.

American and US Airways noted that they quickly plan to win corporate share lost to competitors in recent years. But TCG consultants noted that US Air-

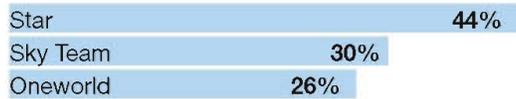


ways' extraction from the Star Alliance and United program could "add a complication to the process."

In Senate hearing testimony March 19, Parker and Horton noted that the "combined airlines, especially due to improved East Coast service," would make Oneworld "more attractive to consumers and therefore more competitive."

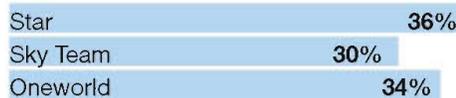
**PRE-MERGER**

US-to-World ASM Share



**POST-MERGER**

US-to-World ASM Share



Source: Dijo 2013 published schedules as of January 25, 2013

**> CAPACITY CONTROLLING PRICING**

More than the mergers themselves, O'Malley noted that "airline discipline with seating capacity will do a lot more to control pricing in the long run. As they've come out of bankruptcy—particularly in the last two to three years—airlines have exercised a lot more discipline on capacity. As long as the four primary carriers, assuming the merger is completed, continue to exercise that discipline, I think we will see their ability to control pricing remain strong," he added.

Airline analyst Daniel McKenzie of The Buckingham Research Group echoed O'Malley's view in an April 3, 2013, research note. "Airline revenue initiatives help, but it's the industry's collective willingness—or not—to restructure capacity in response to the demand backdrop that remains the #1 pricing driver for airlines," he said.

"Capacity has come out of the industry and is mostly staying out," McKenzie said. System capacity in the summer of 2013 is 9 percent smaller than in 2007, "the last year of industry profitability in the last cycle"

McKenzie noted. "Despite aggressive growth by JetBlue, Spirit and Virgin America, there are still 21 million fewer seats available for sales in global distribution systems domestically versus in 2007, driven in part by the exit of a number of airlines," he continued.

**> RECOMMENDATIONS**

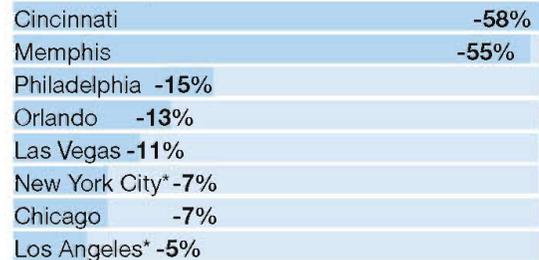
"Companies looking at sourcing in late 2013 or early 2014, for which American Airlines and/or US Airways, are significant carriers would probably want to be talking with AA and/or US Airways to see specifically what they're doing, and what the timing looks like for integrated contracting," Rogers advised.

Travel and Transport's O'Malley noted that "more coverage means that more than likely the national distributorships will wait to be able to contract with United, Delta and the new American and make them all happy. Buyers will need to make tough choices."

**BIGGEST CAPACITY CUTS**

By Number Of Seats Eliminated From Each Market

CHANGE Q2 2013 V. 2008



\*All 5 airports in both markets  
Source: Dijo MI and Buckingham Research



For more information about how Travel and Transport can help devise a new air sourcing strategy, visit [www.travelandtransport.com](http://www.travelandtransport.com).



# TRAVEL AND TRANSPORT DATA THAT MATTERS

Critical travel management decisions depend on accurate and timely data from a variety of sources for true business intelligence.

**D**ata drives decisions. It should be the foundation of virtually every managed travel activity: creating and monitoring annual travel budgets, designing intelligent and usable policy, tracking compliance, informing supplier negotiations, and managing those relationships over time. Indeed, data touches every point in the lifecycle of corporate travel management.

Given that, the importance of quality data cannot be overstated. To gauge travel manager satisfaction with current data streams, as well as the uses of such data, the BTN Group and Travel and Transport partnered to survey 107 corporate travel managers in the spring of 2012.

Represented in the survey were a range of travel programs and approaches to travel management, with a fairly equal distribution of annual travel spend volume ranging from less than \$1 million to more than \$50 million. Among respondents, 62 percent said their travel program is mandated while 38 percent said there is no mandate.

This white paper will explore the current state of data acquisition for corporate travel programs, including sources of data, uses of data and satisfaction levels with data, as well as current and projected future trends in managing data for corporate travel.

## > ACQUIRING DATA

When asked from which sources they analyzed data, the majority of travel managers responded with a mix of sources. TMC reporting was the frontrunner, used by 80 percent of the respondents, followed by expense reports, credit card reporting and supplier reporting, all used by slightly less than two-thirds of the respondents.

It makes sense that corporations use data from multiple sources as each data stream can provide different kinds of business intelligence—which together form a complete picture of a travel program through all stages of the travel cycle.

For a closer look at some of the different ways in which data is used, Travel and Transport spoke with Shawn Geraghty, director of corporate travel for Cerner Corporation, an international healthcare information technology company with about

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**DATA TRENDS**

Travel and Transport, the fifth largest travel management company in the United States, specializes in corporate travel management along with group and meeting travel services. A leader in online travel technology, Travel and Transport provides companies with innovative data solutions and reporting tools, including web-based pre- and post-trip reporting and mobile access to data. Mike Kubasik, senior vice president and chief information officer, discusses trends in data.

**What kinds of reporting can corporations access with Travel and Transport?**

In addition to web-based pre-trip reporting with our proprietary eTek Preview reporting options, we have 4,000 reports in our standard library available in eTek Review, our post-trip, web-based reporting functionality. Plus, there's ad hoc reporting functionality so the more savvy users can go in and slice and dice in any way they want. But in about 75 percent of the cases, it's the Travel and Transport account managers who do the reporting for corporate customers.

**How else does Travel and Transport help corporations better manage their data?**

We do a lot of consultative services such as sharing best practices about data based on our 66 years in the industry and a big-picture view of what companies are doing—we can advise which reports are best for monitoring compliance or negotiations, for example. And we're using a lot of score cards—that's similar to benchmarking, but it's the next level, allowing corporations to set score goals and measure their performance.

**What's new in data delivery?**

Travel managers want the ability to view all of their data on mobile devices. Travel and Transport is on the cutting edge of mobility and we already have a lot of reports that can be delivered via mobile. We also have a lot of mobile initiatives in the works and all future development is geared toward mobile platforms.

4,000 frequent travelers out of a total of some 12,000 associates, all of whom travel to some degree. Geraghty manages a global program, although the majority of travel is domestic for the U.S.-based program.

“There are several purposes of the data we collect,” he said. “One is for safety and security so that we know where our travelers are at any given time in the event of any kind of emergency, whether that's a natural disaster or political crisis. We also use it for overall travel management, especially in the areas of cost control and negotiations with suppliers.”

Geraghty's top uses of data echo those of the survey respondents, who ranked traveler safety and security, travel spend and supplier sourcing/negotiations as the most important uses of data in the BTN Group/Travel and Transport survey. Right behind those top

Sources of Data

TMC reporting	80.4%
Expense reports	64.7%
Credit card reporting	63.7%
Supplier reporting (e.g., air, car, hotel)	61.8%
Third party data consolidator	10.8%
Other	4.9%

Source: BTN Group/Travel and Transport Data Survey, April 2012

three were communications with management and monitoring traveler compliance. Less important to the survey respondents, though still well above a 3 on a scale of 1 (least important) to 5 (most important), was ongoing supplier management, demand management and strategic corporate initiatives such as reducing CO2 emissions. An understanding of which kinds of data yield which kinds of business intelligence is key to managing data efficiently. Best practice is to maximize the use of both pre-trip and post-trip data, alone and in concert depending on specific need.



> PRE-TRIP DATA

TMC pre-trip data is acknowledged as one of the best sources of information for traveler safety and security. This data shows what a traveler has booked and where that traveler presumably is at any given moment. In addition to standard reporting, Geraghty, for example, uses a mapping function provided by Travel and Transport that shows him in real time where all of his travelers are located at any given moment, providing a quick visual overview of the corporation's travel from a big-picture perspective and is invaluable in the event of an emergency. Such data can also be supplemented by the increasing practice of using mobile location-based tracking, enhancing the number of travelers on the corporation's radar.

Pre-trip data is also key from a compliance perspective, showing in real time bookings that are not compliant with policy. An online booking tool, for example, can be configured to prohibit non-compliant bookings or automatically alert the traveler, traveler manager and/or traveler supervisor in the event of a non-compliant booking, while reporting can show compliant versus non-compliant bookings.

> POST-TRIP DATA

Pre-trip data cannot, however, show what a traveler has actually done. That requires a combination of post-trip reporting sources.

- **TMC Reports:** Such reporting can be sliced and diced in literally thousands of ways, among them average ticket price, market share, city pairs, top destinations and more, from a holistic corporate view as well as by more defined parameters, such as by department or location. The reconciled and cleansed data is used for trending, negotiating, sourcing and more. However, like pre-trip TMC reporting, post-trip reporting can only show what was booked, not what was consumed. "TMC data is absolutely accurate for what is booked," said Mike Kubasik, senior vice president and chief information officer for Travel and Transport, "but what we can't govern is if someone books a hotel, for example, then changes their mind and goes elsewhere. Ultimately

the T&E data might be different, and that's where consolidation comes in."

- **Credit Card and Expense Reports:** These two sources show the travel that was actually consumed and what the corporation is paying in the end. Some credit card data is comprehensive; others less so—a card report might be able to show Level III hotel detail, but cannot break out most airline ancillary fees; the level of detail of expense reporting depends on the configuration of the tool. Timeliness is an issue with both forms of reporting as both occur well after the fact.

Uses of Data

Survey respondents rated the importance of data in managing the following aspects of a travel program, on a scale from 1 (least important) to 5 (most important)

most	<b>Traveler safety and security</b>	4.30
	<b>Travel spend</b>	4.17
	<b>Supplier sourcing/negotiations</b>	4.06
	<b>Communications with upper management</b>	4.05
	<b>Traveler compliance</b>	4.03
	<b>Ongoing supplier management</b>	3.92
	<b>Demand management</b>	3.45
least	<b>Strategic corporate initiatives</b> <i>(e.g., reducing CO2 emissions, overall cost containment)</i>	3.21

Source: B2N Group/Travel and Transport Data Survey, April 2012

- **Supplier Reports:** Supplier reports, too, bring up timeliness concerns as most are quarterly at best. And not all suppliers are willing to provide reports to all corporations. Geraghty, for example, receives quarterly reviews from preferred airlines, reports from hotels in corporate headquarters Kansas City, and some reports from preferred hotels nationwide and car rental companies. "We use this kind of data for the big picture," he said. "It doesn't go to the associate level so it shows us what we're doing with these suppliers on the whole but not with detail."

Despite all the forms of available data, travel manager respondents to the survey were lackluster in their



endorsement of the reliability of the data they use. When asked to rate the reliability of a range of data sources, the travel managers rated credit card data as the most reliable, but even that only garnered an average rating of 3.35 out of a possible 5. Right behind was expense reporting at 3.33 and TMC reporting at 3.26. The respondents considered third-party data consolidators the least reliable at 2.77 and suppliers, such as air, hotel and car, slightly better at 3.05.

In fact, when asked in an open-ended question about what one aspect of their travel data they would most like to improve if they could, more than two-thirds of the respondents cited accuracy, completeness or more detail.

One way that many travel managers are capturing more accurate and complete data is by partnering with a best-in-class TMC to consolidate the TMC feed with credit card data. “We can match the autofeeds from a credit card company with our data to show a more complete picture of leakage and compliance,” said Kubasik.

### > GOOD DATA, GOOD DECISIONS

The need for more detail also coincides with the current focus on “big data,” defined by technology research company Gartner in a 2012 white paper as “high-volume, high-velocity, and/or high-variety information assets that require new forms of processing to enable enhanced decision making, insight discovery and process optimization.”

Inherent in the concept of big data is the understanding of the massive growth of available transaction data, along with a need for technology capable of parsing such data and making it usable for business decisions. “There is no off-the-shelf solution to big data,” said Kubasik. “It can be valuable when properly understood, but it must be used correctly. We work with companies individually on this because most companies still have work to do with managing everyday data issues before moving to big data.”

To that end, Kubasik has also seen a move among larger companies to have a TMC work with the corporation’s own business intelligence tools to incorporate travel data

into the corporation’s enterprise resource planning (ERP). “The SME market doesn’t have the bandwidth to do this yet in most cases, but such moves often start with larger companies before becoming a more widespread trend.”

What is already widespread is the desire and ability to view data on mobile devices as travel managers increasingly turn to tablets for everyday communication needs. Similarly widespread is benchmarking—but while traditional benchmarking remains a popular approach to gauging corporate travel program performance against other similar programs, Kubasik says he has seen a large increase in the desire to dive deeper by using score cards.

Essentially a more in-depth method of benchmarking, score cards allow corporations to set their own priorities, define a reasonable score and compare their performance to others. Score cards can also be used internally to compare departmental performance.

For both scorecarding and more traditional data analysis, Kubasik said he’s seeing a continual improvement in dashboard reporting. “We’ve moved past the first generation of dashboards to more flexible dashboard development that allows travel managers to customize dashboards and drill down to the details they need to make intelligent business decisions.”

And in the end, that remains the goal—intelligent business decisions about the corporate travel program.

“You can’t make good decisions without having good data,” said Geraghty. “But you also need to spend some time evaluating it to understand what it’s telling you. Sometimes you’ll see developments outside the control of your program—but sometimes what you see requires you to adjust your program to fit the trends you’re seeing.”

**TRAVEL  
AND TRANSPORT.**

For more information about how Travel and Transport can help customize and analyze travel data, go to [www.tandt.com](http://www.tandt.com).



Mal Hansen (left), president of Travel and Transport of Omaha and Robert Crandall of American Airlines are shown as Hansen signed the first contract for installation of Sabre automated reservations equipment in his agency's offices.

### **Midwest agency will install Sabre**

OMAHA—Travel and Transport, one of the largest agencies in the Midwest with a home office here and branches in 14 other cities will install American Airlines' Sabre reservation system.

Mal Hansen, president, said by the end of the year installations will have been made in two of the Omaha branches and other high-producing offices of the organization and that eventually all of the firm's offices will be equipped with Sabre.

# TRAVEL WEEKLY

The Travel Industry's Trusted Voice

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## Funny stuff

By Phyllis Fine / March 28, 2000

"God has to have a sense of humor -- otherwise, would she have created the travel industry?"

That's one of the lines that provoked audience merriment during Scott Friedman's presentation at the ASTA Eastern Regional Conference, held recently in Bermuda.

Friedman, billed as a "motivational humorist," presented ideas on how to "play the game on your terms again," even if "you're having another bad air day."

"Change can make you bitter or change can make you better," he said. "But if you don't have challenges, you don't have too many opportunities for growth."

Much of his presentation focused on the importance of "wielding your sense of humor."



According to Friedman, when Inc. magazine surveyed its readers (most of whom own small businesses) on what the No. 1 survival skill for the 21st century is, 88% answered, "a sense of humor."

Here, some of his favorite stress-busting smile-inducers:

Call your own home answering machine during the day and record a message: "Hi, Scott, this is Scott. I just drove nine miles in rush-hour traffic to deliver a ticket -- and then I remembered it was an e-ticket! Love ya, Scott."

When you get home and listen to your messages, the first thing you'll think is, "Who is that?"

"Put on your favorite hat that looks most like an official policeman's cap, take your blow dryer out on the highway, point it and see if cars keep slowing down. People will be asking each other: 'Honey, was that a policeman with a blow dryer?'"

Friedman, encouraging the audience to "take risks and try new things," said, "My favorite definition of success is moving from failure to failure with enthusiasm, because you only really fail unless you stop."

Discussing technology, he noted, "I used to think microchips were the little ones left in the bag. But if you haven't made a commitment to technology, then you might as well retire now."

Among the technological wonders to come, said Friedman, are cars that won't start until you blow into a breathalyzer. But "that won't work," he said. "You'll have a couple of cocktails, and a guy will come up to you in the parking lot and say, 'Buddy, for \$20 I'll blow-start your car.'"

### Good for a laugh

Here are more witty words of wisdom from motivational humorist Scott Friedman, taken from his Web site, [www.funnyscott.com](http://www.funnyscott.com):



Value values. The best things in life are not things.  
 Keep your words sweet, in case you have to eat them.  
 Embrace what's important. He or she who dies with the most "joys" wins.  
 Be kind. If you can't be kind, at least have the decency to be vague.  
 Tell the truth. That way you have a lot less to remember.  
 Get better, not bitter. Pain is a blessing when you learn the lesson.  
 Never argue with a crazy person. Outsiders don't know who's who.  
 Slip into something less comfortable. Comfort never produced greatness.

Always remember you're unique, just like everyone else.

Dear IRS: I would like to cancel my subscription.

I am in shape. Round is a shape.

I hope life isn't a big joke because I don't get it.

If you're living on the edge, make sure you're wearing your seat belt.

Therapy is expensive, and popping bubble wrap is cheap! You choose.

### A message to applaud

A new series of radio commercials ridicules the Internet as a way to book travel, providing reasons to use a "professional travel agent." The spots, now airing in major markets in the Midwest from Omaha to Chicago, have been developed by Travel and Transport, a \$600 million plus, Omaha, Neb.-based agency chain and its advertising agency, the Clark Creative Group.



The 60-second ads, which all end with the tag line "Next vacation -- I'm back with my travel agent," dramatize the pitfalls of using a dot-com to book travel. One begins, "So there we were -- stuck in the Salt Lake airport at 2 a.m., the second day of our family vacation to the islands," and ends: "Well, I've got a message for everyone who told me the Internet was the cool new way to book family vacations -- www.never again.com."

Another ad deals with honeymooners who book on line, only to find their flights canceled and their "oceanfront bungalow" three blocks from the beach and surrounded by howler monkeys and mosquitoes.

Each of the ads is followed by a brief promo of the agency's services.

Amy Halverson, Travel and Transport's manager of marketing, said the campaign was developed because of agency principals' feeling that the airlines and the Internet pose a greater competitive threat than other agencies. She reported a "very satisfactory" consumer response to the campaign, with several locations tracking specific bookings from clients lured by the commercial.

While most agencies are joining the lemmings in a mad dash to turn their clients into Internet users, Travel and Transport is taking a big first step to pointing out that faceless travel planning may not be in the consumer's best interest when it comes to vacation planning.

*Richard Turen is an industry consultant and travel agency president.*

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## Travel and Transport Tracks and Analyzes Travel Expenses With WebFOCUS




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### Self-Service Reporting Environment Saves Millions for Corporate Customers

Headquartered in Omaha, Nebraska, Travel and Transport, Inc. is the sixth largest travel management company in the U.S., with more than 700 employee-owners located nationwide. The company has extensive experience in multiple verticals, including travel management, loyalty solutions programs, meeting and incentive planning, and leisure travel services.

In the field of employee travel services, the ability to effectively communicate a value proposition to existing and potential customers is critical to winning and retaining business. With travel arrangements often made on an ad hoc basis, customers find it difficult to analyze costs or instate optimal purchase agreements. Travel and Transport wanted to overcome these challenges to improve relationships with existing clients, while providing the kind of value-added services that would attract more new prospects.

Travel and Transport implemented Information Builders' WebFOCUS business intelligence (BI) platform as the foundation of a dynamic customer self-service BI environment called eTTek Review. This dashboard-driven expense-management application helps more than 800 external clients like Robert W. Baird & Co., MetLife, and American Family Insurance to plan, track, analyze, and budget their travel expenses more efficiently and to benchmark them against similar companies, saving them millions of dollars. More than 200 internal employees, including customer service specialists, also have access to the system, using it to generate more precise forecasts for clients and to streamline and accelerate other key support processes such as quarterly reviews.

Thanks to WebFOCUS, Travel and Transport doesn't just tell its clients how much they are saving by using its services – it shows them. This has helped the company to differentiate itself in a market defined by aggressive competition. Additionally, WebFOCUS eliminates manual report compilation for client service specialists, saving the company close to \$200,000 in lost time each year.

### An Intuitive, Graphical Way to Manage Travel Data

Using stunning graphics created with WebFOCUS and Adobe® Flex®, eTTek Review provides access to thousands of reports that show individual client metrics, benchmarked information against aggregated market data, and even ad hoc reports that users can specify as needed.

"For most of our corporate customers, we thoroughly manage their travel from planning and reservations to billing, fulfillment, and on-going analysis," says Mike Kubasik, senior vice president and CIO at Travel and Transport. "WebFOCUS is important to our business. It helps our customers monitor employee spending, book travel with preferred vendors, and negotiate corporate purchasing agreements that can save them millions of dollars per year."

Clients love it and its giving Travel and Transport a competitive edge in a crowded marketplace. "I use Travel and Transport's eTTek Review to automatically e-mail





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**The Organization:**  
Travel and Transport is the sixth largest travel management company in the nation.

**The Challenge:**  
Improve reporting, analysis, and information-delivery capabilities for employees and customers tasked with tracking corporate travel spending.

**The Strategy:**  
Create an efficient, easy-to-use reporting environment, complete with dashboards, drillable graphs, and Active Reports for offline analysis, to analyze travel purchases via the Web.

**The Results:**  
A comprehensive analysis and reporting environment that helps customers obtain optimal pricing from airlines, hotels, car rental agencies, and other vendors, boosting Travel and Transport's sales prospects and saving its customers millions of dollars per year.

**Information Builders Solution:**  
WebFOCUS, WebFOCUS Enable for Adobe® Flex®, Professional Services, and Training

**Customer Story PDF:**  
[Travel and Transport Tracks and Analyzes Travel Expenses With WebFOCUS](#)

<http://www.informationbuilders.com/applications/travel-and-transport>[2/17/2015 2:47:27 PM]

reports throughout the company for a variety of reasons, such as monitoring travel trends and company expenditures and assisting with airline expense reconciliation and allocations," says Cathy Moulton, vice president and travel manager at Robert W. Baird & Co., a prominent financial services company. What she loves about the WebFOCUS-enabled Web portal is that it makes all of the company's travel information available in just a few clicks.

"I have the data at my fingertips," she adds. "I don't have to wait for someone to go in and do it for me. I can set up the reports on my own. Then we can go to the hotels and preferred vendors armed with detailed information that gives us leverage to negotiate our rates."

Robert W. Baird & Co. isn't the only firm benefitting from this advanced access to reporting. Many of Travel and Transport's other clients are also happy with the technology. "With Travel and Transport's state-of-the-art reporting technology, MetLife is able to measure its travel program through data analysis, standard reporting, and the ability to create ad hoc reports dynamically," says Tom Molesky, director of travel services at MetLife. "Metrics derived from actionable data provide direction and drive us toward our goals. This is key to helping us negotiate with our suppliers, enforce our travel policy, and save our company money. Travel and Transport's leading-edge product has helped us to meet and, in some cases, exceed our travel goals."

### Ready for Takeoff

Travel and Transport used WebFOCUS to create an online system that allows clients to access information directly so they won't have to rely on the IT department to run reports for them. Its objective was to give customers online tools to monitor corporate travel expenditures throughout their companies. By giving clients access to the right data, Travel and Transport can help make sure its customers are getting the best pricing from airlines, hotels, car rental companies, and other vendors.

"We needed more than just pretty reports," Kubasik recalls, looking back on the early phases of the BI project. "We wanted to build a reporting environment that was powerful enough to handle transaction-intensive operations, yet simple enough to deploy over the Web."

It was a winning formula. Clients and customer service specialists continue to use eTTek Review to create forecasts for the coming year and to target specific areas of business travel expenditures. These users can choose from dozens of management reports. Popular reports include travel summary, airline compliance, hotel analysis, and car analysis.

Travel managers at about 700 corporations use these reports to analyze corporate travel spending on a daily, weekly, monthly, quarterly, and annual basis. About 160 standard reports and more than 3,000 custom reports are currently set up in eTTek Review, including everything from non-compliance reports that reveal why an employee did not obtain the lowest airfare for a particular flight to executive overviews that summarize spending patterns. Most reports are parameter driven with Information Builders' unique guided ad hoc reporting technology.

### Peer Review System Keeps Expenses On Track

Users can also run reports that compare their own travel metrics with aggregated travel data from other Travel and Transport clients. This benchmarking service lets them gauge whether their expenditures, preferred rates, and other metrics are in line with those of other companies of a similar size or within the same industry. By pooling the data, Travel and Transport helps protect individual clients' information while also enabling its entire customer base to achieve lower rates by giving them leverage for their negotiations.

Reports can be run interactively or in batch mode, with results displayed on the screen, stored in a library, saved to a PDF file, loaded into an Excel spreadsheet, or sent as an Active Report that permits additional analysis. "Our clients love the visual metaphors provided by Information Builders graphical displays, including Adobe® Flex® and WebFOCUS Active PDF files," explains Steve Cords, IT

manager at Travel and Transport and team leader for the eTTek Review project. "Most summary reports have drill-down capability to a detailed report. All reports can be run for a particular hierarchy structure, and more than one hierarchy can be selected."

Of course, users never see the code that makes all of this possible. They operate in an intuitive dashboard environment with drop-down menus and drillable graphs, all accessible through a browser-based interface that requires no client-side software. This architecture makes it easy and cost effective for users to tap into eTTek Review from any location. Collectively, customers run an estimated 50,000 reports per month. About 20,000 of those reports are automatically generated and distributed via WebFOCUS ReportCaster.

### An Efficient Architecture That Yields Soaring Results

Travel and Transport captures travel information from reservation systems known as Global Distribution Systems (GDS) via a proprietary back-office system that resides in a DB2 database on an IBM iSeries computer. They use SQL tables to store user IDs and passwords, and use other databases to store the information.

"The database can be sorted according to a specific hierarchy to match the breakdown of reports required by each company," continues Cords. "If they want to see just marketing and accounting information, we can deliver it. If they want to see the particular level of detail reflecting a given cost center, we can deliver that too."

Because all data is securely stored for three years, clients can generate trend reports to compare current travel to previous years. They can also use the BI system to monitor where employees are traveling at any point in time.

The reports are so easy to use that Cords and his team have started replacing outdated processes with new automated ones using the same WebFOCUS technology. The company also uses WebFOCUS to streamline their quarterly review process. In the past, client service managers had to manually create these quarterly reports by aggregating data from a variety of clients. The 80-page report took one week to create at the end of every quarter.

Travel and Transport has completely automated the quarterly review system using WebFOCUS so the managers can select the pages, percentages, and specific data they want to include. This gives them more time to do further analysis and make better use of the information. Cords estimates that the timesavings add up to about \$200,000 every year for this project alone.

"Metrics derived from actionable data are key to helping us negotiate with our suppliers, enforce our travel policy, and save our company money," continues Cords. "During the recession, the travel industry was hit particularly hard, but Travel and Transport managed to add new multi-million dollar accounts even in the worst of times. We attribute a lot of this growth to the cutting-edge reporting technology we offer to clients."

### WebFOCUS Enable for Adobe® Flex®

WebFOCUS Enable is an application engine that mashes up the strengths of WebFOCUS and Adobe® Flex® to create multi-dimensional dashboards that use dynamic animation, interactions, and transition effects to highlight important information and guide users through an analytic process. Travel and Transport is using these dynamic graphic capabilities to enhance its customer-facing BI environment.



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# TRAVEL WEEKLY

The Travel Industry's Trusted Voice

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Corporate Travel

## Some Radius agencies seek big-league clout

By [Jerry Limone](#) / July 14, 2003

BETHESDA, Md. -- Some agencies in the Radius consortium are putting more muscle into pursuing multinational corporate business in an effort to take market share away from the industry's mega-agencies.

Twenty-five agencies formed a "Business Development" group within Radius that will market travel management services to multinational companies. Among the 25 are three U.S. agencies: Travel and Transport in Omaha, Neb.; Northwestern Travel Management in Minneapolis; and TraveLeaders in Coral Gables, Fla.

Agencies kicked in money above and beyond their Radius membership dues to fund a new sales/marketing staff and cover the costs associated with the new initiative, said Tony Hughes, president and CEO of Radius.

"Agencies like American Express and WorldTravel BTI have strong brands, and now multinational corporations will start to see Radius' brand more prominently," Hughes said.

"We have to convince corporations that we can act as one and guarantee service levels across boundaries."

Keith St. Clair, chairman and CEO of TraveLeaders, said, "We think this is a big opportunity, an opportunity that has gone by us in the past. We think we can come together and make it happen."

Hughes said all 85 Radius agencies had the chance to join the new initiative, but not all were interested in "playing in a bigger league and paying more money."

The RFP process will be centrally managed by Radius, Hughes said. When multinational accounts are won, Hughes said varying factors will determine which of the U.S. partners gets the U.S. business.



Location of the client's U.S. headquarters -- in relation to the location of agency operations -- will be a factor, Hughes said.

If a salesperson at the agency, and not a Radius salesperson, uncovered the lead, then the agency that found the business gets the business, according to [Bill Tech, Travel and Transport's CEO](#).

"When all things are equal, there is an agreement that agencies will take turns," Hughes said. "The three U.S. partners have said it's not perfect, but they are hungry to work something out."

Tech said he doesn't envision Radius capturing the world's largest accounts -- companies that have offices in many countries and annually spend more than \$100 million on travel.

"I see us going after the \$50 million to \$100 million accounts with offices in, say, 10 countries," Tech said. "We could handle that without a problem."

Art Dahl, president of Northwestern Travel Management, echoed Tech's sentiments.

"In my opinion, the really large accounts are sort of abusive of their vendors -- over the edge as far as I'm concerned," Dahl said. "The middle market [global account] is less likely to be that way."

Dahl added that Northwestern already manages some global accounts, sharing travel data with Radius partners in other countries in order to service those accounts properly.

"Because we're already [handling global business], we feel there is an opportunity to become more proactive in selling that kind of service," Dahl said. "We're adding resources to broaden the spectrum."



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# TRAVEL WEEKLY

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Corporate Travel

## Hot pursuit of lukewarm Rosenbluth clients

By [Jerry Limone](#) / August 14, 2003

DALLAS -- Large regional agencies are looking to capitalize on American Express' pending acquisition of Rosenbluth International, by wooing Rosenbluth clients that don't want to be American Express clients.

"We've already had two Rosenbluth clients, with volumes of \$15 million and \$18 million, contact us," said Linda Garback, president and chief executive of Total Travel Management in Troy, Mich. "They don't want to get lost in American Express' world."

"Our opportunity to grow is now. We plan to grow by 30% in the next 18 months," said Garback, adding that winning the business of Rosenbluth clients will be an important part of helping her agency reach that goal.

The pending sale of Rosenbluth prompted Omaha, Neb.-headquartered Travel and Transport to advertise a promotion on the trade show floor at the National Business Travel Association conference here, said Bill Tech, the agency's chief executive. Travel and Transport is guaranteeing satisfactory service to new customers contracted from Aug. 1, 2003, to March 31, 2004.

After six months, if the corporation isn't satisfied because the agency isn't delivering on "agreed-upon goals and objectives within the customer's travel program," then Travel and Transport will reimburse overhead and profit earned from transaction fees, said Tech.

"We are going after accounts that have chosen Rosenbluth because of its level of service," Tech said. "We believe we are a company similar to Rosenbluth."

"We can adapt to a customer's needs better than American Express," Tech continued. "We can respond more quickly to specific service requests, like out-of-the-ordinary reports. A mega agency, because of large infrastructure, doesn't have the ability to respond as quickly."

Andrew Menkes, chief executive of Partnership Travel Consulting in Princeton, N.J., said there is opportunity for the large regional agencies that, like Rosenbluth, provide "individualized, high-touch, client-based services."

American Express, on the other hand, isn't quite as flexible, said Menkes. American Express does have "multiple approaches" to managing accounts, said Menkes, adding that it rarely strays from those templates.

"American Express pretty much has its system down pat," Menkes said.

However, Menkes said, corporations choosing to stick with American Express probably don't need to worry about service disruptions, since American Express has a good track record of integrating acquired agencies, like Travel One and Lifeco, into its business.



Carol Ann Salcito, president of consulting firm Management Alternatives in Norwalk, Conn., agrees.

"American Express will put together good integration teams and will try to keep the qualities that made clients choose Rosenbluth in the first place," Salcito said. "It will be key to keep the employees who are well-respected by Rosenbluth clients, especially ones on the front line."

Pam Arway, American Express' president of corporate travel in North America, adamantly maintains there won't be any service disruptions and that valued Rosenbluth service levels will remain.

"If we don't take the best of both companies, then why would we do this acquisition?" Arway said. "The integration is something I will be personally driving."

"We're going to have a lot of fun going through this," Arway added, "and we're going to learn a lot."

*To contact reporter Jerry Limone, send e-mail to [jlimone@ntmlc.com](mailto:jlimone@ntmlc.com).*



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## Meetings Beat: Travel And Transport Boosts Mtg. Booking

December 17, 2007 - 12:00 AM ET  
By Elissa Hunter

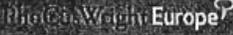
Meeting Trends, the meeting and incentive division of Omaha, Neb.-based travel management firm Travel And Transport, this month announced the ability to book meeting air travel online. Its new TravelQuote technology solution will allow attendees to book negotiated discounts for one-way, roundtrip or multi-city trips. "TravelQuote enables Meeting Trends client attendees to easily book online. The attendee can choose from a detailed list of available flights and determine what works best for their schedule in accordance with the meeting date and times. The convenience of being able to book online 24 hours a day has been a tremendous advantage to our busy travelers," operations manager for Meeting Trends Kim Fehlhaber said.

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## T&T Buys East Coast TMC Presence

January 02, 2008 - 12:00 AM ET

Travel and Transport today announced it has completed the acquisition of Boston-area travel management company Abacus Travel for an undisclosed amount. The deal, which became effective Jan. 1, gives Omaha, Neb.-based super regional TMC Travel and Transport its first "brick and mortar" presence on the East Coast. In addition to its Peabody, Mass., headquarters, Abacus has branch offices in Plainville and Worcester, Mass., and Manchester, N.H.

Travel and Transport president and CEO Bill Tech said Abacus Travel serves more than 450 small corporate accounts that represent about \$100 million in annual total travel volume. Its largest account spends \$3 million in total volume. He said Travel and Transport, which primarily handles accounts with overall volumes between \$3 million and \$45 million, now has a stronger presence in the small market and the East Coast where it already has some onsite operations for some clients.

The integration of Abacus is underway and its 100 employees will transition to Travel and Transport, Tech told *BTN*. During the transition period, Abacus CEO Allan Huntley and president Marla Huntley will serve on a contract basis, according to Tech, who expects integration to be complete within two to three months. Tech said he plans to maintain Abacus' remaining management team.

DeAnna Overman, Travel and Transport vice president of operations, is overseeing the integration until her planned retirement in August. Nancy Miller, current vice president of branch support services, will then transition into Overman's role.

With the first travel management company acquisition of 2008, Tech said it will not be his last. "We are still a debt-free company after this acquisition, so we didn't have to get any loans to buy it," he said. "We have money in the bank and are going to be looking for more opportunities."

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# Difficult Market Outweighs Advances: Negotiated 2006 Hotel Rates Loading Late Despite New Tech, Procedures

February 06, 2006 - 12:00 AM ET

By David Eisen

Despite technological advances and efforts by travel buyers and suppliers to facilitate the accurate and timely loading of negotiated corporate hotel rates into global distribution systems, travel buyers still are seeing some delays in loading 2006 rates due mainly to protracted contract negotiations.

Several business travel buyers, hoteliers and travel management company executives said that the rate-loading process is moving at a pace similar to years past, but point to new efforts and technologies that have increased the fluidity of the process and ironed out some key rate-loading issues.

Brian Nichols, National Business Travel Association hotel committee chair and hotel and ground transportation programs manager at Deloitte, said higher demand and higher rates have affected negotiations. "Some companies are still negotiating," slowing the process, he said. "They have taken a little longer because of demand. It's more involved this year."

As it stands, the rate-loading process is meeting expectations, according to Nichols. "General feedback is that both buyers and suppliers are following a more structured approach to the rate-loading process that's yielding improved results compared to past years," he said.

One month past the Jan. 1, 2006, rate-loading target, gauging the pace of the rate-loading process is crucial for both buyers and hoteliers. Maria Chevalier, vice president of hotel relations at WorldTravel, BTN's Travel Procurement Solutions division, said she as the number of negotiated hotels, I didn't see a huge movement one way or the other, neither a significant increase or decrease in the number of negotiated hotels," she said.

Susan Beadle, director of corporate key accounts for InterContinental Hotel Group, said, "Between 75 percent and 80 percent of our clients have completed negotiations for 2006 and their rates have been loaded."

Travel and Transport, a travel management company based in Omaha, Neb., and a member of the global travel network Radius, works closely with hotels to guarantee that rates are loaded correctly and promptly. "We're in great shape," said Bill Tech, Travel and Transport's president and CEO. "Eighty percent of our hotel rates

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are negotiated by Radius and those were loaded in the fall and audited prior to Jan. 1. The remaining 20 percent we loaded ourselves are specific negotiated rates between our individual customers and specific hotel properties."

Chevalier said that most companies have now moved into the important phase of auditing rates to ensure veracity. "As it pertains to the audit itself, every year the hotels are getting a little better because they know they are being audited. Therefore, the first run results have improved slightly over last year," she said. Chevalier reported that her company is in the midst of their initial rate audit. "We've not seen anything first run over 70 percent accurate." WorldTravel BTI audits rates three times to avoid any inaccuracies, an approach, she said, that culminates with a 98 percent accuracy rate. Although some rates may not accurately be loaded as of yet, they are up on the GDSs, which allows companies to make travel arrangements in the new year.

Hoteliers voiced a similar sentiment to that of their counterparts: The rate-loading process is moving at a good pace. "It's been a traditionally normal year," said Kevin Kelly, executive director of sales for Hyatt Hotels & Resorts. "Everything has flowed very smoothly." Chevalier concurred: "The majority have remained within the traditional hotel procurement season and they pretty much have stayed on task."

RFP Express, a company that facilitates the request-for-proposals process, claimed that the process holistically has improved, but there are still portions that need attention.

"People are looking to technologies to solve problems," according to Brian Langer, vice president of client services at RFP Express. "Corporations are focusing more and more on rate loading. They want assurances that their rates will be loaded by a certain deadline and, if not, there will be penalties." These penalties, he argued, could be monetary or a loss of business for the hotel in question.

Choice Hotels International has streamlined rate loading by developing a tool that allows them to load rates in only three days. It took them three weeks on average last year. "Our negotiating rate-loading tool allows us to load rates for our 5,000 hotels more accurately and quickly," said Christine Chippindale, senior director of travel industry sales for Choice. "In addition, we've improved our correspondence." As a part of its new technology, Choice electronically notifies its clients once their rates are loaded.

Choice Hotels has taken on 25 new corporate clients this year, an 11 percent bump from a year ago. Still, 73 percent of its clients are either loaded or in the process. Interestingly, Chippindale said that the remaining 27 percent—59 clients—have still not made a decision on their hotel program. "We are waiting on confirmation," she said.

Nichols said buyers who began the process early and secured rates are at an obvious advantage: Their rates already have been loaded and either audited or in the auditing phase. Conversely, travel buyers who do not secure negotiated rates for their clients by the start of the calendar year are left to try and extend their 2005 negotiated rates or hoteliers often will preload initially offered rates, with the promise that the negotiated rate will be loaded once it is

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locked in. Even though the preloaded rate may very well be higher than in 2005, it is better than paying rack rate.

Nichols cited a lack of understanding on the buyers' side of their roles and responsibilities, along with the failure to finish the process in a timely manner, which often doesn't allow sufficient time for proper rate loading.

Hyatt's Kelly admits that the negotiating climate was a bit more difficult for 2006 as pricing structures altered due in part to the negotiating leverage currently wielded by hoteliers. "The negotiating season was a little more challenging," said Kelly. "In the past there might be one rebid, but there have been a few more this year."

The process of negotiating hotel rates can be contentious, but hoteliers and suppliers alike understand they are both trying to reach a common goal. IHG's Beadle said fostering amicable relationships with clients is an integral component to a successful program.

"Most of our clients have completed or are in the process of completing their hotel rate negotiations for 2006," she said. "For those who have not, we have conversations with our customers and with our hotels to agree upon the best course of action. If we all agree that preloading rates is the right thing to do, then we do so. Our goal is to be sure that travelers are not left without preferred rates to book this year."

One stumbling block in many negotiations is last-room availability. Traditionally, LRA is something buyers typically incorporate in their programs, however, in an attempt to deflect higher costs, many travel buyers removed it from their programs this year.

Kelly said that despite some obstacles, the process still has gone well because of the relationships that his hotel has forged with travel buyers. "Hyatt sensed that this year's negotiating process had a few more moving parts that needed to be sorted out," he said. "It's a partnership. If we start early, keep lines open and data flowing, then it's a smooth process."

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## Radius Embeds Sales Personnel To Gain Global Accounts

August 17, 2009 - 12:00 AM ET

By Seth Harris

Travel management company network Radius in June began deploying embedded salespeople to some agency members as part of a strategy designed to provide the agencies that drive the most multinational business with the resources to pursue larger global accounts.

This month, Radius member Travel and Transport named former Hertz global and strategic account manager Brian Butler as Travel and Transport's director of global sales, becoming the first U.S. TMC to implement the embedded personnel. According to Radius vice president of global sales and service Kieran Hartwell, Radius plans to embed global sales personnel at Milwaukee-based Adelman Travel Group and New York-based Ovation Travel Group by year-end and at up to 10 agencies by the end of 2010.

United Kingdom-based Portman Travel was the first member to implement the embedded program when it added a former HRG sales executive to lead its global sales efforts.

Hartwell said there also are plans to implement embedded account managers and other operational resources to support global growth.

In the last year, Radius has doubled its overall sales force and implemented centralized global and regional teams. Previously, no more than two salespeople were in each region.

Hartwell said Radius also doubled the size of its account management, data management and operations teams to 35 as it

technology and implemented a new quality control process to ensure data accuracy before clients receive reports. The network also has deployed new sales and automated request-for-proposal tools to standardize the sales process centrally and within its members.

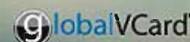
Radius now has 75 international and 14 U.S.-based members, after adding Travelocity Business late last year and Birmingham, Ala.-based Adtrav Travel Management on July 1. TBiz was the first Internet travel management company to join an agency network. Hartwell described the growth of the TBiz relationship as "explosive," as the two companies have integrated their sales planning and have developed a joint potential sales pipeline of \$600

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### **Power List 2010: 10 Years in Review**

By [Harvey Chipkin](#) / June 27, 2010

Navigant. Sato Travel. McCord Travel. Rosenbluth International.

Those four companies all ranked high among Travel Weekly's Top 50 travel agencies in 2000. All were eventually acquired by other companies.

This marks the 18th year that Travel Weekly has compiled a listing of the largest agencies in the retail sector -- first as the Top 50, then beginning in 2004 as the Power List.

Over the last decade, a number of listees have changed or disappeared, usually through mergers and acquisitions, but quite a few have remained. Some survivors, such as American Express and Carlson Wagonlit Travel, have continued to dominate the top, while others, such as TravelStore and CI Travel, have ranked lower.

A number of 2000 listees have grown tremendously. Altour's sales soared from \$150 million in 1999 to \$809 million last year. **Travel and Transport grew from \$650 million to more than \$1 billion.**

And some on the 2010 Power List did not even exist back in 2000.

To get a feel for the changes that listees experienced over the past decade, we added a question to the Power List survey asking for perspectives about the last 10 years. We also interviewed executives, from companies that have remained on the list through the years as well as from a few newcomers.

While the big story over the last decade might be technology, it is certainly not the only element driving the industry's transformation.

This year's No. 1 company, Expedia, only came into existence in 1996, four years before the decade's first Top 50 (where it ranked No. 10).

Launched within a small division of Microsoft, Expedia was originally intended to be a "simple travel reference tool," according to the company, but its structure and mission have changed radically.

It was spun off from Microsoft, became a publicly traded corporation, was taken private as part of InteractiveCorp, then was spun off again.

Along the way, Expedia Inc. acquired other travel brands, including Hotels Reservation Network (later

renamed Hotels.com), Hotwire, TripAdvisor and Classic Vacations.

### **Clicks and bricks**

The Internet, of course, was a driving force behind Expedia's meteoric rise, but it also drove changes of various kinds for most other travel sellers, large and small.

In 2000, Adelman Travel had 70 dedicated on-site locations; today it has fewer than 20, while maintaining a 98% customer retention rate.

As the company noted, "Many of our existing customers have changed their service configuration to online fulfillment, while we are still providing VIP full-service transactions for executive travelers."

Not all growth occurred in cyberspace. Protravel has grown from a single location to more than 20 as it boosted sales from \$75 million to a projected \$600 million for 2010. The company opened one office in London.

Trading bricks for clicks, in other words, was no guarantee of success.

Alexandre Chemla, CEO of Altour, sees taking risks and adapting as the keys to growth over the last decade. For example, he said, "After years of seeing American Express as a competitor and even fighting them, we have become a partner with them, and that has been the best thing we have ever done."

Last year, Altour purchased a dozen American Express offices.

Frosch, a company relatively new to the list, said in its response that it "has transformed itself from a local agency to a national, diversified industry leader in the past decade ... through a combination of strategic acquisitions, organic growth and technology developments."

### **Hosting**

One way agencies have grown is establishing relationships with outside travel sellers as many veteran agents closed shop and moved their operations to their homes. At Valerie Wilson Travel, according to the company's response, "We have grown strategically with branch offices, affiliate agencies and home-based agents."

CI Travel stated: "The development of telephony and hardware/software solutions has allowed us to keep good travel consultants we may have lost, through hiring many new home-based virtual consultants."

Balboa claims to have been a pioneer with its At-Home program: Since its implementation in 2001, the company said, the program has "been modeled by many in the industry."

America's Vacation Center shifted its entire business model to a hosting enterprise in order to compete. In addition to marketing and technology tools, AVC blocks space on cruises and tours and provides other services such as weekly commission payments via direct deposit.

"Back in 2000, we were Anderson Travel in Hawaii, a brick-and-mortar company," said Van Anderson, AVC co-president. "It became clear to us that the Internet was going to change everything. We jumped into technology to make the shift possible. It's all about the willingness to adapt and change."

### **Acquisition and consolidation**

The big have grown bigger, and even some of the smaller have grown in an effort to survive at a time when more and more resources are needed to keep up with technology and globalization.

Travel Leaders Group emerged from a division of Carlson and, since then, has seen the acquisition of the TravelLeaders agency, from which the group eventually took its name. Two years ago, it also acquired Tzell Travel Group, another high-ranking Power List company in past years.

Chemla said that buying a \$300 million company, the Travel Authority, in the tumultuous year of 2009 was risky, but it was typical of what Altour has done over the years to facilitate its growth. Similarly, Chemla said, he jumped at the chance to buy an entertainment-centric agency in Los Angeles years ago, although it was a risky financial move at the time. Entertainment is now a huge revenue driver and growth segment for the company, he said.

Travel and Transport has made a number of acquisitions, most notably Boston-based Abacus Travel, which enabled the company to expand into New England.

On the other hand, World Travel Inc. proudly boasts of growing substantially without acquisitions "by bringing new clients onboard and retaining our current client base."

But while the travel management business has trended toward big corporate enterprises, some families continue to run large companies. At Valerie Wilson Travel, the company planned for the future a few years ago when founder Valerie Wilson transferred nearly 50% ownership and company stock to her two daughters, Jennifer Wilson-Buttigieg and Kimberly Wilson Wetty, who also serve as company executives.

### **Transformative technology**

While the Internet and back-office automation were beginning to play a role in 2000, it was in its infancy as far as travel management. Now, not only the Internet but sophisticated, high-tech tools unimaginable a decade ago are essential. For example, Omega Travel points to self-booking tools, travel-and-expense management solutions, enhanced fulfillment, quality control, risk management and worldwide support as all being central to its business.

"Technology also plays an increasing role in providing the most critical component of travel: secure systems and data controls," Omega stated. "Travel agencies have evolved from being vehicles that issue airline tickets and make hotel and car reservations to being full-fledged businesses charged with providing consultation and innovative solutions to customers worldwide."

Travel and Transport attributes much of its growth to technology, specifically the 2002 launch of its eTTek Solutions suite of products. Since the launch, the company has continued to add to the suite.

In recent years, online booking tools have become keys to success. World Travel Inc. has implemented Cliqbook by Concur, Rearden Commerce's Personal Assistant and Sabre's GetThere. A few years ago, the company said, online booking constituted less than half of 1% of total bookings. Now, that percentage has soared to a third of total bookings. As a result, the company now has a full-service Online Solutions department.

At Boeing Travel, which will soon become the travel department of Boeing and will no longer serve outside clients, online booking has achieved 93% adoption within the Boeing Co. and 50% overall adoption for non-Boeing business.

At World Travel Inc., "Our I.T. department has ballooned and is headed today by a [chief information officer] with 28 staff members."

Reporting has also become heavily automated. At World Travel, the company has created its own reporting Web portal known as WorldView Reports, using BusinessObjects 3.1 and Web Intelligence.

Atlas Travel hired its first chief technology officer in 2001 and since then claims to have "pioneered the custom e-invoice, automated client surveys, implemented Web-based reporting and more."

At America's Vacation Center, the company created proprietary software called Agent Power, designed to consolidate the entire workflow of affiliates into the system and serve as an agency operating system for leads, inventory, customer relationship management and dozens of other applications.

Interestingly, more than one company still sees the telephone as central to its success. Tom Spagnola, senior vice president of supplier relations at OneTravel, which has made the list the last two years, has a large call center in Las Vegas.

"We put the toll-free number on every page of our site," Spagnola said. "Our conversion rate is far greater in the call center than online."

Similarly, at Travelong, Bill Miller, senior vice president for strategic partnerships, said, "The call center is very important to us. We want customers to call us, because sales agents can convert and upsell customers a lot better than we can electronically."

### **Going global**

Many Power List companies have thrived by becoming global, either through organic growth or through affiliating with global outfits like HRG or international networks like Radius. Omega, for one, has established its own Middle East offices in Bahrain, Kuwait and Qatar.

Travel and Transport points to its membership in Radius for the ability to "successfully service clients throughout the world."

AVC created Avoya Travel several years ago to reach out to Canadian customers as a step toward globalization.

Atlas Travel has hired its first executive vice president of global business development and started going after larger corporate accounts. To serve those clients, Atlas has partnered with agencies in key locations around the world.

### **Diversity or specialize**

Some companies claim to have weathered the recession because they diversified. Atlas, for example, formed Atlas Meetings & Incentives in 2004.

At OneTravel, Spagnola said, "We are looking at ancillary revenue from theme parks, entertainment and a variety of other options."

Global Crew Logistics, whose niche is aviation (cargo and private aviation crews, etc.), appears on the list for the first time this year. According to CEO Jim Collins, that is because "we had kept a low profile in the past as we built our business. Now we are trying to expand into some mainstream corporate business and are looking to expand our portfolio."

None of these trends seems to be slowing down. It's all best summed up in a questionnaire response from CI

Travel:

"As we exit the last decade, we can say that more change occurred in the past three years than in the first seven. It's a mobile world out there."

*This report appeared in the June 28 issue of Travel Weekly.*

*To view the survey in its entirety, [click here](#).*



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July 13, 2011 - 03:44 PM ET

Key TMC shareholders made a "multi-million dollar global investment" in Radius, according to the company. Included among the investors are Cox and Kings Ltd from India, Portman Travel in the United Kingdom and Travel and Transport in the United States. "This capital infusion will help Radius rescale its infrastructure, which is in direct response to the tremendous recent growth of their client portfolio," according to a statement. "Our intention is to add significant global sales and support resources as well as expand our technology offering and data management and reporting capabilities." Radius claims growth of more than 200 percent during the past three years.

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Corporate Travel

## Corporate agencies inject capital in Radius

By [Jerry Limone](#) / July 18, 2011

Three shareholders in Radius, a global network of corporate travel agencies, have invested \$8.1 million in Radius to increase efforts to pursue multinational accounts and improve products.

Travel and Transport of Omaha, Neb., No. 14 on Travel Weekly's 2011 Power List, is one of the investors. The other two are Portman Travel of the U.K. and Cox & Kings India.

Radius CFO Shannon Hyland said the three agencies collectively increased their ownership in Radius to a majority stake with their investment.

Radius plans to use the funds to hire salespeople and account managers to aggressively pursue multinational accounts, Hyland said. The organization also intends to improve its data-reporting technology and expand its hotel program in Europe, Asia-Pacific and Latin America.

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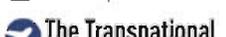
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## New Investments Leave Three Major Shareholders In Radius

July 21, 2011 - 09:20 AM ET

By Jay Campbell

Travel management company Radius last week announced a private offering that generated a "multi-million dollar global investment" by Cox and Kings Ltd of India, Portman Travel in the United Kingdom and Travel and Transport in the United States. The trio already were investors, but their equal shares now total more than 80 percent of the company, according to its chairman.

"I've been involved in Radius for 14 years now and have been chair for eight or nine of those," said Bill Tech, who also is CEO of Travel and Transport, whose previous 20 percent share of Radius had been the largest. "When we hired Chris Vasilou three years ago, the thought was to take the company to the next level, and Chris has done that. He has shown us how we can compete with the mega TMCs. Over the last three years, we have grown by 200 percent in sales generated by Radius salespeople in global bids." Vasilou signed a three-year contract before the announced investment, Tech said.

T&T is a member in Radius mainly for defensive reasons, so that U.S.-based clients wouldn't leave for a global TMC because T&T lacked a solution in another country, Tech said. "We weren't opposed to growing, but it wasn't our purpose," he said. "Now we have seen growth, and existing customers re-up with us and re-up with Radius."

A press statement indicated the capital infusion would "help Radius rescale its infrastructure. ... Our intention is to add significant global sales and support resources as well as expand our technology

As for technology, Tech said Radius still works with TRX under a long-term data consolidation deal.

The build-or-buy technology question is "a debate right now," said Tech. Radius also is considering a renewed effort to have members furnish technology to other members for global bids. "We want to see what's out there, and it's better to buy than build if we can," said Tech. "But we're still studying it." Radius a year ago put Vinod George in charge of information technology, and former CIO Jay Richmond four months ago took on the role of senior vice president for emerging technologies.

Asked about the reaction to the investments by members with

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smaller or no shares, Tech said, "This is not about us taking over or controlling Radius; we're all shareholders."

"More and more of our business is becoming global," Tech noted. "Ten years ago, maybe 10 percent to 15 percent of our U.S.-based companies had a presence in one or two [other] countries. Now, over 40 percent of our U.S.-based companies have operations overseas, and they want our help to consolidate those programs and group the data together. We'll eventually go to the airlines and try to get global airline contracts and things like that."

Acknowledging that some corporate buyers are not interested in the Radius model—which makes heavier use of partnerships than do global networks from the likes of American Express, BCD Travel, Carlson Wagonlit Travel or HRG—Tech nevertheless said, "Others think it's the best thing because their offices in foreign countries want to deal with their neighbors in that country. They may not want a foreigner to run it or to have the business in some huge European or Asian call center. And they say, 'We want to keep the business with our neighbors.' It works."

While networked multinational corporate travel sales are growing, the company's hotel rate program remains the "bread and butter," Tech said. Radius claimed annual sales among its 90 members in 80 countries of more than \$21 billion.

Radius in 2003 created a Business Development Group segment of its network based on a financial commitment from 26 members. The network today includes non-owning members and shareholder members, with the new offering creating a distinct trio of majority-shareholder members.

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**Mobile solutions provides real-time travel information and notifications for corporate traveler**

August 16, 2011 – Omaha, NE – Client Resources Inc. ("CRI"), an award-winning technology services and solutions provider, has recently partnered with Travel and Transport, the 5th largest travel management company in the U.S., to launch eTTek DashSM, a mobile app designed specifically for corporate travelers.

Travel and Transport's eTTek Dash mobile app provides its corporate travel customers with feature-rich capabilities and real-time notifications that are invaluable for today's business traveler. This new app will empower travelers with important travel information without the hassle or privacy concern of sending itinerary information to a 3rd party. eTTek Dash brings together the most sought-after travel tools in the industry. When travel plans change, eTTek Dash keeps travelers up-to-date with gate departure information as well as important travel alerts and security alerts. Travelers will also have the capability to utilize the innovative touch-to-call application that connects them with an experienced Travel and Transport travel counselor who has their specific information and is ready to assist 24/7. The eTTek Dash app is available for download on the Apple iTunes® and Android Market® app stores.

Commenting on the announcement, Mike Kubasik, SVP & CIO of Travel and Transport, says, "CRI came in with a unique approach and helped us create a mobile strategy and app solutions that were tailored to our business. Our business relationship with CRI enables Travel and Transport to leverage the technology expertise and industry knowledge CRI provides through their Emerging Technology Practice, delivering innovative solutions to our customers and a competitive advantage in the corporate travel industry. We look forward to a long and successful relationship with CRI."

"CRI is pleased to have been chosen by Travel and Transport for developing and delivering emerging technology solutions to their customers," says Susan Thaden, President of CRI. "Travel and Transport is a marquee brand in the corporate travel industry, and to assist them in developing and launching mobile solutions in one of the most technology driven industries is a testimonial to the talent and technical expertise CRI has continued to employ and offer to our clients."

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# TRAVEL AND TRANSPORT

## Travel and Transport Announces the Acquisition of Sprayberry Travel

Atlanta based location to offer continued growth for T&T

October 5, 2011 [Print Pitch](#)

October 5, 2011 - Travel and Transport today announces the acquisition of Sprayberry Travel headquartered in Atlanta, Georgia.

### Related Pitches



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Sprayberry Travel, an affiliate of Travel Leaders, has been dedicated to servicing corporate, meetings and incentives and leisure-based clients for over 28 years. Sprayberry Travel has been exclusively focused on business travel growth through its keen upholding and commitment to continuously achieving 100% client satisfaction. Majority owner, Doris Green stated, "In exploring new growth opportunities for our company, Travel and Transport matched our sense of community, commitment to long-term employees and our philosophy of continuously exceeding client expectations. We are looking forward to representing the best of both companies as we combine talents, technology and resources to bring robust service synergies to the Southeast marketplace." Green will help to facilitate the integration of Sprayberry Travel with Travel and Transport and will assume a leadership role within Travel and Transport.

Travel and Transport is continually searching for strategic acquisition opportunities throughout the country that will assist in the continued growth of the company. "Thanks in large part to the outstanding leadership team we currently have and our strong focus on acquiring additional state opportunities in the Southeast US, particularly Georgia and Florida, we were excited to learn of the opportunity with Sprayberry Travel," said Bill Teich, Travel and Transport, President and CEO. In addition, Travel and Transport has been developing relationships with many notable companies throughout the years in the Atlanta market. "Our employee-owners are thrilled to have a brick and mortar location in the Atlanta area to help support our many on-site locations and our future partners," Teich added.

Travel and Transport will make the acquisition a virtually seamless process for Sprayberry Travel. At the completion of the acquisition, Sprayberry Travel will assume the Travel and Transport name.

About Travel and Transport:

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Travel and Transport Announces the Acquisition of Sprayberry Travel located in Atlanta, Georgia.

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### Quick Facts

- ✓ Travel and Transport has been developing relationships with many notable companies throughout the years in the Atlanta market.
- ✓ Travel and Transport is continually searching for strategic acquisition opportunities throughout the country that will assist in the continued growth of the company.
- ✓ Travel and Transport, Inc., a 100% employee-owned company headquartered in Omaha, Nebraska, was founded in 1948 with locations in 39 states.

### Related Links

- ↳ Inside Travel and Transport Blog
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# TRAVEL WEEKLY

The Travel Industry's Trusted Voice

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Corporate Travel

## Travel and Transport acquires Atlanta-area agency

By [Jerry Limone](#) / October 05, 2011

Corporate travel agency Travel and Transport of Omaha, Neb., has acquired Sprayberry Travel of Marietta, Ga. Sprayberry will assume the Travel and Transport name.

CEO Bill Tech said Travel and Transport has been focused on growing the agency's business in the Southeast, particularly in Florida and Georgia. A brick-and-mortar location near Atlanta will support Travel and Transport's on-site operations in the Atlanta area, he added.

Sprayberry's majority owner, Dorrie Green, will assume a leadership role at Travel and Transport.

Sprayberry was an affiliate of Travel Leaders; that affiliation ended Oct. 1.

Travel and Transport is a shareholder in Radius, a network of corporate travel agencies that serves multinational clients.

Travel and Transport, a travel agency 100% owned by employees, was No. 14 on Travel Weekly's 2011 Power List with gross sales of \$1.15 billion in 2010. The company has locations in 39 U.S. states.

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Last updated: 04:10 PM ET, Wed April 23 2014

# Travel and Transport Buys Ultramar Travel Management in Blockbuster Deal

TRAVEL AGENT | JAMES SHILLINGLAW | OCTOBER 09, 2012



Travel and Transport, in a blockbuster corporate travel management deal, has acquired Ultramar Travel Management. The deal, announced on Oct. 9, creates a "game-changing new combination that will positively impact the travel industry," according to the CEOs of both travel management companies. New York-based Ultramar has roughly 270 employees and \$500 million in sales. Omaha, Neb.-based Travel and Transport has more than 1,000 employees with total sales of more than \$2 billion.

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# TRAVEL WEEKLY

The Travel Industry's Trusted Voice

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Corporate Travel

## Travel and Transport acquires Ultramar Travel Management

By [Jerry Limone](#) / October 09, 2012

Travel and Transport, No. 12 on Travel Weekly's 2012 Power List, has acquired 100% of Ultramar Travel Management, No. 29 on the list.

Financial terms were not disclosed.

Under the new ownership structure, Ultramar, with 269 employees and \$500 million in sales, will operate independently under its own name and retain its separate operational infrastructure.

With the acquisition, the combined companies have more than 1,000 employees located in 37 states, with total annual sales in excess of \$2 billion, according to Travel and Transport.

Travel and Transport CEO Bill Tech called the acquisition a "true game changer for the industry."

"We believe that the combined power of our organizations, along with the continued steadfast belief in flexibility and our dedication to customer service, will be the clear alternative to the mega-firms in the market today," Tech said.

Omaha, Neb.-based Travel and Transport said the acquisition enables it to "strengthen its leadership position among corporate travel providers and extend its reach by combining the two companies' expertise and deep penetration in the finance, retail, private equity/finance, insurance, architecture/engineering and law sectors."

Ultramar's existing executive team will remain in place for a minimum of five years under employment contracts that became effective upon completion of the acquisition, Travel & Transport said. No layoffs are planned.

Ultramar employees will retain their current compensation and benefits packages, and after one year will become employee-owners by participating in Travel and Transport's employee stock ownership plan.

Ultramar CEO Peter Klebanow said, "This combination of two similar cultures, while retaining our strong individual brands, represents the best possible set of elements to ensure success for years to come."

Combined with Ultramar, Travel and Transport would have ranked at No. 11 on Travel Weekly's 2012 Power List, above Flight Centre USA and within striking distance of Travel Leaders Group at No. 10.

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## Travel & Transport acquires New York agency

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October 09, 2012 2:40 pm • Lincoln Journal Star

Travel and Transport Inc. of Omaha and Ultramar Travel Management Inc. of New York City announced that Travel and Transport has acquired Ultramar in an all-cash transaction.

Financial terms were not disclosed.

With this acquisition, the combined companies said they will have more than 1,000 employees in 37 states with total annual sales in excess of \$2 billion.

"This acquisition is a true game changer for the industry. We believe that the combined power of our organizations, along with the continued steadfast belief in flexibility and our dedication to customer service, will be the clear alternative to the mega-firms in the market today," Travel and Transport President and CEO Bill Tech said in a news release.

Ultramar, with 269 employees and \$500 million in sales, will operate independently under its own name and retain its separate operating structure. Unlike other recent travel industry mergers, the companies said, they do not plan for the elimination of any staff positions, and they are expected to continue the growth they have experienced for the past several years. After one year, when Ultramar employees are vested, Travel and Transport's Employee Stock Ownership Plan will become one of the 100 largest, by employee count, Travel and Transport said.

Founded in 1946, Travel and Transport calls itself the fifth-largest travel management company in the United States. Ultramar was founded in 1947.

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## Travel And Transport Acquires Ultramar

October 09, 2012 - 03:05 PM ET  
By Jay Campbell

Travel and Transport purchased Ultramar Travel Management in an all-cash deal, the companies announced Tuesday.

Outside of the global mega agencies, T&T remains the second-largest national corporate travel management company, as documented in [BTN's 2012 Business Travel Survey](#). Combined with Ultramar, 2011 ARC sales were nearly \$740 million on 1.2 million ARC air transactions. The companies employ more than a thousand people in 37 states, with total annual sales in excess of \$2 billion.

T&T and Ultramar will retain their brands and separate operational structures, according to a written statement from the companies, and Ultramar's "existing executive team will remain in place for a minimum of five years. The companies do not plan for the elimination of any staff positions. Ultramar employees will retain their current compensation and benefits packages, and after one year will become employee-owners by participating in Travel and Transport's Employee Stock Ownership Plan."

T&T is a key member of the Radius network, while Ultramar is a pivotal GlobalStar member. "Over the next year, we will closely review and determine the best course of action in terms of selecting a global solution that makes the most sense for all of our current and future global customers," according to Travel and Transport president and CEO Bill Tech.

T&T is a big Travelport user, though it does employ multiple global distribution systems. Ultramar is a Sabre shop.

Financial terms of the deal were not disclosed.

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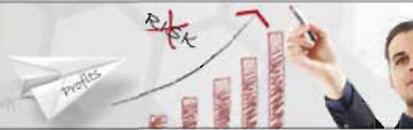
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## TRAVEL & TRANSPORT ACQUIRES ULTRAMAR, CREATING TMC GIANT

by Fred Gebhart / October 11, 2012



There's a new TMC giant on the block. In one of the largest industry consolidations in recent memory, Travel and Transport has acquired 100% of Ultramar. The CEOs of the two companies said the acquisition would create "a true game changer for the industry."

The combined \$2.5 billion company appears to be the 11th largest TMC in the U.S., ranking between Flight Centre USA and Travel Leaders Group.

"This could be the first shot in a new round of midmarket TMC consolidation," said an industry insider who asked not to be identified. "We are going to see more mergers and acquisition activity over the next year or so."

There is plenty of room for consolidation. Direct Travel CEO Ed Adams told *Travel Market Report* last year that the four mega TMCs, American Express, Carlson Wagonlit, Hogg Robinson and BCD Travel, represent barely 25% of the industry. (See "Q&A: Directtravel's Adams Cites Market 'Void' in Acquisitions Drive," Oct. 24, 2011.)

### Retaining brand identities

Travel and Transport, based in Omaha, Neb., has about 1,000



*Over the next year, we will closely review and determine the best course of action in terms of selecting a global solution that makes the most sense for all of our current and future global customers.*

Bill Tech, Travel and Transport

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employees and total sales in excess of \$2 billion. Ultramar, based in New York, has about 270 employees and \$500 million in sales. T&T acquired 100% of Ultramar in an all-cash transaction. The sales price was not made public.

Ultramar staff will join T&T, but both companies will retain their distinct names, brand identities, technology platforms and client bases for now. The Ultramar executive team will remain in place for at least five years.

### **Predicts accelerated growth**

"We have always respected Ultramar as a competitor and knew that its strengths in the marketplace would be a perfect complement," said Bill Tech, president and CEO of T&T.

"By preserving those strengths and maintaining Ultramar's leadership and operations as we combine our financial bases along with our respective areas of expertise, we believe we are setting the stage for accelerated growth for both sides of the organization."

### **Similar cultures**

Ultramar president and CEO Peter Klebanow was equally upbeat.

"When Travel and Transport approached us, we immediately recognized that the proposed alignment was a perfect fit. Like Ultramar, Travel and Transport has always been a customer-first, global service provider, not just a transaction factory.

"This combination of two similar cultures, while retaining our strong individual brands, represents the best-possible set of elements to ensure success for years to come."

A T&T spokesman said there are no plans to eliminate staff following the acquisition.

Ultramar employees will retain their current compensation and benefit packages for a year, then become employee-owners by joining T&T's stock ownership program. The acquisition moves T&T into the top 100 employee stock ownership plan companies (ESOP) in the U.S., based on employee head count.

### **Global partnerships**

The two companies have partnered with other TMCs around the world to extend their reach beyond the U.S. to service their global customers. T&T has played a major role in RADIUS and Ultramar has been a key player in GlobalStar.

Both Tech and Klebanow have spent about a decade as chairs of their respective networks.

At some point, the combined companies will have to come up with a combined global solution—the bylaws of both RADIUS and GlobalStar require members to choose one or the other. The combined company could also decide to strike out on its own with a new network.

"Over the next year, we will closely review and determine the best course of action in terms of selecting a global solution that

makes the most sense for all of our current and future global customers,” Tech said in a news release announcing the Ultramar acquisition.

“Meanwhile, it is important to point out that each company’s global customers will continue to be protected under the rules and regulations that currently govern RADIUS and GlobalStar.”

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# TRAVEL WEEKLY

The Travel Industry's Trusted Voice

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Corporate Travel

## Tzell-Protravel merger a combo of 'corporate titans'

By Kate Rice / November 11, 2012

The merger of Tzell Travel Group and Protravel is a marriage of corporate titans, according to one longtime industry observer.

Both are dominant players in the most competitive market in the world, said Jim Smith, founder of Brand Congruency and MarketShare companies and a 36-year industry veteran.

They both have a corner on the lucrative transatlantic market and help airlines fill the front of their planes with high-margin travelers.

"Airlines don't call meetings in their boardrooms to talk about 'How do we get more \$200 fares into planes?'" said Barry Liben, CEO of the Travel Leaders Group, which owns Tzell. "But they do have meetings about getting more premium travelers and how to fill international flights with more high-end tickets."



**Barry Liben**

About 60% of both companies' air business is international.

Liben said that Protravel doesn't bring any new air partnerships to the Travel Leaders table.

"We're just further solidifying our base as the No. 1 agency in the country with the right deals," he said. "It strengthens our position in an ever-changing environment where airlines are consolidating and travel agencies are consolidating."

Liben said that the Tzell-Protravel merger would strengthen Travel Leaders Group, and he described the two companies as mirror images of each other.

Protravel is a Virtuoso member; Tzell is a member of the Signature Travel group. The two companies will continue to operate as they are, with no plans to change either company's business model or management. Priscilla Alexander, founder and president of Protravel, will continue as president.

The Tzell-Protravel merger comes less than a month after Omaha-based Travel and Transport, No. 12 on Travel Weekly's 2012 Power List, bought Ultramar Travel Management, No. 29 on the Power List.

Like the Tzell-Protravel merger, Travel and Transport and Ultramar are continuing to operate under their

own names.

Bill Tech, president of Travel and Transport, said Ultramar has such excellent name recognition that it was important to keep its name.

The combined revenue of Travel and Transport and Ultramar would have ranked them No. 11 as a single company on Travel Weekly's Power List, right behind Travel Leaders Group (of which Tzell is a part).

More than half of Ultramar's air is international, with a lot of transatlantic business and travel to Asia.

The combined sales of Tzell and Protravel (No. 18 on the Power List) are \$2.35 billion, according to a company spokesman. Travel and Transport and Ultramar's are more than \$2 billion, according to Travel and Transport.

Tech said the difference between Tzell-Protravel and Travel and Transport-Ultramar is that the latter companies target medium to large companies, while Tzell-Protravel have large numbers of independent contractors who serve smaller companies.

"We are after a different market," Tech said. "We almost never compete against Protravel and Tzell."

Travel Leaders is on an aggressive acquisition spree: The group's founder and chairman, Michael Batt, said recently, "If you're not growing, you're actually dying. It's fundamental to our philosophy and culture. ... For sure, we're going to continue to grow."



**Bill Tech**

Retail travel has been consolidating for the past several years, but Batt said in an email to Travel Weekly that there are differences between Travel Leaders' strategy and the roll-ups on the late 1990s and early 2000s, which ultimately fizzled.

"I think there are a number of differences," he said. "In particular, we have purchased solid, long-established, related businesses that are closely related to each other, we have not taken on onerous levels of debt and we are not relying on public investors."

Follow Kate Rice on Twitter [@krtravelweekly](https://twitter.com/krtravelweekly).



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## BTN Honors Most Influential Industry Executives Of 2012

December 10, 2012 - 05:05 PM ET

By David Jonas

*New York* - The BTN Group here today announced the full list of the 25 most influential travel industry executives during 2012. This 28th annual listing recognizes the achievements of a broad range of women and men who impacted—mostly in positive ways—business travel generally and/or managed travel specifically. Look for full coverage in the Jan. 21, 2013, print issue of *Business Travel News*.

**The Business Travel News 25 Most Influential Business Travel Executives of 2012:**

**Mary Bastrentaz**, managing director, global travel and events, Accenture

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## The 25 Most Influential Business Travel Executives Of 2012

January 22, 2013 - 02:25 PM ET

After a year in which the future of certain aspects of the business travel industry were debated in courtrooms and boardrooms, there is no shortage of candidates who exerted influence during 2012. Though only time will reveal who among those behind 2012's mergers, near-mergers, lawsuits, technological advancements and innovations truly helped set the industry's future course, the following list represents the best attempt by The BTN Group's editorial and research staff to identify them.

After several solicitations for nominations from the industry, The BTN Group during the fall of 2012 created this list following several animated meetings. Unlike prior years in which the list was not publicized until the time *Business Travel News* published its first print edition of the new year, The BTN Group on Dec. 10 first revealed the names on this year's list at its Travel Management 2013 conference in New York City.

The 25 Most Influential Executives of 2012, *BTN's* 29th annual attempt to recognize industry movers, is not a ranking; *BTN* is not measuring their relative influence against one another.

This list includes 17 first-time and eight repeat honorees, the latter group headed by Prism's Michael Whiteside, whose ninth time on this list trails only Robert Crandall's all-time record of 10.

The BTN Group thanks all those who participated in creating this year's list, including everyone who pitched a nominee, participated in the vetting process or granted an interview.

Click on each individual's name to read their entry.

- [Mary Bastrentaz](#), Accenture
- [Tim Burke](#), U.S. General Services Administration
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**Bill Tech**, Travel and Transport

**Todd Tyler**, Lanyon

**Michael Whitesage**, The Prism Group

**Gordon Wilson**, Travelport

**Andrew Winterton**, Carlson Wagonlit Travel

**Mary Bastrentaz**

*Managing Director, Global Travel and Events*

*Accenture*

*Business Travel News* in 2012 named Mary Bastrentaz its Multinational Travel Manager of the Year "for innovation, influence, communications skill and teamwork, as well as a commitment to advancing industry and company practices, and particularly for the vision for a universal profile."

Never shy to push her suppliers, Accenture's managing director of global travel and events helped leaders at her firm's travel management company understand the need to secure funding for development of a universal profile. Carlson Wagonlit Travel last year built the technology now available to Accenture and other clients.

With "CWT's Portrait Abroad mobile or universal profile, the profile moves with travelers," Bastrentaz said. It allows business travelers to access the discounts, unique policies, accounting codes and travel management support in any country where they are doing business. An administrative assistant in India, for example, now can book for a traveler based in the United Kingdom—with correct discounts and proper data capture.

To help build her own business case several years ago for a travel technology transformation and global consolidation, Bastrentaz said, she tapped the expertise of peers and stole "shamelessly" from the best of their programs. But she also cited the importance of "sharing generously" with peers about her latest travel and meetings



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manager Michael Tangney no stranger to this list. His 2012 contributions to a key industry technology supplier's move to facilitate such strategies landed him on it once again.

Tangney has been a key member of Concur's panel of corporate buyers that advises on the company's Open Booking initiative, an approach that would allow corporate travelers to book however they want while Concur collects data on the back end. He also was among the first customers of that initiative.

It was a natural fit. Google since 2008 has operated under Tangney's program, which similarly permits employees to book their travel in whatever manner and with whatever supplier they prefer, provided they keep their costs within the price parameters that Google sets.

Tangney at industry events has been vocal in defending his strategy and demonstrating the benefits.

"I think of Mike as a thought leader in the face of being disruptively innovative," said Salesforce.com travel buyer Ralph Colunga, another notable player on Concur's Open Booking committee. "Mike tends to challenge the conventional wisdom of certain methodologies in the travel industry, and that's a good thing."

Tangney continues to work on improving Google's program. At a Global Business Travel Association event in September, he said he's looking to better automate data collection for travelers. The program now requires travelers to enter into an in-house system about nine fields of data. "If there's anything Googlers hate, it's having to go and enter different information on multiple pages and in different ways," he said. "It's not as deep as I'd like."

During the next year, Tangney said he expects to find partners with technical solutions to take the user out of the data-gathering equation.

That ongoing work also will affect the industry at large, said Salesforce.com senior manager of global travel and tech solutions Dorian Stonie. "The Open Booking alliance is about how to connect systems so they talk with each other," he said. "Google, as well as Salesforce and other companies, are going to be critical in how fast we see a lot of these changes."

— Michael B. Baker

## **Bill Tech**

### **President and CEO**

### **Travel and Transport**

When Omaha-based Travel and Transport in October announced it paid cash for New York's Ultramar Travel Management, it ended the relative lull in large travel agency consolidation and created implications for two of the global associations that national agencies use for multinational service and support.

Travel and Transport president and CEO Bill Tech said that for his company, the deal fills a gap in New York City that for years has disadvantaged the firm.

It also makes the company relatively more relevant to airlines, the biggest of which are competing heavily in the nation's largest city.

"We have more buying power and are a bigger force for airline agreements," Tech told *The Beat* in October. "The airlines are getting

to a point where they're not able to treat each travel management company the same—before, they might have had deals with 100 agencies; now they might have 20 or get to 10. We're making sure we get our seat at that table."

One unresolved question is in which global agency network the combined company would remain—if it remains at all. Executives said it would not stay in both Travel and Transport's Radius and Ultramar's GlobalStar, and Tech even hinted at the possibility of creating a whole new network.

"We're not threatening that, but we have to look at all options," Tech said in October.

Reinforcing Travel and Transport's position among the very largest U.S. travel agencies, Ultramar will operate as a subsidiary and retain its branding and management. Ultramar employees after one year would become employee-owners by participating in Travel and Transport's Employee Stock Ownership Plan.

— Jay Campbell

### **Todd Tyler**

*President and CEO*

*Lanyon*

Lanyon in 2012 received an unconditional patent on its process for auditing hotel rates and availability, providing legal protection around a service that is becoming de rigueur in corporate travel management, particular among the mega travel agencies.

While many technology giants like Google and Apple accumulate patents as both defensive and offensive measures in the competitive, litigious technology realm, Lanyon's patent was not pursued with an eye for lawsuits. Rather, it is protection for an intricate process developed for ensuring buyers get the rates they negotiated.

"It's not a simple screen-scraping technology," Lanyon president and CEO Todd Tyler said. "We are going out to central reservations systems, which allows us to extract a wealth of information, so we decided to protect the innovation."

Securing the patent was good business practice, to be sure, but it also cemented Lanyon's ownership of technology now used by many corporate travel management companies, including some of the biggest. Some Lanyon TMC clients had previously developed their own technology for rate auditing, according to Tyler.

"Most [TMCs] are our clients," Tyler said. "A few had their own proprietary technology but moved to us, and not only on the rate-auditing side."

The patent was Lanyon's first, and Tyler said "others will follow."

Lanyon is poised for further growth this year following its acquisition this month by Vista Equity Partners.

"Given the broad horizon and multiple product offerings, we should be able to grow our product sets and bolster benefits," he continued. "We've transformed Lanyon from a small [request-for-proposal] provider to this kind of machine now, so it's a unique model."

— Michael B. Baker

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# College partners with Omaha travel company

## *Metro Community College offers new associate degree program*

UPDATED 10:30 PM CDT Apr 09, 2013

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### OMAHA, Neb. -

Metropolitan Community College is partnering with local companies to tailor degree programs to better prepare students for Omaha jobs after graduation.

Travel and Transport is one of the biggest travel companies in the country. The company books 2 million plane tickets for companies across the county every year, but as the company grows, managers say less people are applying.

"There are no travel academies left. So you're really left finding people that have experience, and there's no one left willing to invest in people to give them that experience," said Vice President Jim Winterscheid.

To fill positions, Travel and Transport partnered with Metropolitan Community College to teach candidates the skills they need.

"What if you all developed the courses around your topics, that you're strong in, and we will use our courses that we're good at," said Dr. Tom Pensabene, dean of Information Technology.

The college created a new associate degree program where students can take general education classes through the college and travel classes through Travel and Transport.

"When people come here, we expect them to be engaged in actual work that will get them jobs. I seriously believe you're going to see things change dramatically in the next 10 years," Pensabene said.

Pensabene said the skills the students will receive will translate to any travel company. He said an associate degree could count toward a bachelor's degree.

Classes for the program begin this summer. Travel and Transport will hold an open house Thursday from 3 to 4 p.m. at the company's tower near 72nd and Grover streets.

The college said students are guaranteed at least an interview with Travel and Transport after graduation.

The community college has dozens of partnerships with other companies. Administrators believe the array of partnerships, like the one with Travel and Transport, is changing how the college is educating its students.

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Corporate Travel

## Travel and Transport sticks with Radius

May 20, 2013

Travel and Transport and its Ultramar subsidiary opted for an affiliation with Radius, of which T&T is a founder and one of three "major" owners, according to a T&T announcement.

When acquiring Ultramar Travel Management in October 2012, T&T said it would either stick with Radius, shift to GlobalStar Travel Management (Ultramar's previous global network) or build its own global network.

According to T&T, GlobalStar recently confirmed that its partners would continue to serve Ultramar Travel Management clients "under existing agreements for as long as those clients so choose."

T&T also noted that "any new global business signed by Travel and Transport or Ultramar Travel Management (effective Oct. 1) will be serviced by the Radius network locations."

Source: [Business Travel News](#)

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# Travel and Transport CEO announces retirement

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POSTED: FRIDAY, JANUARY 10, 2014 12:00 AM

By Cole Epley / World-Herald staff writer



Bill Tech

Bill Tech will celebrate 27 years with Omaha-based Travel and Transport Inc. on Feb. 1, and this anniversary will be unlike any other he's had — it will be his last as CEO.

Tech, who will be 65 years old in March, is retiring from the top post of the fifth-largest travel management company in the U.S. effective Dec. 31, 2014, the company announced.

Succeeding him is 20-year Travel and Transport veteran Kevin O'Malley, an Omaha native and Creighton University graduate who was most recently executive vice president of the company. He stepped in as president on Jan. 1. He becomes CEO on Dec. 31.

Both Tech and O'Malley served as chief financial officer for Travel and Transport, a company that has reinvented itself many times since it was founded in 1946 and is coming off a string of four record-breaking years in a row.

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"We've worked together for 20 years, and you don't stick around this industry if you don't like change," O'Malley said. "I think we'll continue to do acquisitions, and there's a good likelihood in three to five years those will take us into international markets."

Among the changes during Tech's tenure: transferring 100 percent ownership of the company to its employees. That accomplishment, Tech said, is the one he's most proud of, but it didn't happen overnight.

The employee stock ownership plan was formed in 1991 when two of the company's six shareholders sold 30 percent of the company's stock to employees. It wasn't until December 2000 that the remaining shareholders relinquished an additional 40 percent, and it was almost two more years before the remaining 30 percent was in employee hands.

Travel and Transport grew under Tech's leadership from a 400-employee company to one with 1,100 employees today. He also oversaw its largest-ever acquisition of New York-based Ultramar in October 2010.

"We had no intention of laying off any employees there and they had 276 employees. Now, they're just over 300 and that (acquisition) has been very successful for us," Tech said.

Tech became chairman of Travel and Transport on Jan. 1 and will continue in the role moving forward, though he will no longer serve on other local boards, including the board of governors for the Knights of Ak-Sar-Ben Foundation, the Greater Omaha Chamber of Commerce and First Westroads Bank.

He and his wife plan to relocate to Denton, Texas, where they will be closer to their youngest daughter and three grandchildren.

"It may be hard to believe, but I'll do what most retired people do and that's travel," Tech said.

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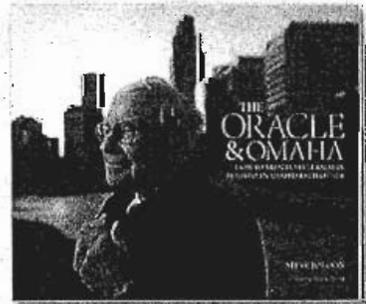
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Corporate Travel

## Travel and Transport CEO to retire

By Kate Rice / January 07, 2014

Bill Tech, CEO of Omaha, Neb.-based Travel and Transport, will retire at the end of 2014.

Tech added the title of company chairman on Jan. 1, and he will continue as chairman after he retires as CEO.

Tech joined Travel and Transport in 1987 as a regional vice president based in Chicago. He moved to Omaha in 1992 as vice president of finance. In 1997, he was named executive vice president, and in 1998 he was promoted to president and CEO.



*Bill Tech*



*Kevin O'Malley*

Kevin O'Malley, who was named president of Travel and Transport on Jan. 1, will also assume CEO duties after Tech retires.

O'Malley joined Travel and Transport in 1994 as assistant controller. He was named controller in 1997, vice president in 1998, senior vice president and CFO in 2000 and executive vice president in 2003.

In another personnel move at the start of the year, Tim Fleming was named chief operating officer.

Fleming joined Travel and Transport in 1982 as a travel counselor and managed a number of branch locations prior to being promoted to vice president of business travel management services in 1995.

He was promoted to vice president of operations and client services in 1998; senior vice president of sales, operations and client services in 1998; and executive vice president in 2003.

Travel and Transport was ranked No. 12 on [Travel Weekly's 2013 Power List](#).

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*Tim Fleming*



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## On Growth Trajectory, Travel And Transport Prepping Management Transition

Travel and Transport's new president and CEO-designate, Kevin O'Malley, is preparing to take the reins of a solidly growing and profitable company surrounded by a veteran management team. But there certainly are challenges, including a talent management crunch and lots of noise around the industry's all-too-familiar buzzwords.

The Omaha, Neb.-based travel management company on Tuesday announced that president and CEO Bill Tech plans to retire at the end of 2014. Ahead of the change, the company's board of directors named Tech chairman—a position he will retain after his retirement in December—and promoted O'Malley to president and fellow executive vice president Tim Fleming to COO, all effective Jan. 1, 2014.

"I was very fortunate the board wanted me to stay involved," Tech told *The Beat*. He has been at Travel and Transport for 27 years, serving as CEO since 1998. "The three of us really have run the company," he said of O'Malley and Fleming. "They both competed for the job, and it was really a tough choice for the board. We are glad that the board of directors has kept it in-house. There will be a lot of continuity."

Tech said that "it couldn't be a better time to make the transition." He noted "five record years of growth," including surpassing in 2013 the \$100 million mark in new sales for the second time in company history, and three big accounts that signed in December and will amount to another \$46 million in sales.

The company during the past three years increased to 50 from 30 its account management team while growing to 16 people its Partner Solutions group, which handles supplier relationships and consulting. Previously under O'Malley's leadership, the Partner Solutions group now reports to Fleming. Overall, the TMC now has more than 1,000 employees.

Meanwhile, Travel and Transport intends to maintain its strategy of essentially leaving alone Ultramar Travel Management, which it acquired in October 2012. Peter Klebanow remains president and CEO of that operation, which has grown employee headcount from 276 to more than 300 since the acquisition, according to Tech.

"We committed to them that there would be very little change," said O'Malley, who joined Travel and Transport in 1994. "They were growing 20 to 25 percent a year, and we didn't want to screw that up. There was no reason to change the brand or mess with sales, service and operations." He added that there have been almost no changes to any aspect of Ultramar's point-of-sale and mid-office tools, or customer-facing components.

There may be some 'behind-the-scenes integration coming, though. "About 16 or 17 months in after the acquisition, Ultramar sees that there are some tools here that will help them as they sell in the marketplace," O'Malley explained. "Some of the things that they may have third-partied in the past and where we have proprietary technology, they will start to integrate those things. But we are not going to force things. There is nothing broken here. They had their best new sales year ever [in 2013], and so did we."

The business-as-usual approach for Ultramar is how the Travel and Transport management team plans to handle this year of leadership transition. And that means navigating an industry that each year usually produces new challenges.

"What's really challenging is managing the noise and figuring out what is real and not real," O'Malley said. "We spend a ton of time asking questions. If it's Travel 2.0, open booking or whatever you want to call it, we have a lot of customers asking what it means. The answer a lot of times is we don't know yet but we are trying to figure it out."

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Tech suggested that as Travel and Transport's new leader, "Kevin is going to have his hands full. Our industry is not getting any easier." He specifically referenced the universal concern around attracting new talent to the business as older members of the current workforce head for retirement. "It's an industry challenge, and certainly our challenge because we keep growing," Tech said.

To meet that challenge, the TMC is "spending a lot of time, money and effort in getting the next generation into Travel and Transport," O'Malley said. "We have reopened our travel school. We started intern programs." [Travel and Transport in conjunction with the Metropolitan Community College in Omaha runs the Travel Academy.]

"We've not been good enough in telling our own story," he added. "The message now when you sit with someone coming out of college is: We are not dying; we are thriving."

Underscoring that point, Tech explained the success of Travel and Transport's employee stock ownership plan, which began in 1991. "If you compare it to the S&P, put a dollar in each in 1991, the S&P would be worth \$5.34 and our stock would be like \$11.37," he said. "That provides a lot of pride and ownership. Our people have skin in the game. It's one of the many reasons they stay here and one of the many reasons they feel comfortable that we are not going to be sold. Just because one guy is going to retire, it's not going to change the world."

Posted by: David Jonas | More by David Jonas

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January 07, 2014 - 09:25 AM ET

Travel and Transport president and CEO Bill Tech plans to retire at the end of 2014, to be succeeded by company veteran Kevin O'Malley. Ahead of the change, the company's board of directors named Tech chairman—a position he will retain after his retirement in December—and promoted O'Malley to president and Tim Fleming to COO, all effective Jan. 1, 2014. Members of the company's board, O'Malley and Fleming since 2003 each had served as executive vice presidents. Meanwhile, previous chairman Steve Gehring will remain on the board as lead independent director.

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<http://www.prnewswire.com/news-releases/travel-and-transport-announces-leadership-transition-239164441.html>

OMAHA, Neb., Jan. 7, 2014 /PRNewswire/ -- Bill Tech, President and CEO of Travel and Transport, has announced that he will retire on December 31, 2014. In preparation of this change, Travel and Transport's Board of Directors made the following appointments.

(Photo: <http://photos.prnewswire.com/prnh/20140107/NE42277>)

Bill Tech was named Chairman and CEO of Travel and Transport effective January 1, 2014. He will continue as the company's Chairman after his retirement in December of 2014.

Bill Tech joined Travel and Transport in 1987 as a regional vice president in Chicago. He moved to Omaha in 1992 as vice president of finance. In 1997 he was named executive vice president and in 1998 President and CEO.

Kevin O'Malley was named President of Travel and Transport effective January 1, 2014. Upon Bill Tech's retirement, Kevin will become the President and CEO of Travel and Transport.

Kevin O'Malley joined Travel and Transport in 1994 as an assistant controller after working for five years as a CPA at Deloitte and Lutz and Company. He was named controller in 1997, vice president in 1998, a senior vice president and CFO in 2000, and as executive vice president in 2003.

Kevin is a member of Travel and Transport's Board of Directors, and also serves on the Board of Directors for Employee Travel Specials, as well as for Commonwealth Business Travel Group. He is a longtime Board member of the Cystic Fibrosis Foundation. He also serves as an advisory board member for Delta Air Lines.

Tim Fleming was named Chief Operating Officer of Travel and Transport effective January 1, 2014.

Tim joined Travel and Transport in 1982 as a travel counselor and managed a number of branch locations prior to being promoted to vice president, business travel management services in 1995. Tim was promoted to vice president, operations and client services in 1998, to senior vice president of sales, operations and client services in 1998, and to executive vice president in 2003.

Tim is a member of Travel and Transport's Board of Directors, and he also serves on the Board of Directors of Keith M. Merrick Co., Inc. and Employee Travel Specials. Tim is also a member of the Corporate Travel Agent and Planner (CTAP) Advisory Board.

Due to the tremendous success of the company, it is Travel and Transport's Board of Directors desire to keep the leadership team in place. The Board planned for this succession for some time, feeling that it was important not to disrupt relationships with any of their clients. It was their desire to keep Bill Tech involved in the company by naming him Chairman of the Board, and to promote both executive vice presidents Kevin O'Malley to President and Tim Fleming to Chief Operating Officer. This was a Board of Director's led change to allow for a smooth transition. The Board believes these changes will leave the company well positioned for the future.

This transition will have no effect on the leadership structure of Ultramar Travel Management company which Travel and Transport acquired in October 2012. Peter Klebanow will remain President and CEO of Ultramar and will continue to lead the company's overall growth trajectory. "We are very happy for Bill as he steps into a new role at Travel and Transport and prepares for his well-deserved retirement. We have seen much success since the acquisition and the leadership teams at Travel and Transport and Ultramar are committed to the growth of both companies. This is a very exciting time," Klebanow stated.

Steve Gehring, previous Chairman and now Lead Independent Director of Travel and Transport's Board of Directors, stated: "We have an outstanding management team that has been with us for a very long time providing outstanding customer service to all of our clients. Our eight officers alone have over 157 combined years of experience at Travel and Transport. Being a 100% employee-owned company, and the largest employee-owned company in the travel industry has produced outstanding results. Our stock value continues to grow substantially year after year, and our client and employee retention are the best in the industry."




Hotels, Restaurants and Leisure  
Company Overview of Travel and Transport, Inc.

February 17, 2015 3:46 PM ET

Snapshot | People

**Company Overview**  
Travel and Transport, Inc. provides travel management solutions in the United States and internationally. It offers meeting, incentive, and event planning solutions; and assists travelers in planning vacations. The company also engages in building and managing loyalty/rewards programs online and offline. Travel and Transport, Inc. was founded in 1946 and is based in Omaha, Nebraska.

2120 South 72nd Street  
Omaha, NE 68124-6310  
United States

Phone: 402-399-4500  
Fax: 402-398-9290  
[www.travelandtransport.com](http://www.travelandtransport.com)

Founded in 1946

**Key Executives For Travel And Transport, Inc.**

**Mr. Kevin M. O'Malley**  
Chief Executive Officer and President

**Mr. Josh Weiss**  
Vice President of Finance

**Mr. Timothy J. Fleming**  
Chief Operating Officer and Director

**Mr. Michael P. Kubasik**  
Chief Information Officer and Senior Vice President of Information Services

**Mr. Michael J. King**  
Vice President and Corporate Counsel

Compensation as of Fiscal Year 2014.

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**Travel And Transport, Inc. Key Developments**

**Travel and Transport, Inc. Announces Executive Appointments**  
Jan 7 14

Bill Tech, President and CEO of Travel and Transport, Inc., has announced that he will retire on December 31, 2014. In preparation of this change, Travel and Transport's Board of Directors made the following appointments. Bill Tech was named Chairman and CEO of Travel and Transport effective January 1, 2014. He will continue as the company's Chairman after his retirement in December of 2014. Bill Tech joined Travel and Transport in 1987 as a regional vice president in Chicago. He moved to Omaha in 1992 as vice president of finance. In 1997 he was named executive vice president and in 1998 President and CEO. Kevin O'Malley was named President of Travel and Transport effective January 1, 2014. Upon Bill Tech's retirement, Kevin will become the President and CEO of Travel and Transport. Kevin O'Malley joined Travel and Transport in 1994 as an assistant controller after working for five years as a CPA at Deloitte and Lutz and Company. He was named controller in 1997, vice president in 1998, a senior vice president and CFO in 2000, and as executive vice president in 2003. Tim Fleming was named Chief Operating Officer of Travel and Transport effective January 1, 2014. Tim joined Travel and Transport in 1982 as a travel counselor and managed a number of branch locations prior to being promoted to vice president, business travel management services in 1995.

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## Agent Issues

### News Briefs, Week of Jan. 13, 2014

January 13, 2014

#### **Marriott's N.Y. high-rise**

A skyscraper housing Courtyard and Residence Inn hotels has opened in New York, at Broadway and West 54th Street, five blocks south of Central Park. Marriott International, parent of the Courtyard and Residence Inn brands, is calling the 68-story building the tallest single-use hotel in North America. The 378-room Courtyard hotel, on floors 6 to 33, features Bistro, the brand's casual food-and-beverage establishment. Courtyard's touch-screen concierge, GoBoard, provides local information, maps, weather and headline news on a 55-inch LCD screen. The 261-room Residence Inn hotel, on floors 37 to 65, offers studio suites designed for stays of five nights or more. Each suite has a kitchenette. The Residence Inn serves complimentary breakfast. Guests can utilize grocery delivery and dry cleaning services, and use the on-site laundry room.

#### **AA introduces 3-class transcon**

American introduced its three-class Airbus A321 aircraft to the New York-Los Angeles route, claiming bragging rights to the only three-class transcon service and featuring lie-flat seats in first and business. The aircraft, which are coming to the San Francisco market in March, are configured for 102 passengers: 10 in first, 20 in business and 72 in economy, equally divided between Main Cabin and Main Cabin Extra.

#### **Delta to refurbish narrowbody fleet**

Delta is earmarking \$770 million to refurbish the cabins of 225 narrowbody aircraft, a three-year project that will bring video monitors and power ports to every seat, while updating seats, lighting, overhead bins and lavatories. Configurations will also change, in many cases boosting the number of economy comfort seats.

#### **Carnival sets tie-in with casino firm**

Starting in mid-April, players club members at 18 Penn National Gaming casinos will get complimentary cruises or other discounts under a new alliance with Carnival Cruise Lines. The type of offer made to club members will be based on their level of play, the companies said. Penn National casinos are mostly in small to midsize cities and are heavily geared toward slots.

#### **Four Seasons sets Orlando opening**

The Four Seasons Resort Orlando near Walt Disney World began taking reservations for arrivals beginning Aug. 3. The 444-room resort includes a 37,450-square-foot conference facility for corporate or social events.

#### **Hilton to bring Conrad to Fort Lauderdale**

Hilton arranged to bring its Conrad brand to Fort Lauderdale next year by taking over an unfinished Trump project and operating it as Conrad Fort Lauderdale Resort and Residences. The 24-story oceanfront property will have 290 units, a fitness center, a spa, dining and a beach concierge. Units will have up to four

bedrooms.

### **Dubai's Palm greets Waldorf Astoria**

The United Arab Emirates' second hotel under Hilton's Waldorf Astoria brand opened on Dubai's man-made Palm Jumeirah island. The Waldorf Astoria Dubai Palm Jumeirah has 319 rooms, six restaurants and bars, meeting and event space plus more than 600 feet of private beachfront.

### **Taj enters London, reflags two hotels**

Taj Group reflagged two London hotels, the Crowne Plaza St. James and 51 Buckingham Gate. They are the India-based company's first properties in the U.K. Renamed St. James' Court, a Taj Hotel, the former Crowne Plaza was built in 1902 and has 342 rooms. The Taj 51 Buckingham Gate Suites and Residences has 86 rooms. Both are located near Buckingham Palace and The Mall.

### **New Hilton hotel is Istanbul's largest**

Hilton opened the Hilton Istanbul Bomonti Hotel & Conference Center, the city's largest hotel at 829 guestrooms. The 34-story property, located adjacent to the redeveloped Bomonti beer factory, a landmark in Istanbul's Sisli district, also offers about 130,000 square feet of meetings space and a rooftop lounge.

### **Friends & Colleagues**

Bill Tech, pictured, chairman and CEO of Omaha, Neb.-based Travel and Transport, will retire as chief executive at the end of 2014. Tech, who added the title of chairman on Jan. 1, will continue in that role after he retires as CEO. Tech joined Travel and Transport, No. 12 in Travel Weekly's 2013 Power List, in 1987. Until recently, he served as the agency's president, as well. Kevin O'Malley was named president of Travel and Transport on Jan. 1, and he will assume CEO duties upon Tech's retirement. O'Malley joined Travel and Transport in 1994. In another personnel move at the start of the year, Tim Fleming was named COO. Fleming joined Travel and Transport in 1982 as a travel counselor and managed a number of branch locations prior to being promoted to vice president of business travel management services in 1995. •••

American Express named Bill Glenn president and CEO of American Express Global Business Travel. He succeeds Kim Goodman, who left the company in December. Glenn, who joined American Express in 2002, had been president of American Express global commercial services, which includes both global corporate payments and global business travel. American Express is No. 2 on Travel Weekly's 2013 Power List. ••• Amadeus appointed Vic Pynn COO for North America, according to a memo to agency customers from Amadeus North America President and CEO Scott Gutz. Pynn, formerly executive vice president, assumed the role most recently held by Jean-Francois Billiard, now senior vice president of strategic programs in the Americas. Also, recently appointed Chief Commercial Officer Stephane Durand will assume responsibility for both leisure and corporate travel agency customers in the U.S. and Canada, according to the memo. The two business segments previously were managed separately.



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## Radius Adds Sales Personnel, Seeks New Partners As Part Of Asia/Pac Push

April 09, 2014 - 11:25 AM ET  
By David Jonas

Radius Travel this year named additional sales directors for the Asia/Pacific region, an area where the travel management organization is focusing investment and seeking additional partnerships. The diverse region also calls for a variety of sales tactics and a measured approach to technology deployment, according to Murray Skea, appointed in January as Radius director of global sales and service in Asia/Pacific.

"We recently expanded quite a lot into the region," Skea said. "Obviously with the amount of growth expected over the next few years, Asia/Pacific is going to be a key market globally. With the greater spend across all of the market—particularly China, India and Indonesia—the global companies based locally in the region will have a greater voice when it comes to making global decisions.

"Previously, they would just be told what to do, [using] a top-down approach from the U.S. or Europe," he continued, "but as their spend and their decision-making process becomes more important because of travel volumes in the region, they are getting more involved now."

Radius will target local multinationals as clients, although global companies based in Europe and the United States with Asia/Pacific operations have been more typical accounts for the company.

Radius already counts as members 17 Asia/Pacific travel agencies, including China's Ctrip; Indonesia's Dwidaya, which Skea said now is that market's fourth-largest TMC; Singapore's Citystate Travel; and Cox & Kings, an Indian travel company tracing its roots back to 1758.

To extend its local-service model, Radius is seeking a presence in some emerging markets, including Pakistan and Papua New Guinea, he added.

Depending on the market, either Radius or the local member will lead sales efforts. "With our agencies in the United States—Adelman Travel, Travel and Transport, World Travel—they actually lead the process," Skea explained. "They have the brand awareness. We are taking a similar approach in Australia, where our agencies like TravelEdge and Globetrotter Corporate Travel and the other CT Partners [a group of independent corporate travel agencies that itself is a Radius member] will actually be leading the bid with support from Radius, because Radius as of yet is not a huge household name down in the Australia/New Zealand region. But in Southeast Asia,

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**Travel Management** 12/4/2014

**CWT Study: Business Trip Value Heavily Influenced By Frequency, Duration Of Scheduled Meetings**  
Quantifying the value, or ROI, precisely, the return on investment, of business trips long has been a sort of Holy Grail in corporate travel. Past research efforts, for example, have used econometric data and other factors to propose that every dollar spent on business travel generates a quantifiable dollar in total revenue, but the findings never gained wide acceptance.

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India and China, Radius would take the lead."

In terms of reporting technology, the Radius central organization also has been taking the lead. All member agencies, for example, can feed data into the RadiusIQ tool. "Clients can get a really good view of their global spend," Skea said, noting that the system has been demoed recently in meetings he's attended in Singapore and Hong Kong. "It doesn't just have the reporting aspect, but also 'what-if' scenarios that you can plug in, in terms of air or hotel policy, and it can show you the impact on the bottom line."

He added that clients also are finding value in the reporting system's traveler-tracking capabilities. "A lot of these companies do not have anything in place in terms of duty of care and traveler tracking, and a few of the countries have changed their legislation recently in terms of duty of care," Skea explained. "We'll see that start to tighten considerably."

Skea also said that views on online booking are starting to change. Whereas online booking "particularly in India and Indonesia" heretofore has been more expensive than offline booking because of cheap, available labor, "we are starting to see that shift a little bit as labor costs start to rise and as more global companies want to try to really standardize their policies and procedures across the globe, including in Asia. So we are putting a big focus on that at the moment. It will become more prevalent over the next year or so."

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Posted August 22, 2014



Mike Concannon

## INTERVIEW: KDS Americas GM Mike Concannon Talks Development, New Travel and Transport Deal

After six months on the job as KDS' general manager of the Americas, Mike Concannon spoke with The Beat's JoAnn DeLuna about the travel and expense system provider's North America ambitions, obstacles in the U.S. market and partnerships with travel management companies, including a new deal with Travel and Transport. An edited transcript follows.

DeLuna: Where is KDS with the Americas operations?

Mike Concannon: When I was hired six months ago I worked very closely with Dean [Forbes, KDS CEO] and the board of directors to put together a three-year plan for what we're going to be doing in North America. The plan consisted of a number of different components, including a hiring plan and what to do from a sales, marketing and infrastructure perspective. After six months, that three-year plan has been elevated to an 18-month plan because of the interest, growth and enormous positive feedback we've had in the market. We had to change the strategy around hiring and sales plans and escalate things. That's good news. We're moving at twice the speed of what we originally thought we would be. The PhoCusWright conference was a key turning point for KDS last fall where we presented ourselves to the U.S. market.

DeLuna: What are your specific goals?

Concannon: From a sales perspective our objective is three-pronged. [First], it's to expand the existing customers we currently have and to have deep relationships with organizations in Europe and beyond. It's about that global expansion and how can we bring those customers to the U.S. Two, it's about direct customers. We were getting a lot of interest from direct corporations for both travel and expense. The third piece—and the most important—is probably about the partnerships. Carlson Wagonlit Travel, which we signed about a year ago, has been so successful. They're a key reseller of ours in this region. Our strategy is really about making that a success, then bringing on additional partners to also grow our business in North America.

DeLuna: What qualities are you looking for in your partners?

Concannon: It's important to note that we're not going to sign 20 to 50 partners. We're being very selective about who we partner with to resell in the U.S. We just recently signed a second U.S. partner. We're really looking for quality, not quantity in terms of our partnerships. We want partners who are similar to KDS and have a similar innovative, forward-thinking and entrepreneurial mindset. [We want] partners who are not happy with the status quo, [with] the way travel and tech tools have been operating to date and are looking for something different.

DeLuna: Are there any challenges specific to the U.S. market that you didn't anticipate?

Concannon: I wouldn't say that we didn't anticipate, but I'd say there are absolutely very regional-specific features and functionalities that we had to address before coming into the U.S. market. From the travel perspective, it's things like being connected with certain providers: for example, Southwest Airlines and Amtrak. You need things like a ticket bank to apply old nonrefundable tickets to a new booking—something that's not necessarily an issue in Europe. There's a certain way travel agencies do business over here that is a little bit different than the way they do business in Europe. There are definitely challenges, everything from currency, to the vernacular, to the way everybody does business. But we saw most, if not all, of those coming in, so we were able to address them before we came to the market. We had to consider all that, but it was a very carefully thought-out, calculated move to come to the U.S. So we needed to make sure we were ready from a sales and marketing perspective, but also from a product perspective.

DeLuna: Considering IBM is retiring its Global Expense Reporting Solutions tool, now seems like an optimal time for KDS to enter the U.S. market. How do you see the opportunity?

Concannon: We do see that as an opportunity. One of the key things about KDS Neo, both with travel and expense, is how different we are from everything else that's out in the market, and it's been very well received. We seem to be hearing from people as we talk to customers and partners that they're not satisfied with the tools currently in the market. If you take the new door-to-door philosophy, the new interface for the expense, the fresh approach and combine that with the fact that we have all these changes going in the market, but the competition keeps doing the same old thing—it's really a great opportunity for us.

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DeLuna: Will you be expanding into Latin America as well?

Concannon: We do have interest from Canada, Mexico and South and Central America. The interest is there and we are going to need to be moving into those regions, but right now the focus is very heavily on the U.S. We have plenty to do here.

DeLuna: In general, how do you see the business travel market?

Concannon: People I've been talking to over last six months—whether they're in procurement, travel or finance—they all are very concerned with two things: giving travelers an easy, effective, good tool to use and providing their organization with some form of [return on investment] or savings and making sure that it's efficient from an industry perspective. I think there's a lot of interest in both of those areas because people see the business continue to grow. They see that business travel is continuing to escalate even though there have been some dips and really want to make sure they have the right process and tools in place for travelers.

DeLuna: Is the adoption of expense tools increasing?

Concannon: There are still so many companies out there that are not using any type of formalized automation. They're still using Excel spreadsheets to do their expenses, maybe using older, antiquated systems. There are so many different tools out there in the market and a lot of customers aren't using anything. There's a huge opportunity for companies like KDS to work with and talk to customers who aren't using anything, as well as customers who are on some kind of automation that they're not happy with.

DeLuna: For more advanced companies that already are using automated systems, what else are they looking for in terms of specific integrations or configurations?

Concannon: The comments that we hear are that they want a tool that's easier to use and they want it for expenses specifically. Expenses are a pain in the neck. Nobody wants to do them because it's a big challenge in businesses today to do in a timely manner. That's why people gravitate to our tool. We can give them something that will be easy and quick to use, they can do on a mobile device or at their desk, and they can get it done quickly and efficiently.

DeLuna: Regarding the second U.S. partner, what can you tell us?

Concannon: We recently just signed a multiyear strategic partnership with Travel and Transport, obviously a very large agency here in the U.S.

DeLuna: Is the partnership a reselling agreement?

Concannon: Yes it's reselling KDS in the U.S. and North America. They will obviously be our second big partner doing that, with CWT being the first. Travel and Transport really is going to help us with our North America strategy in terms of getting corporates on the Neo platform.

DeLuna: Why Travel and Transport?

Concannon: They have similar goals, very similar customer service-focused culture. We just really felt like it was a good fit. We spoke with a lot of their customers. We really did our due diligence to make sure they were the appropriate fit for us.

Posted by: JoAnn DeLuna | More by JoAnn DeLuna

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August 25, 2014 - 02:10 PM ET

Travel and Transport has agreed to resell the KDS Neo online booking tool, according to KDS general manager of the Americas Mike Concannon. He told *The Beat* that Travel and Transport "really is going to help us with our North America strategy in terms of getting corporates on the Neo platform. They have similar goals, very similar customer service-focused culture." KDS also partners with Carlson Wagonlit Travel for reselling Neo and the KDS expense management system.

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Since Southwest launched flights from Atlanta three years ago, the low-cost carrier has expanded and solidified its position there, not to mention across the United States. Its rise provides travel buyers a bit more negotiating power in their dealings with major carriers, and that's a boon especially for small and midmarket buyers, for whom the sharing economy also has the potential to make a big bottom-line impact. Meetings, too, take up a good amount of room in the brains of those charged with keeping travel expenses on a leash. Four midmarket buyers

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# Top Of The List: Atlanta's Top 10 Travel Agencies, Pacesetters

Apr 25, 2014, 9:08am EDT



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**Courtney O'Neal**  
 Research Associate-  
*Atlanta Business Chronicle*  
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Atlanta Business Chronicle's April 25 print edition features lists of Atlanta's Top 10 Travel Agencies as well as the recipients of our 2014 Pacesetter Awards.

Ranked by 2013 Atlanta travel sales, the Travel Agencies list ranks Carlson Wagonlit Travel Inc., Travel Inc. and Teplis Travel Service L.P. in the 1-3 spots, respectively. The agencies also held the top three spots on last year's list.

With more than 600 Atlanta staff members across 18 metro area offices, the top 10 agencies reported more than \$1 billion in Atlanta travel sales in 2013, up by more than \$11 million in sales from 2012.

**THE LIST**

Rank	Agency	Address	Revenue	Type	Partial list of personnel/clients
1.	The University of Georgia	100 North Hall Avenue, Ste. 2000 Athens, GA 30602	\$1,000,000	Public	Department of College of UGA's, (Athens) quality assurance program
2.	Georgia State University	100 North Hall Avenue, Ste. 2000 Athens, GA 30602	\$1,000,000	Public	GAIT
3.	Georgia Institute of Technology	270 North Hall Avenue, Ste. 2000 Athens, GA 30602	\$1,000,000	Public	Department of College of UGA's
4.	Kennesaw State University	2100 Kennesaw Road, Kennesaw, GA 30144 (770) 427-2000	\$1,000,000	Public	GAIT

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New to the list this year is Travel and Transport Inc. (formerly, Sprayberry Travel) in the No. 9 spot. The company - established in Atlanta in 1984 - reported more than \$28 million in Atlanta travel sales for 2013.

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Subscribers can view the complete list here.

The April 25 paper also features a list of recipients of Atlanta Business Chronicle's 19th annual Pacesetter Awards. The awards honor Atlanta's top 100 fastest-growing privately held companies.

The complete lists are available in the print edition and also available to view digitally for digital and print subscribers.

The new Porsche Macan: Believer.

Click here to subscribe to the paper, in print or digital form. Each subscription includes the annual Book of Lists, a valuable resource that includes all of the lists published in Atlanta Business Chronicle during the past year.

To request to be surveyed for lists or for more information about our lists, contact Courtney O'Neal at [conal@bizjournals.com](mailto:conal@bizjournals.com) or (404) 249-6309.

Coming up next week is a list of Atlanta's top Commercial Mortgage Bankers.

Industries: [Travel](#)

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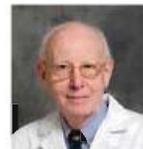
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## Travel and Transport's eTTek Dash mobile app integrating with TripLingo

Travel and Transport, Inc  
November 24, 2014 8:00 AM



OMAHA, Neb.,  
Nov. 24,

2014 /PRNewswire/ -- Travel and Transport's mobile app eTTek Dash is now integrated with content and functionality from TripLingo on iOS devices. This allows users to obtain country-specific information during travel, as well as translate phrases into local languages and receive critical safety information to support duty of care for international travelers.

### New benefits

When travelers utilize the eTTek Dash app on their iPhones or iPads, they will have access to linguistic features that provide numerous advantages during international travel. The TripLingo integration enables travelers to learn various words and phrases in the native language using easily comprehensible audio clips and phonetic spellings.

Thirteen of the most frequently traveled to destinations are featured in the eTTek Dash update, with additional access to a total of 23 destinations available through the TripLingo app. For every corresponding international destination on a traveler's itinerary, a clickable banner will allow the user to link to pages containing additional phrases and cultural information.

"As mobility evolves, it is our mission to empower customers with actionable and helpful content to make the travel experience easier and more enjoyable," Mike Kubasik, executive vice president and chief information officer at Travel and Transport, said. "We feel TripLingo's leading edge technology is a natural fit for anyone traveling internationally."

"We're excited to complement Travel and Transport's technology and service driven solutions by offering practical tools that address the unique challenges of international travel. Assisting travelers with duty of care and driving unique cost-saving

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opportunities creates a win for all parties," said Jesse Maddox, TriPLingo's CEO. "We are thrilled with the opportunity to integrate our technologies in order to continue to support Travel and Transport's mission and client-centric approach."

**eTTek Dash advantages**

In addition to the instant access to valuable cultural and linguistic information, the integration will include all of the same advantages users have come to know and trust through the eTTek Dash mobile app. Some standard features you'll be equipped with include:

- Web check-in
- Seating information
- Flight delay notifications
- Gate change information
- Touch-to-call
- Add-to-calendar
- Email itineraries
- Trip sharing
- Travel alerts
- Local weather
- Currency conversion

**About Travel and Transport, Inc.**

Founded in 1946, Travel and Transport, Inc., is the fifth largest travel management company in the U.S. specializing in corporate travel management, vacation travel, and group and meeting travel services. Travel and Transport, a 100 percent employee-owned company recognized for unparalleled service, integrity and travel industry knowledge, has locations in 39 states and is headquartered in Omaha, Nebraska. Visit [travelandtransport.com](http://travelandtransport.com) for more information about Travel and Transport's services.

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# Mega-Agency Travel and Transport To Invest In Group App Start-Up Travefy

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So web-based travel booking was supposed to put us in control? For many of us, particularly road warriors, or if we are booking simple itineraries and have a good idea what we want, it has. At the same time, when planning more complex trips the options still tend to be a travel agent, using Google documents and email, or a host of hopeful Apps that are trying make it easier to do it yourself.

If successfully raising money is a sign that there is a hunger for a technological solution to trip planning that goes beyond what is being used right now, [Travefy](#) is an example. In the last six months, the Nebraska-based start-up has raised \$1.8 million in Series A and Strategic funding, according to its CEO and co-founder, David Chait. Tomorrow, Travel and Transport, with over \$2 billion in sales, the 12<sup>th</sup> largest travel agency in the U.S., according to [Travel Weekly](#), will announce a strategic investment in Travefy.

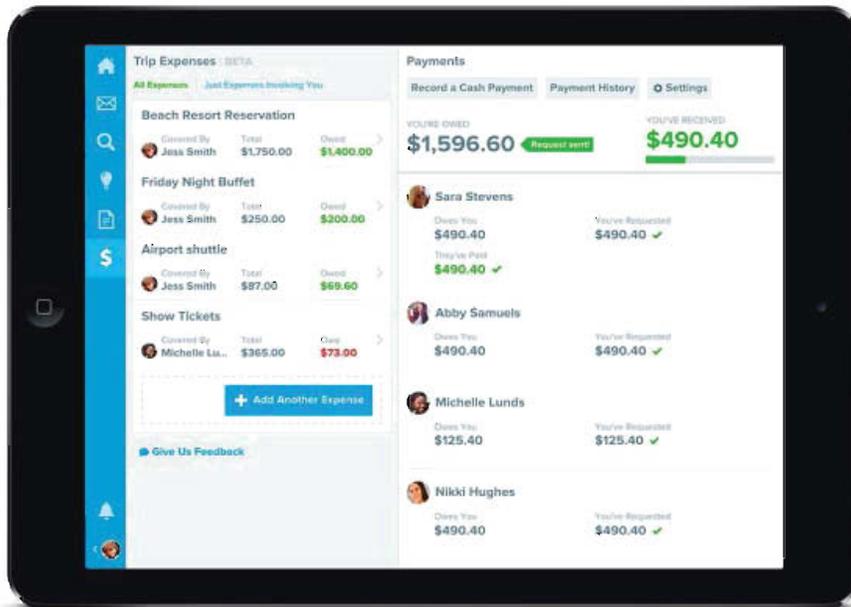
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Group Travel: Travefy enables users to divide group expenses and manage payments, taking the headache out of organizing bachelor parties and friends' getaways.

Travefy is specifically targeting groups. It was born from the founder's frustrations planning a bachelor party while in college. Since putting a test version on the market at the beginning of 2014, Chait says it has been used for over 10,000 trips and there are over 100,000 people who have registered to use the App. While most parties are small, he has seen groups of over 100 use the service. In addition to typical travel planning tools, Travefy's "secret sauce," he says, is the ability to divide and manage payments from the group. The service identifies who owes money and allocates payments. On a trip where some people go to the spa, while others are going to play golf, the feature is very useful.

The company makes its money on commissions from suppliers you use via its platform, including Groupon, HomeAway and Expedia among others. Travefy also makes money when you use its payment tool, which Chait says equates to about one percent of the total transactions, so for a group spending \$10,000 the cost would be about \$100.

A full mobile native App is on its way, and Chait says the [overcome some criticism](#) with better interfaces. "When it's not where we were last year, it's where we were last year."

Other areas of growth will be white label versions for travel companies, travel agencies and hotels companies. In the corporate meetings market is [1.8 million gatherings and participants](#) annually.



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## **Travel and Transport among investors as Lincoln startup Travefy raises \$1.8 million**

**By Paige Yowell / World-Herald staff writer | Posted: Wednesday, April 29, 2015 1:00 am**

Lincoln startup Travefy has raised \$1.8 million in funding, including an investment from Omaha-based Travel and Transport.

The round, led by Nebraska Global, also included investment from Linseed Capital, Invest Nebraska, Nelnet, Columbia University and a variety of angel investors.

Travefy is an online group travel planning tool that allows users to book group travel, create itineraries, and track and split expenses. The startup also has partnered with online travel agents, travel management companies, vacation providers and travel brands to integrate their services.

“Our interest was not only in their exciting technology, but also in the people behind the technology. We believe Travefy is well positioned to do great things,” said Travel and Transport President and CEO Kevin O’Malley.

Travel and Transport’s “immense expertise and knowledge of the industry just opened a wide variety of opportunities for us going forward,” said Travefy co-founder and CEO David Chait. He declined to comment further on a potential partnership with the travel planning agency.

The funding will allow Travefy to add sales, marketing and product positions to its full-time staff of six, Chait said.

The company also is testing iOS and Android apps. The tool currently operates as a Web application.

**Contact the writer:** 402-444-1414, [paige.yowell@owh.com](mailto:paige.yowell@owh.com)


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## Travel & Transport invests in Lincoln's Travefy

April 28, 2015 12:00 am • By [Matt Olberding](#) | [Lincoln Journal Star](#)

0

Travefy, a Lincoln-based free online and mobile group travel planner, has announced a strategic investment from one of the country's largest travel planning companies.

Travefy announced Tuesday that Omaha-based Travel & Transport invested an undisclosed amount in the company.

Travel & Transport, which has offices in Lincoln and cities in nine other states, is the country's fifth-largest travel management company.

"We're honored to welcome Travel and Transport to the Travefy family," David Chait, CEO of Travefy, said in a news release. "As an industry leader, Travel and Transport's invaluable expertise and positioning enhances Travefy's ability to bring our innovative group travel collaboration tools to both the consumer and business-to-business travel markets."

The Travel & Transport investment is part of \$1.8 million Travefy has raised in the past six months to accelerate expansion and innovation. Among the investors were Nebraska Global Investment Company, Nelnet, Columbia University, Linseed Capital and Invest Nebraska Corporation, Travefy said in its news release.

In an email, Chait said the \$1.8 million, none of which was previously disclosed, will be used for continued product innovation and the commercialization of Travefy's software, as well as for hiring of additional employees in product development and sales and marketing.

He said the company has six full-time employees and three part-time interns. Offices are at 151 N. Eighth St., Suite 300.



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Hudl made the "Super Bowl" of business expansion announcement

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#### [Sports video software firm Hudl gets \\$72.5M investment](#)



Hudl, the Lincoln company that makes sports

video viewing and editing software for high school, college and professional teams, announced Thur... [Read more](#)

#### [Opendorse gets \\$1.75 million investment](#)

Opendorse, a Lincoln company that pairs athletes and brands seeking social media endorsements, announced it has received a \$1.75 million investment. [Read more](#)



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## Travefy Announces Strategic Investment from Travel and Transport

Online and mobile group travel planner Travefy has raised \$1.8 million in funding over the past six-months - including a strategic investment from Travel and Transport - to accelerate expansion and innovation.

Lincoln, NE (PRWEB) April 28, 2015



Travefy, the all in one group travel planner, announced today it has received a strategic investment from Travel and Transport, the 5th largest travel management company in the United States.

"We're honored to welcome Travel and Transport to the Travefy family," said David Chait, CEO of Travefy. "As an industry leader, Travel and Transport's invaluable expertise and positioning enhances Travefy's ability to bring our innovative group travel collaboration tools to both the consumer and business-to-business travel markets."

Travefy develops groundbreaking online and mobile travel collaboration tools that solve the coordination headaches of group travel. In addition to Travefy's free consumer tools, it offers white-labeled and integrated platform partnerships to online travel agents, travel management companies, vacation providers, and travel brands.

"We are very excited about our investment in Travefy," said Kevin O'Malley, Travel and Transport's CEO and President. "Our interest was not only in their exciting technology but also in the people behind the technology. We believe Travefy is well positioned to do great things."

In total, Travefy has raised \$1.8 million in Series A and Strategic funding over the past six months to accelerate expansion and innovation. Additional investors include the Nebraska Global Investment Company, Nelnet, Columbia University, Linseed Capital, the Invest Nebraska Corporation, and a variety of Angels.

### ABOUT TRAVEFY

Travefy (<https://travefy.com>) is the easiest online and mobile group travel planner. Through Travefy, groups can collaborate on trip details, build rich itineraries, and collect shared expenses so no one is stuck with the bill.

Travefy is free to consumers with integrated white-label Pro versions available for online travel agents, travel management companies, vacation providers, and travel brands (<https://travefy.com/Pro>). Travefy has been featured in Fast Company, U.S. News and World Report, Network World, Entrepreneur, Tnooz and Skift among other publications and has won numerous awards.

For more information & press assets, please see: <https://travefy.com/press>.

### ABOUT TRAVEL AND TRANSPORT

Founded in 1946, Travel and Transport, Inc., is the 5th largest travel management company in the U.S. specializing in corporate travel management, vacation travel, and group and meeting services. Travel and Transport currently employs more than 1,300 employee-owners located in 43 states. Travel and Transport, Inc is the largest 100 percent employee owned travel management company in the US



Plan Together and Pay Together

“As an industry leader, Travel and Transport's invaluable expertise and positioning enhances Travefy's ability to bring our innovative group travel collaboration tools to both the consumer and business-to-business travel markets.”



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### Attachments



INTERNATIONAL BUSINESS

# INTERNATIONAL BUSINESS; Weak Dollar Curbs Summer Travel to Europe

By EDWIN McDOWELL  
Published: May 9, 1995

J. R. Roskamp had planned to spend two weeks in Germany this summer, visiting art museums in Berlin and friends in Munich. But as the dollar continued to fall against the mark, losing nearly 14 percent of its value since December, she recently decided to visit Australia or New Zealand instead.

"It's the off-season Down Under," said Ms. Roskamp, an international business consultant from Hollywood, Fla., "and even though it's a lot farther away, I can still get better package deals there than for what I'd spend on hotels, food and other expenses in Europe."

This summer, a hotel room in Berlin that cost \$200 a night a year ago will cost \$240. A dinner for two in Hamburg that cost \$75 last summer will now set an American back an extra \$15. That \$4 bratwurst and beer at a neighborhood bar in Munich is up by \$1.

To judge from a recent sampling, many Americans will be omitting Germany and other European destinations from their summer plans. The dollar has dropped most in Europe against the German mark, slipping further in the last week, but the entire Continent will likely see fewer Americans.

The change in tourist plans probably will not affect the airlines, which anticipate that strong bookings from Europeans traveling to the United States will offset any drop-offs. But European hotel chains are scrambling to assemble tourist-pleasing packages and advertise them more.

For good cause. "Bookings to Europe were strong the first part of the year, but they've definitely been off since then," said **Frank Dinovo, president of Travel and Transport Inc., an Omaha-based company with 40 travel agencies in 10 Midwestern states.** "I'd estimate our European bookings are down 15 to 20 percent since last year."

Last week a couple dropped by Windsong Travel in Bloomington, Ind., interested in a trip to Europe. "But when I told them how much it would cost," said George E. Bledsoe, the agency's owner, "they quickly said they were no longer interested in going to Europe. A few days earlier, four other clients decided against going to Europe this summer, and in every case they backed off because of the price."

Europe's loss will probably be North America's gain, with many more travelers choosing Canada, Mexico and the United States.

"Recently a lot of my clients started by saying they want to go to Europe," said Jeanette

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Shaw of Preferred Travel in Northfield, N.J. "But after we discuss price, many of them wind up booking cruises to Alaska or the Caribbean or trips to the Canadian Rockies."

"Some of our customers who had planned to go to Europe this summer are going to Mexico instead," said Ruby Kaelson, owner of Traveltime Inc. in Wichita, Kan. "Let's face it, hotels are expensive in Europe, along with food and everything else."

Even Arthur Frommer, whose guidebooks were among the first to promote budget travel to Europe, was blindsided by the dollar's drop to postwar lows. The 1995 Frommer guides, with titles like "Europe on \$50 a Day" and "Germany on \$50 a Day," are out of sync with today's prices.

"I'm heartsick about it," Mr. Frommer said, "but they were all published last November and December, so we missed the most recent currency changes."

Before the dollar began falling several months ago, bookings for Europe for the summer were so strong it looked as though 1995 would break last year's record of about 8.3 million American visitors. Unless the dollar recovers quickly and soon, which seems unlikely, that is out of the question now.

"I haven't seen any new bookings to Europe ever since the dollar started doing what it's doing," said Jutta Goss of Odyssey Travel in West Chester, Pa.

Frederique Raeymaekers, head of the New York office of the European Travel Commission, which is based in Paris, said, "Bookings early this year were incredibly strong but they have recently leveled off."

The commission, which promotes Europe as a vacation site, is countering the view that the American dollar is weak all over. Last month, it pointed out that from Sept. 1, 1992, through April 10 the dollar posted double-digit gains against many European currencies, from 12 percent against the Norwegian krone to 62 percent against the Italian lira.

Many vacationers who are going to Europe this summer will go on package tours from airlines or wholesale tour operators, packages that include air fare, hotels and airport transfers. Most of these packagers have said they intend to hold the line on their advertised prices, which were adopted up to six months ago.

Because of the weakened dollar, travel agents whose clients still want to go to Europe have to scramble harder to find bargains. At Leonard's Travel in Phoenix, Nancy Moeller recently booked seven summer packages to Europe, but not without some juggling.

"I showed one client how she could save \$60 by going and returning during the week instead of weekends," Mrs. Moeller said. She has also been using consolidators, who buy blocks of unsold seats from airlines and resell them at a discount. "I just saved a client \$206.75 on a flight into Dublin and home from Paris," she said.

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The college created a new associate degree program where students can take general education classes through the college and travel classes through Travel and Transport.

"When people come here, we expect them to be engaged in actual work that will get them jobs. I seriously believe you're going to see things change dramatically in the next 10 years," Pensabene said.

Pensabene said the skills the students will receive will translate to any travel company. He said an associate degree could count toward a bachelor's degree.

Classes for the program begin this summer. Travel and Transport will hold an open house Thursday from 3 to 4 p.m. at the company's tower near 72nd and Grover streets.

The college said students are guaranteed at least an interview with Travel and Transport after graduation.

The community college has dozens of partnerships with other companies. Administrators believe the array of partnerships, like the one with Travel and Transport, is changing how the college is educating its students.



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TAGS Metropolitan Community College » Travel And Transport » Omaha »



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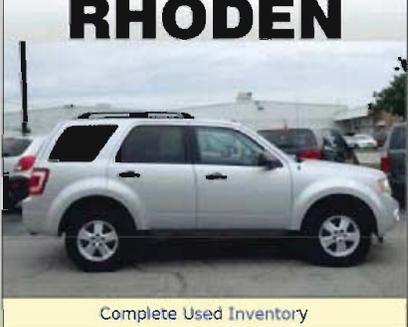
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Corporate Travel

## Travel and Transport sticks with Radius

May 20, 2013

Travel and Transport and its Ultramar subsidiary opted for an affiliation with Radius, of which T&T is a founder and one of three "major" owners, according to a T&T announcement.

When acquiring Ultramar Travel Management in October 2012, T&T said it would either stick with Radius, shift to GlobalStar Travel Management (Ultramar's previous global network) or build its own global network.

According to T&T, GlobalStar recently confirmed that its partners would continue to serve Ultramar Travel Management clients "under existing agreements for as long as those clients so choose."

T&T also noted that "any new global business signed by Travel and Transport or Ultramar Travel Management (effective Oct. 1) will be serviced by the Radius network locations."

Source: [Business Travel News](#)

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## NBTA Tackles Competition

August 17, 1998 - 12:00 AM ET

By **BTN**

### **NBTA Tackles Competition**

*Reporter's Notebook: Travel Managers Support Consortium Buying*

Orlando - Airline competition issues permeated yet another industry convention as two Congressmen, a Cabinet member, a professor, a bureaucrat and a fuming consortium head debated various aspects of the question at the 30th anniversary National Business Travel Association conference in Orlando this month.

Still, it was NBTA's direct membership that made the biggest news. A lunchtime IRIS interactive survey found that 88 percent of 254 travel managers consider it "very" or "somewhat" important for the government to protect small carriers. Nonetheless, many buyers are convinced they'll be taking things into their own hands. Asked whether it will be Congress, the DOT, the airlines or corporate travel buyers who will eventually solve the problem of high airfares, 46 percent voted for themselves.

The survey also found strong sentiment in favor of consortium purchasing by NBTA on behalf of its members. Sixty-seven percent of direct members said NBTA should develop an industrywide consortium for airline negotiating; 64 percent said their companies would be willing to participate in a consortium; and another 64 percent said they would require employees to travel on consortium-negotiated carriers.

Although buyers clearly are concerned about airline competition, only 7 percent have filed comments with DOT on its proposed predatory pricing guidelines (*BTN*, Aug. 3). With a Sept. 8 comment deadline looming, U.S. Secretary of Transportation Rodney Slater gave NBTA the DOT's broad view through a satellite video address.

"Today we see signs of declining competition," he said. "Business and short-haul fares already have risen substantially, and we need to take action to preserve a level playing field."

Taking a more direct and comical hit at the airlines was Woodside Travel Trust president Ivan Michael Schaeffer. A lunchtime presentation had Schaeffer's cartooned and bow-tied

superhero stopping the airline industry from sucking the business world dry. He also held a mock funeral for the 100-plus airlines that have fallen since deregulation. Unless the prospects for new entry are improved, Schaeffer said, the government should "vigorously reregulate the industry" to create a free and open market.

Later, an armchair debate pitted DOT special council Steven Okun against Professor Robert Gordon of Northwestern University. Though Gordon criticized DOT's predatory pricing guidelines as unnecessary--saying "the two biggest enemies of start-up airlines are the government and themselves"--he revealed to BTN that he agrees with DOT in some areas. "I'm very much in favor of loosening up the exclusive gate leases at airports," he said. He also noted that "the real price gouging, which I admit happens, is on the short-haul routes." Still, when speaking to the NBTA crowd, Gordon asked DOT to "please, don't take my cheap flights away."

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At a breakout session, ARC director of agency accreditation services Barry Lemley said the agency expects by year's end to remove the "pilot" status of Republic National Bank's accredited Corporate Travel Department and allow other companies to apply for the accreditation as well.

Even with its own plates, meanwhile, Republic will continue to outsource parts of the process to a travel agency. Under a new contract, it has switched agencies to Carlson Wagonlit Travel, which will provide a 24-hour emergency desk, MIS, visas and passports, a rate desk and other services, said global travel vice president Andy Menkes. In its first RFP since getting accreditation, the bank asked agencies to price each service individually --and found price quotes varying by over 400 percent, Menkes said. To his surprise, some agencies even thought they would still be keeping overrides. He also signed his own contract with Apollo/Galileo USA for GDS services.

\* \* \* \* \*

On the technology-oriented trade show floor, automated booking vendors announced several new clients and milestones. E-Travel said it signed Sonoco, a Hartsville, S.C., packaging manufacturer, as its 200th corporate customer. Internet Travel Network announced Toyota, PeopleSoft, Nike and Nabisco as its newest users. Toyota actually is using the product under the private label of Galileo's Corporate Travelpoint.

Worldspan said its self-booking tool, Trip Manager, is being implemented or in pilot test at four new corporations: The Dow Chemical Co., Wizards of the Coast Inc., MedManagement LLC and the Huntsman Corp., as well as at First Class International, an agency that is evaluating it for corporate clients.

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AXI and Sabre BTS revealed their latest hot feature, wireless connectivity. Laptop users soon will have the ability to access Sabre BTS through the MobileStar network, which will be installed later this year in airports and hotels around the country. MobileStar transmits radio signals to users with radio receiver-equipped PC cards, enabling them to access the Internet without a modem. Sabre also teamed with 3Com to allow one-touch synchronization of travel itineraries to PalmPilot units.

Hand-held computer users already can access certain features of AXI with wireless connections, Amex officials said, but they are seeking customer input to make the booking tool more seamless and useful.

Internet Travel Network also is testing wireless functionality, but company officials declined to discuss details.

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Putting to rest some rumors about Galileo International's corporate strategy, Mike Cavanaugh, senior manager of corporate marketing, said the company issued a request for proposals to develop a front-end interface to its Travelmaster expense reporting product. An announcement and further details are expected in September. Before signing a pact with ITN, Galileo researched the feasibility of buying the now defunct TravelNet booking system to private label as Corporate Travelpoint. In the end, though, the proposition was far too costly.

Trying to eliminate one of the reporting nightmares for corporations and agencies alike, Galileo this fall plans to test a product that will add structure to the reservation and ticketing data in each passenger name record. "At the end of every transaction, the software would write in structured data," Cavanaugh said, referring to fields that could contain such things as lowest fare at the time of booking, why the traveler refused the lowest fare and even cost centers. The problem is that most agencies--or even worse, offices of the same agency--have yet to standardize what is reported in each field, causing errors and omissions in reporting.

\* \* \* \* \*

WorldTravel Partners and Travel Technologies Group of Atlanta are trying to help corporate decision-makers sort through the often-confusing array of automated booking and agent productivity tools with a new guidebook they commissioned from travel technology consultant Norm Rose. It compares six top booking engines: American Express' AXI, E-Travel, Internet Travel Network's Global Manager, Sabre's Business

Travel Solutions, Xtra On-Line's PowerTrip and TTG's ResAssist. Called "The Lab Notes: A Useful Analysis of Automated Booking Systems and Agent Productivity Goods," the book outlines the strengths, weaknesses, market position, architecture and background of each product and compares 20 top features. Lab Notes is free to decision makers.

In an enhancement to TTG's Screen Highlighter offering, an administrator now can distribute highlights of preferred vendors across the CRS enterprise-wide, to quickly adjust preferred vendors.

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There was a strong consensus among travel buyers, sellers and analysts that corporations must look for alternative inventory--including blocked and leased rooms--to offset rising hotel rates and decreasing availability. As an extra bonus, companies can receive a tax break for leased rooms in some states, including New York and Illinois, after more than 30 days.

The low supply in the upper-tier market is attributed to the high barriers to entry and the long lead time involved in new construction. Buyers were advised to seek out new venues for their travelers.

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Following interviews with 500 travel managers, NBTA in September will publish a study summarizing job responsibilities and pay ranges. David Domsch, vice president of Lawrence-Leiter and Co., which conducted the research with NBTA, said the low-end salary was \$35,000, while the mean was \$58,600.

Twenty percent of respondents, he said, made \$45,000 while another 20 percent made above \$71,000 and 10 percent receive over \$84,000 a year as a base salary. In East and West Coast cities like Washington, D.C., Boston, or parts of California, travel managers earn 20 percent more than the national average.

Domsch noted that in general, "your boss and H.R. don't really understand what you do, and that correlates to pay systems." He suggested that travel managers make sure their job descriptions match the reward and suggested "rewriting the position description to emphasize those things the pay system can reward you for."

\* \* \* \* \*

The NBTA airline committee distributed a series of white papers on airline-related issues including alliances, electronic ticketing, competition, the Internet, net fares, benchmarking

air policy and constructing airline RFPs. All will soon be available on NBTA's Website ([www.nbta.org](http://www.nbta.org)), including an Excel spreadsheet for calculating net fares.

\* \* \* \* \*

In a session on ground transportation, Wall Street analyst Robert Marshall of Wheat First Union was bullish on the newly public Carey Limousine, calling the stock "very attractive." In an industry just beginning to consolidate (see story, page 5), the top three players command more than 20 percent of the market, and no smaller player has more than 3 percent.

With the segment as a whole growing 9-10 percent, Carey's been growing 14-22 percent, "demonstrating that its management team is adding value," Marshall said. As the segment's only public company, Carey has the pick of acquisition targets and can hold the price down because no one is bidding against it. In addition, a strong technology system gives it "one less thing to worry about," Marshall noted.

\* \* \* \* \*

Do you think your company is too small to have clout with technology vendors? Perhaps individually it is--but not as part of the rapidly growing "emerging enterprises" market of companies with less than 500 employees, said Worldspan's Jeff Hoffman. Players in the "e.e. market" should look for flat site licenses for software rather than paying transaction fees he said--and remember that in the \$250 billion technology market, \$200 billion is spent by small companies.

This year, tech vendors from Microsoft to IBM and from Oracle to SAP are targeting small companies (*BTN*, July 20), and Big Five consulting firms are offering services. Hoffman "highly recommended" that corporations considering travel technology products buy a day or two of a consultant's time and have him draw up a complete technology plan. And, he said, "forget about not using Internet-based systems 'because they are too slow.' We're seeing cable modems where you turn the computer on and the Web is there without your having to dial in--at 100 times the speed of a phone modem."

\* \* \* \* \*

The lack of travel agency buzz on the trade show floor left many believing that a lot of merger and acquisition activity was going on behind the scenes. Some travel management companies said they were on the acquisition trail, with announcements coming soon.

Maritz Travel Co. president Michael Boland said the company could close one or two acquisitions by the end of this year. Journeycorp was looking to acquire Arrington Travel,

which was just acquired by Navigant International. Travel One said it is close to a deal in Northern California, one in New England and another in Houston. And Travel and Transport is also planning to close some acquisitions --it is looking to expand the Southern market around Wichita, Kan.

Linda Garback of Total Travel Management told BTN her agency is now in the process of expanding into South America and Mexico. Meanwhile, Ultramar Travel Bureau of New York is expanding and opening Southeast offices.

In other agency developments, Journeycorp recently signed a partnership with Unisys to offer its Unires and Unitrax products for online booking and expense reporting. It was previously using Xtra Online for booking.

Maritz unveiled its Intranet travel home page prototype (*BTN*, Aug. 3) as an out-of-the-box tool. Maritz plans to offer the standardized page on a service bureau basis by the first quarter of 1999.

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Speaking, ironically, just a day before the Dow dropped 300 points, American Express Corporate Services president Ed Gilligan predicted a negative turn in the economic tide. He questioned whether the Asian crisis would spread and cited other reasons for instability, including the year 2000 problem and the introduction of the euro in January-- both representing enormous costs to businesses.

On the online side, Gilligan said the Internet is "the most profound business development we've seen in our lives" and advised attendees that "getting your travel management process connected to the Internet should be your first priority for cost control and service improvement."

Lastly, Gilligan said consolidation both in the travel agency community and the airline industry will continue, and predicted that just "three to four global airline alliances will emerge."

\* \* \* \* \*

Choice Hotels International early this month named Charles Ledsinger, Jr. as president and CEO. Ledsinger, 48, will assume control of the company at the end of this month. Most recently, Ledsinger was president and COO of St. Joe Company, a private landowner and developer of master-planned communities, commercial and industrial facilities, resorts and location-based entertainment in Florida. He was former CFO of Promus Hotels Corp.

\* \* \* \* \*

Wyndham International by early September will launch a prototype Internet Website to house electronic requests for proposals. The site can be hyperlinked into the hotel company's corporate and brand Websites. It plans to work with five or six major preferred customers during the original beta test phase.

Wyndham also plans to beta test a customized yield management system in four Wyndham Garden Inns during the next few months. The new system will be installed in Sunnyvale, Calif., Neighborville, Ill., Las Calinas, Texas and Northwest Chicago.

\* \* \* \* \*

NBTA president Mark Johnson said sticky summers in Orlando, St. Louis and Dallas have led NBTA's board to again designate the dress code for the July 1999 convention as business casual--despite the cooler weather anticipated in Minneapolis.

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Corporate Travel

## Radius agencies look to compete with megas

By [Jerry Limone](#) / July 02, 2003

BETHESDA, Md. -- Twenty-five of the 85 agencies in Radius formed a subset within the corporate travel consortium to strengthen their ability to compete for multinational clients -- corporations that usually choose megas like American Express and WorldTravel BTI to service business travelers worldwide.

Three of the agencies are based in the U.S.: Northwestern Travel Management in Minneapolis; **Travel and Transport in Omaha, Neb.**; and TraveLeaders in Coral Gables, Fla.

Radius president and CEO Tony Hughes said the 25 agencies kicked in money above and beyond their Radius membership dues to fund sales efforts and operational costs associated with the new initiative.

Hughes added that Radius products and services [like its hotel program] for members not participating in the new program will not be affected.



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Corporate Travel

## Hickory's parent is on a roll

By [Jerry Limone](#) / May 26, 2004

CORAL GABLES, Fla. -- American Leisure Holdings (AMLH), parent of consortium Hickory Travel Systems, intends to buy a controlling share of TraveLeaders, a corporate and leisure travel agency based here.

Financial terms weren't disclosed. TraveLeaders was No. 17 on Travel Weekly's Top 50 Travel Agencies list for 2003, with 2002 gross sales of \$543 million.

AMLH, which bought 10% of TraveLeaders last month, will own more than 70% of the agency once AMLH, a public company, exercises its purchase option, said Keith St. Clair, TraveLeaders' chairman and CEO.

In addition, St. Clair assumes the role of AMLH's president. Hickory's CEO, Bill Chiles, is AMLH's CEO.

Having AMLH as a parent means TraveLeaders has the clout to grow through acquisition, he said.

AMLH's financier, Stanford Venture Capital Holdings, loaned the company \$6 million earlier this year and agreed to make available an additional \$4 million to "aid and support its business and growth plans," AMLH said.

"I think we can be the No. 4 or No. 5 player in the industry," St. Clair said.

TraveLeaders itself is a product of consolidation. In 2000, it was formed when St. Clair bought several agencies in Florida, including Around the World Travel, which was the largest independent agency in Florida at the time.

The rollup gathered steam later that year when TraveLeaders acquired Sundance Travel, one of the largest independent agencies in California.

Expect another burst of acquisitions, not only by his company but by others, St. Clair said.

"There are three to four years of hard consolidation facing this industry, from the mom-and-pops to the megas," St. Clair said. "The industry today cannot survive in its current form. Somebody has to provide an exit strategy for all these businesses."

Besides acquisitions, St. Clair said capital will be used to build an e-commerce platform for agencies in the Hickory network.

In the past year, several agencies have left Hickory for other organizations because they viewed Hickory as technologically deficient and unable to help them compete with online agencies Expedia, Travelocity and Orbitz.

"We see an opportunity with Hickory," said St. Clair. "It's a sleeping giant."

TravelLeaders is a member of Radius, a Hickory competitor, and will honor its Radius contract, which expires in 15 months, according to St. Clair.

In particular, St. Clair said TravelLeaders is committed to the Business Development group, a subset within Radius charged with winning and servicing multinational corporate accounts.

The subset launched last summer, with participants paying money above and beyond their Radius membership dues to fund a dedicated sales staff and other costs associated with the initiative.

TravelLeaders, Travel and Transport of Omaha, Neb., and Northwestern Travel Management of Minneapolis are the three U.S. agencies in the Business Development group.

When TravelLeaders' contract expires, a decision to leave Radius could be moot, as there's industry speculation that AMLH will acquire Radius and merge the consortium with Hickory.

Besides owning Hickory and TravelLeaders, AMLH is in the real estate and timeshare businesses.

The company said it is developing a destination resort in Orlando called Tierra del Sol, which will feature 971 vacation town homes and condominiums.

The resort will be marketed to second-home buyers, said AMLH, who, in turn, can rent units to consumers through AMLH's vacation-rental management program.

Also, AMLH operates travel clubs for organizations and corporations. H&R Block is one of its clients.

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## Technology

### UAL eyes GDS-bypass incentives

By Dennis Schaal / January 31, 2005

NEW YORK - United is considering paying its top travel agencies and corporate clients an incentive fee to get them to bypass traditional GDSs and use new-technology alternatives.

The struggling carrier summoned its top 70 agency and corporate clients to headquarters in Chicago earlier this month, urging them to test and eventually start funneling bookings to ITA Software, G2 SwitchWorks and Farelogix.

To transition clients to the startups, United is considering offering the meeting's invitees - and these top producers only - a \$5-per-ticket inducement to replace lost GDS incentives, a United spokeswoman said.

That proposed incentive, which could begin as early as the second half of 2005 after United further tests the systems, would last two years, the spokeswoman said. But she said there is no firm timetable for implementation because it depends on how the tests go.

United told Travel Weekly the GDS new entrants charge the carrier \$1 to \$2 per ticket vs. the \$12 on average it pays to Sabre, Galileo, Worldspan and Amadeus. Unlike the GDSs, the startups don't plan to pass along incentives to agents.

Some observers see the two-day gathering as a watershed event, raising the prospect that the alternative distribution channels will come to the fore much sooner than expected.

Some also contrasted United's client-relations play with Northwest's aborted attempt to unilaterally impose a "shared GDS fee" on agents last year.

Works in progress

Others, however, regard United's action as a negotiating tactic to get better terms from the GDSs, noting that the startups, which call themselves alternative GDSs, are untested works in progress.

G2, for instance, is processing agency bookings from seven major carriers.

ITA, working with a dozen airlines, will be conducting tests with at least 10 agencies in the first quarter and has been visiting agencies accompanied by airline reps, said President and CEO Jeremy Wertheimer.

Getting agents on board is another matter. At WorldTravel BTI, Dee Runyan, the agency's executive vice president, said the industry must evaluate the functionality of the new channels vs. the old, ensure that online

booking tools interface with the new entrants, deploy agency desktops and negotiate content and inducements "with travel and, in some cases, technology suppliers."

She said "both WorldTravel BTI and the industry are at at least 12 months away from significant volume flowing across alternative channels."

Runyan said her agency in the second quarter will "test in earnest" these transaction models as it "retools the pipes that feed agent desktops and corporate booking tools."

Runyan noted the agency developed a Web-services platform "pointing toward any point of sale" and that it is working on infrastructure to make the new channels seamless to agents and clients.

In addition to ITA and G2, three other firms made presentations at the United meeting -Farelogix, Outtask and TRX. Outtask and TRX discussed the integration of corporate booking tools.

Farelogix offers a "multi-source distribution platform" with independent pricing, said CEO Jim Davidson, a former president and CEO of Amadeus North America who recently joined the Canadian firm. He told Travel Weekly the company also is creating a direct-connect with United.

Orbitz, which developed its Supplier Link direct-connects to airlines when United was an owner, was not a presenter but it was in attendance, as was Travelocity.

Corporate attendees

Among corporate agencies in attendance were American Express, WorldTravel BTI, Navigant International, Travel and Transport, Omega World Travel and Tzell Travel Group. Corporate users included McDonald's, Boeing, Hewlett Packard and some 60 other companies.

Not everyone is jumping on the new-channel bandwagon.

Michael Qualantone, vice president of global distribution for American Express, said Amex views the alternative GDSs as "developing and evolving technologies" that need to be analyzed.

"Just because they proclaim to be GDS alternatives doesn't mean they are," said Qualantone, noting that the traditional GDSs provide the best access to broad content. "If we need to chase a bunch of systems to deliver the lowest fare, is that what our customers want us to do?" Qualantone said.

The distribution official said Amex has direct relationships with American and Continental and is open to discussing fee agreements with other airlines.

He questioned whether United's actions are a negotiating tactic and said the push toward the startups is supplier-driven.

"When someone induces you to [try] something that is less than today, I would question the inducement," Qualantone said. "When they are done evolving, we will see where they are."

Carlson Wagonlit Travel, meanwhile, noted that its Symphonie platform facilitates direct-connects with five major airlines.

Andrew Compart contributed to this story.

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**Tags:** Transportation Security Administration, Verified Identity Pass, JPMorgan Chase, National Business Travel Association, Microsoft, Chief Executive, Microsoft, Fee, Johnson Controls, ASTA

## TSA Approves Reg. Traveler For Up To 20 Airports

May 01, 2006 - 12:00 AM ET

By Jay Boehmer

The Transportation Security Administration last month said it is on track to roll out Registered Traveler programs at up to 20 airports this year, on the condition that approved private-sector operators "make the necessary business arrangements with host airports and air carriers and get security approval from TSA for the proposed configuration." So far, two vendors—Verified Identity Pass, through its Clear product, and Safink, which through a partnership with other vendors created FLO—have said they have technology and agreements in place and are poised to launch at airports on the scheduled start date or shortly thereafter.

TSA essentially is putting a cap on the number of airports that can launch this year, scaling back what initially was planned to be a nationwide rollout.

Airports could be up and running as soon as June 20—which since last year has been slated as the launch date—but TSA said, "Subject to public demand for the RT program, TSA would expect RT to operate on a national scale next year." TSA is calling the program in pilot mode and a spokesperson said, "We're characterizing this as the first phase of a national rollout."

TSA asserted that it is on track to fulfill its vision of a public-private partnership that offers expedited airport security screening to travelers who pay a fee and submit to a background check (BTN, Nov. 14, 2005). "TSA is working with airports and private-sector providers, and we will enable the private sector to launch Registered Traveler programs as soon as this summer," said TSA assistant secretary Kip Hawley. "Security will be maintained, the program will

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TSA did not say specifically which benefits would be granted to registered travelers. "While the combination of benefits and security measures available at each participating airport may vary, all RT travelers should receive an expedited and more convenient checkpoint experience," TSA said in a statement.

The National Business Travel Association—a longtime advocate of a Registered Traveler-type program—continued its support for TSA's advancements in making the concept a reality. NBTA last month also joined forces with Airports Council International-North America, American Society of Travel Agents and the Voluntary Credentialing Industry Coalition to work together to help TSA move toward its

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launch. "The good thing about the announcement is it would be next to impossible for them to go back on this now, whereas everything in the past they've been hedging and not clear on when the rollout date is," said NBTA executive director and COO Bill Connors. "They said 20 airports and that tells me they're going to be hard-pressed to go backwards on this."

TSA also said that it would award a contract to a company "to assist in the development of the verification and validation standards" for vendors applying for Registered Traveler vendor status. "Before TSA approves the beginning of a pilot, the airport or airline and its vendors must submit their validation and verification statement prepared by an independent audit firm," a TSA spokesperson said.

The spokesperson noted that the agency would not disclose which companies have approached TSA to become accredited vendors. However, Saflink, Verified Identity Pass and Unisys are in various phases of formulating programs and gaining airport partners. TSA is mandating that programs from all vendors be interoperable.

Although Verified Identity Pass is the only company currently operating a Registered Travel program—with a Clear lane in Orlando—Saflink said it is ready to move forward. "Because of our background in cards and biometrics, we could issue a card today that would work in Orlando," said Saflink CEO Glenn Argenbright, noting that raises questions about how TSA will articulate interoperability standards—and whether it leaves companies the option to levy charges when a card they issue is used at another company's checkpoint.

"We know TSA will mandate interoperability," he said. "The bigger question: Is there going to be some sort of fee that we'd have to transfer back and forth between the various companies? We don't know that yet, because TSA hasn't weighed in."

It remains a possibility—one that could in part sour some of the promise of interoperability for travel buyers, whose travelers may have to pay fees on top of annual enrollments.

"Take the ATM issue. It's still interoperable, but if you use someone else's card you have to pay for the right to do it," NBTA's Connors said. "We're not advocating that, but I understand that thinking."

This is the model Verified Identity Pass is endorsing. "What we have proposed in our submissions to TSA is a model whereby if a competitor's card comes through a kiosk at our airport, we charge a set fee based on the overall cost of maintaining a security kiosk based on the number of people who use them. It might be \$2 or \$3," said CEO Steven Brill. "Each card would have an identifier for the company, not the person, so each month we'd send a bill to company XYZ."

While TSA would set such standards by June 20, Verified Identity Pass and Saflink are marketing similar programs as both are seeking travel industry partners, both offer an annual membership in the same price range and both claim to be in active discussions with airports—and boast that they are set for launch this summer.

Saflink last week said it would launch FLO—or Fast Lane Option—with partners including Microsoft, Johnson Controls and ID



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Technology Partners. The alliance last week also added JPMorgan Chase to facilitate "application intake and processing services and collect program fees from subscribers," and The Paradise Shops, which owns more than 500 specialty stores in more than 60 airports and hotels nationwide, as a marketing partner.

"If you look at our alliance, we brought in experts in their field," said Saflink CEO Glenn Argenbright. "We know how to build a card, biometric readers, kiosks and systems where we can lock anything and unlock anything; that's what we do. Expedia knows corporate travel managers, Johnson Controls knows the airports, Microsoft knows the database back end. I don't know Dick Butkus about credit cards, about marketing a card-based program to a broad consumer audience, but JPMorgan Chase has 94 million cardholders."

Saflink, which last week touted its wares to airport representatives at the American Association of Airport Executives conference in San Diego, said it has operational kiosks for authentication and enrollment and has been in discussions with between 15 and 20 airports that "have a high level of interest," Argenbright said. "We've been talking to them for about six months," he said. "Some will probably launch in June or July. I would argue or say with strong conviction that you'll see two of the top 10 airports in this first round."

VIP's Brill said several partnerships forged with airports should come to fruition this summer.

"This will definitely make it possible for us to launch enrollment by June or maybe earlier at San Jose, Indianapolis and Cincinnati, with whom we already have agreements, plus continue our program in Orlando," said Brill. "We expect to be in a position with agreements and plans in hand to launch in at least eight more airports this summer and fall, with more to follow by the end of the year and in the first quarter of 2007."

"Verified and our model are very similar," Argenbright said. "We're looking at a subscription-based model. Where you probably differentiate our two programs are on benefits and general approach. We're probably both going to charge between \$79.95 and \$100. I would see us staying right around the \$80 range. If TSA, for example, raises or adds fees that aren't there today, then we'd be in the position to raise some costs."

Verified Identity Pass is charging about \$80 for annual enrollment, but Brill last week said, "Retail price is going to be somewhere between \$75 and \$95. We just don't know where that will fall."

Saflink plans to differentiate itself through its partnership with JPMorgan Chase and other payment companies by including a credit card component. "That's not what Chase is doing right now—they're a processing partner and payment partner—we've clearly had discussion with them. We're angling to eventually tie it to a credit card, probably in 2007 or 2008," Argenbright said.

Brill, meanwhile, has fervently said the company would not partner with credit card issuers to launch a payment component, but rather would seek agreements with bank issuers and payment networks as marketing partners.

Verified Identity Pass last month announced separate partnerships with TQ3Navigant and Travel and Transport, which will offer clients tiered discounts for Verified Identity Pass biometric smart cards that facilitate the airport security process.

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# TRAVEL WEEKLY

The Travel Industry's Trusted Voice

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## Government Affairs

### **Despite objections, TSA expands Registered Traveler**

By Michael Milligan / May 08, 2006

WASHINGTON -- Despite opposition from the major airlines, the Transportation Security Administration said it intends to phase in as many as 20 airports to its Registered Traveler pilot program before the end of the year.

Registered Traveler is technology designed to expedite airport security screening by embedding digital identification and biometric information about travelers in a card that can be read by hardware installed in terminals. Travelers who participate in the program are prescreened, enabling them to avoid long airport security lines.

TSA launched the program in July 2004 and has conducted tests at airports in Minneapolis, Houston, Los Angeles, Boston and Orlando, where the program is still in operation.

In response to the TSA's announcement that it would expand the Registered Traveler program, the Air Transport Association, an airline trade group, reiterated its opposition to the technology.

#### **Questionable benefits**

ATA firmly believes that limited TSA resources should not be diverted from efficiently and effectively screening all passengers to a program that provides limited and questionable benefits for some customers, the ATA said in a statement. Instead, TSA should focus on programs that improve the overall passenger-screening process.

The TSA said the additional Registered Travel airports would come on line as soon as the programs private-sector developers complete the necessary business arrangements with host airports and get security approval from the TSA. The TSA said it would announce the additional airport locations in the coming months.

TSA is working with airports and private-sector providers, and we will enable the private sector to launch Registered Traveler programs as soon as this summer, Kip Hawley, TSA assistant secretary, said in a statement. Security will be maintained, the program will be paid for by the private sector and it will not disadvantage the general public when they fly.

The Registered Traveler program will be partially financed by fees, which will be set in a notice published in the Federal Register. Where those fees will come from is yet to be determined. The TSA also intends to solicit public comments on its plan to implement Registered Traveler nationally.

Hawleys decision to expand the program was praised by the National Business Travel Association.

NBTA has supported the Registered Traveler program since its inception, NBTA Executive Director and COO Bill Connors said in a statement. As a participant in one of the pilot programs offered at Reagan National Airport, Im well aware of the benefits Registered Traveler provides frequent business travelers.

Steven Brill, the founder and CEO of Verified Identity Pass, the company that operates the Clear Registered Traveler program at Orlando, said TSAs announcement successfully continued the process of giving airports and air carriers the guidance they need to launch this security-enhancing and hassle-eliminating program.

### **Industry acceptance**

Other sectors of the travel industry are beginning to embrace the program. For example, in March, Brills company signed a deal with Hyatt Hotels to offer top-tier members of its loyalty program complimentary membership in the Clear Registered Traveler program.

Travel and Transport, one of the largest travel management companies in the U.S., signed a similar agreement with Verified Identity Pass to offer its customers a corporate discount on Clears membership fees.

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## Reporter's Notebook: ACTE Flags Registered Traveler Concerns

May 15, 2006 - 12:00 AM ET

Addressing Association of Corporate Travel Executives concerns that red flags could be raised if employees are denied Registered Traveler status, Verified Identity Pass CEO Steven Brill last week during a keynote at the ACTE conference in Atlanta said his company would ensure corporate travel buyers and their companies would not be notified of rejected applications. ACTE officials said privacy concerns about Registered Traveler programs are increasingly on the radar of travel managers, yet president Greeley Koch said ACTE will strongly support a program if it delivers on its promise to speed travelers through airport security checkpoints.

"Even though it's a voluntary program, could it cause a company to look suspiciously on somebody if they elect not to register or are denied membership?" Koch said, outlining ACTE's primary concern. ACTE trumpeted those concerns in recent weeks at a U.S. Chamber of Commerce hearing and its conference.

To quell such uneasiness, Brill said Verified Identity Pass—the only company operating a Registered Traveler program—would not disclose to corporate contract holders which employees are members of the program, even if the company pays for those memberships. Brill also reached out to ACTE to help with a "dispute resolution program" should companies want verification that the number of memberships they pay for are in fact issued.

Following the conference, however, Koch said, "That's the first we'd heard of it." Although ACTE will explore the possibility, Koch said, "My first thoughts are you don't want to overcomplicate a very simple process." As such, ACTE said the issue largely is one

support.

Brill stressed factors other than an employee's background—such as the inability to produce a readable fingerprint—could be a barrier to the program's entry. ACTE also noted some travelers would not want to disclose the background and biometric information the program requires.

Noting that TSA always had intended the program to be voluntary for the American public, Brill said that facet of Registered Traveler should be preserved in Corporate America. "We will not sign corporate contracts that require employees to be part of this program," Brill said.

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However, the keynote left many ACTE attendees apprehensive. Using handheld instant polling devices following Brill's presentation, 53 percent of 106 respondents said they were concerned that employers would become suspicious should their application be rejected.

As TSA still is in the midst of its rulemaking for Registered Traveler, ACTE said it is encouraging the agency to implement an "expeditious" redress process to handle denied applications. TSA has noted that it is planning to establish a redress process, but has yet to detail such a process.

Meanwhile, VIP during the conference announced it had finalized a deal with HRG to join its stable of travel management companies, including TQ3Navigant and Travel and Transport, that will offer clients tiered discounts for Verified Identity Pass biometric smart cards that facilitate the airport security process. American Express also is in the final stages of putting together agreements with VIP and other voluntary credential suppliers, verified Andrew McGraw, senior vice president and general manager of American Express Business Travel for North America.

\* \* \*

Speaking about the industry's preparedness for a possible avian flu pandemic, Koch said, "In some of the polling we had done, there was concern that people weren't ready with their plans. We need to step up and do more as far as alerting people that they need to have their plans in place, because we don't want to see disruption to the travel industry for potentially up to a year," he said, referring to remarks by Dr. Julie Gerberding, director of the Center for Disease Control and Prevention, that the likely reaction to a pandemic would be "social distancing," tantamount to a worldwide quarantine. Koch said Gerberding invited ACTE to join a task force to get the word out when such a disaster might strike.

ACTE also joined Marilyn Carlson Nelson, Carlson Cos. chairman and CEO, in the fight against the trafficking of women and children, by signing the "End Child Prostitution, Child Pornography and Trafficking of Children for Sexual Purposes" code of conduct. Prior to ACTE's involvement, Carlson Companies was the only U.S. signatory of the ECPAT code. "Through training, communications and public awareness," said Susan Gurley, ACTE's executive director, "the business travel industry can help eliminate these practices."

During her opening night speech, Carlson Nelson spoke about what she deemed one of the greatest challenges of globalization: the creation of a fluid but common culture, respectful of national and regional differences, yet faithful to global corporate values and standards. "The secret is to create a host culture within the corporation in which these concepts are self-perpetuating," she told attendees. "As business leaders, we must think of the world not as groups of faceless, nameless masses, but as groups of individuals with values, likes, dislikes, families and futures."

\* \* \*

Travel executives seeking vendors for a corporate card program are



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more interested in merchant acceptance, global capabilities and data quality than loyalty rewards, according to a white paper on corporate card requests for proposals unveiled at the conference. The paper, sponsored by ACTE and AirPlus International, was compiled from interviews with representatives from 13 companies, five corporate card organizations and 208 responses to an email survey distributed by ACTE. Of 179 respondents, 64 percent listed merchant acceptance as critical in their evaluation of a corporate card program, and slightly less than 50 percent listed global capabilities and technology as critical. Only 35 percent said the features and benefits of the card were critical, although 46 percent said they were very important.

David Hillman, principal of Consulting Strategies and author of the paper, said it also indicated that buyers are looking far beyond just price when choosing a corporate card vendor. There was a time when corporate cards were almost considered nothing more than a commodity, but Hillman said that has changed.

"That was very refreshing for me, and it also told me that people who are selecting cards are going through the robust RFP process and are paying attention to the important elements of that process," Hillman said. "It's obvious to me that the sophisticated buyer is really reviewing the elements of the card programs very seriously."

The paper also indicated the need for a stronger reference source for corporate card RFPs, AirPlus president and CEO Richard Crum said. Although about 70 percent of 210 respondents currently or recently evaluated their corporate card program, only a little more than half of respondents used a formal RFP in the process.

\* \* \*

Many attendees during a session on global distribution system content feared access to fares could come at a price to corporate users. Fifty-six percent of 66 respondents using instant polling devices during the session said suppliers, including airlines, will charge corporate clients for content access within the next year and a half.

"The last thing buyers want is a rebate going to the agency and a GDS fee on the ticket," said panel moderator John Caldwell, president of Caldwell Associates.

Delta and United—representing the airline perspective during the session—said they would not embrace opt-in, opt-out options that could pass costs to users. Delta vice president of sales and distribution Pam Elledge said the carrier would not be "nickel and diming" travel management companies and corporations with an opt-in, opt-out model.

While airlines prefer their own distribution channels—namely their own Web sites—from a cost standpoint, United managing director of worldwide sales strategy Scott Brandt said the carrier would differentiate their own channels over GDSs as it offers such benefits as online checkin through its own site, but "we're not going to require corporations to come to united.com."

\* \* \*

Marriott's Steve Richard, vice president of global sales, during a session charged that buyers were not taking the request for proposal and negotiation process as seriously as they should and that buyers needed to do their "homework" better and understand that negotiations were a full-year job, something he referred to as

"flattening out the cycle." BCD Travel's Maria Chevalier, vice president of hotel relations at BCD's Travel Procurement Solutions division, disputed his suggestion and said that the job was like a see-saw, with each side sharing data together to strike a balance. Deloitte's Brian Nichols, hotel and ground transportation programs manager, called for buyers and sellers to also share data better, a process he coined "transparency and trust."

\* \* \*

David Raddcliffe, CEO of HRG, in addressing a general session touched on an issue key to his own philosophy: low cost versus value-added services. "TMC services are still required," he said, "but the changing delivery profile is getting more complex: online or unmanaged, unbundled or dynamic packaging? Clients expect to buy individual components."

\* \* \*

Asia/Pacific over the next six years will account for 30 percent of a global company's travel spend, up from 18 percent today, Megan Stowe, global sourcing manager at Intel, said during a session. "Is Asia ready for that?" Stowe asked. "If not, we're going to have to hurry up." Bicky Carira, senior vice president of Asia Pacific at BCD Travel said in the past 18 months, airlines in India have added 170 new flights a day, and 330 new airplanes are likely to be added over the next 15 years—260,000 additional seats a day. That is still not enough. "At the present pace of demand growth, India will need 570 airplanes worth \$55 billion by 2023 to keep the balance of supply," he said. Tight supply can make it difficult to negotiate, Carira said, but buyers can negotiate for waiver of cancellation fees and upgrades, and take advantage of international carrier corporate programs.

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## Government Affairs

### Registered Traveler program makes headway

By Michael Milligan / June 19, 2006

Carlson Wagonlit and Visa became the latest travel suppliers to offer customers memberships in a pilot Registered Traveler program designed to expedite qualifying airline passengers through airport security checkpoints.

Under separate agreements with Verified Identity Pass -- a private sector company that operates Clear, a Registered Traveler program at Orlando's airport -- Carlson-Wagonlit Travel will offer discounts on first-year memberships to its corporate clients, and Visa will offer certain cardholders discounts on Clear memberships.

The Clear discounts will be offered through the Visa Incentive Network, which enables member financial institutions to provide cardholders discounts and promotions in various states.

Visa and Carlson Wagonlit join a growing list of companies, including Travel and Transport and Hyatt Hotels, which have arranged to provide Registered Traveler discounts to their customers.

About 25,000 travelers are already members of the Clear program.

The Transportation Security Administration, which facilitates the RT program, announced in April that it intends to roll out RT programs in as many as 20 airports this year, in cooperation with private-sector vendors.

The TSA has requested statements of interest from airports to gauge their potential participation in the program.

Under the plan, RT airports would come on line as soon as the private sector vendors, such as VIP, make the necessary arrangements with host airports and airlines and get security approval from the TSA.

Under the program, the vendors are responsible for pre-enrollment of passengers as well as the collection of biographical information, biometric data, validation of information, RT membership card production and issuance and user-fee collection.

VIP, currently the predominate RT vendor, said it has either signed agreements or is in negotiations with several airports interested in service.

The TSA is expected to soon announce additional RT airports. Cincinnati/Northern Kentucky Airport has plans to initiate an RT program possibly by the end of June.

But even as momentum begins to build behind RT, the debate over its value continues to rage, pitting airlines against airports with travelers caught in the middle.

A key opponent of the program is the Air Transport Association, the trade group representing major U.S. airlines, which contends the TSA should focus on expediting all passengers through security, not just business travelers, who make up the majority of RT program members.

ATA declined a request by Travel Weekly to comment for this story, referring instead to a letter it recently sent to 79 airport managers across the U.S.

In the letter, ATA President James May, who in February testified before the Senate Commerce Committee in opposition to the RT program, urged the managers to reject the TSA's ongoing efforts to develop RT as a nationwide system.

May argued that as currently designed, the program will unnecessarily drain limited TSA resources and detract from the agency's ability to craft more comprehensive programs benefiting all travelers.

The ATA also took exception to the TSA's business model, in which the RT programs would be partially fee-funded. The amount of the fee and how it will be administered haven't been determined, but those issues are expected to be resolved in a rule-making process, under which the TSA is accepting industry comment through the end of June.

But a TSA spokesman said one thing is clear: The program is going to be a private, industry-driven program. It is not going to be funded by the federal government.

The plan, as outlined on the TSA Web site, stresses interoperability because it involves different vendors operating RT programs at different airports.

It calls for an open technological platform that facilitates competition, a central information management system (known as the Transportation Security Clearinghouse, managed by the American Association of Airport Executives) with safeguards to protect personal privacy. The TSA would be responsible for setting key program standards and security measures.

None of this sits well with the airlines.

We are uncomfortable with the lack of a proven economic model, May wrote in the letter to airport directors, adding that neither the TSA nor the airlines nor the current RT vendors have agreed on a robust business model for fee interchange between various providers at different airports.

The ATA's opposition confounds VIP founder and CEO Steven Brill.

I had one discussion with Jim May and it was like talking to a wall, Brill said. I couldn't figure out what their opposition is rooted in, and I still don't.

Brill added that there may be a disconnect between the [airline] people that liaison with the ATA and the customer-service and marketing people, the very senior people, that we are talking with at the airlines. But this is having no effect on the roll-out of the program.

Charles Chambers, senior vice president, security and economic affairs for the Airports Council International-North America, which supports the RT program, said he believes the airlines opposition is rooted in the ATA's desire to make sure it makes sense. I view [the issues raised by the ATA] as a positive. I think having a variety of comments and thoughts about the process has been a positive.

Meanwhile, the RT program continues to move forward. We are in the midst of negotiating partnership agreements to co-market and co-brand [RT] cards with more than one major airline, Brill said. Additionally, he said, he is in similar discussions with every airline except Northwest.

All of which thrills business travelers.

If you are able to remove people who are willing to undergo background checks, put them in one line and the unknown people in another line, the TSA can focus their resources more wisely, said Bill Connors, president and CEO of the National Business Travelers Association, which supports expanding RT programs to all airports.

Ultimately, Chambers said, I think RT shows promise in developing technology that may be useful to more expeditiously get [all travelers] through the screening process.

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## New TMC Fees Rankle Buyers

November 06, 2006 - 12:00 AM ET

By Jennifer Merritt

Two months after global distribution systems reduced incentive payments to agencies, many buyers still are embroiled in negotiations, likely to continue for months, as to the subsequent fees that agencies will charge them.

Aside from contractual issues and a reticence to welcome any cost increase, the major sticking point for many buyers is the lack of transparency in agency costs and revenue streams that make them and their senior managers question whether they are being asked to pay a fair amount.

Buyers are unhappy with the way they have been left out of the discussion about bearing these additional costs, with little more in return than assurances that they will have access to full airline inventory for the next several years. With clients of agencies other than American Express seeing Amex claiming to hold their colleagues harmless from these charges, the new financial terms are prompting many to consider the possibilities of bypassing GDSs through direct deals or at the very least seeking fee customization from their agency.

After GDSs said they would reduce agency incentives, following their airline negotiations, mega agency Carlson Wagonlit Travel and a few others announced they would charge a flat transaction fee (BTN, Aug. 14). Other TMCs are handling negotiations individually.

"I've been in this business for 30 years, and this is the first time I have ever seen an issue being dealt with on a case-by-case basis, except for Amex clients who seem exempt from this," said Jeffery

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Group. He said the issue would linger for some companies another six to nine months and attributed the delay to two factors: "One, with the larger corporations, the decision of whether or not to accept the cost is not being made by the travel manager," he said. "It's a financial issue, so it's being sent upstairs. Plus, you've got to teach senior management what it is. Two, with so many corporations, it's taking time for agencies to get to them all. There are only so many vendor representatives."

Of 10 buyers with whom BTN spoke, all had talked with their TMC about the pass-through cost and were reticent to discuss details of negotiations and/or terms. Some said they had come to terms with their agency, but others are holding steadfast in negotiations, at least until seeing the first invoice that includes such charges.

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"At this point, it's our budget that's taking the hit," said Rita Visser, global executive travel manager at Oracle and a Carlson Wagonlit client. "We can't do anything with it until CWT sends us the first bill. We know it's going to be a challenge, we just don't know how big of a challenge."

Omaha, Neb.-based travel management company Travel and Transport, one of a few TMCs to follow Carlson in setting a \$2 fee, determined it would identify the cost as a line-item surcharge. "If our fee to a client was \$25, we don't send a bill to them saying, 'It's \$27 multiplied by your number of transactions.' We say, 'It's \$25 times your number of transactions per our contract and then it's an additional \$2 GDS fee, multiplied by your transactions, which equates to \$27. We break it out,'" said Bill Tech, Travel and Transport president and chairman of Radius, a network of travel management companies.

Tech claimed that as of late last month all his customers had accepted the new fee. Part of the success of that effort, he said, was in being able to assure clients the \$2 fee would be fixed and ensure content availability for the next five to seven years.

"In all of our contracts, we have a cost of living increase," Tech explained, "so we're not going to make that \$2 part of our base \$25 fee and get an extra 3 percent each year. That will stay flat. Our price increases will be based on our negotiated fee."

Tech said all Travel & Transport contracts have had 30-day cancellation provisions in them ever since the first commission cap in 1995. Many buyers without such clauses in their contracts, however, are insisting their agency honor the existing contract until it expires.

Some consultants said some clients who accepted the cost now are preparing to go back and renegotiate airline contracts, while others are considering booking directly through carriers' Web sites.

In a survey of 189 members for its 2007 Business Travel Overview and Cost Forecast set for release in the next two weeks, the National Business Travel Association found that 34.4 percent of respondents plan to explore shared distribution savings via direct connections and global distribution system alternatives in an effort to trim costs. Furthermore, 41.9 percent said that they would push their travel management company to implement direct connections in order to keep costs down.

"If you do a lot of business with one or two folks, you can bypass the agency and get what you want, within reason," said Miller of The Miller Travel Group. "A lot of the airlines made the first move, which I found surprising. They want to keep that business. It's one of the crazier things I've seen because you've got so many players."

Even clients of American Express, which claimed its customers were immune to such fees due to its internal distribution solution, Travelbahn DS, admitted to not having all the answers. Two midmarket American Express clients with whom BTN spoke could not clearly determine whether or not they would be charged for bookings made with suppliers that do not participate in Travelbahn, which includes Delta, Northwest and US Airways.



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Many larger clients, however, already have been given assurances. Amex client Cynthia Teufel, sourcing manager of procurement for corporate services at pharmaceutical giant Merck in Whitehouse Station, N.J., said, "My clear picture is that we're not going to be assessed another fee."

Industry experts advised buyers to protect themselves with contract language. "If it wasn't in there now, cut the best deal you can and make sure that there's language in there to protect you, and if the market is such, look to go direct," said Miller.

Buyers need to ask the right questions, according to Teufel, a former National Business Travel Association president. "How long are these fees in place? Will they be charged additional fees in the future and what happens if it goes in the online environment, which we all know it's going to?" she asked. "Either it costs something or it doesn't, so what's the point of all this?"

Many buyers are unhappy to have been left out of the industry negotiations that ultimately resulted in them being handed a new bill.

"The fait accompli doesn't sit well," said John Caldwell, president of consulting firm Caldwell Associates in Washington, D.C. An even bigger issue for many is the apparent lack of transparency in assessing the fee. "The lack of auditable proof that the impact has been negative on the TMC presents a problem. Most clients are sympathetic, but they want hard proof—including proof of their own segments."

Others cry foul at what seems to be the agency standard of not allowing buyers to see supplier agreements that are deemed confidential.

"This is your money," said Laurence Smith, an attorney with Wolff & Samson PC in West Orange, N.J. "It's disingenuous to make sure these agreements are cloaked with confidentiality, knowing full well that many of your corporate customers are going to say, 'I want other commissions and rebates and other revenues to flow back to me,'" he said. "Unless the corporation has the time and resources to contract directly with the GDS, do they have total confidence that all the GDS revenues minus the technology expenses are coming back to them? I don't think so. We're far from total transparency."

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Redmond, Wash., August 9, 2010 – Concur (NASDAQ: CNQR), the world's leading provider of on-demand employee spend management services, today announced at the NBTA Convention in Houston that leading Travel Management Companies (TMCs) have entered into strategic distribution agreements with Concur to offer Concur's mobile solutions to their business travelers.

Leading TMCs like Adelman Travel Systems, Inc., Atlas Travel International, Azumano Travel Service, Inc., Fox World Travel, Inc., The Travel Authority, Travel and Transport, Inc., Travel Destination Management Group, Inc., Travel Incorporated, World Travel Service, Inc. and World Travel, Inc. will provide itinerary data to Concur for use in Concur's travel management solution for smartphones. Using Concur's mobile APIs, the participating TMC partners will send business travel itineraries that will be integrated with Concur's mobile platform.

Through Concur's mobile application business travelers will be able to view their itineraries with their Android® phones, BlackBerry® phones iPads, or iPhones. Concur's powerful mobile platform also integrates select third party mobile applications such as GateGuru's airport-specific dining and shopping information to make their travel experience easier and more convenient. By using Concur's mobile application, TMCs can help drive compliance and minimize program leakage by ensuring the mobile transactions stay within their managed travel services.

"Savvy travel management companies increasingly look for opportunities to add value to their clients by seeking innovative technology solutions that improve travelers' lives while helping their clients manage program leakage," said Rajeev Singh, president and chief operating officer for Concur. "Concur's mobile platform is specifically designed to help these innovative TMCs by aggregating travel content and connecting business travelers with the information and services that they need to stay productive and in policy."

Concur utilizes robust and flexible mobile application and web services technology to extend the power of Concur's on-demand travel and expense management services and deliver directly to popular smartphones. By seamlessly connecting to Concur® Travel & Expense, employees using Concur's mobile application can manage their travel itineraries – adding or changing items such as taxis, hotels or rental cars, conduct in-policy business travel transactions, capture T&E expense data and submit or approve expense reports.





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## BTN's 2012 Small & Medium Enterprise Report

April 16, 2012 - 03:50 PM ET  
 By Chris Davis and David Jonas

Differences in travel management programs across small and medium enterprises are easier to find than similarities, but there are a few characteristics emblematic of the segments: SMEs rarely employ a dedicated full-time travel manager, for instance. They typically develop travel policies but eschew mandates. And though they find very different ways of doing so, they often explore new avenues for reducing travel cost. On the other hand, there is little commonality at these companies in the location of the travel management function, the use of third parties, deployment of travel-related technology and relationships with travel suppliers.

**[Please click here to view the digital edition of the 2012 Small and Medium Enterprise Report, featuring all charted data, downloadable as a pdf.]**

*Business Travel News'* 2012 Small and Medium Enterprise Report, as in past surveys, defines the small market as those organizations that in the most recent full year spent \$2 million or less on U.S.-booked airline tickets, and characterizes the large market as those companies with more than \$12 million in such spending. In between lies the midmarket. It's a blunt metric that to an extent reflects companies' travel activity but not the nuances of individual management strategies, which some travel management company executives said is maturing throughout the segment.

### Travel Management Yes, Travel Managers Maybe

"I don't care if you're small or large, travel and entertainment is typically a big percentage of your expenses," said David Holyoke, president of Travel Leaders Corporate. "Even in the small segment ... selling a lot to admins, human resources execs and office administrators who were looking at it from a straight service standpoint. And even though it's not with a dedicated travel manager or procurement person, it has the same general framework as a heavily managed or larger program."

Ovation Corporate Travel chairman and CEO Paul Metselaar noted that he "can count on one hand the number of our hundreds of clients"—typically law and professional services firms—that have hired a full-time travel manager. While the advance of SME travel management rarely includes such dedicated, internal staffers, it has drawn the attention of C-level executives and procurement and financial managers, who in fact may directly handle certain travel managing and buying.

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The organizational department that holds responsibility for travel management at SMEs may vary (see story, page 8), as can senior executive oversight. SME senior executives "can be overwhelmingly involved to not involved in the slightest," said Casto Travel vice president and COO Marc Casto. Such oversight or lack thereof is one of the biggest defining characteristics of travel programs in the segment, he said.

### Cost Control Is King

At those organizations, the goals of travel management can intertwine closely with cost control. Of 214 *BTN* survey respondents, 82 percent cited "cost control" and 77 percent cited "cost savings" as benefits of managing travel, outpacing every other listed advantage.

Several dozen respondents volunteered "cost savings" in response to open-ended questions about the accomplishments of their travel program in 2011 and their goals for the program in 2012. "Saved money by sending several employees together," wrote one respondent of 2011 travel management accomplishments. "Researched less expensive hotel options in areas of trade shows and took advantage of those lower costs," wrote another. A third listed as a 2012 goal "spend money like it's Momma's."

Among SME companies, travel management is "mainly about control and cost savings," said Adtrav Travel Management owner Roger Hale. "We articulate to them how much they're losing by having an unmanaged program: Unused tickets? No one is keeping up with your unused tickets, and airlines are making tons of money on that."

### When Service Trumps Cost

Still, most SMEs, especially midmarket companies, don't approach travel management with eyes exclusively on the bottom line. "Although everyone focuses on cost and service is treated as a given, service is still the reason a lot of them go out to bid and look for another vendor: You can save me \$10,000 on my travel this month but if you screwed up the president twice, you're out," Hale said.

"Cost is the priority that everyone listens to, but value builds compliance over the long term," said Cynthia Gillen, a buyer for midmarket BDO USA. "We're putting in more effort to sell the value of the travel management program internally based on the value to the company. Over time there will be more emphasis on value as opposed to cost."

Survey respondents also cited travel management value not directly tied to cost savings. About 65 percent of all respondents indicated travel tracking was a benefit of managing travel, with 63 percent citing financial reporting and 51 percent indicating traveler service/productivity. When looking only at the small market, though, the percentage of respondents who found benefits in those three categories all were lower—53 percent, 56 percent and 40 percent, respectively.

"We don't see a big difference between a \$2 million, \$3 million or \$4 million air account and a \$10 million account," said Ultramar Travel Management chairman and CEO Peter Klebanow. "We have \$2 million accounts that are as needy as a \$10 million account. They have the same expectations, processes and complexities as the larger [company]. I do think there's a distinction under \$500,000. When

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people cross that line, that's when they need the account management to have some sample policies and understand what's fair, smart and effective."

While far more survey respondents noted cost savings as a 2011 accomplishment and/or a 2012 goal, several volunteered service-related aspects. One secured "improved services from our travel management partner"; others cited traveler tracking.

"We have found a tremendous appetite from micro-companies that want the benefits of a managed travel program," said Orbitz for Business president Frank Petito. "They want to keep fees low but they like duty of care, reporting, access to hotels—they like to track what their folks are doing."

### **Boosting Volume In 2012**

Whatever the goals of SMEs' managed travel programs, and no matter how focused on cost savings they may be, travel management company executives agreed that those companies are traveling more in 2012.

"We survey as many clients as we can, and the largest majority last year said travel would be up 4 percent to 5 percent this year, and we're seeing that," said Atlas Travel president Elaine Osgood. "Travel per customer is definitely up throughout industries."

"Maybe we're an anomaly, but during 2008 and 2009 our smaller accounts dropped travel as much as 20 percent to 25 percent, and large—our top 15—dropped only 5 percent to 10 percent," said Travel and Transport president and CEO Bill Tech. "But in the better years, 2010 and 2011, our small accounts not only came back to the level they were, but they grew at a quicker percentage. They went up 15 percent to 20 percent, and the big accounts were up 5 percent to 10 percent."

### **DEMOGRAPHICS AND METHODOLOGY**

All represented companies in *Business Travel News'* 2012 Small And Medium Enterprise Report had 2011 U.S.-booked air volumes between \$500,000 and \$12 million. Slightly more than half of respondent companies were under \$2 million with an overall mean near \$3 million.

Respondents' 2011 U.S.-booked hotel expenditures (including taxes and fees) ranged from \$100,000 to more than \$3 million, with 60 percent of respondents indicating less than \$1 million. The overall mean was about \$1.1 million. The mean number of annual hotel room nights among surveyed organizations was about 6,700.

The average air volume among represented organizations for U.S. meetings and conferences (including taxes and fees but net of commissions and refunds) in 2011 was about \$565,000, down from a \$578,000 average calculated for 2010. For 2012, the trend is expected to reverse, increasing to an average around \$598,000.

In terms of total U.S. travel and entertainment, represented companies on average spent \$3.7 million in 2011. That was up from a 2010 mean of \$2.5 million. Respondents on average indicated a decline for this year, down to an estimated \$3.6 million. U.S. T&E includes airline tickets, hotel stays, ground transportation costs, such ancillary items as meals and parking and associated travel taxes and fees, but factors out any commissions or refunds.

Respondents represented organizations from various industry sectors with no one sector accounting for more than 23 percent of the total sample. Heavy and light manufacturing (23 percent), technology (14

percent) and consulting/accounting (11 percent) were most represented.

### The People

Nearly all respondents to *BTN's* survey said they managed business travel or meetings costs and more than half said they were responsible for setting corporate travel policies and/or negotiating rates for transient business travelers. Those representing organizations with more than \$2 million in U.S.-booked air volume were more likely than those from smaller spenders to negotiate transient travel rates (74 percent to 40 percent) and set travel policies (69 percent to 50 percent). Those working for travel departments that report to finance were more likely than the rest to be responsible for negotiating rates (67 percent). Those reporting to procurement, purchasing or shared services were more likely than the rest to set corporate travel policies (66 percent combined) and manage business travel and/or meetings costs (97 percent).

### Internal Organization

Travel departments at represented organizations themselves resided in various departments and were fairly evenly spread. General administration claimed the largest share, indicated by about a quarter of all respondents. That ratio increases slightly among organizations spending \$2 million or less on U.S. booked air volume. Executive offices claimed the fewest, 7 percent of the total and 4 percent among those spending more than \$2 million on U.S.-booked airline tickets. The bigger spenders also were more likely than their smaller-spending counterparts to operate a dedicated travel department (23 percent versus 15 percent).

Looked at a little differently, a plurality of all respondents (29 percent) said travel within their organizations reports up to the finance department. That was followed by general administration (21 percent), the executive suite (18 percent) and procurement, purchasing or shared services (13 percent combined). Smaller spenders were more likely to align travel beneath finance (29 percent) and the executive suite (24 percent) than other departments, while the larger spenders also favored not only finance (29 percent) but also procurement/purchasing/shared services and general administration (both 21 percent). Larger disparities are observed when comparing those spending \$1 million or less on U.S.-booked air tickets and those spending more than \$5 million: 25 percent of the smallest had travel reporting to the executive suite (versus just 2 percent for the largest), while 26 percent of the biggest spenders placed travel underneath procurement/purchasing/shared services (versus 7 percent among those with the most modest spending).

### Methodology

The BTN Group and research firm Equation Research conducted online surveys from January to March 2012. Invitations to participate were sent to subscribers of several publications of The BTN Group (*Business Travel News*, *Travel Management*, *Travel Procurement* and *The Transnational*), members of The BTN Group Research Council and members of an Equation research panel.

A total of 227 respondents qualified as travel managers or buyers by indicating that they either manage business travel or meetings costs, set corporate travel policies and/or negotiate rates for transient business travelers. Each represented an organization that spends between \$500,000 and \$12 million annually on U.S.-booked airline tickets. Equation tabulated all results.

Unless otherwise noted, data displayed in this report have been rounded to the nearest whole number and in some cases may not total 100 percent.

Data derived from questions that asked respondents to select all applicable answers are marked as such.

BTN editors augmented quantitative research with interviews with several travel buyers, more than a dozen travel management company executives and The BTN Group Advisory Board.

**This report originally appeared in the April 16, 2012, edition of *Business Travel News*.**

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## 2012 SME Report: SMEs Tighten Policy Too, But Enforcement Differs

April 17, 2012 - 03:00 PM ET

By Jay Campbell

Lots of small and medium enterprises have travel policies, and they tackle many of the same issues as those at large organizations. Policy at an SME might be shorter, simpler or penned with a management partner, but a more substantive differentiator from large company policy is enforcement. Some larger organizations have codified penalties, such as partial or complete nonreimbursement, that SMEs trying to manage travel scarcely touch.

In SMEs, the thinking mostly goes, it can be difficult to issue mandates. These companies often have entrepreneurial environments where verbal trip approvals are common and visibility into planned travel spending at the business unit level is more immediate. Nevertheless, more companies in the SME category are putting additional force behind the policies they have, according to *Business Travel News'* research and interviews.

**[Please click here to view the digital edition of the 2012 Small and Medium Enterprise Report, featuring all charted data, downloadable as a pdf.]**

SMEs grapple with program efficacy in the face of Internet rates, smarter travelers and sways in the traditional cost-service balance. Still, the arguments for tightly managed programs at this level are strong as rate integrity and a growing concern for duty of care boost the case for booking channel compliance.

According to *BTN's* research, 44 percent of respondents in 2011 mandated preferred agency use, and 11 percent said they would

percent, respectively. About one in six participants said they would add mandates in those categories this year.

But these averages hide some truths about a diverse marketplace. "In the South and Memphis, there's no such thing as a mandate," joked Memphis-based A&I Travel president Rebecca Martin at The Beat Live conference last year. "It's, 'Would y'all consider doing this?'"

In addition to regional variances, mandates were more prevalent among medium than small firms, respondents said. The agency mandate in 2011 was more common in finance than consulting companies, and far more common among those where travel reports to procurement than administration, human resources or finance. Consulting firms, though, were more likely to have mandated

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preferred airline usage than were finance, manufacturing or technology companies.

**Agency Observations**

BTN asked 10 travel management company executives for some generalizations about their SME clients' tendencies.

"A lot of small and midsize companies have put resources lately into beefing up their travel policies," said Ovation Corporate Travel chairman and CEO Paul Metselaar. "That's even more important if they don't have a full-time travel manager."

"It's important for them to know that their travel program is being managed, but they're not necessarily into mandates," said Elaine Osgood, president of Atlas Travel International. "I can think of one or two out of hundreds of clients that would say they are not going to reimburse for policy violations. It's sort of the 'do the right thing' attitude."

Travel and Transport president and CEO Bill Tech estimated the share of SME clients with a written policy at "probably half."

For Adtrav Travel Management, nearly 95 percent of clients have a policy, according to owner Roger Hale. "One of the first things we get with them and discuss is, 'Do you have one? If you don't, let's get one. If you do, let's review it.' If they don't have a policy, they're not serious about travel management."

At Casto Travel, which services many Silicon Valley companies, "The standard thing I hear with new clients is, 'We have a policy but we haven't looked at in four years and we need to rewrite it,'" said president and COO Marc Casto. "The ability to invoke a mandate is nil."

According to World Travel Inc. CEO Jim Wells, "They do tend to have a travel policy. If they don't have one when they come aboard, our consulting services group provides a travel policy writing service. Typically the midmarket is not a mandated market—we find 'strong encouragement.' Those tasked with travel have diverse responsibilities, which lends itself to people being very busy and looking for opportunities to provide high service with cost containment in a manner that won't inhibit them."

Broad guidelines are popular, such as lowest logical airfare policies (used by 70 percent of SMEs in 2011, according to this research) or the "use of nonrefundable airline tickets" (62 percent).

"The vast majority of clients have policies," said Travel Leaders Corporate president David Holyoke. "The underlying rule is, no matter the air policy, if there's something cheaper, they go with the cheaper option. You see that more since the recession."

In addition to guiding travelers to the lowest airfare or even requiring pre-trip approval, according to Wells, SMEs tend to allow only economy class on domestic air trips, international business class over a set number of traveling hours, compact to midsize car rentals and limited-service hotels. Commonsense policies also are prevalent, such as encouragement to fill the gas tank before returning a rental car.

**Channel Compliance**

Of course, a policy does little good without compliance. Most SMEs seek it just like the rest of the market—and fight the same challenges. This is particularly the case when it comes to booking through preferred channels, whether the online booking tool or travel

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management company.

Travel and events manager Christa Neau said her firm, Infinite Campus, which annually spends about half a million dollars on air travel in the United States, is in the midst of a travel policy rewrite and planning to "force" the use of Concur's booking tool. "The exception is booking conference rates directly through the hotel—they can get the rate honored in Concur, but by the time they pay the associated agency fees, they are not really getting a break," she said. "They can book directly but have to let the travel manager know just so we know where our employees are."

Leaving room for such exceptions, claims that prices are less expensive outside preferred channels do not typically hold up to closer inspection, TMC sources said. Surely a business traveler's own reasons for making direct bookings are bigger drivers.

"Everyone is a frustrated travel agent—this industry will never change that," said World Travel's Wells. "It's just human nature. The way to deal with that is to open the communications with the individual who feels they found something less expensive and educate them. Almost always, it's not comparing apples to apples. It may be a fare in a system that hasn't refreshed. A lot of folks don't understand that. Consumer sites have come up with wonderful marketing to give that 'lowest rate' perspective. But where you find people critical of the managed programs, it's primarily due to a self-interest."

"You can't let the tail wag the dog," said Adtrav's Hale. "You lose reporting, tracking, the ability to manage. We feel we have been pretty effective on maintaining the integrity of the program with our customers. We work with a number of them to have their accounting departments, when people are filing an expense report, alert us if they see airline tickets coming from another TMC or an online provider or the airline. Some of our customers will then call those people and ask what's going on. It's frustrating to go sell an account and then only get half of the business we expected."

On top of the beat-the-rate game, Casto Travel's tech-heavy client base also is drawn to information and functions in new tools and apps that are not part of their managed programs. "There's significantly less likelihood to enforce compliance" in this segment of the market, said Casto. "Our number one competitor is people shopping on their own with no retribution." He said what clients do about noncompliance "runs the gamut, but many are not willing to fight that battle. So we have more clients with only a portion of the business, and that changes the relationship."

A self-service culture is "difficult to change," said Wells.

Ultramar Travel Management chairman and CEO Peter Klebanow said the company will "match the rate, beat it or refund the difference" if travelers find a better one. "As soon as you set up a process to manage those kinds of individuals, the problem goes away. It's one thing to educate people; it's another to take it on and say, 'Okay, let's go through it.'"

The execs with Ovation, Travel Leaders, and World Travel also volunteered that they have fare guarantees. Travel Leaders' Holyoke said that in a year it's been used less than 10 times. "Do we have a lot of travelers trying to do our job?" he asked. "Yes. That has forced agents to be more knowledgeable. They have written us off for how long?"

"It would seem to me that if anyone would have leakage in their programs, it would be the SMEs," said Klebanow. "They have

presumably the least access to the benefits. Yet, the business finds its way here on its own, and we have a strong SME following even though we're not spending lots of time trying to find that business because we'd rather grow with bigger leaps and bounds."

### For Their Own Good

"If the only issue was consolidating data or ensuring the best fare, then I suppose having a decentralized program where people could book anywhere could make some sense," said Klebanow. "But it isn't just that. There's duty of care, in which it's not enough to know where someone is. You need to be able to take action. If you don't have access to the booking and rights to change it, you may not know how to help them. People have come to realize that no matter how good the technology gets, when it comes to a disruption in travel the service recovery is largely a manual process, and in order to have effective facilitation of that process, you need to own it."

While massive global companies were comparatively quick to build up travel risk programs amid increased post-9/11 awareness of danger, SMEs have come around thanks also to natural disasters, sources said.

"It's been gradual—it's all about how many other hats they're wearing," said Travel and Transport's Tech, noting that CEO support is a must. "A lot of them never considered consolidating, instead letting two- or three-person offices do their own thing. But now they're realizing they need to consolidate for duty of care, and even small accounts need to know where travelers are. They have liability."

"They have become better employers," said Valerie Wilson Travel co-president Jennifer Wilson-Buttigieg. "We now have that location information to give at the drop of a hat."

"This segment is finally getting into it," said Atlas Travel's Osgood. "I'd like to believe the TMCs had something to do with that."

About two-thirds of midmarket firms said they would have risk management programs in place by year-end, according to *BTN's* survey, versus 44 percent of small firms. One-third of all SMEs said they had no plans for a risk management program.

Metselaar of Ovation Corporate Travel, which serves mainly professional services, law and investment banking firms, said, "We built our company with clients who would never mandate the use of a TMC. But now there is a big trend to mandate. Even though partnerships tended to let owners do their own thing, that has changed significantly with risk management. Those people own the firm, and those are their assets—when their assets are on the road they want to protect them."

### Partners And Service

Outside of risk, Klebanow noted that tried-and-true TMC services, such as supporting work-life balance with smooth reaccommodation, have grown in value based on market conditions. "In the old days with 70 percent airline load factors, it was a lot easier" to redirect a traveler after a disruption, he said. "We have lost an incredible number of seats, so it's a much tougher puzzle."

Midmarket buyer Cynthia Gillen of BDO USA supported the importance of service. "Service wins compliance and adherence—it will win the war over time," she said. "The silos on risk management and quality-of-life issues have come down as travel remakes itself into a service function of the company, and I think the [cost versus service emphasis] will become more even. Companies don't buy the

cheapest computers or pride themselves on getting the cheapest healthcare program. Since IT and HR do not allow people to buy directly, why should we allow travel to do the same?"

About two-thirds of SME respondents reported having service-level agreements with travel management companies in 2011, with "lowest fare accuracy" being the most popular of several aspects, listed at about half of respondents. Policy compliance, reporting accuracy and account management were the next most frequently used measures, each with about one-third of respondents. Midsize firms were more likely than small ones to have SLAs, at 74 percent versus 59 percent. Two-thirds of all respondents indicated they hold pricing contracts with TMCs, with nearly half based on transaction fees.

Several of the TMC executives talked about trust, relationships and reliability as the key elements of their propositions for SMEs, in large part because their contacts in these firms often are not full-time travel managers. Referrals are a big part of the sales dynamic.

"One client told us they wanted to meet us first before sending the RFP," said Wilson-Buttigieg, arguing that TMC RFPs make more sense in the large market. "They didn't want to read stacks of pages; they wanted to meet the people who would manage their account."

**This report originally appeared in the April 16, 2012, edition of *Business Travel News*.**

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## Providers Aim To Capture Rogue Warrior Data

June 20, 2012 - 02:35 PM ET

By Jay Campbell

There are more temptations than ever for travelers to be noncompliant, and some anecdotes of companies testing open corporate travel booking policies, but there is scant research proving that managed business travelers increasingly are "going rogue." Yet some technology suppliers are exploring new solutions enabling corporate programs to remain whole even when road warriors step out of line.

Travel buyers for years have longed for such solutions in certain categories, particularly lodging. In air travel, though, compliance has been much higher and sanctioning non-channel bookings is controversial to say the least. Apparently the likes of [Concur](#), [KDS](#) and [TravelDoo](#) have determined leakage could be lucrative.

At KDS, "We don't see this as a major play today, but it could become one," said vice president for product strategy [Oliver Quayle](#). "On the other hand, it could be a hot topic today that vanishes tomorrow. We think travel programs are likely to end up somewhere in between, with say 70 percent of the spend managed and 30 percent unmanaged. We're not saying you don't need a managed travel program, but let's open the debate."

Concur's executives are less tentative.

"If you manage a travel and expense program, this means something big for you," said Concur president [Rajeev Singh](#) last month during a client conference as he was announcing Concur's Open Booking initiative. "You get access to bookings no matter where they come from. Anyone who tries to stop you from getting that data will fail.

who don't always know what they want to do or how to do it. It's the opposite. You only need a different set of tools, and we need to bring more people to the table. It's the dawn of a new era of travel booking.

"There's a whole set of travelers who will be booking within, and love the comfort of, a managed travel program," Singh continued. "There's another set who might not do exactly that, who might book air in one spot and car and hotel in another. That's the world we're living in right now. This idea of managed versus unmanaged is kind of silly—sometimes we are, sometimes we are not."

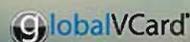
Singh referenced the relatively weak levels of TMC compliance the industry has always known when it comes to hotel bookings. He then showed a video featuring [Salesforce.com](#) travel buyer [Ralph Colunga](#)

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saying that when travelers think they can "find it cheaper on the web ... we say, 'Go for it.'" Salesforce uses Concur's TripIt Pro to capture information about bookings outside the traditional channel.

Singh said Concur's plan is to use TripIt to push outside bookings "directly into Concur Travel and Expense—to take all those itineraries, managed or unmanaged, into one trip ... from wherever they're sourced."

Concur executive vice president of platform services Barry Padgett later told *The Beat* that the company also is initiating discussions with airlines to enable "open bookings" that would give corporate clients the ability to enforce policy, apply discounts and track transactions when travelers book on airline websites. In a follow-up interview, Singh sought to downplay the application to air travel, instead emphasizing lodging and ground transport.

"Concur has a bunch of big customers that spend billions and billions on air, and they're saying, 'We want this to happen. Concur, you go figure out how to make this work,'" said Padgett. "It's not a Concur-hatched plan to disintermediate the travel supply chain." Still, for those companies that would enable such behavior, he cited the added benefit of "cost savings with respect to some of the traditional travel supply chain costs that might fall out of an airline ticket if the customer goes direct to an airline."

Some TMC executives are wary, to say the least, about these approaches. Those who advocate full content being offered through the GDSs, of course, would be against the idea.

"It's unfortunate that Concur has to endorse a functionality that will cripple many travel agencies who are the ones currently assisting in the selling, support and fulfillment of its travel bookings today," one TMC advocate wrote on BusinessTravelNews.com. "It's hard enough for travel management companies to consolidate travel bookings through a single source and report on that data accurately. Now Concur is essentially cutting the agency out of the mix altogether."

Short's Travel president and CEO David LeCompte was a bit more open-minded: "While letting travelers book elsewhere is something I'm not afraid of, and would embrace, I think [Concur and KDS] are missing some key things. If they book anywhere, how easy is it for travelers to get assistance on the road? Who do they call? The average traveler could get in a bind. Who tracks their unused tickets? Our average corporate account has about 8 percent of all tickets unused, and we manage that. The airline is not going to call them to let them know. Will they know exactly where all their travelers are? Maybe itinerary aggregators do this, but what if something changes en route? If they book anywhere, do you actually know if they are booking a reasonable fare?"

Travel and Transport chief information officer Mike Kubasik, who attended Concur's client conference, said, "I kind of understand what Concur is saying there, but I would really question the validity of allowing [travelers] to book anywhere with duty of care being so important. I would think a much easier way to manage the program is through the credit card rather than allowing people to book anywhere and hope they email it." Concur's plan, Singh said, is designed to preserve duty of care.

Kubasik said the industry hype machine still was overheating on the travel program at Google—in which employees can book anywhere as long as they log details into a central system and keep within set



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rate caps—but he argued that Google's scheme is "very atypical" and "not reality." T&T presented similar "open" concepts to its advisory board of 35 corporate accounts and Kubasik said not one showed interest. Yet, he added that "if it does happen, we need to enable it."

Concur's Padgett acknowledged the concept is anathema to some corporations that "may never enable this or switch it on or allow their users to do it." But he said there are "a lot of forward-thinking customers pushing us down this path."

"We need to be able to provide to our travelers a method that allows them to stay in policy and book the way they live—through multiple channels," according to Cisco Systems finance director Susan Lichtenstein. "TMCs should be addressing this proactively with their customers. How can TMCs change quickly enough to meet the need of their customers? We already know from recent history that leisure travel is rarely booked by an agent, so if that is the business you continue to drive to, then you will not succeed. If you move to the business of global data management and show value in proactive strategies then you will grow your business. We are not in Kansas anymore."

### Not Just Concur

KDS plans in the second half of this year to release Maverick, a web browser plug-in which can detect attempted travel bookings made on any company laptop or desktop. Depending on a client's attitude on forbidding, tolerating or perhaps encouraging out-of-policy reservations, the application can be configured to respond in different ways to the booking attempt. In the first instance, Maverick would trigger a pop-up on the screen warning travelers they should be using the preferred booking tool because it ensures they can buy at the negotiated rate. If the traveler elects to book anyway, Maverick would forward the data to the KDS client reporting tool and, if required, to the client's travel security provider for employee tracking purposes. KDS also is working to offer travelers the option to flow payment information into their online KDS expense report.

KDS' Quayle said the impetus for Maverick was corporate travel industry discussion about the extent to which employees bypass official booking channels, and whether that should be permissible. The debate follows the much-cited Google travel program and the belief expressed in some quarters that travelers often can buy more wisely outside their preferred programs than within them.

Quayle hopes that Maverick will answer such questions as whether it makes sense to cut travelers loose. "We will be able to report on whether maverick spend is costing you more than spend through preferred channels," he said.

"It's a matter of fact that travelers may search the web and book directly on a supplier or online travel agency website," according to Nabih El Aroussi, president and CEO of Egencia-owned Traveldoo, which revealed a similar plan last year. "We want to cooperate with the client and the TMC to integrate the data back [into the Traveldoo booking and expense systems] and provide a consolidated view on the travel spend. We have made good progress in the past months in integrating non-GDS data feeds from preferred travel vendors. We are working on the last piece of the puzzle, to add automated email processing capabilities to handle bookings made on supplier/OTA websites. We will enable our clients to keep track and gain a consolidated view on 100 percent of travel reservations and 100 percent of the spend. We will conduct our first pilots by year-end."

— Jay Boehmer and Amon Cohen contributed to this report.





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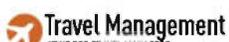
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## Mobile Travel Services: The Travel Manager's Perspective

April 19, 2013 - 12:45 PM ET

By David Jonas

While travel always has been personal, a mobile device perhaps is even more so. An integrated element in everyday life, it probably is the single most important item a traveler brings on a journey. As in many other aspects of corporate travel these days, travel management professionals considering how to bring mobile technologies into their programs must determine how to account for traveler preferences, whether to embrace or discourage B-to-C products and in what ways value and efficiency can be created.

Effectively managing the mobile channel is an increasingly complex task, and the first question asked by travel buyers often is, "Should we even bother?" Travelers may have strong attachments to a certain type of device, certain consumer apps and certain processes that may or may not jibe with organizational preferences.

For those companies that want to proactively build a mobile travel program, the opportunities—and challenges—are numerous.

### Getting Them

Many companies today no longer issue mobile phones to traveling employees—though tablet devices may be another matter—opting instead for the proverbial "bring your own device" approach.

"It wasn't that long ago that BlackBerrys were the dominant devices in marketplace and all kinds of companies were buying them and handing them to employees," said Matt DeWolf, Runzheimer International director of new product development, during one of his guest columns in November. "That was the way. In just a few companies throughout the world." Now, according to Runzheimer, about half of all companies have a BYOD program or some hybrid variation.

While security is a major concern, one that is heightened when employees use personal items for business purposes, "we are the point now where we are moving past security," said DeWolf, who noted the availability of many tools that can help companies maintain security. "A lot of companies are beginning to ask the question, 'what about user experience?' It comes up because of the younger people entering the workplace. The device is such a part of who they are, and they are very passionate about it. If you have a company policy that is rigid and doesn't respect employee privacy or give them choice, that is going to be a problem."

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Interview: IHG Owners Association President Eva Ferguson  
IHG Owners Association president Eva Ferguson—who has been with the association for 30 years, including nine in her current leadership role—spoke recently with Business Travel News senior editor Michael B. Baker about some of the most recent initiatives facing owners that affect both the look and design of hotels, as well as how owners manage their business mixes.

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Yet, BYOD policies require other considerations beyond security, including how to optimize mobile device usage and how to support multiple device types and operating systems. "You really need to monitor and educate your people in the field because stuff changes very quickly," DeWolf said.

#### Paying For Them

Of course, there's the matter of who pays for the devices as well as the voice, text and data usage.

"Underreimbursing is just as bad as overreimbursing," DeWolf said. "If they are real road warriors and they are being undercompensated, that can have a corrosive effect on your workforce." He suggested that reimbursement policies—which must be "accurate, fair and defensible"—should vary by employee level in the organization, job function and possibly geography.

According to research from *Business Travel News*, 75 percent of respondent companies provide employees with or reimburse for smartphones, and about the same number reimburse travelers for cellular data plans.

Some companies still are trying to sort it all out. "The mobile contract is something that landed on my desk and is a perfect example of how a travel manager has to be more open-minded about the scope of responsibilities," said Blackboard Inc. senior manager of corporate travel and expense Valerie Fender. "It is nothing that I ever expected to be doing."

The education software maker currently is revisiting its entire mobile approach, since its longstanding contract provides "a particular kind of device that is no longer the device that people want," Fender explained.

For voice, data and text usage, Blackboard has limits for reimbursements, which are handled via a central bill. "If employees are required to go outside their coverage area, on the roaming they are only allowed to expense the cost of voice calls," Fender said. "And it's supposed to be reasonable. We do not reimburse for data roaming because it's completely out of control. It's expected that people disable data when they are outside their calling area and leverage Wi-Fi opportunities. Of course we get pushback on that, but a few days can be \$900."

#### Using Them

Once travelers have mobile devices, the trick is determining how they could and should use them. Are authorized apps and mobile websites the only ones to be used for managing travel plans and expenses? To what extent should organizations encourage or require the use of preferred supplier apps and sites? Should travel departments work with IT and others to develop their own apps?

The answers lie within the company culture, the structure of the travel program and perhaps traveler demographics. In most cases,

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the goal, as in corporate travel management in general, is to make employee travel safe, easy, efficient and policy-compliant.

Perhaps those basics are enough for some, at least for now. "I don't see [travel management professionals] asking about much beyond information that will help them get comfortable with what their role should be in advising their different travelers on mobile and get a good sense of what is available and how it can benefit their travelers in terms of productivity and their general satisfaction with the travel program," said April Bridgeman, a BCD Travel executive recently appointed to lead the travel management company's Advito consultancy. "A typical travel manager is not necessarily going to have the same detailed feature and function conversation about a mobile app as they might about an online booking tool, for example.

"The mobile channel itself is a huge enabler of other things in a travel program beyond itinerary management," Bridgeman continued. "It is a huge enabler of traveler engagement in the program and the ability for travel managers to message the things that they think are important in the program and that will influence the right decisions."

While the mobile channel clearly is thrusting onto travel management a sea change, perceptions from travel managers on usage vary widely. Some say penetration among their traveling populations thus far is minimal, though in many cases it is impossible to really know.

At Navigant Consulting, which fields about 1,500 travelers, "between 3 percent and 5 percent actually are booking on mobile devices," according to procurement and travel manager Greg Rackett, speaking on a recent webinar conducted by The BTN Group. "How often are they used to just look around? I have no idea."

When Blackboard's designated online booking tool made available a mobile app, the company "was a phenomenal adopter and everybody downloaded it," Fender said. "But it's been a few years, and the feedback I get now is that it is just not very useful and just not cool enough. You can't book on it. They focus on the limitations. I see people relying on other consumer products that are available for assistance with their travel. I am not sure how much effort should go into demanding stuff from our vendors when it's just out there. There are options that they can find that they like better."

That's why BCD Travel has taken a measured approach to building its own mobile platform, expected later this year, according to Bridgeman.

"If we are going to ask our travelers and our corporations to embrace our mobile channel, it's because we have to give them something they'll value that they can't get with 13 other apps today," she said. "First and foremost, we need to understand the customer need and the market need, not start throwing out technology for technology's sake and not have a mobile app that only 10 percent of the people who download it are going to come back and use it. We need to feel comfortable that, when we go to market, our app is going to be rated very highly, will fill some gaps with other apps in the marketplace and folks are going to want to use it."

Some travel managers say usage of existing mobile tools is high among their travelers, if not yet for bookings then at least for itinerary management and other functions. "They are not technically booking, but about 95 percent of my travelers have the TMC app on their phone and 90 percent actually use it to look at itineraries, figure out where they are going, looking for a hotel close to them," according to Jennifer Zimmerman, travel and procurement manager

at workforce solutions firm ManpowerGroup, speaking on a recent Global Business Travel Association webinar. "As the TMC grows that, we'll start to use it even more for booking on the road and so forth."

Similarly, once TMC Travel and Transport made available its Dash mobile app, "it went like wildfire" among Werner Enterprises travelers, according to Rhonda Porter, the company's manager of corporate travel. "Our travelers heard about it and they were looking for a platform to use while they were out there."

Manufacturing firm Meritor uses the Concur app for both travel booking and expense, and global travel manager Jack Reynaert Jr. said "uptake is indeed growing," aided by traveler training webinars. "Once they do it, there's no going back. They find it hard to go back to the desktop tool."

Reynaert explained that the Concur app is one of the few he has seen that allows organizations to enforce policy. "That's critical," he said. "If they couldn't do it on a mobile phone that would put them at our preferred hotels, run it through our QC system with our dedicated agents, etc., it would not play out as well."

Expense reporting appears to be a function for which organizations see great potential for mobile solutions.

"The employees absolutely want to be able to approve expense reports, submit expense reports on their mobile devices or iPads," said Blackboard's Fender. "We currently don't have a way for them to do that. We are in the process of evaluating our expense tool and processes and that is real high on the list of expectations. I don't think there is a lot of concern about mobile apps for travel booking as much as there is for expense."

In the meantime, she is comfortable recommending to travelers consumer apps that enable receipt scanning.

Said Reynaert, "The mobile app is why there is no excuse for a late payment on the corporate credit card."

### Enhancing Them

Moving forward, the sky seemingly is the limit for the utility of the mobile channel within managed travel programs. "Under 10 percent of our total transactional activity is booked via mobile, so not a huge number, albeit significantly growing," according to Orbitz for Business vice president for global strategic accounts Mark Walton, also speaking on The BTN Group's webinar. "Our responsibility as a technology company and as an industry is to provide the opportunity to book travel from any mobile device. The industry is getting there. Give them the opportunity and more than likely they are going to use it."

Some travel managers also want more functionality related to alerts on security issues and other disruptions, for their travelers and for themselves.

Werner Enterprises' Porter also cited the possibility of reaccommodation via mobile devices, which would replace the need to call into the travel agency. "As technology increases, travelers probably would say it would be really cool if they could change it themselves," she said. "Of course, there are compliance issues that go with that. How much should they spend to change a ticket? We should authorize that. There has to be some sort of messaging system with it, but I think we are light years away from seeing that on anyone's platform."

On Reynaert's wish list is a supplier rating and customer satisfaction system tied to the managed travel program. "A hybrid where you can have a more real-time experience evaluation, so you can understand when travelers have issues with properties and get your own corporate feedback, would be a good next step," he said. But he cautioned that apps "have to be lean; the more stuff you add to it, the more cumbersome a mobile app gets."

**This report originally appeared in the April 15, 2013, edition of *Business Travel News*.**

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**ROLFE SHELLENBERGER** 2 years ago

While convenience is a major goal of travel policy definition, mixing personal purchases with corporate purchases, using only one mobile device, is an invitation to abuse privileges. If travelers are given "corporate" devices for making reimbursable purchases only, charge card statements can be used as expense claims with manual additions of reimbursable cash purchases. I carry around 3 or 4 credit/charge cards and use them for different kinds of purchases. I would bet that very few travelers lack alternative purchasing methods for strictly personal items.

Rolfe

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# Mobile Travel Services: A Look At Offerings By Sector

April 29, 2013 - 03:50 PM ET

*Business Travel News'* recent research issue on the roles of mobile technology within corporate travel programs also included a look at the mobile tools and services offered to corporate travelers and managed programs by traditional airline, lodging, expense reporting and payment, car rental and meetings technology suppliers, as well as intermediaries. Each is detailed below; click the name of each sector to go directly to each section.

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### **Concur And CWT Buy Early Lead In Mobile Managed Travel Contest**

Is anyone but Carlson Wagonlit Travel in the pole position on mobile travel management technology? That may depend on whether you consider Concur a "travel management" provider.

These two parties during the past two years bought the two most significant business travel apps: CWT last year picked up WorldMate after Concur in 2011 bought TripIt. In so doing, Concur and CWT powered to the forefront in not only their ability to service their own clients, but also their reach into the coveted lightly managed, unmanaged, small, independent, rogue or whatever-else-you-want-to-call-it side of business travel.

Both are styling the robust itinerary data-capture features of these technologies as solutions to the challenge of business travel spending generated outside the typically preferred travel management company/global distribution system channel. Given its similar capabilities, Sabre's TripCase product could be a contender for that, too.

While these uses of mobile technology could alter the very mission of consolidated travel management and procurement, the aforementioned apps and dozens more still are quite new at their basic functions of servicing business travelers. TripIt and WorldMate were the first movers when mobile finally caught on in business travel about five years ago (after many more years of anxious

anticipation). Sabre launched TripCase soon thereafter. As these offerings proliferated on the backs of the iPhone's App Store and its copycats, they demonstrated that previous industry experiments with mobile solutions were misguided in that they focused on enabling bookings and other transactions rather than empowering travelers with information.

Now, mobile access to much of the relevant travel information is so ubiquitous that it's almost too boring to mention. Everyone has weather, currency converters, dining guides and airport maps. The key to effective mobile services from travel management companies and their tech providers is using the most vital information of all: the itinerary. Nowadays, the itinerary is "actionable." Some solutions let users easily share trip details in social networks. Itinerary apps offer varying degrees of synchronization with booking systems. If fully integrated with the TMC or online booking tool, the technologies are capable of pushing changes to the traveler's pocket in real time. In cases of more limited integration, travelers usually can do the updating themselves.

#### *TMC, Tech Provider Mobile Offerings*

Being in the lead at the start of the race obviously does not assure winning. Carlson Wagonlit Travel has a way to go before it can deliver the "perfect trip," a term its officials have begun using. (Concur began using the term first.) CWT last month indicated that a WorldMate-powered version of its To Go app would "be available to CWT travelers in the coming months and will include services such as itinerary management for trips booked via CWT or through other channels, real-time flight updates and, later this year, mobile booking." An earlier version of CWT To Go, powered by Rearden Commerce, has been removed from the Android, iOS and BlackBerry app stores.

The new version may include content from Rearden's Deem Offers "daily deals" product, as CWT and Rearden this month announced a partnership for the Groupon-style marketing offering, but a CWT official declined to confirm exactly which "online and mobile touch points" would be included.

CWT also offers an app for its Solutions Group's reports and another, called CWT Market, that really is a recommendation app for other apps. Awkwardly, CWT Market for at least a temporary period this month listed CWT's To Go as its first recommended app, but since that app was removed, iPhone users "clicking" to download it received a message indicating the item was "not available."

CWT's mobile approach appears to exhibit fits and starts, but at least it has one. American Express Business Travel and BCD Travel have mobile strategies that are, respectively, stalled and unborn.

American Express offers plenty of apps in payment, and it's doing cool things with Twitter and other technology, but the company's business travel apps appear neglected. Branded Mobilextend and powered by Rearden, the American Express Global Business Travel apps on Android and iOS appear unchanged in two years. They offer itineraries, flight status, delay and cancellation alerts, flight schedules, weather, mapping, Yelp-powered local info and a currency converter.

At BCD Travel, officials last month said they would utilize a tech developer to build a unique mobile platform that would not simply copy what's in the market already. Meanwhile, Hogg Robinson Group has revisited its initial strategy and now plans to shift from developing full native apps to emphasizing the mobile web. In some cases, downloadable apps will remain available, but as hybrids with

mobile-optimized web content and data delivery rather than full apps in their own right. Officials said the new approach would be implemented this year.

Orbitz for Business all along has utilized the mobile web rather than native apps. Its two-year-old offering essentially is a device-optimized version of its main booking tool, with integrated corporate policy, messaging and reporting capabilities. Available functions include bookings, cancellations, flight status, company-specific messaging, TripIt-powered itinerary management and tap-to-call. The company also is planning to integrate rail and chauffeured car bookings.

From Egencia, a mobile-optimized web service is available to those who are not Android or iOS users. For those platforms, the company's native apps now offer flight exchange for 26 airlines, on top of the more pedestrian itinerary, alert, schedules, check-in, mapping and click-to-call features. The company is taking advantage of Expedia's 2010 acquisition of Mobiata—maker of the top travel app (FlightTrack) in the Android store—and expects to release all-new native apps by the third quarter.

While these largest corporate travel brands or their parent companies are making big investments, one step smaller on the list of TMCs finds a similar mix of internal and external developers. Travel Leaders Corporate, Travel and Transport and World Travel Inc. during the past 18 months have launched new mobile services on that basis.

Among this group, Travel and Transport was first with its eTTek Dash app, launched on the Apple iOS platform in 2011. Working with an outside developer to supplement its internal resources, the company also built a native app for Google's Android platform. T&T also offers a mobile-optimized website for other mobile operating systems. Dash is billed as a mobile connection to travel information and services "without the hassle or privacy concern of sending itinerary information to a third party"—a not-very-subtle dig at the likes of TripIt. Mobile check-in links and click-to-call for reaching T&T agents are among the included features, while a fee-based version offers flight and security alerts from FlightStats and iJet, respectively.

A Travel Leaders Corporate partnership with Canadian travel tech firm Magnatech last year produced TLC Beacon, which is native on Android and iOS. Featuring an automatically updating itinerary and typical information bits, Beacon's differentiator is its role as a facilitator for reaccommodation. "A complex monitoring system checks news sources for security threats, extreme weather, flight cancellations or delays, and so on," according to the app's description. "If the system detects conditions that can affect your travel plans, it connects with the travel agent and changes are made while you're in transit. Problems are often fixed before you're aware of them."

World Travel Inc. worked with mobile software developer Mobilezapp to build its WorldMobile native apps for Android and iOS, with a BlackBerry app also on the way. They offer past, current and future itineraries with push notifications (on-screen alerts) for relevant reminders, calendar integration, click-to-call, invoice emailing, FlightStats information, company policies, travel tips and more. WorldMobile also provides users one-touch access to preferred corporate booking apps, and World Travel Inc. execs stressed that they were not interested in competing against mobile solutions provided by their corporate booking partners Concur, GetThere and Rearden Commerce.

Among those corporate travel booking providers, Concur, which claims to have more than a million mobile users, offers native travel and expense apps for Android, BlackBerry and iOS that it plans this month to enhance. Alongside expense management functions, Concur's tool allows users to book flights and rooms, check flight status and integrate with TripIt. TripIt, also, is a cog in Concur's Open Booking strategy.

Rearden Commerce's Mobile Personal Assistant and Deem@Work offerings also are native on all three major mobile platforms and feature itineraries, alerts, check-in, restaurant bookings and limited travel booking functionality. The Deem product includes daily deals.

With a development strategy that mirrors those of Orbitz for Business and HRG, both Sabre's GetThere and nuTravel Technology Solutions have bypassed native apps in favor of mobile-optimized websites using HTML5. NuTravel's site offers travel plans, content sharing, navigational tools, flight status updates and hotel, car and restaurant bookings. The GetThere product last year added air reservations to itineraries, flight status, corporate preferences and branding, plus single sign-on support.

— *Jay Campbell*

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# Vision 2020: Big Data And A Little Faith

November 22, 2013 - 01:20 PM ET

By Amon Cohen

Whatever else might change between now and 2020—and travel experts expect plenty—no one foresees any diminution in the supreme importance of data for travel management. What many do expect to change, however, is from where data is gathered and how business intelligence will be created and used. Experts also agree that privacy and security issues swiftly will rise up the agenda.

The Data Exchange founder and CEO Susan Hopley, a leader among business travel data professionals, is convinced that travel managers during the next few years will start to work with data in a very different way. For example, many companies operate a policy of booking the lowest logical fare, using management information to track whether travelers are following that rule. Hopley believes the focus of reporting will shift.

"Currently, we use data to tell us what the booked fare was and what the lowest logical fare was, and we obtain that data from the GDS or our travel management company," she said. "Well, how about if my company is a multinational and the fare was bought in Asia, or wasn't bought under contract? Lowest logical fare is going to go away, because correct use of big data will tell us the questions to ask. The data itself will pose the questions and potentially provide the answers.

"Within seven years, the data will check all kinds of different sources and tell us whether our buying patterns are as good as other organizations of our size—instantaneously, or pretty close," Hopley continued. "It'll ask: 'Why are you buying such and such hotel when the average rate in nearby hotels is lower and you are wasting X

According to Hopley, reporting will become more intuitive thanks to the proliferation and improved integration of multiple data sources. Whereas some might view fragmentation of data sources as a threat, Hopley believes exactly the opposite holds true. "I don't think one source of data will ever provide the nirvana of all the data needed to make intelligent decisions," she said. "Value lies in how elements of data combine with other elements to become more meaningful. That's the brilliance of big data: nothing is going to emerge as the single location for it."

One seam of data that several experts identify as a particularly rich, emerging source of information for travel managers is mobile communications, including text messages and social media posts. "I look for patterns," said Maria Chevalier, a former travel manager for

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Hewlett-Packard and Johnson & Johnson. "If one person said something, it could be a grumpy old man. If four people said it over the past week about a hotel that historically trended highly, I need to let the hotel know it has a little blip and make sure the situation is monitored."

The challenge such data poses is that it is largely unstructured. "The way it exists today, we don't have the ability to collect, mine and utilize it effectively," said Chevalier. "It's easy to collect the data points on ratings; it's the comments which are so unstructured. At HP, we sent a survey to our travelers. We got a good response rate, but that meant we had 20,000 comments. We had no mechanism to mine 20,000 free-form comments. We had two college kids come in and work on it for three months."

Travel and Transport CEO and president Bill Tech also worries about how to capture unstructured traveler communications. "We get challenged so many times by airlines telling us: 'Mr. Smith said he was going to Springfield, Mo., but you booked him through Springfield, Ill., therefore you are wrong and you owe this debit memo,'" Tech said. "We record all our voice messages and we keep a record of all emails, but with texts you can't really. I think we'll find a way to capture that information. It's the Y Generation which will want to use that, because they are used to it, and we must be prepared for it."

Travel Leaders Corporate president David Holyoke is grappling with the same problematic data source. "A big barrier right now into SMS becoming a path for the booking process is PCI [Payment Card Industry] compliance and the security aspect of transmitting certain confidential data over it," he said. "There's got to be a lot more investment into these next-gen communications platforms so we can allow another way of interacting."

While getting to grips with unstructured data is a perpetual challenge waiting for a solution, Advito U.S. principal Bob Brindley worries that several older problems still have not been put to bed. Two examples he cited are obtaining reliable data about airline ancillary fees and gaining access to detailed hotel e-folio data from transactions paid by credit card. Since these are issues many travel professionals expected to be solved by now, they serve as a warning that today's new data headaches may not be cured by 2020.

"Five years ago the conversation was about card e-folio data being a huge improvement," Brindley said. "It should have become an industry standard, but it still isn't."

Yet, he remains optimistic that data will continually improve "for both buyers and suppliers. There will be richer discussions than we have today, but what we have today is better than five to 10 years ago. Both sides have to keep faith."

#### **Sidebar: Data Security And Privacy Is The Goal, But Achieving It Will Be An Uphill Battle**

If data is the new oil, then data security is the new pipeline blowout waiting to happen. Numerous travel professionals cite data security and privacy as a rapidly growing concern that by 2020 will become an even more pressing issue.

"Clients more and more now are asking us and other TMCs how safe our data is and whether our systems are secure," said HRG chief executive David Radcliffe.



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Oracle global travel global process owner Rita Visser asked, "How much do you know about my traveler? Does the airline or supplier know more about travelers than we want them to know?"

The issue arguably is even more sensitive in Europe than in the United States. "Data privacy will become a bigger issue. It's already being used for espionage today, so I'm not sure how this will end up," said Hans-Ingo Biehl, executive director of German travel management association VDR. Jörg Martin, owner of Germany-based CTC Corporate Travel Consulting, added that his countrymen also are apprehensive about how porous the International Air Transport Association's proposed New Distribution Capability processes appear.

The Data Exchange founder and CEO Susan Hopley believes travel managers will have to make a better fist of tracking who has access to their data and how it is used. "Corporations don't understand the value of their data, or the revenues that are made from it, and in many cases it just streams out their door with no control at all," she warned.

The big concern for many therefore is whether corporations sufficiently can seal their doors to prevent their data seeping out. Since corporate travelers operate and communicate in a highly connected world, it increasingly is difficult to control the transmission of data about themselves and their companies. "I am very worried about social networking because of the risk it poses to security of travel data," said Martin. "If it's a closed, internal network, it might be okay, but posting information like travel itineraries on consumer networks is no-go as far as I'm concerned."

However, travel professionals increasingly discern an indifference among individual employees, especially younger ones, to cherished and hard-fought notions of data privacy.

"People are more open—especially with the Millennial generation entering the workforce—around data being captured, whether in a business travel or consumer setting, as long as the data gathered isn't seen as creepy or invasive, and the results align with their needs," said Travel Leaders Corporate president David Holyoke. "You'll see that evolution continue. It certainly presents a challenge for this industry, but I don't see how anyone can build fences or silos or walls to prevent this from coming into the marketplace."

So swiftly will attitudes change that KDS CEO Dean Forbes believes few travelers will object to being tracked via the global positioning system on their mobile device. "Fifteen years ago, people were cautious about putting a mobile phone in their pocket," said Forbes. "I think attitudes toward tracking travelers through their mobiles for duty-of-care purposes will relax, although that may not happen as soon as 2020. You might get a situation where travelers will be required to check in periodically to let their company know where they are rather than being permanently tracked."

**This report originally appeared in the Nov. 11, 2013, edition of *Business Travel News*.**

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## Vision 2020: More Variety, Improved Functionality Needed For Online Booking Tools To Keep An Edge

November 22, 2013 - 01:20 PM ET

By David Jonas

It feels like a seminal moment for corporate online booking tools. While their penetration into managed travel programs has never been deeper, the model of a walled-off, corporate-sanctioned or -required system increasingly is under attack, especially as some systems are perceived as stale and slow to adapt, especially when compared with seemingly endless business-to-consumer innovation.

If corporate OBTs are to be an integral component of managed travel in 2020, many believe they must morph further into consumer-like tools, provide travelers more choice, continue to meet corporate needs and of course be fully functional in whichever channel a user prefers.

Sabre Travel Network president Greg Webb suggests the negative perception of corporate OBTs stems from what he termed a "schizophrenic" reality. "You are serving a number of different masters," he said, pointing to end-user travelers, corporate travel managers and agencies that provide support. "Some of the things that cause consumers to think corporate booking tools don't keep up have a lot more to do with the underlying policy that goes loaded into them than the capability."

He agreed that there will be further convergence of the functions and feel of leisure and corporate tools, and suggested corporate ones would succeed in handling ancillary sales and merchandizing. "The question is, will corporations eventually give up the idea of running a managed travel program?" he asked. "That seems unlikely."

Correspondingly, more than six in 10 *BTN* survey respondents expect by 2020.

But that's certainly not a consensus among industry players and observers. The role of a designated booking channel as a foundational element of managed travel programs may evaporate by the beginning of the next decade. "With the combination of no innovation on the corporate booking tool side, and the growth of ancillaries and dynamic offers and personalization that the corporate booking tool can't facilitate, the corporate travel manager is going to have a very difficult time forcing their travelers to book through their preferred channel," said industry veteran Ellen Keszler. "The potential is there for all the offers to be available through corporate tools, but lots of investment is required."

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Perhaps sooner than later, providers of such tools will need to invest and innovate to regain any momentum within managed travel.

If they adapt, how? Obviously by becoming ubiquitous at all traveler touchpoints, which very well could include wearable computing (think of what Google Glass may spawn), and by emulating the consumer space.

Some also expect corporate tools to become aggregators by providing not only the most preferred options from a travel department's perspective but also many others that travel managers can tolerate (if not encourage). Some corporate tools already incorporate content furnished by direct connections with suppliers, in addition to content provided via GDSs. A Kayak-type tool for corporate programs may meet lots of constituents' needs and may be a viable option well before 2020.

For many, injecting fresh blood into the corporate booking tool market is a necessary development to present more choices and meet the demands of increasingly tech-savvy travelers. Travel and Transport president and CEO Bill Tech, like others, wonders when (or if) some tech companies not directly in the travel space may develop meaningful competition against the very small handful of tools available. "Right now there are four or five out there," he said. "That is not enough."

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# TripBam, Whirlpool Win Business Travel Innovation Awards At The BTN Group's First Innovate Conference

September 05, 2014 - 03:10 PM ET

New York – TripBam CEO and founder Steve Reynolds and Whirlpool Corp. senior manager of global travel services Madia Sargent this week won the Business Travel Supplier and Buyer Innovation trophies in a competition held here as part of The BTN Group's inaugural Innovate 2014 conference.

The inaugural event, held Sept. 3-4, brought together travel buyers, suppliers and third parties for a program of presentations of business travel product and process innovation and discussions about six of the industry's biggest challenges.

Reynolds won for his company's approach to reducing hotel pricing and Sargent for her effort to create an advanced mobile corporate portal.

Competitors for the Business Travel Innovation Supplier Trophy included Olset founder and president Gadi Bashvitz; CSI GlobalVCard chief product officer Jason Kolbenheyer and COO David Disque; TSI managing director Rick Kumpf and vice president of business development DeAnne Dale, who presented TravelAudit; Sabre director of corporate and global agency sales for TripCase Kristine Peacock, who presented Sabre TripCase Corporate; Travel and Transport general manager Michelle Holmes, who presented the Points 2 Points gamification program; and Mozio founder and CEO David Litwak. Suppliers whose applications were selected by The BTN Group to compete in the competition were charged a fee to participate.

Competitors for the Business Travel Innovation Buyer Trophy

travel Karen Hatch. There was no charge for the buyer participants selected by The BTN Group.

Travel technology consultants Norm Rose and Ellen Keszler, PhoCusWright managing director Tony D'Astolfo and Microsoft senior travel manager Eric Bailey judged the competition and awarded honorable mentions to Olset and Mozio.

Task forces comprised mostly of corporate travel buyers helped design and lead think tank discussions aimed at advancing business travel developments in six areas: the sourcing of hotels, airlines and TMCs, building a better booking tool, maximizing mobile opportunities and travel policy development and deployment. The BTN Group will create white papers based on the task forces' work

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Since 1992, Omaha Magazine has been partnering with its readership to bring you the Best of Omaha Awards, a reader-determined list of the best businesses and services offered throughout the city. The "Best of" list has become an annually anticipated authority on everything from the city's best pizza to its best beauty salon.

This year's list, the 17th in the series, gives you more of that than ever. The results of voting in a record 138 categories (10 new) buoy this year's Best of Omaha Issue, which is a robust 128 pages, the LARGEST ISSUE EVER of Omaha Magazine. More than 12,000 voters participated in this year's balloting. The results were then audited to guarantee accuracy and are now yours to use, peruse or even debate if there's a particular category you feel passionate about.

For Kelly Deerson, a student coordinator at UNMC, the food categories have stirred her to vote for the past three years – and each year she savors the results.

"I love trying out new places to eat! I think your categories are very thorough. I look forward to reading the winners every year."

Voting in this year's contest earned Deerson a \$350 gift certificate from Beyond the Vine floral and home décor shop. It just happened to be her lucky day. Six voters were chosen at random to receive prizes from these fine businesses: the Dundee Dell, Spezia Restaurant, Omaha Prime, the Passport, Pasta Amore, Absolute Serenity Day Spa, VIP Limousine, Bucky's and Eliza Portrait Design.

And now we bring you the best of Omaha awards. Our sincere thanks to all the readers and advertisers who made this year's issue the best of "Best of" Omaha!



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The winners are chosen by pure, popular vote. This year, we had over 16,000 qualified voters.

Some categories receive more votes than oth-



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Check out [www.BestOfOmaha.com](http://www.BestOfOmaha.com), where you can see a list of all the winners since 1992 and video presentations by participating 2011 winners!

To all the winners in this year's Winners' Circle, congratulations. You're the best at what you do! To all who voted, thank you for your participation.

Now, for the long-awaited Winners' Circle list!



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Each year, categories receiving few votes are dropped while new categories are added based on voter input and business demand. The Best



of Omaha® contest is always evolving and expanding, just as the successful businesses that participate are. In this way, the results are always fresh and totally reflective of the current Omaha market.

We congratulate the businesses who received the top votes, and are honored that so many winners proudly feature the Best of Omaha® Winner's Circle logo in their storefronts, on their marketing materials and advertising, and even on employee badges and buttons!

We encourage you, our readers, to continue supporting your favorite Omaha businesses, and to personally congratulate them on their Best of Omaha® status—they earned it!

Now, for the long-awaited 2012 Winner's Circle list...



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# OMAHA MAGAZINE'S BEST of OMAHA®

**O**MAHA MAGAZINE'S Best of Omaha® Contest is now in its 21st year! Since 1992, Omahans have been voting for their favorite pizza joint, hair salon, home remodeler, auto body shop, and dozens of other businesses in the pure, popular voting contest that is Best of Omaha®. This year, over 30,000 voters cast more than 725,000 votes in our annual contest—an all-time record! Best of Omaha® is audited by the accounting firm Geracke & Associates, and media partners KETV 7 and Valpak helped promote the contest. Their support not only expands our audience but also lends credibility and enhances community involvement in Best of Omaha®. Thank you, sponsors!

Each year, categories receiving few votes are dropped while new categories are added based on voter input and business demand (new this year—Best Chef!). In this way, the Best of Omaha® results are always



fresh and totally reflective of the current Omaha market. This year, there were 218 categories total to vote in, as well as a brand-new FAMILY services section. The five most popular categories? Grocery Store, Mexican Dining, Pizza, Bank, and Italian Dining (Obviously, people have strong opinions about their food!).

We congratulate the businesses who received the top votes and are honored that so many winners proudly feature the Best of Omaha® Winner's Circle logo in their storefronts, on their marketing materials and advertising, and even on employee badges and buttons!

We encourage you, our readers, to continue supporting your favorite Omaha businesses, and to personally congratulate them on their Best of Omaha® status—they earned it! Now, for the 2013 Winner's Circle list...



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In order to keep the Best of Omaha™ the freshest barometer of where your passions lie, we are continuously adding new sections to the ballot. This year's roster has expanded to 240 distinct categories.

We congratulate each and every business who received votes and are honored that so many winners proudly feature the coveted Best of Omaha™ logo on their storefronts and vehicles, in their marketing materials and advertising—even on employee badges and buttons!

We encourage you, our readers, to continue supporting your treasured Omaha businesses and to personally congratulate them on their Best of Omaha™ recognition—they earned it!

Now, for the 2014 Best of Omaha™ winners' list...

Best of Omaha.com omaha magazine • january/february 2014 B-1

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Arena helped promote the contest; their support not only expands our audience but also lends credibility and enhances community involvement in Best of Omaha. Thank you, sponsors!

In order to keep the Best of Omaha the freshest barometer of where your passions lie, we are continuously adding new sections to the ballot. This year's roster has expanded to 261 distinct categories.

We congratulate each and every business who received votes and are honored that so many winners proudly feature

the coveted Best of Omaha logo on their storefronts and vehicles, in their marketing materials and advertising—even on employee badges and buttons!

We encourage you, our readers, to continue supporting your treasured Omaha businesses and to personally congratulate them on their Best of Omaha recognition—they earned it! Now, for the 2015 Best of Omaha winners' list... **OMAG**

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# BEST OF OMAHA™

OMAHA MAGAZINE'S ANNUAL "BEST OF OMAHA™" CONTEST SINCE 1992!

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EXHIBIT  
39

## History

The Best of Omaha™ contest, sponsored by *Omaha Magazine*, began in the mid-'80s. It started with votes from the magazine staff but eventually expanded to the public in 1992. Readers could vote for their favorite Omaha businesses and services on paper ballots and fax or mail them. Today, all of the voting is done electronically. By switching to online voting, the contest became more secure and added a sense of validity, allowing only one log-in per IP address during the voting period (July 1st – Sept. 30th).

As the contest gained more popularity, the categories also began to expand. There are currently 176 Best of Omaha™ categories with around 425,000 votes from around 20,000 voters. The five most popular categories are Grocery Store, Mexican Dining, Pizza, Bank, and Italian Dining. Most of the Best of Omaha™ winners don't actually advertise with *Omaha Magazine*, so the businesses and services nominated in the contest can't gain any headway by advertising.

The Best of Omaha™ results come out every year in *Omaha Magazine*'s January/February issue with a readership over 115,000 during the two month shelf-life.

### Look up previous Best of Omaha™ winners

Use this search form to find a particular company.

Search:  In:

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RANK	YEAR	CATEGORY	COMPANY
1	1992	Travel Agency	Travel & Transport Inc.
1	1993	Travel Agency	Travel and Transport
1	1994	Travel Agency	Travel & Transport
1	1995	Travel Agency	AAA
1	1996	Travel Agency	AAA
1	2000	Travel Agency	AAA
1	2001	Travel Agency	AAA
1	2002	Travel Agency	AAA Travel
1	2003	Travel Agency	AAA
1	2004	Travel Agency	AAA Travel Agency
1	2005	Travel Agency	AA Travel
1	2006	Travel Agency	Travel and Transport

## Directory of Best of Omaha™; 2015 Winners

### Best of Omaha™ Voters

Please join our mailing list to stay informed about how and when to vote in the annual Best of Omaha™ contest. We only mail a couple of emails each year. We do not spam. We will never sell or give away your contact information.

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1	2008	Travel Agency	AAA Travel Agency
1	2011	Travel Agency	Travel and Transport
1	2010	Travel Agency	Travel and Transport
1	2012	Travel Agency	Travel and Transport
2	1992	Travel Agency	AAA Travel Agency
2	1994	Travel Agency	AAA
2	1995	Travel Agency	Travel & Transport
2	1996	Travel Agency	Travel & Transport
2	2000	Travel Agency	Travel and Transport
2	2001	Travel Agency	Travel & Transport
2	2002	Travel Agency	Travel and Transport
2	2003	Travel Agency	Travel & Transport
2	2004	Travel Agency	Travel & Transport
2	2005	Travel Agency	Travel & Transport
2	2006	Travel Agency	AAA Travel
2	2007	Travel Agency	AAA Travel Agency
2	2008	Travel Agency	Travel and Transport
2	2011	Travel Agency	AAA Travel
2	2010	Travel Agency	AAA Nebraska
2	2012	Travel Agency	AAA Travel
2 (tie)	1993	Travel Agency	AAA
2 (tie)	1993	Travel Agency	Pegasus
3	1994	Travel Agency	Travel Faire
3	1995	Travel Agency	Travel Associates
3	1996	Travel Agency	Travel Faire
3	2000	Travel Agency	Trans Global
3	2002	Travel Agency	Carlson Wagonlit Travel
3	2003	Travel Agency	World
3	2004	Travel Agency	Corporate & Leisure Travel
3	2005	Travel Agency	Pegasus Travel Center
3	2006	Travel Agency	Regency Travel
3	2007	Travel Agency	Pegasus Travel
3	2008	Travel Agency	Carson Wagonlit Travel
3	2010	Travel Agency	Enchanted Honeymoons Travel
3	2010	Travel Agency	Enchanted Honeymoons
3	2012	Travel Agency	Vacation Superstore
3 (tie)	1992	Travel Agency	Pegasus Travel Center
3 (tie)	1992	Travel Agency	Younkers Travel Service
3 (tie)	1993	Travel Agency	Travel Company
3 (tie)	1993	Travel Agency	Travel Faire
3 (tie)	2001	Travel Agency	Corporate & Leisure Travel
3 (tie)	2001	Travel Agency	Travel Faire

[http://www.omaha.com/money/best-places-to-work-in-omaha/article\\_a320daf6-cb44-506d-a49b-c66994c74fd2.html](http://www.omaha.com/money/best-places-to-work-in-omaha/article_a320daf6-cb44-506d-a49b-c66994c74fd2.html)

## Best Places to Work in Omaha

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POSTED: SUNDAY, APRIL 14, 2013 12:00 AM

By Howard K. Marcus / World-Herald staff writer

Companies that aspire to become great places to work need to do more than just talk about it once every so often, said Merle Riepe, a principal in the SilverStone Group.

Riepe, a psychologist who helps interpret the results of the annual Best Places to Work in Omaha competition, said that although there is no magic button that will make a company a great place to work, a transformation is still possible.

Find the complete section, with stories on the winning companies, in the Sunrise edition of the Sunday World-Herald.

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Find the complete section, with stories on the winning companies, in the Sunrise edition of the Sunday World-Herald.

### Top finishers in this year's competition

#### Large companies

(201-plus employees)

**1st:** Farm Credit Services of America

**2nd:** Travel and Transport

## Omaha's best places to work are ...

By Paige Yowell / World-Herald staff writer | Posted: Monday, February 23, 2015 1:00 am

This year's Best Places to Work in Omaha competition was not just a survey for QLI, the brain injury and spinal rehabilitation center. It was a test.

Since 2010, when QLI last won the award, the company has seen several changes, said President and CEO Patricia Kearns, who took over the job in 2011.

"That was a good test for us to see whether we could uphold the culture, those same foundational things that led to such a healthy culture that our founding CEO created," Kearns said.

QLI was named Best Place to Work in Omaha among companies with more than 200 employees. Fusion Medical Staffing, which connects nurses and health care providers with hospitals and centers in need across the country, won among companies with 25 to 200 employees.

\* \* \* \* \*

### Omaha's best places to work among companies with more than 200 employees:

QLI

LinkedIn

NEI Global Relocation, a full service relocation management company

Travel agency **Travel and Transport Inc.**

Farm Credit Services of America

### Among companies with 25 to 200 employees:

Fusion Medical Staffing

Vetter Health Services, which operates long-term care facilities in Nebraska, Iowa and Kansas.

Digital advertising agency Ervin & Smith

Lutz, which offers accounting, information technology, recruiting and financial planning services.

Lueder Construction Co.



### QLI-showcase

Cecilia Daly, an exercise assistant at QLI (right), tosses a medicine ball to Taryn Schaaf during a rehab session there on Nov. 21, 2012.

\* \* \* \* \*

In addition to a new CEO, QLI also added two new vice presidents and new coordinators.

“For us this is not just another win. We all recognize how much change we’ve been through in the company and the hard work that’s gone into keeping our culture this healthy,” Kearns said.

Founded in 2003 by Baird Holm partner Scott Moore, the contest surveys employees at various workplaces and measures their overall satisfaction.

Fusion Medical was a winner last year, too, and President Sam Wageman said the award is especially gratifying after the company grew so much in 2014.

“We’ve grown by almost 25 employees, and the culture’s probably stronger now than it’s ever been,” Wageman said. The staffing firm now has about 55 employees, and Wageman said he expects to grow by at least that much in 2015.

He said part of what plays into that culture is knowing executives at the company have done the entry-level work. He and Chief Operations Officer Scott Wehner started out in the staffing industry, working for a competitor, before launching Fusion in 2009.

“It’s a really open environment for people to share their ideas. People are appreciated,” Wageman said.

The ranking also serves as a marketing and recruiting tool, Wageman said.

“We really don’t have to advertise to get people to work at Fusion,” Wageman said.

Winners will be recognized at an 11:45 a.m. luncheon at CenturyLink Center on May 7. Tickets are \$40 per person or \$400 for a table for 10 and are available online at <http://www.bairdholm.com/bptw2015>. The luncheon is held in conjunction with the 27th Annual Baird Holm LLP Labor Law Forum.

**Contact the writer:** 402-444-1414, [paige.yowell@owh.com](mailto:paige.yowell@owh.com)

## Omaha's best places to work: 'More engaged employees' drive successful companies

By Howard K. Marcus / World-Herald staff writer | Posted: Tuesday, May 5, 2015 1:00 am

Employers long have prized highly engaged workers — employees who frequently go above and beyond to get work done and have nice things to say about the company among prospective employees.

The Best Places to Work in Omaha initiative, created in 2003 by Baird Holm LLP, “recognizes those employers in greater Omaha that have created truly great, engaged places to work,” said Scott S. Moore, survey founder and partner at Baird Holm. “Along the way, the survey also provides a platform for employers to measure and set engagement goals tied to their business plans.

“The Best Places to Work in Omaha initiative has become an invaluable tool for Omaha-area employers,” Moore said. “The survey provides the detailed information they need to produce teams of people that are engaged, productive and satisfied in their work. Earning this recognition is a great source of pride for the winners, and can also be used in both marketing and recruiting efforts.”

Employee engagement includes factors such as teamwork, retention, job satisfaction, alignment with goals, benefits, feeling valued, trust in senior leaders, trust with co-workers, manager effectiveness and individual contribution.

Nearly 15,000 Omaha-area employees were represented in the most recent Best Places to Work in Omaha survey, which measures engagement factors. The 45-question survey, which is primarily administered online, forms the basis of the Best Places to Work in Omaha initiative. Quantum Workplace collects the survey data. The Silverstone Group helps participants understand and interpret the results, providing consulting services as necessary.

The Greater Omaha Chamber sponsors the initiative.

“The bottom line — is the top line. More engaged employees help drive more profitable companies,” said David G. Brown, president and CEO of the Chamber. “We’d like to thank all of



Omaha's best workplaces honored

the companies that participated in the Best Places to Work in Omaha process. We look forward to celebrating — and learning from — this year's winners.”

Jina Picarella, senior human capital consultant with the Silverstone Group, said this year's results indicate an upward trend in engagement.

“Across the board, what we saw is that engagement has significantly increased from 2014 to 2015,” she said. “Among the winners, their engagement doubled compared to all the companies in Omaha that participated.”

Overall, employees' highest engagement scores centered on their loyalty to their immediate team or work group, having a close and trusting relationship with their co-workers, and their individual contribution.

“For the top companies, it was more around organizational and team engagement,” Picarella said.

Another high-scoring factor was retention — wanting to stay with their current employer for the next year.

Picarella said the economy plays a role in retention.

“In a bad economy, people are more willing to stay in their current positions and their current jobs, because having a job is better than not having one. Typically, they'll tolerate a bad manager or a dysfunctional team, and do work that they don't love, and they'll probably take on longer hours and additional responsibilities,” she said.

However, their willingness to do those things is based less on feeling engaged with the work and more on wanting to preserve their paycheck.

“They might do it for a certain amount of time, or just do enough, but what you really want are employees who choose to do that work and who really go above and beyond,” Picarella said.

In a good economy, where more jobs are available, employees — especially the best employees — can be more selective. They begin taking corporate culture and their individual “fit” within a company into account, along with factors such as a great working environment, better pay and benefits, and opportunities for professional growth and career development, she said.

“If they aren't getting those things, and if they aren't engaged, then they'll leave, and they'll find it elsewhere.”

This year's winners in medium- and large-business categories will be honored during a Thursday luncheon at the annual Labor and Employment Law Forum presented by Baird Holm.

**Here are the top finishers in this year's survey:**

**(201-plus employees)**

**1st:** QLI

**2nd:** LinkedIn

**3rd:** NEI Global Relocation

**4th:** Travel and Transport Inc.

**5th:** Farm Credit Services of America

**(25 to 200 employees)**

**1st:** Fusion Medical Staffing

**2nd:** Vetter Health Services

**3rd:** Ervin & Smith

**4th:** Lutz

**5th:** Lueder Construction Co.

**Individual contributor recognition:**

Tommy Whalen

**Featured nonprofit organization:**

Literacy Center of the Midlands

**Contact the writer:** 402-444-1397, [howard.marcus@owh.com](mailto:howard.marcus@owh.com), [Twitter.com/OWHHoward](https://twitter.com/OWHHoward)

< Return to Chamber News

## NEWS RELEASE – SURVEY DETERMINES 2015 BEST PLACES TO WORK IN OMAHA®

Best Places to Work in Omaha competition founder, Baird Holm LLP, along with program sponsor, The Greater Omaha Chamber, are announcing – and applauding – the two-tiered slate of 2015 winners.

### **Companies with 25 to 200 employees:**

1. Fusion Medical Staffing
2. Vetter Health Services
3. Ervin & Smith
4. Lutz
5. Lueder Construction Company

### **Companies with 201+ employees:**

1. QLI
2. LinkedIn
3. NEI Global Relocation
4. Travel and Transport, Inc.
5. Farm Credit Services of America

Created in 2003, the Best Places to Work in Omaha initiative “recognizes those employers in Greater Omaha that have created truly great, engaged places to work. Along the way, the event also provides a platform for employers to measure and set engagement goals tied to their business plans,” said Scott S. Moore, survey founder and partner at Baird Holm.

The competition measures levels of employee satisfaction through an online survey. The survey is administered by Quantum

Workplace and feedback is provided by SilverStone Group.

"The Best Places to Work in Omaha initiative has become an invaluable tool for Omaha-area employers," Moore said. "The survey provides the detailed information they need to produce teams of people that are engaged, productive and satisfied in their work. Earning this recognition is a great source of pride for the winners, and can also be used in both marketing and recruiting efforts."

The winners will be publicly recognized at an 11:45 a.m. luncheon event at CenturyLink Center Omaha on May 7, 2015. Tickets are \$40 per person or \$400 for a table for 10 and are available online at <http://www.bairdholm.com/bptw2015>. The luncheon is held in conjunction with the *27th Annual Baird Holm LLP Labor Law Forum*.

"The bottom line – is the top line. More engaged employees help drive more profitable companies," said David G. Brown, president and CEO of the Chamber. "We'd like to thank all of the companies that participated in the Best Places to Work in Omaha process. We look forward to celebrating – and learning from – this year's winners."

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6/25/2015	News Release: Nebraska Sandwiches Provide Troops in Afghanistan 'Taste of Home'
6/23/2015	News Release: Collaboration Launches REACH - Goal to Increase Opportunities for Small and Emerging Businesses
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Please join us at the Best Places to Work in Omaha® Awards Luncheon, which will be held during Baird Holm's annual Labor Law Forum on Thursday, May 7, 2015, from 11:45 a.m. - 1:00 p.m. The luncheon will showcase the 2015 Best Places to Work in Omaha finalists.

The winners were determined based on the results of the Best Places to Work in Omaha survey conducted in January 2015. The following companies will be honored:

Companies with 25 - 200 employees

1. Fusion Medical Staffing (<http://www.fusionmedstaff.com/>)
2. Vetter Health Services (<http://www.vetterhealthservices.com/>)
3. Ervin & Smith (<http://ervinandsmith.com/>)
4. Lutz (<http://www.lutz.us/>)
5. Lueder Construction Company (<http://www.lueder.com/>)

Companies with 201+ employees

1. QLI (<http://www.qliomaha.com/>)
2. LinkedIn (<https://www.linkedin.com/>)
3. NEI Global Relocation (<http://neirelo.com/>)
4. Travel and Transport, Inc. (<https://www.travelandtransport.com/>)
5. Farm Credit Services of America (<https://www.fcsamerica.com/>)

Hear first-hand how these companies have become the best places to work and learn how to emulate their award-winning strategies in your company.

Tickets to the lunch are \$40 USD per person, or \$400 USD for a table of 10. *(Please note: winning companies will receive a coupon code for one complimentary ticket.)*

For more information on the Best Places to Work in Omaha Awards Luncheon or the Best Places to Work in Omaha initiative, please contact Erin Endress at (402) 636-8356 or [eendress@bairdholm.com](mailto:eendress@bairdholm.com) (<mailto:eendress@bairdholm.com>).

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- Employee Owner Retreat

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- ESOP Report
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The ESOP Association > News Landing

## Travel and Transport, Inc. Named 2015 ESOP Company of the Year by The ESOP Association

by The ESOP Association | May 07, 2015  
ESOP Company of the Year

For Immediate Release: May 7, 2015

Travel and Transport, Inc. Named 2015 ESOP Company of the Year by The ESOP Association

May 7, 2015 (Washington, DC) – Travel and Transport, Inc., an employee-owned company headquartered in Omaha, Nebraska, was named the 2015 ESOP Company of the Year by The ESOP Association. The award was presented at the Association's 38<sup>th</sup> Annual Conference in Washington, DC. The ESOP Association is the national trade association for companies with employee stock ownership plans (ESOPs) and the leading voice in America for employee ownership.

On October 16, 1946 Lawrence and Mae Youngman opened the doors of Travel and Transport. They had "two second-hand desks and one typewriter and a world of ignorance," Youngman recalled. The staff included Lawrence and another individual; neither of whom had any experience in the travel business. After 68 years, and many adventures later, not only is the present-day Travel and Transport a thriving business but also a 100% employee-owned company. Located in 37 states, and with more than 1,200 employee owners, this ESOP company earns its reputation through passion, innovation, and commitment to excellence. More information about Travel and Transport: <https://www.travelandtransport.com/>

Travel and Transport is a strong supporter of employee ownership and its employee owners strive to represent the company at both Chapter and national ESOP Association events. Working to strengthen employee ownership in America, the employee owners of Travel and Transport meet with members of Congress --- to date, the employee owners of Travel and Transport have met with every Congressional office in their home state of Nebraska --- and work to promote ESOP issues not only in Nebraska but on the national level as well.

"I'm delighted to present the employee owners of Travel and Transport with the 2015 ESOP Company of the Year Award," said ESOP Association President, J. Michael Keeling. "The employee owners integrate the ESOP into all they do at the company from management support, to annual shareholder meetings, to trivia contests to keep employee owners interested and engaged. The employee owners also endeavor to share that ESOP spirit with the community, both locally and nationally."

###

The ESOP Association is the national trade association for companies with employee stock ownership plans (ESOPs) and the leading voice in America for employee ownership. The core cause of The ESOP Association is the belief that employee ownership will improve American competitiveness, increase productivity through greater employee participation, and strengthen our free enterprise economy. More information: website - [www.esopassociation.org](http://www.esopassociation.org) and blog - [www.esopassociationblog.org](http://www.esopassociationblog.org)

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[@ESOPAssociation](https://www.facebook.com/ESOPAssociation)

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**More Information:**

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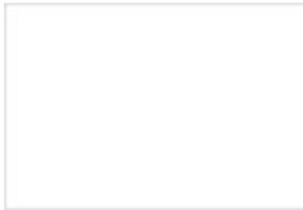


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## Travel and Transport, Inc. Named 2015 ESOP Company of the Year by The ESOP Association

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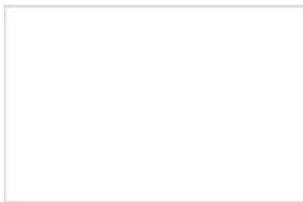
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<b>Serial Number</b>	76111657
<b>Filing Date</b>	August 17, 2000
<b>Current Basis</b>	1A
<b>Original Filing Basis</b>	1A
<b>Date Amended to Current Register</b>	September 11, 2002
<b>Registration Number</b>	2652850
<b>Registration Date</b>	November 19, 2002
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(REGISTRANT) Brown, Richard D. INDIVIDUAL UNITED STATES 212 Evesham West Lake  
 St. Louis MISSOURI 63367

**Attorney of Record** Annette P. Heller  
**Type of Mark** SERVICE MARK  
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**Affidavit Text** SECT 8 (6-YR). SECTION 8(10-YR) 20121113.  
**Renewal** 1ST RENEWAL 20121113  
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**Goods and Services**                    (CANCELLED) IC 039. US 105. G & S: Travel Agency Services. FIRST USE: 19461000. FIRST USE IN COMMERCE: 19461000

**Mark Drawing Code**                    (1) TYPED DRAWING

**Serial Number**                    73188306

**Filing Date**                    October 5, 1978

**Current Basis**                    1A

**Original Filing Basis**                    1A

**Published for Opposition**                    November 4, 1980

**Registration Number**                    1147353

**Registration Date**                    February 17, 1981

**Owner**                    (REGISTRANT) Travel and Transport, Inc. CORPORATION NEBRASKA 4741 S. 96th St. Omaha NEBRASKA 68127

**Attorney of Record**                    Neil B. Cohen

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**Attorney of Record**

**Attorney Name:** Neil B. Cohen

**Correspondent**

**Correspondent Name/Address:** NEIL B COHEN  
133 FEDERAL ST  
BOSTON, MASSACHUSETTS 02110  
UNITED STATES

Domestic Representative - Not Found

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**Prosecution History**

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<b>Date</b>	<b>Description</b>	<b>Proceeding Number</b>
Jun. 05, 1987	CANCELLED SEC. 8 (6-YR)	
Feb. 17, 1981	REGISTERED-PRINCIPAL REGISTER	
Nov. 04, 1980	PUBLISHED FOR OPPOSITION	

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**TM Staff and Location Information**

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TM Staff Information - None

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