

**HOW TECHNOLOGICALLY
MATURE IS YOUR TRAVEL
PROGRAM?**



GLOBAL BUSINESS TRAVEL ASSOCIATION

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Introductions



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Introduce yourself, your current position/company

Thank your host for inviting you to share more about the travel technology maturity index

Good morning, I'm Anne Marie Razza and it's been a pleasure meeting many of you earlier today. My 38 years in the travel industry includes a decade or more with several aspects of the industry including airline, GDS and online travel. For the past 7 years I've focused on corporate travel and served on the GBTA Technology Committee for the past 2 years. During that time I was part of the project team that developed the Travel Technology Maturity Index that you'll learn more about today.

Before we start, I have one housekeeping item because 'Change is inevitable'....

[\[click for image transition\]](#)

Last Sep, Expedia Inc acquired Orbitz Worldwide. The corporate brands, Egencia and Orbitz for Business, decided to merge to the Egencia platform in 2016; better together as 1 Egencia.

And now for the reason I'm here...



One of GBTA's overall goals is to provide 'Maturity Index tools'. A few other GBTA survey assessments cover the topics of Strategic Meetings Management and Risk Management. We hope you're familiar with those tools and you've found them helpful as your travel programs evolve.

You may wonder about how the Technology Committee selected this project to create the technology maturity model?

There continues to be great innovation in corporate travel and the Technology Committee received repeated feedback from travel managers about their need for more information and insight into all aspects of travel technology. The maturity model assessment is intended to be a tool to help organizations evaluate objectively their usage of available technologies.

What this is:

- Focused on generally agreed-upon best practices
- Scalable – intended to “fit” both large global corporations and smaller, regional or local organizations
- Actionable – will provide feedback on specific steps to take to address specific opportunities for improvement
- Flexible with respect to a particular organization's travel policies. The model assumes that the travel policy is appropriately reflective of the underlying culture and priorities.

What this is NOT:

- A mechanism for evaluating the merits of individual products from individual vendors
- A tool that assumes there is only one “right” way to deploy/use technology or that more technology is better than less

Assessment experience

1. Have you taken a travel area assessment before?
2. Do you believe the recommendations from the assessment could help you make a case for investment in your travel program?

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By a show of hands – Have you taken a travel area assessment before? (any of them offered by GBTA or another source)

Ok – (comment based on audience show of hands)

[\[click for transition\]](#)

And second – Do you believe the recommendations from an assessment could help you make a case for investment in your travel program?

Thank you – (A few comments about the outcome) if ‘yes’ is low, then ask again if they feel ‘maybe’

Let’s look at the maturity levels and what is being measured?

Program Maturity Levels

- Level 1 – Passive
little or no technology deployed relating to topic
- Level 2 – Engaged
a plan is being developed to deploy technology to topic
- Level 3 – Proactive
the plan is being executed and the appropriate technology is being leveraged to some degree
- Level 4 – Managed
appropriate technology has been deployed and is being managed effectively in significant portions of the org
- Level 5 – Strategic
technology is appropriately used, effectively managed and continuous improvement is based on ongoing feedback

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There are 5 levels of maturity.

The first and lowest level is Passive and represents little or no technology being used in an area and means there is a lot of opportunity to mature. Each level as you'll see will grow in maturity, from awareness to execution to continuous improvement.

[\[click for transition of each level\]](#)

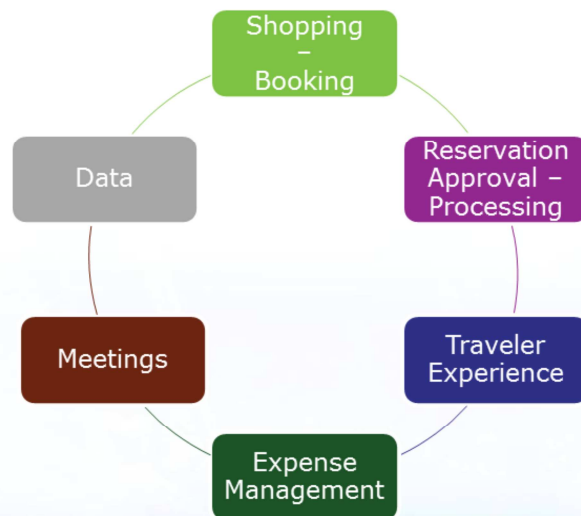
Level 2 is Engaged and means you are aware of how technology can help in the area being measured.

Level 3 is Proactive and indicates that technology is starting to be used.

Level 4 is Managed and demonstrates that technology solutions are widely adopted.

Level 5 is the highest level, called Strategic because it represents the fully embraced use of technology.

What Does the Model Measure?



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The new Maturity Index measures six aspects of travel technology. It's a good collection of focused categories where technology is readily available to improve your travel program and covers a wide range of areas across the travel process lifecycle.

Let's look a bit deeper at each one.

Shopping/Booking

How a traveler views their travel options and purchases travel arrangements from those options

- User Experience
- Preferred Vendor Displays
- Policy Flags
- Alternatives to Travel
- Full Content
- Online Travel Portal
- Traveler Profile

Level 1 - Passive	Level 3 - Proactive	Level 5- Strategic
No Policy	Policy without enforcement	Active processes result in low OOP %
No centralized profile mgmt.	HR feeds contribute to profile data	Profile data augments reporting
No negotiated \$	Preferred vendors & rates marketed	Realized spend optimization

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Corporate booking tools enable customized configurations around your policy and processes. The survey will probe about how you use technology - to communicate your policy which in turn drives best choices are made and it will probe as to the extent you leverage information when out of policy decisions occur if allowed.

In the Shopping/Booking component, there are 7 areas explored. To give you an understanding of how each of these contribute to technical maturity, consider the degree to which your answers might fit into the spectrum between being passive, proactive or strategic.

[\[click for transition of examples\]](#)

1. Travel policy, in this first example, you either have one or not, however the maturity is in how you manage it to meet your goals.
2. Profile management is another area where technology can contribute to more complete and accurate data including business groups/hierarchies and ensure that information is aligned between online and offline booking activity.
3. In the third example, a more mature program includes negotiated supplier agreements and is proactive about maximizing this value. In this example, a proactive measure is marketing preferred vendors even if there is no negotiated rate contracted since here you could be working towards building a case for a future negotiated rate.

When you consider the other 4 areas in the shopping/booking category what examples do you think of for:

- A. Full content (use of various sources, not limited to one GDS; use of furnished

apartments or corporate housing 30+days if staff on assignment multiple weeks even if commuting on the weekends)

- B. Travel Portal (consolidated place for company travel docs, links, SSO launcher, etc)
- C. Alternatives to travel (are you promoting alternatives or messaging of alternatives thru your online booking tool)
- D. User Experience (online tool/s, mobile adoption, leakage, etc)

Reservation Approval/Processing

How a travelers' arrangements are approved and fulfilled

- Pre-Trip Approval
- Audit/Reporting
- Processing (QC, mid/back office)

Best practices:

- Pre-travel (post-booking) information minimizes non-essential business travel, reduces costs
- Reporting information is used to improve policy compliance, >90%
- Automation practices provide consistency to reservation handling

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Reservation approval and processing includes tools and processes to manage costs and increase efficiency, removing variables when manual intervention is required.

If you have a pre-trip approval process, and nearly 100% of all requests are approved, then do you need to have this check? What value is it providing?

[\[click for transition\]](#)

Your booking reporting data should help you understand who, when and why non-compliance activity occurs. How you use this data to understand trends, whether at a traveler, arranger or department level and take actions that improve future compliance that matter.

Technology does provide consistency in its application. Do you know if your booking tool and back-office processes including expense management are aligned? Are you aware of what the mid/back office is checking for you? What gaps or differences exist across the various similar tools used in your global program?

How do you manage non-employee travel associated with business travel? GBTA defined "NET" (NET) as any travel for the purpose of advancing the goals of the organization done by a person that is not an employee. NET includes, but is not limited to: contractors, customers, suppliers, guests, volunteers, family members of employees, board members, and new hire candidates.

Watch for a white paper on this subject in the near future to define the factors that make this type of travel difficult to manage and to offer solutions that make it possible to better

manage this category

Traveler Experience

How organizations or travelers use technology to improve the traveler's personal travel experience

- **Communications to travelers**
- **Communications from travelers**
- **Interactions between travelers (social media)**

Do you distribute information to travelers that would be useful to them while traveling?

- Types of information
- Methods of distribution
- Actions driven from feedback

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The Traveler Experience category focuses on how information enhances the travel experience. Do you use any technology to distribute information to travelers that would be useful to them when they are traveling?

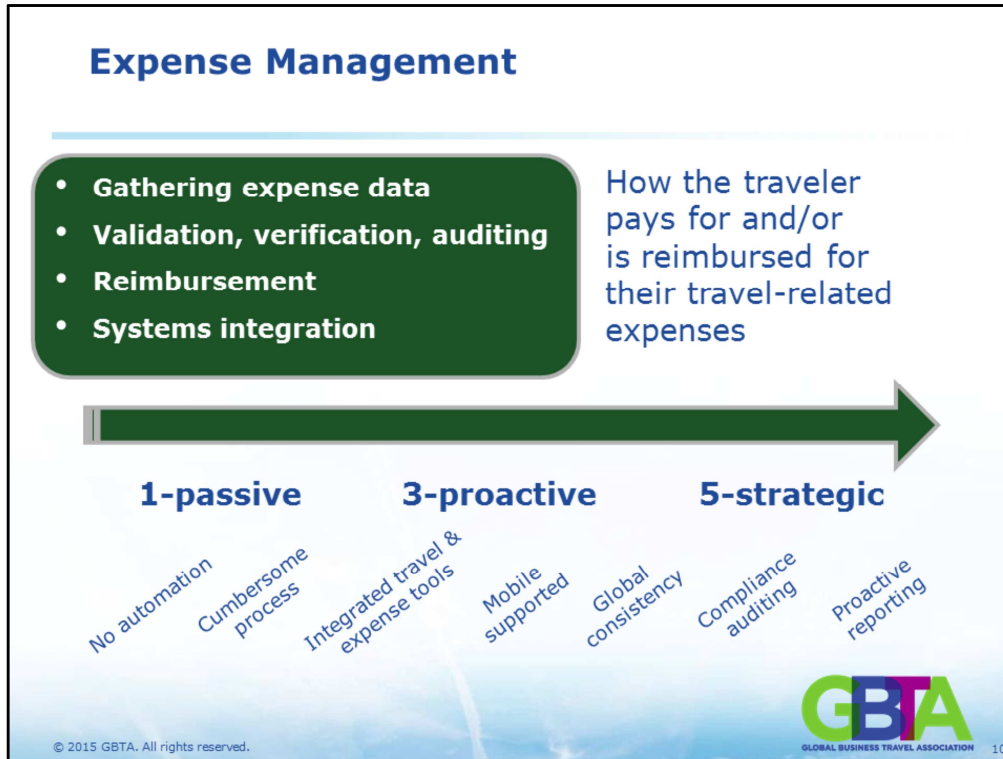
[click for transition]

Types of information might be: destination based, immigration/visa requirements, awareness of negotiated services, security/safety alerts, policy reminders such as meal allowance and traveler tips from those having been to that location before.

Assessment in this area includes the following types of questions:

- Are you collecting and sharing any traveler feedback?
- How do you respond to the person who provided it?
- Does it drive any change to your program or policies?
- Do travelers know why certain suppliers are preferred?
- Do travelers know when to decline car insurance because it is already included?
- Do travelers know when the hotel provides free airport shuttles so they can avoid a taxi or car rental? Do you leave it up to the traveler to find out?

Having the information scores points and being proactive with it scores more.



Reporting from expense management practices should drive actions and inform you about gaps between booking data and actual usage based on expense data.

[\[click for transition\]](#)

The more strategic position will support global consistency with an easy to use process. It supports expense management via mobile devices for receipt imaging, offline prep with upload sync, expense submission and approval processes. Strategically is provides full support for exception-based analysis and auditing, allowing management to focus on significant expense areas and follow-up efficiently on any issues identified.

Another example of a strong technology measure in the expense management category – Imagine the traveler made their car rental booking online and in policy, let’s say an economy size car. When picking up the car, they upgrade to a full size which is really out of policy.

- A. Does your expense management system now flag this expense as out of policy?
- B. Does it flag a difference in cost between a booked and actual expense?
- C. How do you deal with expenses booked directly with suppliers that missed using the company negotiated rate?

I think you get the point here. Technology exists at many points in the lifecycle of a corporate booking.

Meetings

How meeting-related activities and expenses are managed


- Meeting ID/Registration
- Budgeting/Sourcing
- Attendee, tactical event mgmt.
- Payment, reconciliation
- Virtual meetings
- Data analysis and reporting

2-engaged

- Improvement plans not implemented
- No consolidation

4-managed

- Technology in place with some adoption
- Cost management options

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The meetings category gathers information more broadly from budgeting, attendee registration, event support, consolidation of data and meeting cost management.

[\[click for transition\]](#)

An engaged program has plans to use technology but has not implemented them as yet. Companies scoring a 2-engaged are likely not to have a consolidated meeting group (individual meeting planners are on their own), they use spreadsheets to manage the various meeting planning components and a lot of manual effort.

[\[click for transition\]](#)

A score of 4 translates to a managed program where some parts of the company are using automation and/or encouraging virtual meetings to reduce total meeting spend. Data consolidation is still a manual effort.

It is also suggested that you take the Strategic Meetings Management Index for deeper insight and recommendations in this area.


Data

How organizations get value from travel related information

- Sources of data
- Processing of data
- Uses for data

Best practices:

- Data quality is reliable
- Frequently updated
- Interactive data with drilldown detail
- Analysis that drives improved actions/processes

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Data is an interesting category because of the challenges of different data process maturity around the world.

It is important to know:

- What sources or types of data you are collecting and which gaps exist
- Where the data is coming from
- When the data is obtained and updated, the data frequency and integration process
- How the data is interpreted
- Why you want to analyze the data
- Who are your stakeholders and whether you use data to inform or to request action from them

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Mature travel programs have achieved data collection in various forms for various uses and your company culture will likely drive interest in gathering and using data. Your TMC partner is also a key part of your ability to be strategic in this area.

Examples of data sources include:

Booking tool activity, Credit card data, Traveler Profile information, TMC data, Supplier sourced transaction/market data, H/R data, Budgeted and Expensed data, ARC/BSP data, Meeting data, Industry benchmark perspective, travel advisories and your own traveler's feedback.

Frequent data analysis is a best practice, so long as it is needed to support the process it is meant to benefit.

Where do you find the survey?

The screenshot displays the GBTA Hub website interface. At the top left is the GBTA logo (GLOBAL BUSINESS TRAVEL ASSOCIATION HUB). The navigation bar includes links for My Home, Members, Organizations, Groups, Resources (highlighted with a red box), Leaderboard, Events, and Community Surveys. Below the navigation bar, there is a search bar and a breadcrumb trail: Resource Directory > GBTA Travel Research Benchmarking Tool. The main content area features a promotional banner for the Strategic Meetings Management Maturity Index, followed by a call to action: "So why wait? Complete your Strategic Meetings Management Maturity Index Assessment today!" and contact information: "For assistance, email the Research Library or phone 703-236-1182". A user profile section on the left greets "Hello, Anne Marie!" and provides links for "View my profile" and "Edit my settings", along with a role: "VP Product Strategy & Development Orbitz Worldwide". The central focus is the "GBTA Travel Research Benchmarking Tool: Travel Tech Maturity Index" resource, which includes a globe icon, the title, the category "Technology", the author "original author/publisher GBTA Foundation", and tags for "technology", "benchmarking", and "maturity index". A green "View Link" button is highlighted with a blue box. To the right of the resource card are options for "Share via Email" and "Receive notifications for this resource" with a "Choose a Subscription Option" dropdown. The footer contains the copyright notice "© 2015 GBTA. All rights reserved." and the GBTA logo with the number "13".

Now that you know more about the assessment we hope you make time to use it. You'll find the survey on the GBTA.org website.

The survey is open to members only. After signing-in, navigate to the [GBTA Hub](#) (which has also recently been enhanced), click the Resources area and you'll find the TTMI link.

There is also a GBTA phone number for assistance if you run into any issues.

TTMI Survey in GBTA Travel Research Toolbox



Travel Tech Maturity Index

The purpose of this Maturity Index is to enable organizations to evaluate objectively their use of travel-related technology against a set of best-practices standards, and to provide feedback on opportunities to improve their travel management program by making better use of technology. The model does not assume that more technology is better than less; rather it seeks to identify opportunities to make smarter use of technology in the context of a given organization's needs and goals.

Self-Assessment
The self-assessment consists of 6 categories:

- Data
- Expense Management
- Meetings
- Reservation Processing / Approvals
- Shopping / Booking
- Traveler Experience

Based on your responses to the self-assessment, you will receive a report on where you stand against best practices and peers, both overall and per category. You will also get specific recommendations to strengthen your program.

Travel Tech Maturity Index

Get Started

GBTA Travel Research Toolbox

- 
Airfare Reports
- 
Hotel Reports
- 
Car Rental Reports
- 
Managed Travel Index ®
- 
SMM Maturity Index



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As you've learned today, there was a lot of great work creating this web-based survey. As such, it is designed to be taken in sections, by topic, so you can better manage your availability and target your time to the categories that interest you most. There are 'Dynamic questions', where a question is dependent on responses to previous questions.

Each category is individually scored and includes recommendations for maturity improvements if applicable. You can even repeat the survey as your travel program evolves and your answers will be rescored.


If your career changes, your assessment stays with you and you'll want to take it again to assess how your new organization uses travel technology. This also helps facilitate discussion of technology if leaders in each region of a global program takes the survey and compare results.

Result Summary

Travel Technology Maturity Index

- TTMI Overview
- Update TTMI Assessment
- TTMI - Levels
- My TTMI Summary
- My TTMI - Recommendations

Content Partner



Travel Technology Maturity Index – Summary


Each category in this index is weighted according to its importance. Within each category, each question is also weighted according to its importance to that category. Your overall score is a result of the specific answers to each question in the index based on the importance weights.

Results Breakdown By Category

Category	Level
Data	Proactive-Level3
Meetings	Passive-Level1
Traveler Experience	Managed-Level4
Reservation Processing/Approval	Passive-Level1
Expense Management	Strategic-Level5
Shopping/Booking	Managed-Level4
Assessment Level: Proactive-Level3	


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Print Summary

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Here is an example of the result summary. The individual category assessment helps you quickly see where some technology could be used to help optimize your program. In this example, the areas needing more attention are Meetings and Reservation Processing/Approval. The overall assessment level is 3-Proactive.

The index scoring is an interesting science actually. In addition to weightings across the variable answers in each category, the Technology Committee ranked the six categories in order of technical importance.

- The Shopping/Booking and Data categories contributed the most (44% combined) to the overall assessment score
- The Traveler Experience and Meetings categories contributed 33% between them
- The Expense Management and Reservation Processing/Approval contributed at the lower end of the scale (a 24% combined addition)

Why Take This Survey?



- Objective feedback
on current usage AND plans for the future
- Actionable guidance
on ways to improve your program
- Quantitative support
for making investment requests and managing change

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We encourage you to take this index survey which is now available at GBTA.org.

Some of the questions will be easy to answer and some may trigger you to talk with others to learn about how things are configured in the systems/processes within your program tools. Either way, the feedback from the survey is based on current best practices about the use of technology in that travel category.

[If asked: Assessment results are not currently being benchmarked]

TTMI Contributors

Cindy Allen	Michael Jacques
Joseph Bates	George Odom
Sydney Baxter	John Owens
Rock Blanco	Gary Polito
Allan Brown	Shari Quackenbush
J Grant Caplan	Monica Sanchez
Christine Dohmen	Anne Marie Razza
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	Tom Wilkinson

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There were many contributors to the creation of the Travel Technology Maturity Index. You may notice some familiar names here. The committee included buyers and suppliers for the most objective and complete assessment tool.

Q & A

- 1. Can the survey be taken more than once?** **Yes and it is encouraged to take the survey as often as your technology and travel program changes. The survey questions will also be updated as travel management technology advances.
- 2. I have a global program with regional/geographic teams responsible for their areas. Can multiple people from the same company take the survey?** **Yes and it is important to compare the results across regions in order to plan for global alignment if that is one of your program goals.
- 3. Is the information I provide in the survey kept confidential?** **Yes
- 4. It's great to have a tool to measure our technical maturity. How will it keep up to date with the technical advances in travel over time?** **The GBTA Technology committee will oversee the index tool and appreciates hearing from members who have taken the survey as well.
- 5. Is there a cost to take the survey?** **No cost, it is free to all GBTA members
- 6. How is the assessment relevant to TMCs?** **It was initially designed for Buyers and they would likely work with their TMC for making improvements to systems/tools offered. TMCs can take the survey of course and assess how well they provide solutions that are asked about in the assessment.

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We have some common questions that we received from the various presentations of this tool. Let's start with a review of these:

[click for transition of each item]

1. Can the survey be taken more than once? **Yes and it is encouraged to take the survey as often as your technology and travel program changes. The survey questions will also be updated as travel management technology advances.
2. I have a global program with regional/geographic teams responsible for their areas. Can multiple people from the same company take the survey? **Yes and it is important to compare the results across regions in order to plan for global alignment if that is one of your program goals.
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4. It's great to have a tool to measure our technical maturity. How will it keep up to date with the technical advances in travel over time? **The GBTA Technology committee will oversee the index tool and appreciates hearing from members who have taken the survey as well.
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Thank you all for your attention and interest. Wishing you all the best as your corporate travel program matures technically.



We have some time for additional questions.



Thank you all for your attention and interest. Wishing you all the best as your corporate travel program matures technically.