Managing the Modern Business Traveller

An ACTE Corporate Travel Study

October 2017

Foreword

The modern business traveller continues to evolve: ACTE members, around the world, are seeing growing signs that this independently-minded individual is becoming the new normal, across all demographics, for managed travel.

Modern business travellers want flexibility, predictability and, above all, productivity when they're on the road. In these uncertain times, they also need reassurance about their personal safety: yet again, our members see rising levels of concern on this point, with over half (51 per cent) reporting a growth in traveller enquiries.

Keeping pace with the changing needs of these diverse and demanding travellers – while delivering the objectives of the travel programme – is no small challenge. It means travel managers have to continually learn and adapt to stay one step ahead and become change agents.

In *Managing the Modern Business Traveller* we look at how travel managers are growing into this role, leveraging sophisticated strategies to both facilitate the traveller and shape their needs and behaviours. Travellers want to be good corporate citizens and feel confident they are doing the right thing by their organisation with respect to policy: behaviour-shaping strategies allow the travel manager to work with these positive impulses.

Technology is a critical enabler for these approaches: today, a large and growing array of tools is available for engaging the traveller to gain insights, drive understanding and influence action. It's not clear that travel managers are taking advantage of these tools today, let alone investigating emerging technologies that will shape tomorrow. Just 22 per cent, for example, are using or considering using chatbots to engage more fully with travellers.

Keeping a weather eye on the future, *Managing the Modern Business Traveller* also considers the potential of a strong and effective travel programme to become a powerful recruitment and retention tool. This is beginning to crop up in conversations in our members' organisations: over a quarter (28 per cent) say policy is a significant or growing issue in retention. This topic meshes perfectly with the themes addressed in this study: programmes built for the modern business traveller become perks and make for happier employees, and help validate the travel manager's role in supporting the business as a whole.

I would like to acknowledge the participation of the ACTE members around the globe who made *Managing the Modern Business Traveller* possible, and to thank American Express Global Business Travel who underwrote this study and contributed to its development.

Greeley Koch
Executive Director, ACTE

Introduction

In 2016 we decided it was time to bury, once and for all, the clichéd concept of the road warrior. We wanted to find a new and meaningful concept that could capture the essence of today's business traveller: a hyper-connected corporate professional with a consumer mindset who expected levels of personalisation and control from at-work services on a par with what they used at home. *Meet the Modern Business Traveller* brought this individual to vivid life, and asked how travel managers could facilitate this traveller's needs.

This year we are asking how we, as travel professionals, can proactively support the modern business traveller; responding to their needs for more flexibility and freedom while ensuring the programme delivers its objectives and the traveller is safeguarded. These travellers expect a consumer-grade experience – but the needs of the business are different and will require different actions.

We find that many travel managers are rising to the challenge of the modern business traveller. They are responding with policy and tools to accommodate the traveller's growing preoccupation with quality of life. We are seeing evidence that managers are moving fast to address traveller anxieties about their personal safety. Most pertinently, we are seeing travel managers deploy sophisticated tactics designed to nudge travellers into doing the right thing with respect to policy compliance.

We believe this is the start of a new era when modern business travel managers develop and deploy strategies to drive the programme and, in so doing, become the owners and curators of traveller insights. With these insights, they can personalise and perfect the programme, matching it to the needs of the individual.

But the first steps of any journey tend to be faltering. Today, there is a gap between what travel managers want to achieve, and what is possible. Few travel managers take advantage of the full set of tools and platforms that can help them harvest traveller insights and act as effective change agents. And even fewer are working with partners across the supply chain to put these insights into action.

The key components for *Managing the Modern Business Traveller* are present today. The question is: are you ready and willing to join them together and enable the transformation?

Philip Haxne
Regional Director EMEA - Global Business Consulting
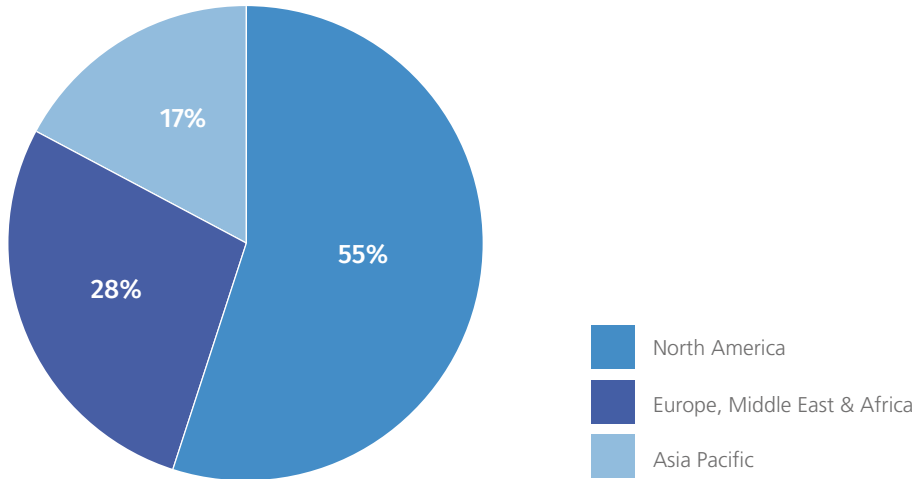American Express Global Business Travel

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About this study

ACTE surveyed its global membership between August and September 2017.

A total of 174 corporate travel managers worldwide responded to the quantitative survey. An additional eight buyers based in Europe and North America participated in focus interviews to provide qualitative insights.

Note: on account of rounding, percentages used in this study may not add up to 100.

Office location

- North America
- Europe, Middle East & Africa
- Asia Pacific

Annual air volume (US$)

- Under $1m
- $1.1m to $5m
- $5.1m to $15m
- $15.1m to $50m
- $50.1m to $100m
- $100.1m to $250m
- Over $250m
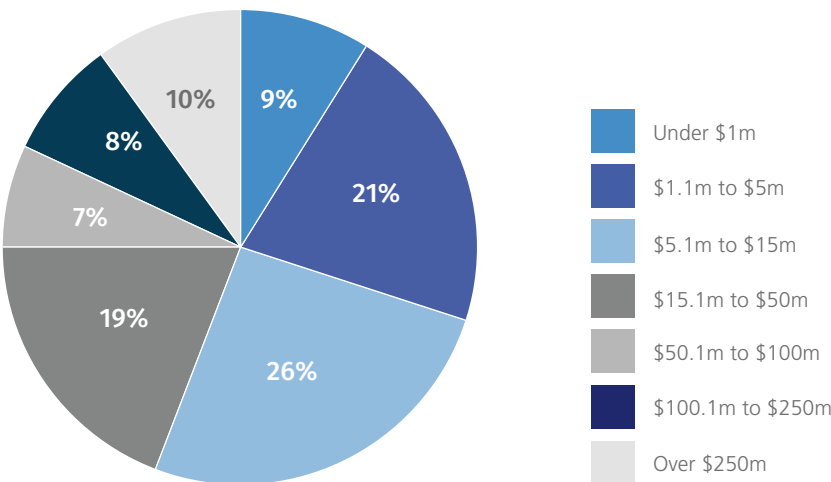
The modern business traveller programme

Managing the Modern Business Traveller is the latest instalment of a research programme that investigates the needs and behaviours of today's business travellers, and explores how travel managers can respond proactively.

The first output, *Meet the Modern Business Traveller*, was published in October 2016 and introduced the concept of a new kind of corporate traveller. *Serving the Multifaceted Modern Business Traveller*, published in April 2017, explored how ACTE members were facilitating this traveller's quality of life concerns. *Take the Lead on Duty of Care for the Modern Business Traveller*, released in August 2017, focused on persistent traveller concerns about personal safety and examined what travel buyers are doing to respond to those concerns.

For more information about the modern business traveller insights programme, contact: info@acte.org

The challenge of the modern business traveller

In the age of the modern business traveller, the travel manager's role is becoming more complex, diverse and strategic.

The modern business traveller is a challenge. This new breed of traveller comes with a complex set of needs and behaviours that, quite simply, make it more difficult for the travel manager to deliver a well-managed travel programme.

The modern business traveller seeks flexibility and the ability to fashion their own work-life balance. They expect the same on-demand, always-on consumer experience in the corporate travel environment.

The context in which the travel manager operates has changed, too. Traditional command-and-control models are no longer feasible in an online world where travellers can be lured away from policy by attractive travel alternatives and personal preferences that are just a swipe away. And, in an uncertain world, questions around traveller safety become ever more urgent.

Despite all these changes, the travel manager's fundamental responsibility remains the same: ensuring the traveller is productive, happy and safe while costs are managed.

Just as the business traveller evolves into the modern business traveller, the travel manager's role must evolve too.

The *modern* business travel manager will continue to work to satisfy travellers' needs, seeking to understand and anticipate their expectations. But they must also act as a change agent, influencing independently-minded travellers to make the right choices with respect to policy compliance. To adopt the terminology used by many of the travel managers who participated in this study, this means persuading the traveller to do the right thing.

In doing so, modern business travel managers have the potential opportunity to transform their contribution to, and status in, the business. Travel is increasingly relevant to talent recruitment. Research undertaken by ACTE for this study reveals that travel managers are seeing steady growth in candidate enquiries about policy (Fig 1). In addition to delivering productive, safe and happy travellers, modern business travel mangers could play a leading role in the talent conversation.

Fig 1 Travel is becoming part of the battle for talent.

- Policy is beginning to appear on the talent agenda: 28 per cent of travel managers report that satisfaction with the policy is now a significant (10 per cent) or growing (18 per cent) issue in employee retention.

- One third of travel managers have seen a growth in enquiries about travel policy from candidates in the last 12 months.

- Business, HR and department leaders are increasingly aware of the role of travel policy in retaining talent: 31 per cent of buyers received requests from colleagues for policy exceptions specifically linked with retention.

"Is managing the modern business traveller a challenge? Yes! They want everything to be instant and at their fingertips. Our response is to modernise and make everything digital to meet their expectations. Policy is still there and has to be adhered to – but we are listening and learning how we can make it easier to comply."

Travel manager, United Kingdom

The modern business traveller

Quality of life remains a growing preoccupation for business travellers. Contrary to last year's study, the growth in enquires about topics like work-life balance is coming from travellers in "older" organisations, where the average traveller is aged 40 years or more.

Globally, the attitudes and behaviours that define the modern business traveller are becoming more prevalent. More travellers want to mitigate the impact of business travel on personal life and are asking for the technologies and policy changes that will give them the ability to do so.

While many of the trends appear less dramatic in scale than observed in the first modern business traveller study in 2016, they nonetheless indicate that the phenomenon continues to grow and become embedded in managed travel as more business travellers, across different demographics, become modern business travellers.

Safety remains a primary, and growing, concern for travellers and their employers. The "*Spotlight on safety*" section explores how travel managers are responding.
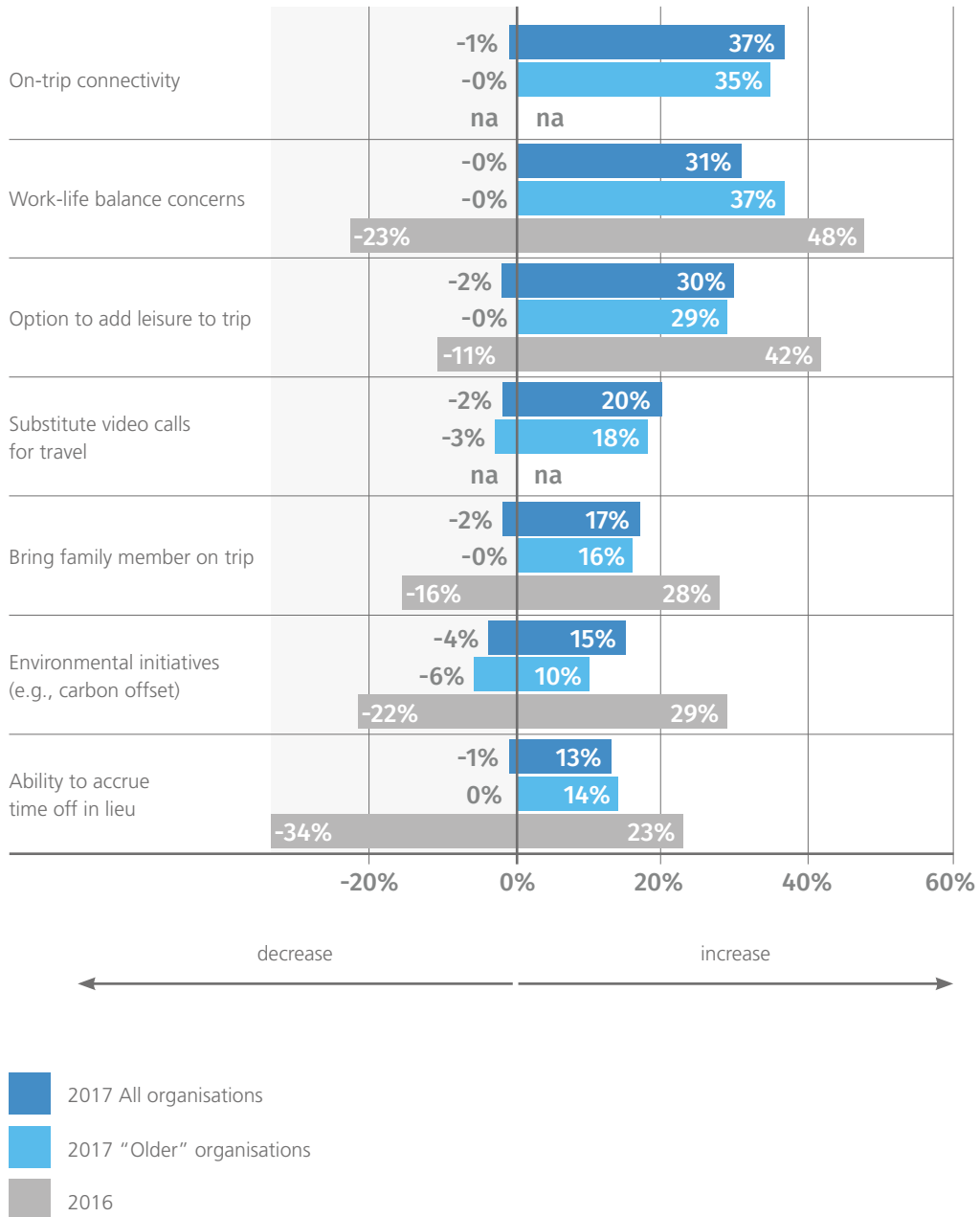
Finding a better balance

Managers are seeing an increase in enquiries about work-life balance and the option of adding leisure travel to business trips (Fig 2).

Contrary to last year's study, the growth in enquiries about work-life balance is now coming from travellers in "older" organisations, where the average traveller is aged 40 years or more. Thirty-seven per cent of managers in these organisatiions saw increased traveller enquiries about work-life balance, while just 31 per cent of managers overall saw growth. In 2016 the situation was reversed: then, 69 per cent of managers in "younger" organisations, where the average traveller is aged under 40 years old, saw enquiries about work-life balance grow, versus just 48 per cent of managers overall. Clearly, the modern business traveller mindset is not confined to one demographic.

Technology remains a priority for business travellers, with more than a third (37 per cent) of managers seeing a rise in enquiries about on-trip connectivity and communications. With mobile apps playing a core role in the traveller's ability to manage their trip experience, it is no surprise to see enquiries rise about connectivity.

Fig 2 **Quality of life remains a growing concern: traveller enquiries**

On-trip connectivity
- -1% | 37%
- -0% | 35%
- na | na

Work-life balance concerns
- -0% | 31%
- -0% | 37%
- -23% | 48%

Option to add leisure to trip
- -2% | 30%
- -0% | 29%
- -11% | 42%

Substitute video calls for travel
- -2% | 20%
- -3% | 18%
- na | na

Bring family member on trip
- -2% | 17%
- -0% | 16%
- -16% | 28%

Environmental initiatives (e.g., carbon offset)
- -4% | 15%
- -6% | 10%
- -22% | 29%

Ability to accrue time off in lieu
- -1% | 13%
- 0% | 14%
- -34% | 23%

-20%   0%   20%   40%   60%

decrease ← → increase

- 2017 All organisations
- 2017 "Older" organisations
- 2016

Exploring non-traditional travel

Modern business travellers continue to embrace non-traditional transportation and accommodation modes (also known as sharing economy options) that can easily be managed via a mobile device (Fig 3). The growth figures were more dramatic in the 2016 research – but the trend is clear. Last year, 79 per cent of managers saw growth in traveller usage of services like Uber and Lyft. This year, half (50 per cent) saw usage of app-based ground transportation grow.

Fig 3 Shifting traveller usage trends: 2017 versus 2016

Category	2017 decrease	2017 increase	2016 decrease	2016 increase
App-based ground transportation	-0%	50%	-3%	79%
Ride share services	-2%	46%	-6%	48%
Low-cost carriers	-4%	31%	-5%	49%
Non-traditional overnight accommodation	-2%	20%	-0%	40%
Traditional overnight accommodation	-5%	20%	na	na
High-speed / Intercity train	-3%	19%	na	na
Network carriers	-4%	17%	11%	23%
Traditional car hire	-26%	11%	-25%	12%

-40% -20% 0% 20% 40% 60% 80%

decrease ← → increase

■ 2017   ■ 2016

Travel managers respond with policy and tools

Travel managers are responding to the needs of modern business travellers by adjusting policies (Fig 4) and restocking the corporate travel toolbox (Fig 5).

On policy, managers are acting across the board, but it's worth focusing on non-traditional accommodation. In 2016, just 9 per cent of managers included so-called sharing economy lodging options in policy. This year, 22 per cent have made policy provisions for these options. The year-on-year jump suggests that managers may be less concerned today about the duty of care implications of using non-traditional accommodation. A Singapore-based travel manager explained how she had worked with a travel security services firm to ensure her travellers were always locatable, even when they used Airbnb: *"When our travellers pay on their corporate card, the information goes automatically to the security services firm. I know where they will be staying and when."*

Again, indicating how the modern business traveller applies across all age groups, managers in "older" organisations have been particularly active in providing policy and tools that allow travellers more flexibility and control.

Looking at tools, almost all managers have now embraced mobile apps to give modern business travellers flexibility and more of a consumer-grade user experience. In 2016, for example, just over two-thirds (67 per cent) of managers provided, or planned to provide, apps for booking. This year, this figure has leapt to 89 per cent.

Fig 4 Policy is re-shaped around the modern business traveller

	2017 All	2017 "Older" organisations	2016
Allow travellers to extend trips with leisure	66%	71%	42%
Non-traditional ground transportation	49%	56%	25%
Allow travellers to bring family members on trips	45%	46%	26%
Incentive or reward points for booking within policy	23%	na	na
Non-traditional accommodation options in policy	22%	25%	9%
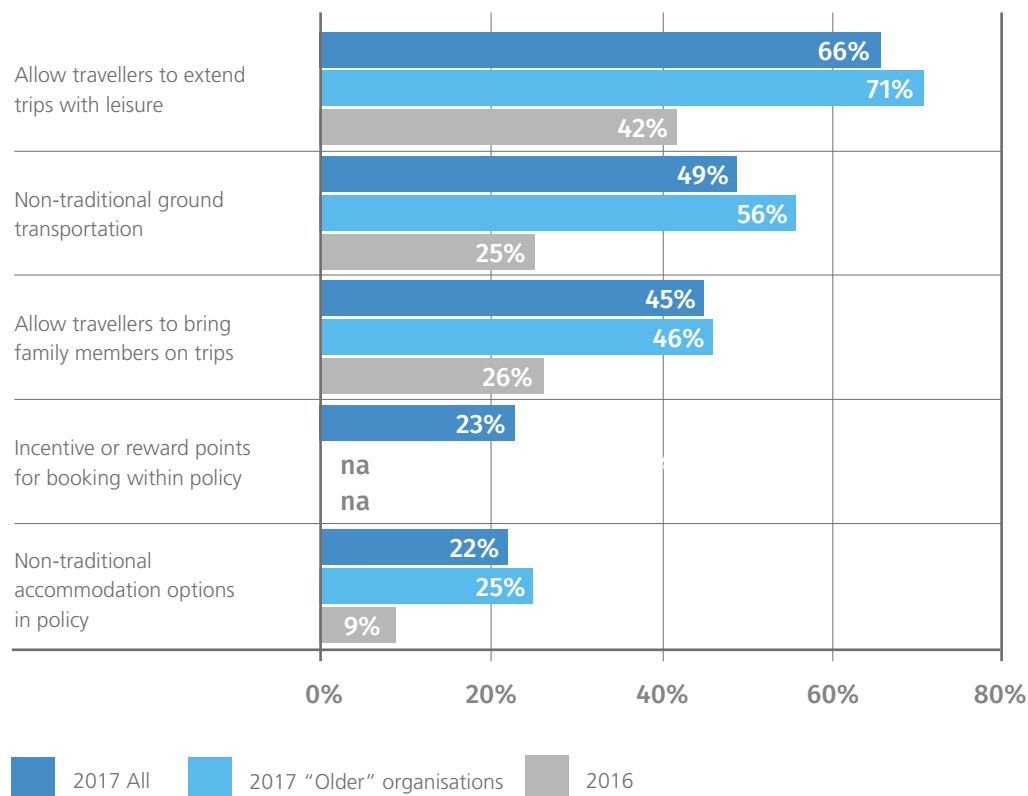
Fig 5 **Fit for the modern business traveller: tools to support the modern business traveller**

Tool	2017 "Younger" organisations	2017 "Older" organisations	2016
Trip information apps	93%	92%	76%
Apps for booking	89%	85%	67%
T&E apps	81%	85%	62%
Facilitating non-traditional lodging	39%	40%	16%
Insurance for "bleisure"	26%	32%	14%
Upgrade options (including bids / auctions on flights)	16%	23%	9%
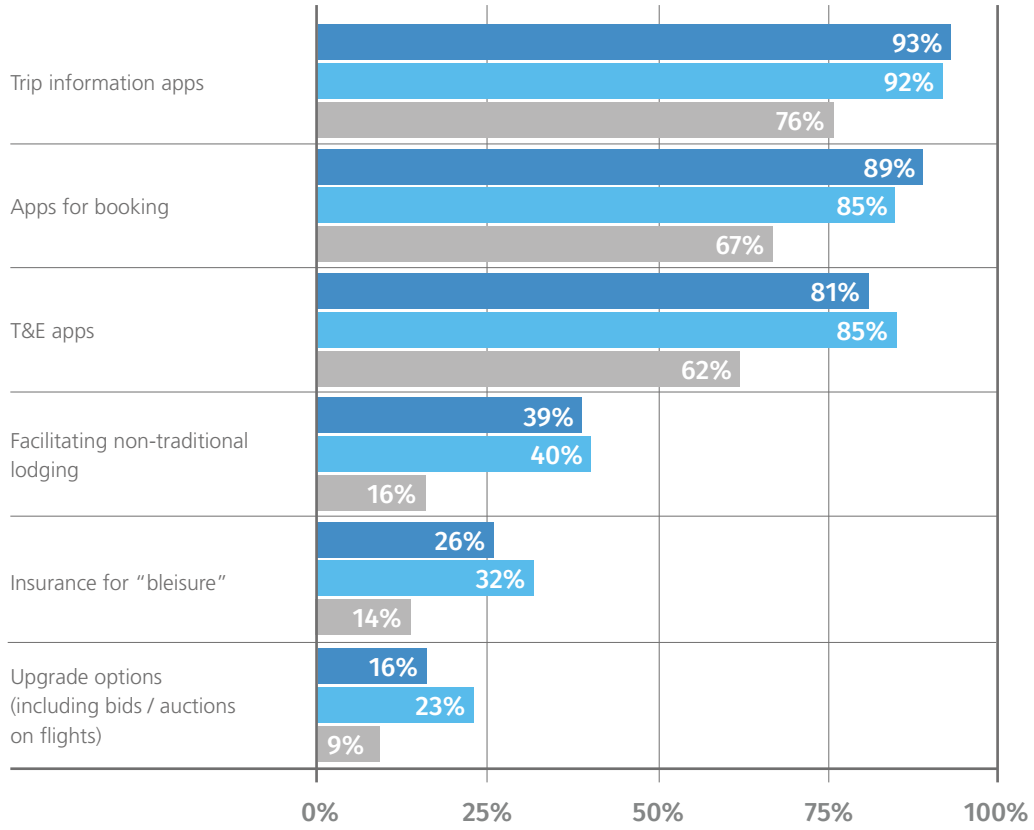
Provide / firm plans to provide (next 1-2 years):

- 2017 "Younger" organisations
- 2017 "Older" organisations
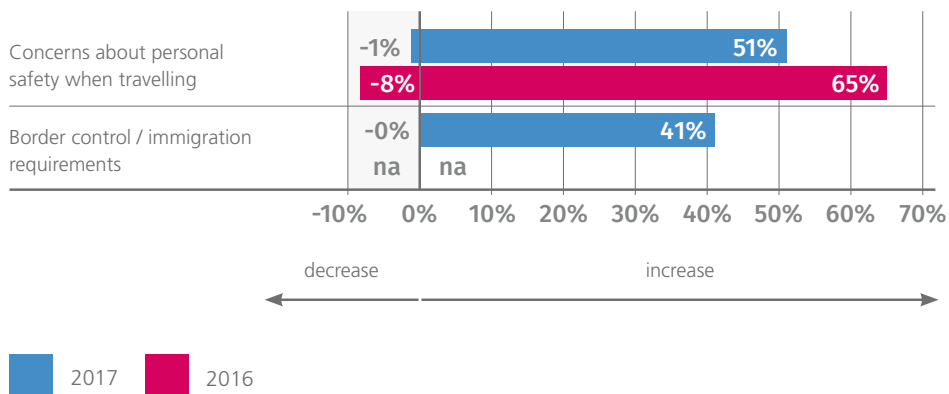- 2016

Spotlight on safety

From its inception, the modern business traveller programme has tracked rising traveller concerns about personal safety. The latest research data confirms that the trend continues: more than half of travel managers saw growth in traveller enquiries about personal safety over the last year (Fig 6). While 51 per cent is a significant figure, it is lower than the 65 per cent of managers who had seen a rising volume of enquiries in 2016.

Traveller concerns about personal safety are still rising, though the rate of increase appears to have slowed. The situation is somewhat reversed when it comes to the related area of border controls and immigration. In June 2017, ACTE found that more than a third (36 per cent) of travel managers had seen an increase in the levels of information on immigration or border crossing requested or provided in the last six months. The latest research revealed a slight rise, with 41 per cent of managers now reporting a growth in enquiries about these issues.

The corporate response

Traveller safety is paramount for organisations around the world. A global category leader in the Middle East spoke for all the travel professionals interviewed for this study: *"The safety of the traveller is my overriding priority and that commitment goes to the very top of our organisation."* Managers have been bringing this commitment to life by tightening policy. Almost three-quarters (74 per cent) now have stricter safety policies in place, up from 54 per cent in 2016.

Fig 6 **Security concerns continue to rise: traveller enquiries**

		2017	2016
Concerns about personal safety when travelling	decrease	-1%	-8%
	increase	51%	65%
Border control / immigration requirements	decrease	-0%	na
	increase	41%	na

2017   2016

Managing the modern business traveller

Organisations are clearly responding to the modern business traveller's needs and preferences when it comes to policy and traveller service. But what are travel managers doing to persuade travellers to do the right thing?

Today, there are more opportunities than ever before for travellers to "do the wrong thing" and go out-of-policy. Travel providers, whether long-established brands or non-traditional newer entrants, strive to capture the business traveller's attention with targeted and attractively packaged offers. Online technology platforms can enable non-compliant travel options.

To cut through the noise and ensure travellers stay within policy, travel managers use, or are considering using, a range of strategies (Fig 7), some sophisticated and others more blunt.

Informing and educating

Education, the number one behaviour-changing strategy, is used by 82 per cent of organisations. Travel managers believe travellers will generally do the right thing – but to do that, they need to know what the right thing is.

Education means making sure travellers understand why the travel programme exists and why it is important they comply with it. In interviews for this study, several managers noted how duty of care is a good way to start a conversation about compliance—travellers quickly see the link between compliance and their own safety.

"Younger" organisations are more likely than "older" ones to be using education as a tool (Fig 8), perhaps as a result of managers needing to devote more time and resources to helping younger travellers understand policy.

Psychology-based approaches

Most travel managers use approaches that work with the traveller's psychology to nudge them into staying within policy. Four-in-five (80 per cent) use visual guilt to drive compliance, and a futher seven per cent are considering its introduction. Visual guilt messages, delivered via the online booking tool, prompt the traveller to reconsider the travel option they are about to purchase if a more policy-compliant alternative is available. As a travel manager based in India observed: *"Visual guilt works because it speaks to the traveller's conscience, and that is very powerful. They know when they are doing the wrong thing."*

Company culture and peer pressure, used today by more than three-quarters (76 per cent) of travel buyers, and under consideration by a further nine per cent, can also be regarded as psychological strategies that work to influence the traveller's conscience. It's human nature to want to belong, and most people want to be seen to do the right thing by their peers and bosses.

Negative reinforcement is the least-used psychological lever, perhaps because travel managers feel it sets the wrong tone for their programme. A UK-based travel manager said: *"We've talked about negative reinforcement but have never followed through. We might go down this route for repeated traveller breaches but we are not keen to."*

Incentives

While one-in-five travel managers use, or are considering using, non-monetary incentives, the interviews revealed serious reservations about this approach. One manager, based in Europe, commented that rewards, whether monetary or non-monetary, felt too much like paying people to do what they should be doing anyway.

Mandatory

When persuasion fails, there is always compulsion: sixty-two per cent of organisations use mandatory compliance today, and a further 15 per cent are considering it. One travel manager based in Switzerland commented: *"I think we are missing this in our programme today. If we really want to get travellers to do the right thing, sometimes we have to be firm."*

Mandatory compliance is significantly more prevalent in "younger" organisations, which may suggest that travel managers believe they may not be able to rely on psychological tools that work on the traveller's desire to do (and be seen to be doing) the right thing.

Mandatory compliance is certainly straightforward, as a Netherlands-based travel manager explained: *"Our travel policy is simple—you should book the lowest cost offered by the TMC implant."* But this contributor added, *"I don't think we have so many modern business travellers!"*

Fig 7 Travel managers' influencer strategies

Strategy	Use / consider using	Do not use
Education	93%	6%
Visual guilt	87%	13%
Corporate culture	85%	13%
Mandatory compliance	77%	23%
Negative reinforcement	36%	57%
Non-monetary rewards / incentives	20%	77%
Monetary rewards / inventives	17%	81%

■ Use / consider using
■ Do not use
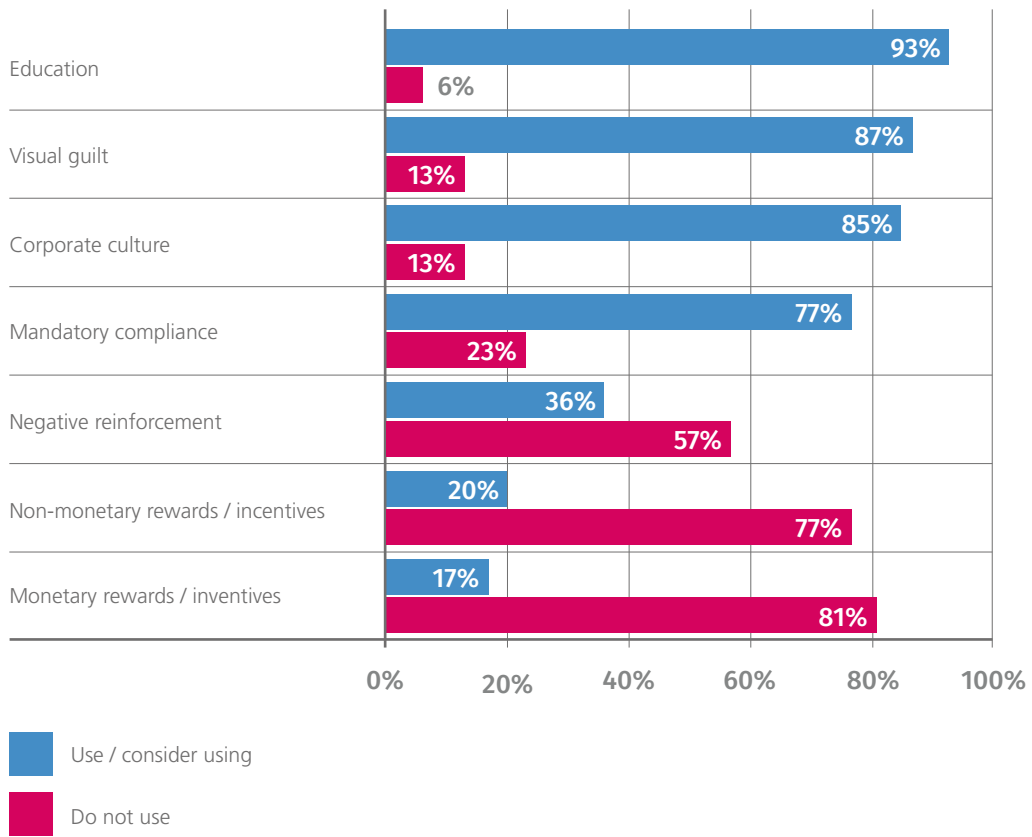
Fig 8 **Divergent influencer stategies for different demographics**

Chart data:

Strategy	"Younger" organisations	"Older" organisations
Education	95%	89%
Visual guilt	85%	87%
Corporate culture	83%	87%
Mandatory compliance	84%	73%
Negative reinforcement	36%	37%
Non-monetary rewards / incentives	20%	22%
Monetary rewards incentives	18%	15%

■ "Younger" organisations

■ "Older" organisations
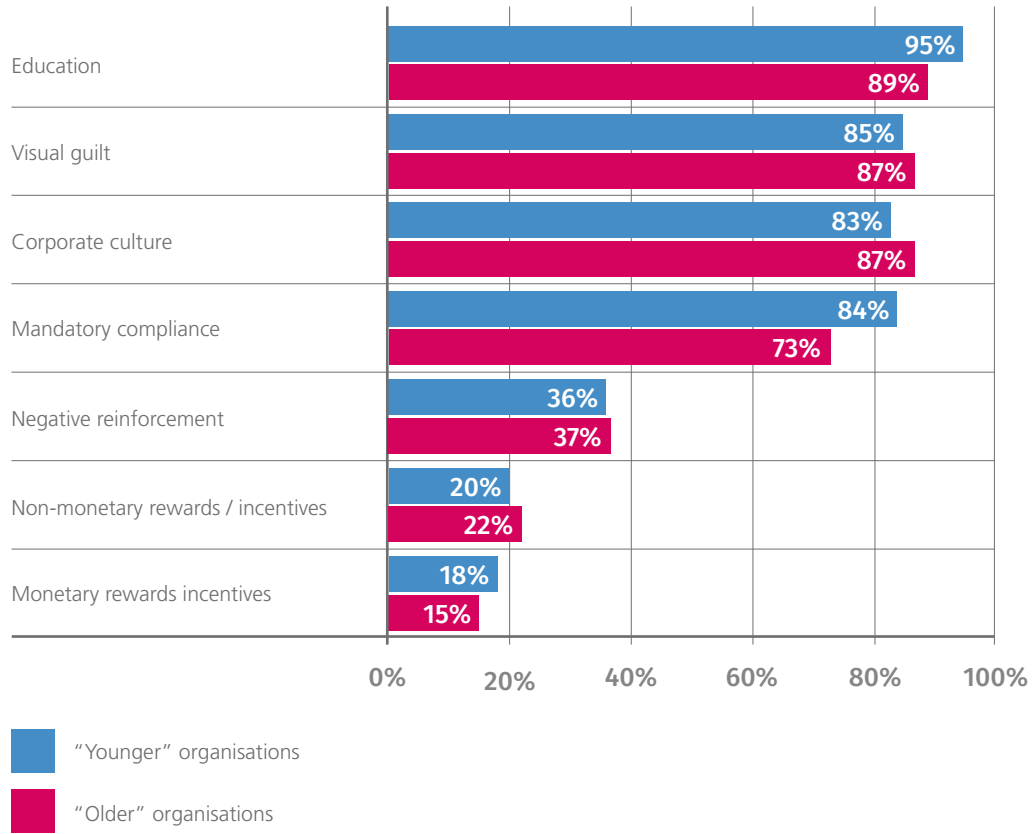
The Online Booking Tool (OBT)

For many travel managers, the OBT is a vital tool for influencing traveller behaviour.

Thus, it's important the OBT can deliver a user experience on a par with or exceeding that of consumer portals. Forty-four per cent of travel managers say travellers can book what they please within the controlled OBT environment. The traveller gets the feeling of freedom and control; the travel manager gets policy-compliant bookings.

A good user experience can also drive adoption, as a Switzerland-based travel manager observed: *"My travellers tell me our OBT is a lot like the sites they use to book leisure travel. That's why they are happy to use it."*

Finally, the OBT can provide invaluable data insights via the TMC, which the travel manager can use to shape policy and the traveller experience.

Fig 9 The OBT and influencing the traveller

Discourage direct booking through an airline, hotel or other provider's branded site	**55%**
Travellers may book anything they want within the OBT	**44%**
Booking tool tailors display to offer only pre-approved options	**38%**
We mandate all choices and/or book for our travellers	**22%**
Leveraging brand loyalty programmes to incentivise travellers	**22%**

The right tools for the job

Though modern business travel managers leverage a variety of tools to influence travellers to stay within policy, it's not clear that they use feedback and communication platforms to shape the most effective strategy for their organisation.
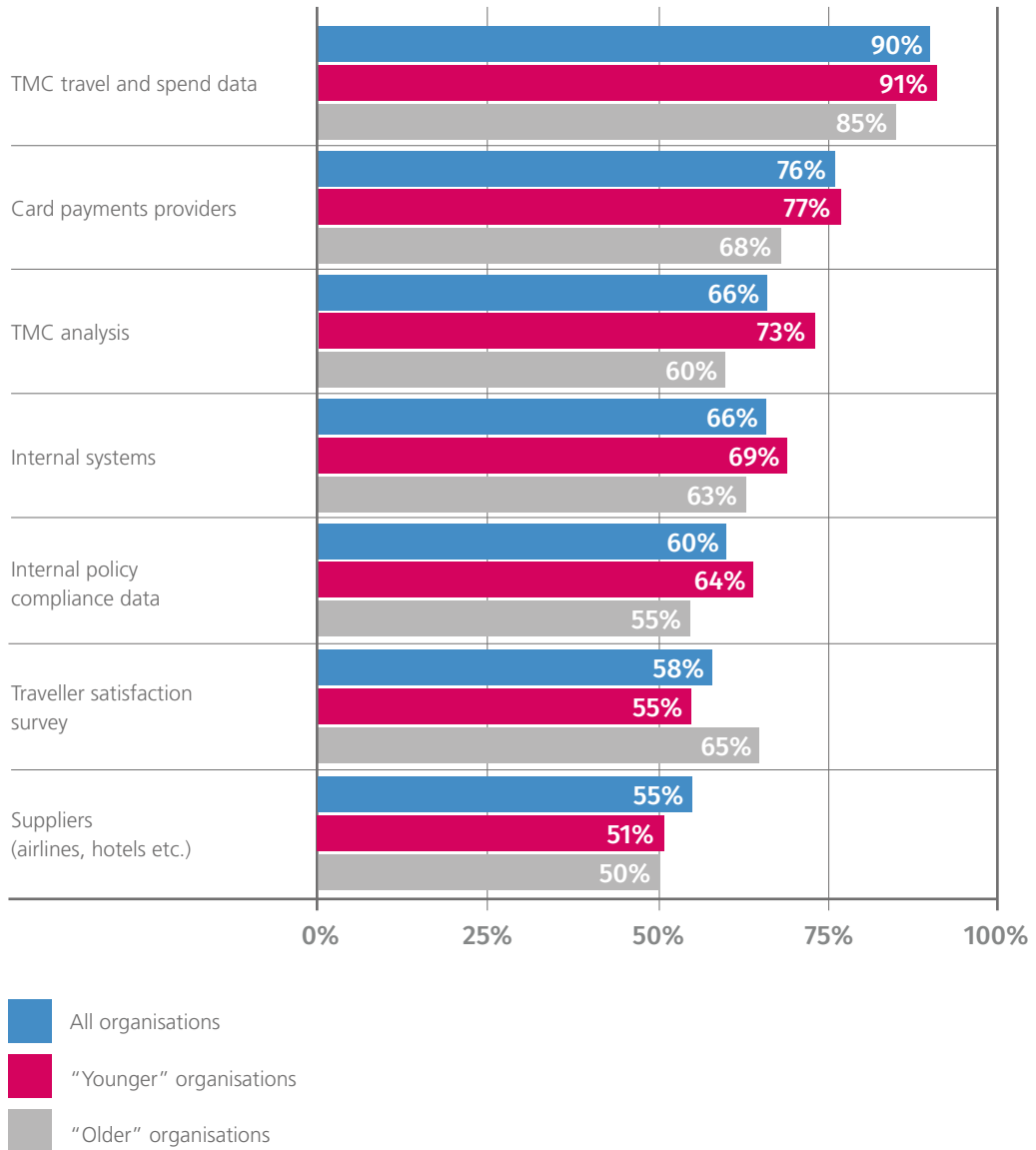
To influence someone, you need to understand what makes them tick. Travel managers use a range of methods to capture traveller insights for shaping policy (Fig 10) and traveller service.

For the most part, travel managers rely on the TMC and card payments providers to supply traveller data. More than a third are not exploiting internal sources of information, and only 17 per cent are working with third-party consultants to help make sense of the vast volumes of data available from the systems that facilitate and monitor the traveller experience.

In "younger" organisations, almost one-third (31 per cent) of managers use HR data about recruitment and retention to help them align policy with traveller needs. By contrast, in "older" organisations, just 11 per cent of managers are taking advantage of this insight.

Travel managers with smaller programmes (i.e. with an annual air spend of less than US$5 million) tend to have less reliance on the TMC and payments providers for travel data. These managers are more likely to use internal compliance data than their larger counterparts.

Fig 10 **Travel managers rely on a range of sources to align policy with traveller needs: the top seven**

Source	All organisations	"Younger" organisations	"Older" organisations
TMC travel and spend data	90%	91%	85%
Card payments providers	76%	77%	68%
TMC analysis	66%	73%	60%
Internal systems	66%	69%	63%
Internal policy compliance data	60%	64%	55%
Traveller satisfaction survey	58%	55%	65%
Suppliers (airlines, hotels etc.)	55%	51%	50%

Legend:
- All organisations
- "Younger" organisations
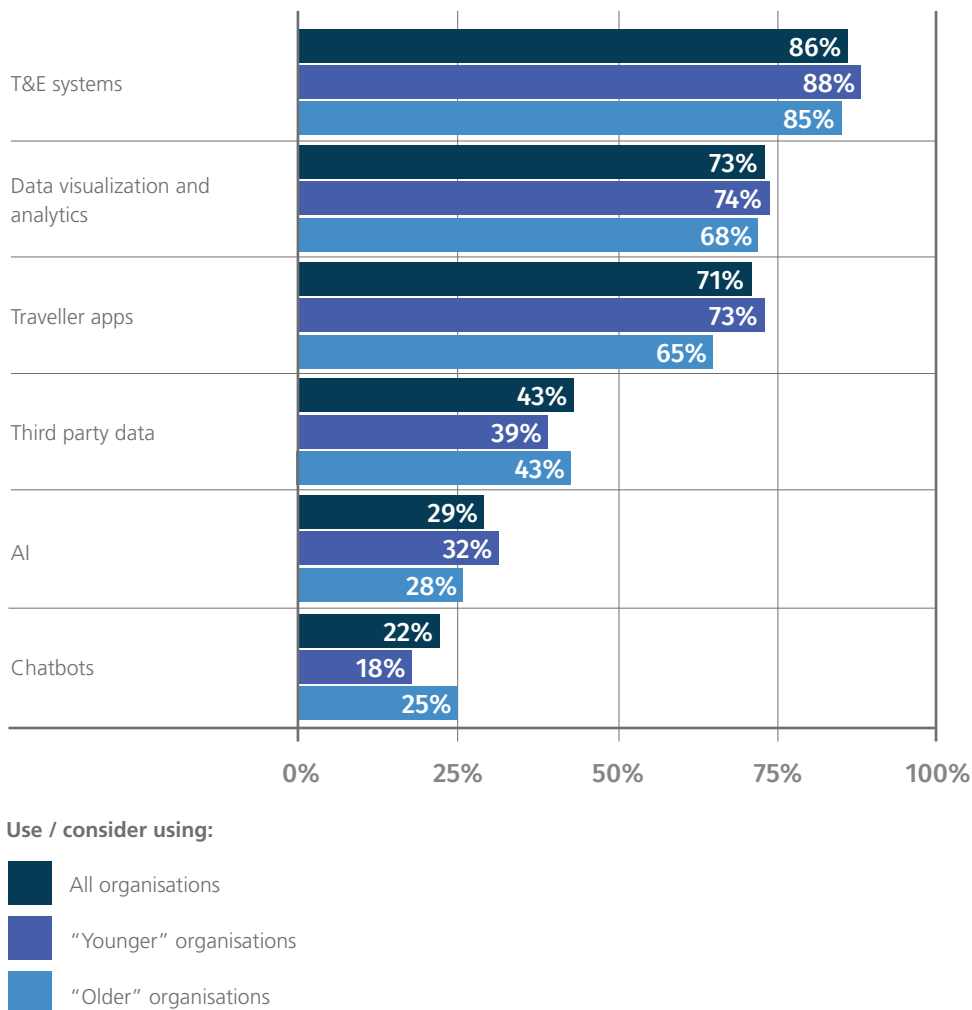- "Older" organisations

Insights to shape the traveller experience

Travel managers today draw on a range of sources to evaluate and shape traveller service. The most widely used source, T&E systems, allows managers to identify patterns in traveller behaviour based on spending. By harvesting data from traveller apps, managers gain deeper insights into the traveller experience. Here, "younger" organisations are leading the way.

Some travel managers are looking to take advantage of emerging technologies, such as AI (Artificial Intelligence) and chatbots, to understand modern business travellers. Today, few have deployed these innovations: while 32 per cent of managers in "younger" organisations, for example, are interested in AI, only four per cent have introduced the technology. Given the enthusiasm with which the industry has adopted innovations like mobile apps, it may only be a matter of time until the use of AI and chatbots in managed travel becomes widespread.

Fig 11 **Travel managers rely on a range of sources to align policy with traveller needs**

T&E systems
- 86%
- 88%
- 85%

Data visualization and analytics
- 73%
- 74%
- 68%

Traveller apps
- 71%
- 73%
- 65%

Third party data
- 43%
- 39%
- 43%

AI
- 29%
- 32%
- 28%

Chatbots
- 22%
- 18%
- 25%

0%   25%   50%   75%   100%

Use / consider using:

- All organisations
- "Younger" organisations
- "Older" organisations
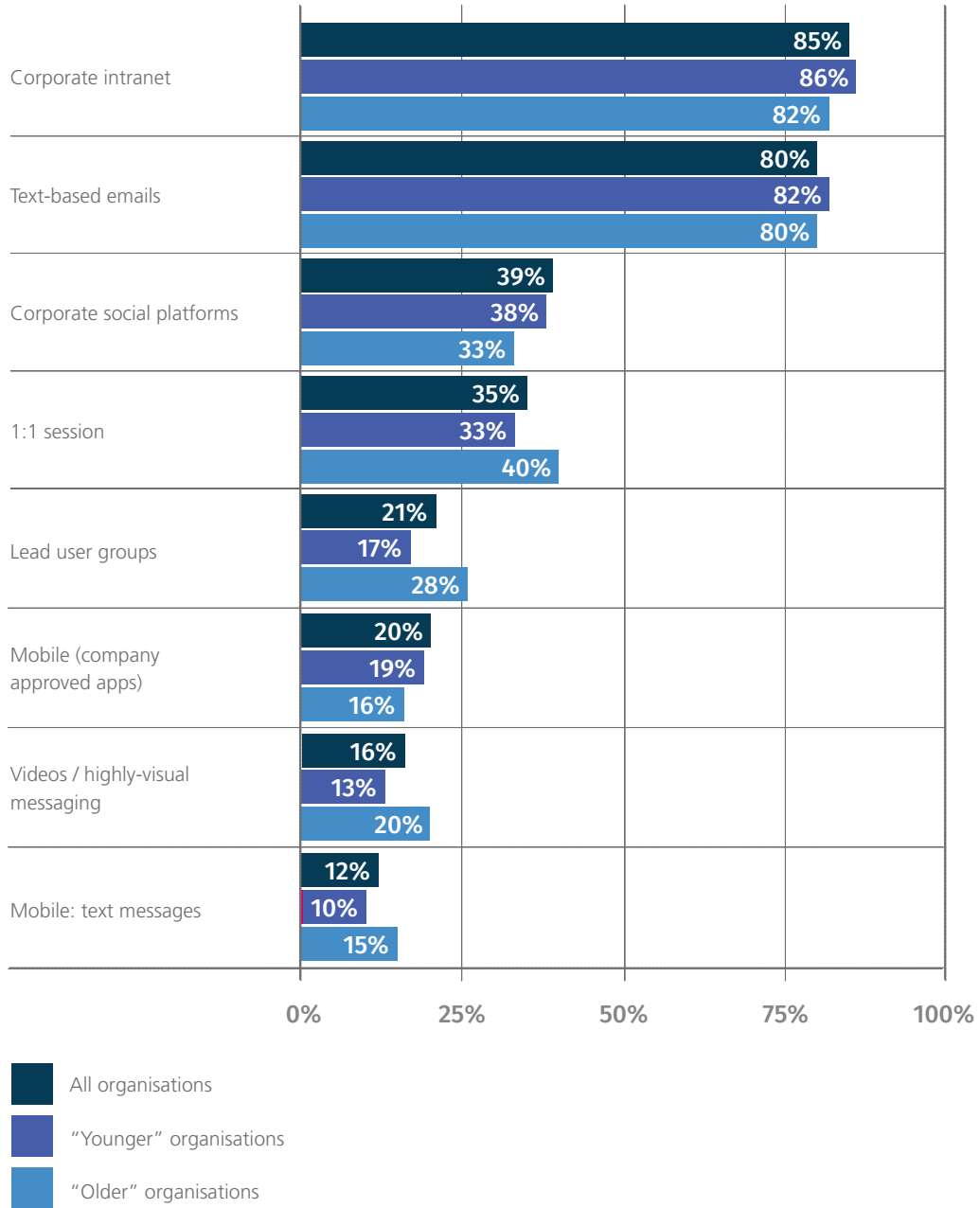
Communications platforms

Managed travel programmes tend to rely on more traditional platforms (Fig 12). The most widely-used platform globally is the corporate intranet, closely followed by text-based emails.

In organisations with smaller programmes, the tendency to rely on traditional communications platforms is even more pronounced: ninety per cent use text-based emails to communicate with travellers.

Looking regionally, EMEA-based travel managers are more likely to favour "modern" communications platforms. For example, 42 per cent find corporate social platforms, such as Yammer, an effective way to communicate with travellers, in contrast with 39 per cent for all respondents. One-quarter (25 per cent) of EMEA-based managers are successfully using mobile apps, compared to 20 per cent globally.

Interestingly, EMEA-based managers are more likely to deploy more psychological influencing tools like visual guilt and negative reinforcement than their counterparts globally, suggesting that "modern" communications may play an important role in these sophisticated strategies.

Fig 12 Travel managers rely on traditional communication platforms

Platform	All organisations	"Younger" organisations	"Older" organisations
Corporate intranet	85%	86%	82%
Text-based emails	80%	82%	80%
Corporate social platforms	39%	38%	33%
1:1 session	35%	33%	40%
Lead user groups	21%	17%	28%
Mobile (company approved apps)	20%	19%	16%
Videos / highly-visual messaging	16%	13%	20%
Mobile: text messages	12%	10%	15%

Legend:
- All organisations
- "Younger" organisations
- "Older" organisations

Increase your influence

The attitudes and behaviours that define the modern business traveller are evolving, reaching across demographics and territories. The global research undertaken for *Managing the Modern Business Traveller* confirms that travel managers today are responding actively to the challenge of supporting travellers with policies, service and tools that give them more flexibility and control.

But delivering support is just part of the challenge of managing the modern business traveller. Modern business travel managers are also proactive and effective change agents, leveraging the best practices and technologies described in this study to steer the traveller towards doing the right thing.

Based on insights from the research, ACTE offers the following considerations to help travel managers strengthen their powers of influence—and bring insights to bear across their organisation.

- To become a more effective change agent, travel managers need rich insights about travellers' motivations. A broad range of tools is available for aligning policy with individual traveller needs and behaviour. Most managers, however, rely on the TMC and payments providers for this information, and don't take full advantage of data from internal sources such as T&E systems or traveller surveys. Explore how you can use the full range of available tools—internal and external—to capture traveller insights and put them to work for your programme.

- It is vital to have platforms in place that allow you to communicate with your travellers in the most compelling and direct way possible. Most organisations continue to rely on traditional communication tools like text-based emails or their intranet. Instead, look at corporate social platforms and participate in user groups, which enable stronger and more personalised engagement. In terms of platforms, think about how you can optimise your online booking tool to give travellers the consumer-grade experience they expect whle delivering on the needs of the business.

- Explore and embrace new technologies for the future. AI and chatbots offer exciting opportunities, both to improve traveller service and, above all, to influence the traveller. One travel manager, based in India, gave his view on the opportunities on the horizon: *"Today, we can show a traveller what their peer group averages on comparable flight bookings. By the end of next year, AI will let us be even smarter and show the traveller exactly how much money they could have saved if they had booked earlier. Using AI, we will be able to change the way the traveller makes future bookings."*

The modern business traveller presents a challenge to managed travel. Delivering the travel programme both for this individual and for the wider organisation requires travel managers to think and act differently: they will need to become experts in the traveller's behaviours, needs and aspirations, and understand the best ways to inform and influence them.

However, this transformation also creates opportunity for those managers who understand the value of insight and sharing it with colleagues in other departments. These modern business travel managers are becoming leading voices in their organisation's strategic conversation around people and talent.

About the Association of Corporate Travel Executives (ACTE)

The Association of Corporate Travel Executives (ACTE) has a 29-year reputation for leading the way corporate travel is conducted. As a global association comprised of executive-level members in more than 100 countries, ACTE pioneers educational and technological advances that make business travel productive, cost-effective and straightforward. ACTE advocacy and initiatives continue to support impactful changes in safety and security, privacy, duty of care and compliance along with traveler productivity that supports global commerce.

Learn more at **www.acte.org**.

About American Express Global Business Travel

American Express Global Business Travel (GBT) equips companies of all sizes with the insights, tools, services and expertise they need to keep their travelers informed, focused and productive while on the road. With approximately 12,000 employees and operations in nearly 120 countries worldwide, American Express GBT empowers customers to take control of their travel programs, optimizing the return on their travel and meetings investments, while, more importantly, providing extraordinary traveler care.

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