



Total Trip Planning

Bridging the door-to-door gap
for business travelers

BCD travel

travel smart. achieve more.



Total Trip Planning:

Bridging the door-to-door gap for business travelers

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Claudia Unger, Director of Research & Intelligence for BCD Travel

Claudia leads a research team charged with identifying ideas that businesses can use to improve their travel programs. They take intriguing tactics and concepts that are being used outside our industry—and some that are way out on the frontier, like behavioral economics—and explore how to make them resonate in managed travel.



Bridging the gap

Getting travelers door to door—not just airport to airport

Travel planning can be **time consuming** and **expensive** because business travelers aren't travel experts

42% of them use **3 or more** sources to plan a trip¹



They don't have a **single source** they trust for the right and best price—they end up wasting **time** and costing your company **money**

And the results they find only give them **airport-to-airport** capabilities...



but what they really need is **door to door**



Enter **Total Trip Planning**

Giving **all** information...



Travel mode



Time



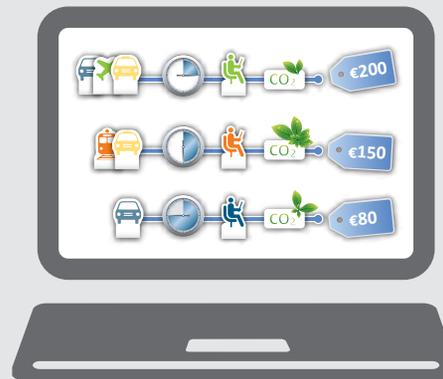
Productivity



CO₂ emission



Price



on **one** screen...

while providing your travelers with true **door-to-door** options

They save **time...**

Reduce research time by **2.5** hours



and you save **money**



Up to **35%** savings in travel cost

Source: ¹Travelport, 2010



Overview

Boost productivity, savings and compliance with start-to-finish trip tools



Business travel has never been simple, and today's self-service booking environment adds complexity—along with convenience and savings. A business trip doesn't start at one airport and end at another. Travelers must navigate their way to and from flights and also figure out how to get to meetings and events, often in an unfamiliar city. In the past, business travelers might have turned to high-touch services provided by your travel management company. Now, they go online.

While online travel sources and services—especially mobile apps—provide access to anytime, anywhere information, they also lengthen your travelers' already overloaded to-do lists. Today, a business traveler is responsible for researching how to get from Point A to Point B using airport transfers, public transportation, railways, taxis—maybe even ferries. All that planning takes time away from the job the company actually hired them to do, robbing the employee and the company of hours of productivity.

Here are some eye-opening facts. Business travelers headed to an unfamiliar destination spend an average of 2.5 hours researching trip logistics, generally tapping into as many as four sources of information.¹ More than 40% of business travelers use three or more sources to plan their trip²—and chances are high that they're not the sources the company prefers. These sources may be consumer travel sites that are outside corporate travel policy, adding to costs and making it more difficult to keep up with employees' travel plans. The online sources a traveler taps into on their own also may provide inaccurate information, since much of the trip-related data out there is not updated in real time. Rail, bus and subway schedules may be outdated. Posted fares may not be available when a traveler clicks the button to book. Faced with bad information, the traveler starts the trip-planning process over again, and that 2.5 hours of research grows.

¹Statistical Laboratory, University of Cambridge

²Travelport research, *The Well Connected Traveler*, 2010



Where's the best **place to meet?**



Do I need to be **face-to-face?**



What's the **greenest** choice?



How do I get there? Plane, train or car?



Where do I **start?**



What's more, business travelers may hit the road a lot, but they're not travel experts. They easily—and often—make transportation or other trip-related decisions that can cost your company extra money. Relying on your travelers to do the planning on their own, they often search outside company approved channels. Roping them back in to book with preferred suppliers will be tricky. And when a self-service traveler books with a non-preferred supplier, it has short-term effects on cost and long-term effects on your company's ability to negotiate future deals. Every booking with a non-preferred supplier saps your volume-buying power.

Travelers may embrace the idea of limitless options until they're frustrated by having too many choices, or by the less-than-ideal outcomes of transportation decisions they've made. In addition, they usually aren't weighing price against productivity. Most importantly, a traveler's misguided travel decisions could decrease their own safety and security and make it more difficult to locate them in an emergency—affecting your corporate duty of care.

Even in a better scenario, like requiring business travelers to make start-to-finish trip decisions within the parameters of your corporate online booking tool, there are problems. Most online booking tools address flights and hotels. Some cover rail and cars. But very few offer guidance or booking options for public transportation, taxis or other common ways of getting from the door of the airport to the door of the hotel.

Your company can bridge this trip-planning gap and also nudge travelers toward good decisions. Currently there are a few door-to-door trip planning solutions available to corporate travelers, e.g. routeRank, KDS Neo and Rome2Rio. None of them are perfect – yet; but they're getting a lot of media attention already. Start by selecting the best corporate travel planning tools, toss in a few extras (like a CO₂ calculator and a little “behavioral economics” consumer psychology) and combine this door-to-door planning capability with existing travel booking tools. This paper walks you through how to do that using the Total Trip Planning solution.



Total Trip Planning: The secret is door-to-door guidance

Like most things in life, the way corporate travelers plan a business trip has changed in the digital age. A few years ago, a traveler would call their corporate travel management company and give their destination to an agent who researched the options and set up the right total-trip itinerary at the right price—all within policy. The traveler kept working while he waited for a call back from the consultant, who explained the trip plan and then booked everything.

Today's problem: Too many choices for travelers— and they aren't travel experts

Today, travelers often organize their own trips using a corporate online booking tool. Self-service lets travelers easily book trips from anywhere at anytime. It can boost traveler input and corporate savings, but it also leaves a gap: Online booking tools generally don't help the traveler get around before and after the main part of the journey. That can lower productivity, misdirect corporate expertise and decrease a company's control of and insight into employee travels.



You can make a difference by adding your clout behind getting total trip planning ready for travel management: Ask your online booking tool provider to offer door-to-door capabilities whether they build it in-house or open up to integrating tools that are already out there.



Poor use of employee time

Planning a complete trip requires a lot of research. Employees—who are experts at their specific jobs—find they must instead spend time delving into:

- **Modes of travel** not only for the main part of the journey, but also for local transfers and other ground transportation
- **Origins and destinations**, e.g., which airports to choose and how to navigate ground logistics in an unfamiliar city
- **Suppliers** that serve these origins and destinations—and their prices

Self-service trip planning eats up an average of 2.5 hours³ per trip, valuable time that your employees could be spending on their jobs.

³ Statistical Laboratory, University of Cambridge

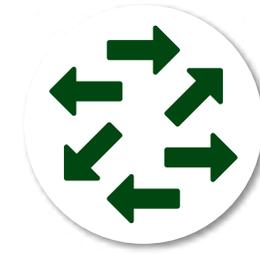




Lack of travel expertise

Business travelers aren't travel experts. They may not find the best options when they trawl websites to plan how they'll get from one place to another. A lot of great-sounding deals might not be available when it's time to book because data on many consumer travel sites isn't dynamic. Rather, these sites rely on scheduled updates that happen once an hour, or less frequently. So, the booking that was supposed to cost US\$450 jumps to US\$580 when the traveler actually clicks through.

Even if your online booking tool assembles options for your travelers, it might be too late to influence travelers when they're already booking. Alternatives to travel, like video conferences, should be visible to employees during planning. And there's more to think about: Every trip involves not only questions about logistics, but also about employee productivity, true travel cost, environmental impact and other considerations that are important to your company. How much time can a traveler work during the journey? What's the ultimate price of booking outside of policy or with non-preferred suppliers? Does the trip meet your corporate standards for CO₂ emissions? Travelers may not know to ask these questions—and if they do, they may not have the answers at their fingertips.



Unmanaged bookings

The bottom line is that independent research by travelers falls outside your corporate travel program. By using unmanaged online resources, travelers can easily:

- Choose non-preferred suppliers
- Book their trip through non-preferred channels, leading to uncertain pricing and loss of your preferred supplier leverage
- Put themselves and your company at risk because they can't be located in an emergency



The Vision: Business travel beyond 2020

A recent white paper from the World Economic Forum and Boston Consulting Group offers a dire vision of inefficient and expensive business travel in the future if nothing is done to address today's inefficiencies and delays. If left unchecked, those delays would add up to an estimated \$9 billion to \$20 billion a year in lost time, productivity and increased travel costs by the year 2020, according to the paper.

Fortunately, the authors of *Connected World: Hyperconnected Transportation and Travel in Action* also envision a solution. They call it "integrated proactive intermodal travel assistant," or IPITA. It's a futuristic version of Total Trip Planning tools and services available today.

The mobile tool not only would be personalized to a user's needs and preferences, it also would learn from user behavior. Armed with that insight, the device would provide guidance when the user booked travel or when a change of plans was imminent. IPITA would proactively access and analyze real-time data on weather and traffic, as well as for plane, train, bus and other transportation modes—enabling end-to-end trip planning and on-the-go adjustments. It would be accessible via handheld or wearable mobile devices (think Google Glass). It would recognize commands by voice or gesture. And it would offer electronic ticketing and payment, closing the trip lifecycle loop.

According to the paper, making IPITA a reality would require integrating technology, consolidating data and establishing ongoing cooperation and collaboration among travelers, government regulators and transportation and service providers.

The solution: Total Trip Planning

The digital age not only offers challenges, but also solutions. Thanks to our ever-evolving ability to search, combine and analyze enormous and varied types of information at great speed—i.e., Big Data—a new generation of automated tools is transforming trip planning. This group includes consumer travel tools, but they'll only get your company so far because they still require business travelers to trawl multiple websites. Consumer tools also won't guide your travelers toward corporate preferences and perks, such as negotiated supplier deals and flexible ticket options. And often they lack real-time availability.

If your traveler uses a corporate tool that does door-to-door trip planning, the information they need is at their fingertips. Not only does the right corporate tool search all possible options, it also overlays them with corporate policy—meaning the recommendations are compliant and can be booked through your corporate online booking tool with just one click.



Why Total Trip Planning is the way to go

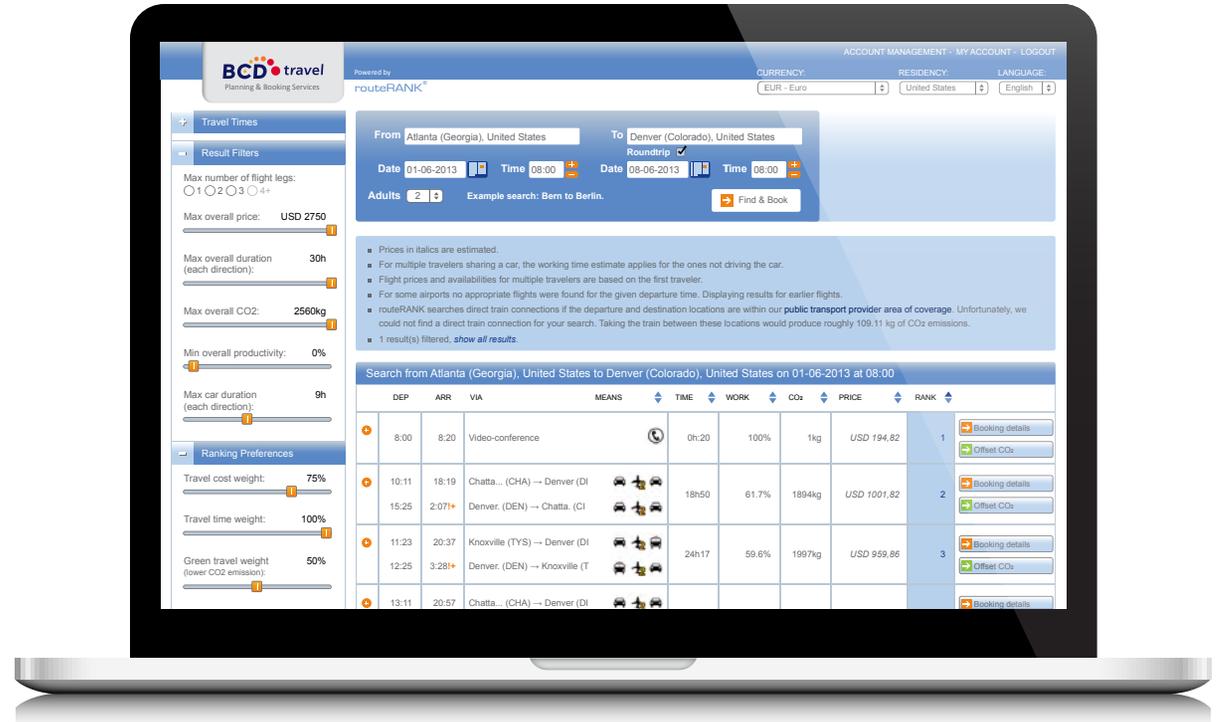
Over the past 20 years, the spike in air travel has changed the industry. “Small” airports now offer international flights. Low-cost carriers have boosted air volume and opened up regional intracontinental flights. For the traveler, this means more choices in destinations, times and fares.

More high-speed trains are crisscrossing Europe and Asia. It’s often simpler—and cheaper—to hop on a train to travel between cities, and the rail network is expanding.

Plus, online tools make it possible to book airport shuttles and public transportation in advance—much like booking a train ticket. The upside is more choices and greater convenience. The downside is complexity. But with today’s corporate trip-planning tools, your business travelers’ experiences can be vastly improved—and so can your company’s bottom line.

A planning primer

One option for such door-to-door planning is Total Trip Planning from BCD Travel, and using it really is as easy as 1, 2, 3.





1. Input search criteria

A traveler types in three pieces of information:

- Where the journey will start
- Where the journey will end
- What date they need to depart

With that, Total Trip Planning will start creating an itinerary.



2. Review and refine options

The tool rapidly scans and collates schedule, pricing and other trip information from:

- Airlines, including offerings from multiple airports
- Rail operators
- Private transportation providers
- Satellite-based navigational databases
- Public transportation networks
- CO₂ calculators

Travelers see door-to-door options covering not only the central journey, but also local transfers at the beginning and end of a trip. They can refine these options by personal preferences, and weight them according to the preferences they care about most. Companies also may weight their highest-priority options to better align travelers' choices with policy or corporate goals. Criteria available are fastest journey, lowest price, lowest CO₂ emissions and highest productivity (how much productive time is available on each mode of transport, such as the uninterrupted work time available on rail).



3. Select and book

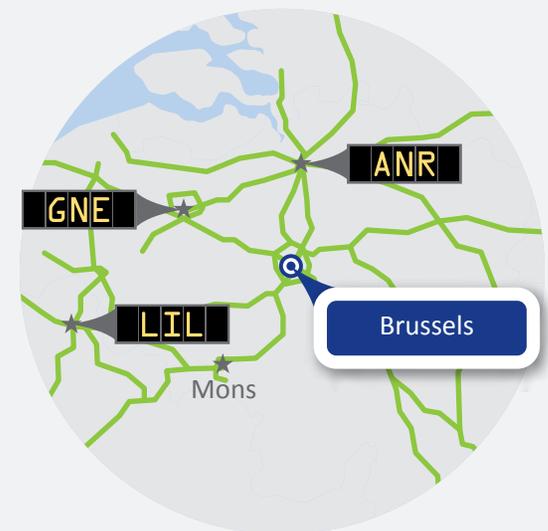
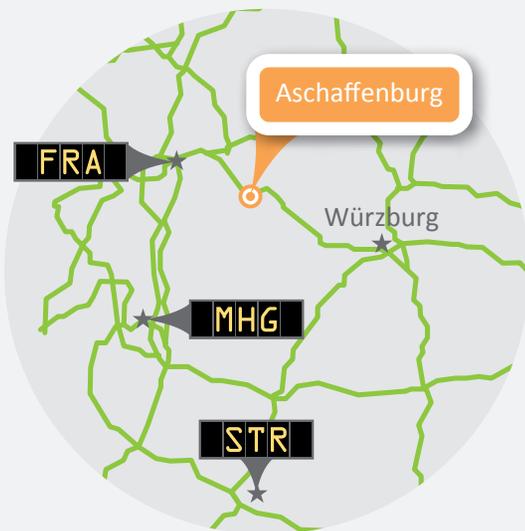
Depending on how a company has integrated Total Trip Planning, the traveler may be routed to the corporate online booking tool or the traveler's detailed itinerary will be sent to the company's TMC to make the arrangements.



A closer look: Real scenarios

Route: Aschaffenburg, Germany to Brussels, Belgium

Travel question: What's the best travel mode?



Fastest



Time	Productivity on road	CO ₂	Price
2:22h	74%	84kg	675 EUR

Most productive



Time	Productivity on road	CO ₂	Price
4:15h	88%	20kg	79 EUR

Most convenient



Time	Productivity on road	CO ₂	Price
4:22h	45%	110kg	98 EUR

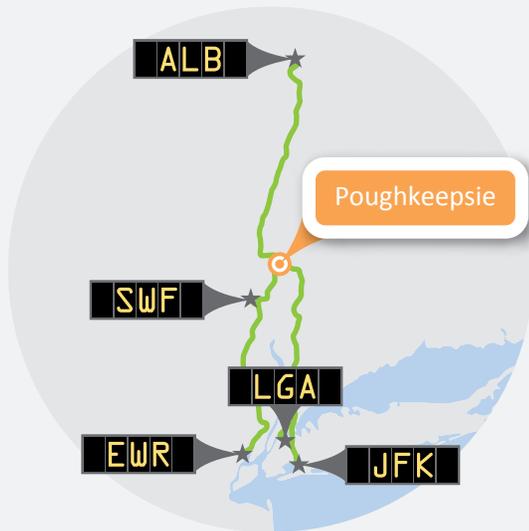
Total Trip Planning helps travelers make choices based on corporate and personal preferences. Travelers can assess the best options based on price or time. Total Trip Planning even factors in important but easily overlooked details like whether driving would occur during peak traffic times.



A closer look: Real scenarios

Route: Poughkeepsie, New York, to Santa Barbara, California

Travel question: What are my options?



Fastest



Time	Productivity on road	CO ₂	Price
10:55h	38%	880kg	510 USD

Most productive



Time	Productivity on road	CO ₂	Price
16:13h	49%	916kg	412 USD

Most convenient



Time	Productivity on road	CO ₂	Price
11:29h	21%	878kg	335 USD

The traveler receives immediate time and distance information—without having to leave the planning tool to search online maps or other resources. The travel manager benefits, as well, by knowing the employee’s full itinerary, rather than just airport information.



Reality check: Is Total Trip Planning reliable?

One door-to-door planning option for consumers, routeRANK®, wasn't intended entirely for corporate travel in its native format. But when customized to work for business travelers, routeRANK becomes a strong corporate travel trip-planning tool. That's how we've leveraged it, using routeRANK as a key ingredient in the technology mix that powers Total Trip Planning. It's one of the features that sets Total Trip Planning apart. Related features include:

- **Policy filters:** Total Trip Planning can be configured to highlight or exclusively display trip options that reflect negotiated fares and are in line with your company's travel policy.
- **Trip alternatives:** Video-conferencing options can be displayed alongside travel choices, prompting your travelers to think through the necessity of a trip. In fact, video conferencing will usually rank as the No. 1 choice because it saves time, money and CO2 emissions.
- **Environmental assessments:** CO₂ calculators showcase the environmental impact of travel, helping your company promote green choices and report on carbon emissions—and savings.
- **Seamless policy alignment:** Total Trip Planning can be customized to allow your travelers to click on preferences that shape bookings to their liking, while also ensuring negotiated fares and supplier alignment.
- **Traveler choice and corporate travel management:** Total Trip Planning factors in business travelers' preferences, engaging them in the process and giving them a sense of independence. But it also keeps booking in house better ensuring:
 - Bookings are policy-compliant
 - Travelers do business with preferred suppliers
 - Data is captured for duty of care; program measurement and analysis; and future supplier negotiations



Behind the scenes



Time

The simplest calculation, this subtracts start time from end time, taking into consideration time zone differences. Travel times and schedules are pulled from different sources, like suppliers schedules, and car travel times are gauged using ViaMichelin Maps and Routes.



CO₂

Travelers are used to seeing CO₂ emission figures when booking a flight. Total Trip Planning offers that, too, but it also calculates emissions across multiple modes of travel that use different power mechanisms and different types of fuel. (See next page.) Travelers can know which options are least polluting, and companies can capture data on CO₂ emissions.



Price

Some trip costs are added up using supplier information; however, calculating the cost of car use is a little more difficult. Total Trip Planning factors in the type of car the traveler requests, trip distance and the estimated fuel cost based on current prices at the pump.

Many complex calculations happen during the minute it takes Total Trip Planning to turn search criteria into travel options.



Calculating CO₂

Total Trip Planning calculates carbon dioxide emissions differently depending on how travelers get around.



Trains

This calculation is mainly based on load factor, line-of-sight distance and energy consumption. Total Trip Planning accounts for trains in different countries using different energy sources. For example, Sweden powers trains using 100% renewable sources, resulting in no carbon emissions. But in France, trains are powered by a mix of energy sources—approximately 73% nuclear, 9% fossil fuel and 18% renewable. No matter the energy mix, trains emit far less CO₂ than cars or planes do.



Cars

The basic factor for calculation of car emissions is the total distance traveled; a car's typical fuel consumption based on size; and how efficiently it uses fuel. A traveler plays a part in this calculation by inputting the kind of car they'll be driving. It's assumed that 1 liter of petrol produces 2.91 kilograms of CO₂.



Planes

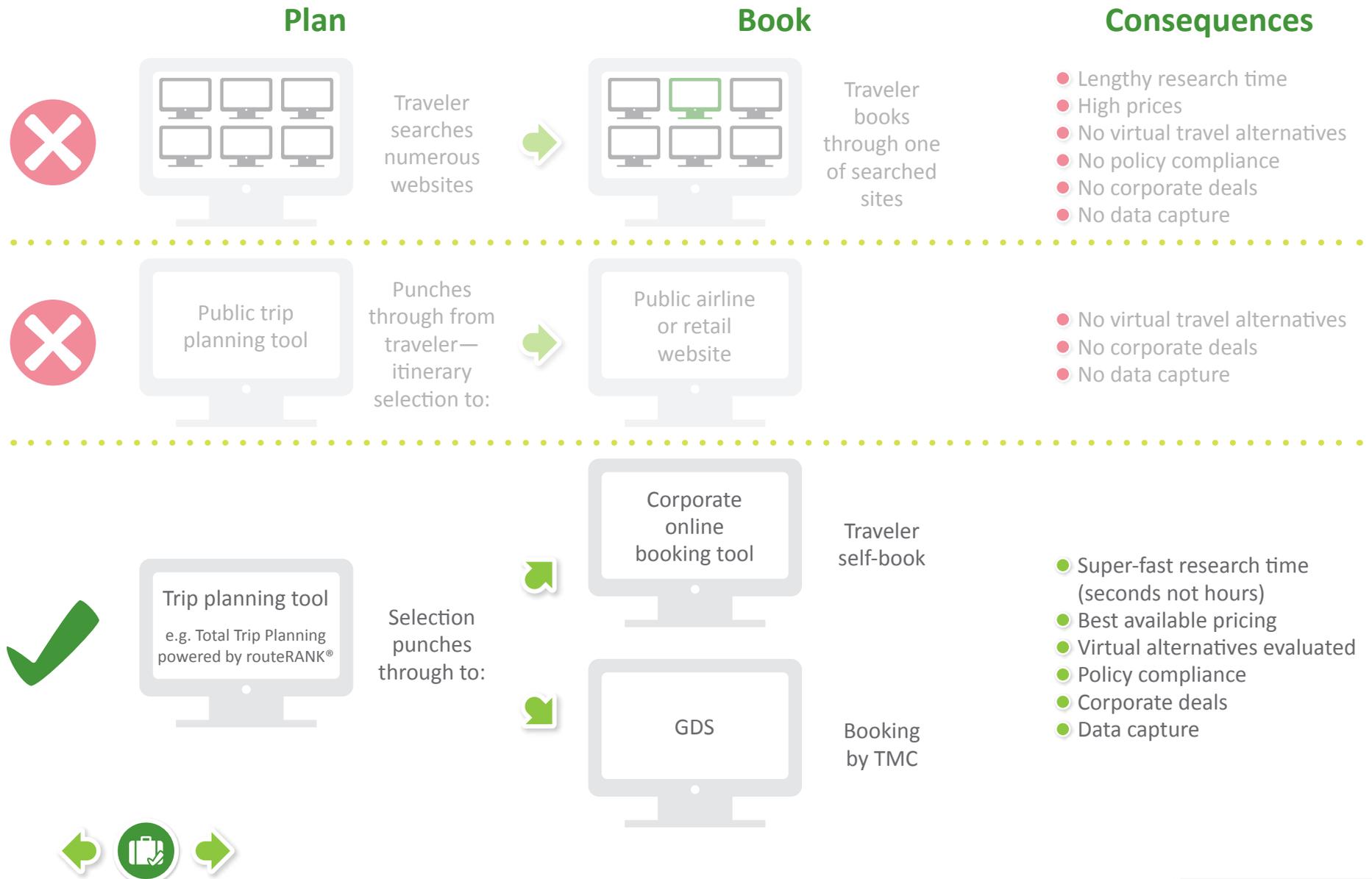
At first glance this calculation seems more straightforward because distances of flights are known. But it's important to remember that a plane uses far more fuel during takeoff and landing than when it's cruising. That means connecting flights actually emit more CO₂ than direct ones. Carbon emissions calculations for a flight factor in distance traveled; average plane occupancy; and how efficiently the plane uses fuel. It's assumed that 1 liter of jet fuel produces 3.69 kilograms of CO₂.

Source: *How much time, money and CO₂ emissions could routeRANK save a typical travel planner?* Angus Davidson, University of Cambridge



Total Trip Planning powered by routeRANK® offers door-to-door trip planning for businesses

A corporate trip-planning tool takes online travel resources to another level of usefulness for a managed travel program.





Finding the best meeting location

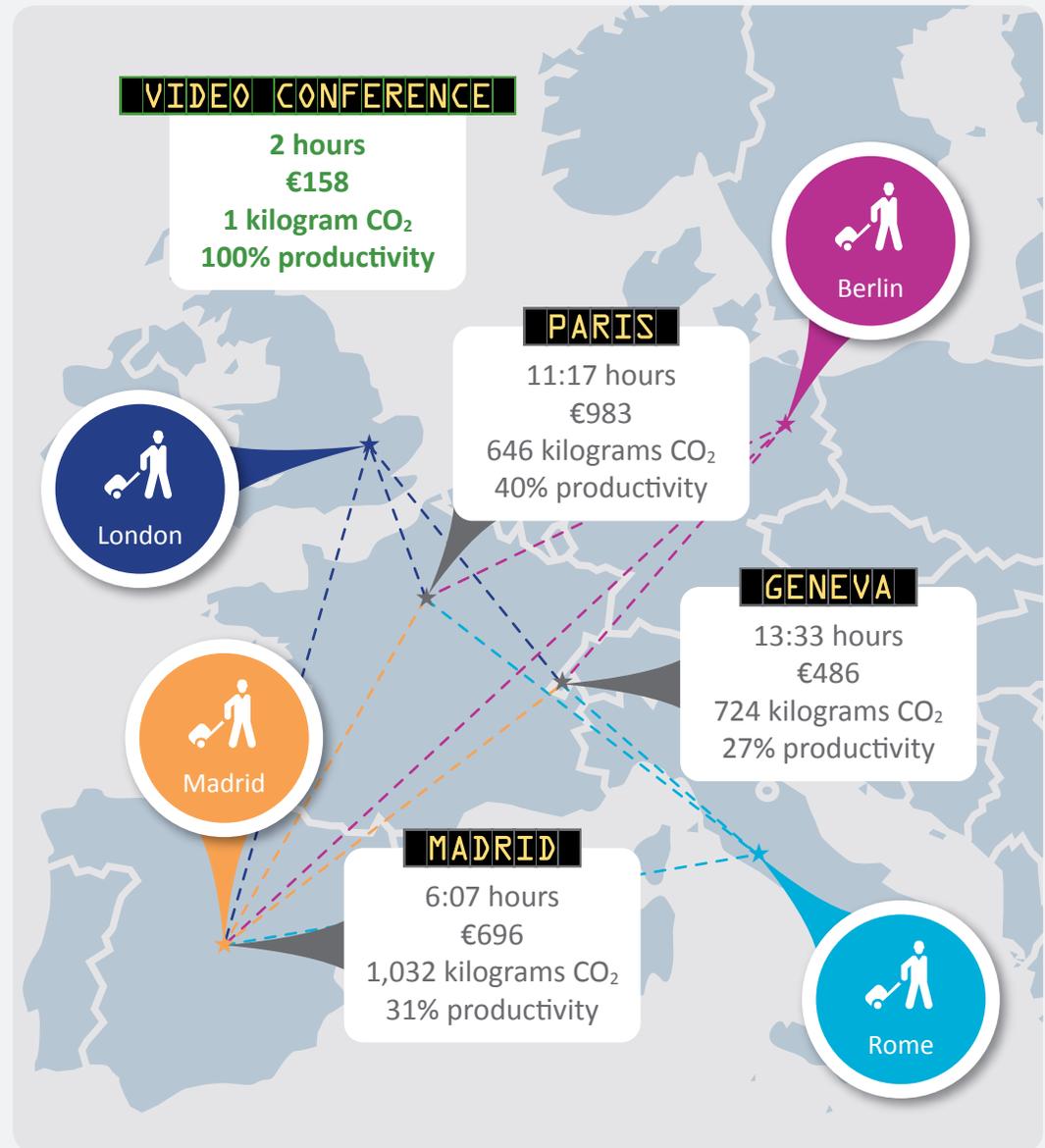
One really smart feature of Total Trip Planning is that it determines the best destination for a meeting involving two or more people. Simply type in the locations of everyone getting together, and Total Trip Planning will select the ideal meeting place based on:

- Shortest combined travel time
- Lowest combined price
- Lowest combined CO₂ emissions
- Greatest amount of productive travel time

It's a huge time-saver for anyone planning a small meeting.

In future, this tool could include the cost of the actual meeting venue and/or feature preferred meeting venues such as on-site meeting rooms in corporate offices or of preferred suppliers.

This scenario considers the best meeting location for travelers from Rome, London, Berlin and Madrid. Total Trip Planning offers the following results—and many more.



Trip planning in action: How to implement a trip-planning strategy

Step 1 – Challenge

Ask travelers if they really need to travel



Technology tool:

Travel decision matrix/flowchart

Before employees consider how they should travel, they need to think about if they should travel at all. Use a decision-making flowchart to walk them through the questions they should consider before booking. Make it the first thing they see when they enter your company travel portal.

It should include questions such as:

- Could I reduce how often I travel to this destination?
- If I'm traveling with colleagues, could one or more of us stay behind?
- What will this meeting achieve face-to-face that couldn't be done virtually?
- Am I meeting a colleague or a client? If it's a colleague, am I doubly sure I must do this face-to-face?
- Do I understand all the potential travel costs—including money, time and CO₂ emissions?

Reinforce the message by listing non-travel options alongside travel recommendations offered by your corporate trip-planning tool.

Automated tools like Total Trip Planning go a long way toward improving travelers' self-service. But while the tools are easy to use—think plug-and-play—they're just one part of what's needed to make your company's trip planning more effective. Here's a step-by-step guide to upgrading tools and processes to improve travel planning for your employees and your company.



Step 2 – Inform

Give travelers guided research tools



Technology:
Trip planning tool

This is the essence of Total Trip Planning. The solution integrates door-to-door research and planning resources into the corporate online booking tool. The result is faster, easier and more reliable trip planning that aligns with your corporate policy; saves time and money; enhances traveler security; and boosts your travel program management and measurement.

Create trip packages

If your travelers go to some destinations—like corporate headquarters or regional offices—over and over again, consider creating customized trip packages. Make them available through your corporate travel portal. They should offer useful information about the location and steer travelers toward policy-compliant choices.

Details can include:

- Video-conferencing options to reach people at this destination
- Best ways to travel to the location and around the city (nearest airport, etc.)
- Preferred transportation suppliers
- Preferred hotels



Step 3 – Influence

Steer travelers to the best trip choices



Technology:
Online booking tool

The Total Trip Planning tool will offer your travelers good choices. But you can further influence them at the booking stage by using behavioral economics, also known as consumer psychology, to encourage them to stay within spending limits, take advantage of supplier promotions, use free hotel amenities like breakfast and WiFi—and more. Learn all about decoy pricing, framing, status quo bias and discover strategies for directing traveler decisions by reading BCD Travel’s *Traveler Management Survival Guide*.

Step 4 – Consult

Require a conversation, and maybe consent



Technology:
Pre-trip authorization tool

Reduce the room for trip excesses or errors by requiring your travelers to seek approval from a manager before booking. In a formal pre-trip approval process, the automated trip tool forwards travelers’ requests to line managers. It also can be configured to show the line manager whether the proposed trip is policy compliant; to allow the manager to seek clarification before approving a trip; and to let the traveler view the status of all trip requests.

Step 5 – Connect

Put travelers in touch with one another



Technology:
Trip itinerary app

Connecting travelers so they can share travel plans and experiences allows them to see who’s going where, and when. That not only lets your travelers trade tips and lessons learned, it also can increase their efficiency and reduce travel. For example, employees might share ideas on how to get more value for the company’s travel dollar by visiting additional clients or sales leads. They may decide to share airport transfers or other transport. Your employees might even drop trips altogether and hand over meeting duties to other colleagues going to the same place.



Final word: Summing up Total Trip Planning

Don't forget the five steps of travel planning:

- 1. Challenge:** Ask travelers if they really need to travel
- 2. Inform:** Give travelers guided research tools
- 3. Influence:** Steer travelers to the best trip choices
- 4. Consult:** Require a conversation, and maybe consent
- 5. Connect:** Put travelers in touch with one another

As you look for ways to increase traveler self-service, satisfaction and safety—while also improving travel program management—it's important to remember that not all trip-planning tools are created equal. Make sure the one your company chooses:

- Offers complete door-to-door (not just airport-to-airport) choices and considers rail and road options, as well as flights
- Aligns with your corporate travel program by offering in-policy trip options and travel alternatives, such as virtual conferencing
- Captures trip data so it can be accessed in an emergency and used to measure savings and travel program performance

And a closing thought: When travelers make the wrong decisions, it's often because no one showed them a smarter way. Lay down clear guidelines in your travel policy about how travelers should prioritize productivity, cost, safety and CO₂ emissions when making trip decisions. In a digital world where they're balancing the independence of making decisions with the frustrations of having too many choices, they'll thank you for the guidance.



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About BCD Travel

BCD Travel helps companies make the most of what they spend on travel. For travelers, this means keeping them safe and productive, and equipping them to make good choices on the road. For travel and procurement managers, it means advising them on how to grow the value of their travel program. For executives, we ensure that the travel program supports company objectives. In short, we help our clients travel smart and achieve more. We make this happen in nearly 100 countries with 11,000 creative, committed and experienced people. And it's how we maintain an industry-leading client-retention rate of more than 97%, with 2013 sales of US\$22.4 billion. For more information, visit www.bcdtravel.com.

About BCD Group

BCD Group is a market leader in the travel industry. The privately owned company was founded in 1975 by John Fentener van Vlissingen and consists of BCD Travel (global corporate travel management), Travix (online travel: CheapTickets, Vliegwinkel, BudgetAir and Vayama), Park 'N Fly (off-airport parking), Parkmobile International (mobile parking and traffic applications) and joint ventures Airtrade (consolidating and fulfillment) and VakantieXperts (leisure travel). BCD Group employs over 12,000 people and operates in almost 100 countries with total sales, including US\$9.2 billion partner sales, of US\$24 billion. For more information, visit www.bcdgroup.com.

