



GLOBAL BUSINESS TRAVEL MARKET REPORT

NOVEMBER 2021





LOOKING FORWARD TO THE RETURN OF GLOBAL BUSINESS TRAVEL

Moving through the pandemic and into recovery, we have all endured and asked ourselves, our members, partners and industry peers what has changed in the face of adversity and what is there to come in the world of future Global Business Travel?

As US airspace reopens to the world and we ponder the outcomes from COP26 held in Glasgow, the world is waiting to see how we all play a major part in stemming, or at least slowing down, runaway climate change and gaining control of the speed with which it is gripping us. As corporates continue to focus on such an important subject, it is clear we all have pivotal roles in tackling this huge task, whether personally or professionally and ensuring that tomorrow's leaders, tomorrow's travellers and tomorrow's world are considered in all the choices we make and all the policies we set and encourage our people and customers to work towards the challenge we face – saving our planet and considering our wellbeing.

What does the future look like for Global Business Travel as a whole? What is next and how do engagement, intelligence, watching and learning about the world of Global Business Travel continue to evolve, temporarily or in the foreseeable future?

Here are our thoughts:

Collaboration and uniting in a wider voice and community has strengthened our industry's approach and whilst governments' focus is somewhat inwards when it comes to travel, our sector has grown together and will recover together.

Global standards are being introduced with the arrival of [ISO 31030 Travel Risk Management](#), providing guidance and standards on how to manage the risk(s), to an organisation and its travellers. This is set to be 'one to watch' as more corporates are insisting on this being aligned to policies.

Sustainability and offsetting/reduction will be determined by clear outcomes from COP26, mandates provided by corporates, in some cases, will be 'not to mandate' against

policies, however, will provide travellers with personal accountability of their choices aligned to a corporate's overall targets and vision for a greener future.

Costing models and commercials have been put under scrutiny with approaches being reviewed to provide transparency, to ensure they can be flexed to align to market conditions with ease.

Technology has given businesses (and for use in personal space) platforms to run business-as-usual (BAU) activities in a non-BAU period. However, in a lot of cases, the tech isn't enough to instil confidence and more offline transactions are in demand, which impacts on already reduced resource and costing models. A hybrid of human tech will be in place for some time. Innovation will continue to drive a new way of working, some of which isn't even live or in a roadmap yet!

Travel policies have been redeveloped to ensure the end traveller is at the heart of buying decisions, as well as budget and other considerations. This could be seen as long overdue for some travellers, with the cost savings being just one performance metric of a successful and measured programme.

Data continues to drive business decisions on future travel which will be determined through the unlocking of identified trends and spends which will inform policies and align to other factors such as wellbeing, sustainability, mental health, and diversity, equity and inclusion (DE&I).

Supply chain issues and labour shortages may reduce the opportunity of growth and aggravate inflation, but the consensus is that this is transitory.

Flexibility remains key for consumer confidence; who wants to be stuck with a fixed time of a train or plane that restricts us and impacts on our personal life? This could be a deciding factor for some, of whether to travel to or join a meeting virtually. Our industry needs to provide flexibility in some fares to aid considered buying decisions.
Continued...

<- **Total trip management** and company duty of care considerations are absolutely at the forefront, where costs may have dictated this in the past. Ground transport is high on agendas to ensure corporates know which suppliers are being used and expensed, rather than random purchases at the time of need.

Productivity of travellers could be impacted in the short term as the demand to drive to meetings rather than use a train/ground transport continues, which also puts pressure on car hire stock. However, this is one to watch in terms of mental health and burn out, as work catch-up is required after a journey.

Being 100% connected all the time is what has been endured with all the devices plugged in at home – we have accepted and received (video) calls with limited distractions and degrees of privacy. Now as we are on the hoof again, our ability to continue with our own expectations of being fully charged and private, are compromised and can cause anxiety.

As some businesses are not mandating a **return to the office**, the craving of being together with colleagues is heightened and the demand for co-working space and hot desking is on the increase.

Customer experiences and personalisation remain key for traveller satisfaction, as a measurement of ROI of business travel and employee satisfaction and feeling valued by their employer.

Trips will be less frequent but looking to be extended to cover more ground and will also be scrutinised to ensure ROI is not just monetary, but also traveller wellbeing is considered.

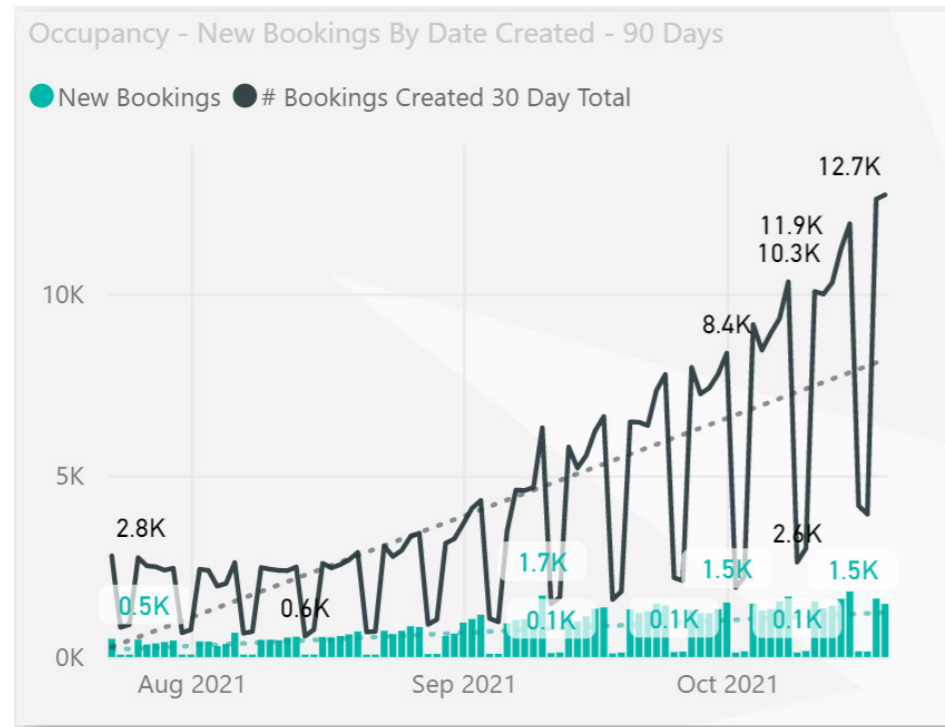
The world of virtual and hybrid for some meetings and events are here to stay. The ability to attend a meeting as a virtual delegate will continue to impact on travel budgets as travel and expenses may well have been reduced, however more curated content will be flowed through into businesses whether live or virtual as a result.

Diversity, equity and inclusion is in a corporate's culture and part of their vision and employee charter. This is being included as a prerequisite of travel, to mirror cultures and employees' expectations.

A blend of **dynamic corporate rates and fixed rates for accommodation** should work hand in hand as the market recovers, to ensure availability is reflected in rates secured, without volume guarantees to be provided, which are still unknown.



Accommodation booking volumes for EMEA Aug to Oct 2021



Source: TripBAM

This graph supports our conversation of growth and recovery within Global Business Travel.

Mandates of travel policies are continuing to adopt a 'non-mandate' approach to encourage personalisation.

Digital nomads will continue as companies are not mandating employees work from an office. We as an industry are fluid in where we can work and whilst this may have a general impact in business travel in the short term, teams still need to meet in person; face to face engagement is here to stay and therefore travel will recover, but differently.

Major travel infrastructures are required to be delivered, to not only aid recovery but to open new opportunities not just for domestic business travel, but global stages.

Effective leadership, communication and engagement are the enablers of growth, as we continue to recover in a reset world.

The value of Global Business Travel remains one of the key components and contributions to world economies and business growth. Like you, we look forward to being out on the road and returning to the skies when global business travel is open again around the world.



Advantage Global Business Travel and [The Advantage Global Network](#) enjoyed reconnecting with industry colleagues on their stand at the in-person Business Travel Show Europe in London.

Talk to your Travel Management Company about how they can help you and your travellers return to travel in a reset world.



LEIGH COWLISHAW
GLOBAL SUPPLIER PARTNERSHIP DIRECTOR
ADVANTAGE GLOBAL BUSINESS TRAVEL

SEEDS OF POSITIVITY 2.0



Following the well-received 'seeds of positivity' feature in the previous issue of the Global Business Travel Market Report, Travelogix have extended their analysis to include Q3 of 2021.

The anonymised data collected from the Travelogix ecosystem is representative of what they are witnessing throughout the wider industry and is based on the analysis of 12.5 million records from UK travel management companies (TMCs) for the period between 01 January 2019 to 30 September 2021.

From new transactions, through to traveller behaviour and confidence – Travelogix lay out their findings below with some wider industry commentary and insights.

Are we still seeing seeds of positivity? Let's find out.

Summary of 2021 to Date

One of the key metrics for defining a successful business travel programme is quite simple, the volume of new transactions.

When analysing the volume of all new transactions, from January to June 2021, we have maintained levels of around 5.37% of 2019 volumes and 10.31% of 2020 volumes. This doesn't really define success per se, but it's a metric we

need to monitor closely moving forward as this will tell us all about the traveller mindset when it comes to booking confidence.

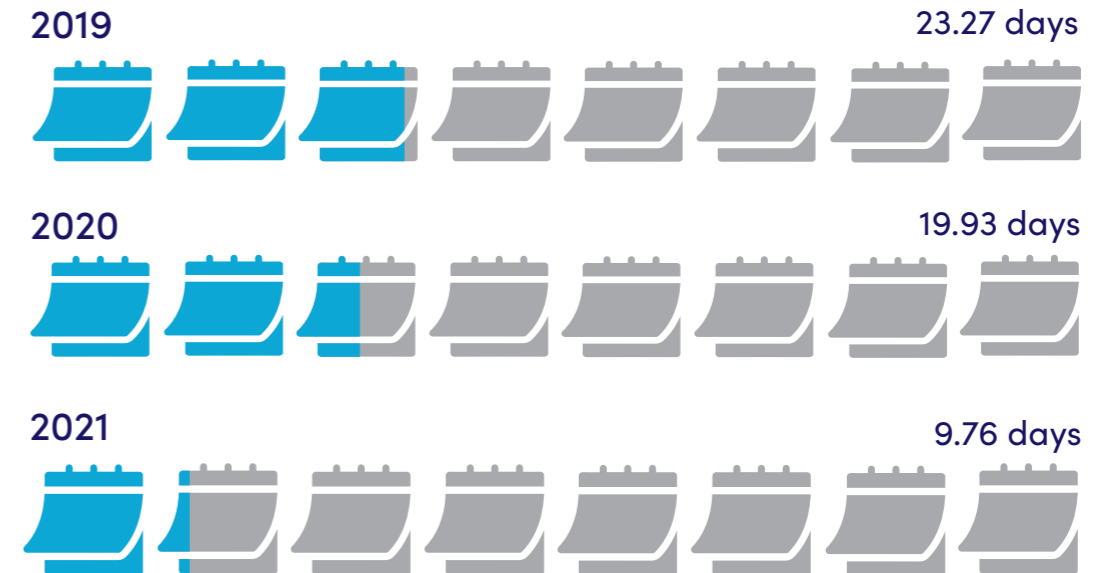
It is worth noting that the first two months of 2020 were very strong months outperforming standard seasonality.

If we analyse just Q2, the volume of new bookings made during Q2 of 2021 was at 48.48% of Q2 2020 volumes and we have seen a noticeable spike in July 2021, which is very encouraging. However, much of this spike is related to a massive uplift in domestic travel. In September, and for the first time since the pandemic began, we saw domestic travel volumes exceed 50.00% of 2019 figures.

New bookings Q2 2020 v 2021



Average Booking Horizon



Does this metric represent a true thirst for travel by business travellers? Albeit cautiously, we would say yes. The true litmus test will be when we start to see the data on international travel once more and more borders are opened, and the futile red list goes on an extended holiday itself!

However currently, as you'd expect, international travel is still massively reduced at just 11.40% of 2019 figures. Much of this low number is down to the stop/start government travel policies, confusing traffic light systems and testing requirements.

When we look at an aggregate volume for new bookings made in the 33 months of 2019-2021 to date, 2021 to date makes up just 13.00% of the overall aggregate volume.

That said, there is some encouragement that we are still following seasonality trends and that the total monthly increases that we are seeing in 2021 are outperforming seasonality, for domestic travel, and the contributions of 2021 to the overall three-year period are increasing.

The data analysed clearly shows month on month growth since June 2021, and we now expect to see this grow further throughout Q4 and beyond at a more predictable rate, which incidentally, is good news for our forecasting ability.

Booker Behaviour and Traveller Confidence

Outside of global Government policies, and waning restrictions, traveller confidence will be a true marker of recovery for our industry. This in turn will drive positive traveller behaviour which will ultimately mean an uplift in responsible business trips being booked once more.

We have analysed some key booking trends and how booker behaviour is changing; from how they are booking, how long they are travelling for and when these bookings are being made.

Over the past three years, and particularly since the pandemic began in March 2020, we have seen a significant shift in the amount of time prior to travel, trips are being booked.

At Travelogix we have often considered this a strong benchmark in determining traveller confidence. The further out the bookings are made the more confident travellers are of trips going ahead.

Since 2019 we have seen the window between booking and ticketing decline massively. In 2019, average booking horizons were 23.27 days. This reduced by 14.37% in 2020 to 19.93 days and in 2021, it decreased even more by a further 51% to 9.76 days. **Continued...**

<- This means that the average trip is now booked 58.04% closer to the date of travel than was the case in 2019.

Another interesting factor is how trips are changing in terms of their duration. Travel buyers and travellers are more aware of their budgets than ever before, and they are clearly trying to get more 'bang for their buck' when it comes to trip durations.

A focus on sustainable travel could also be considered a factor here, with travellers getting more done in one decently sized trip to avoid multiple flights back to the same country.

We have seen the booked duration of a trip increase by 31.51% when combining both domestic and international travel and by upwards of 44.00% when analysing international travel alone.

The following stats are based on both domestic and international travel combined. In 2019, the average trip length was 4.57 days per traveller per trip. This increased by 4.60% in 2020 to 4.78 days and again by a further 25.73% to 6.01 days in 2021.

Furthermore, same day returns have decreased by 74.00% in 2021 versus 2019. A huge marker that supports our case.

The monitoring of trends such as these is crucial for TMCs as we head into this new landscape for business travel. Longer trips mean more on-trip customer requirement for ancillary services than ever before. It's these services and touch points that will truly cement the relationship between the traveller and the TMC alike moving forward.

How Does the Rest of 2021 Look?

Our projections are based on trends that we have seen so far this year, coupled with predictions from market experts based on the removal of the traffic light system and the opening of US borders from November.

In our model, we have averaged the growth seen in Q3, applied seasonality metrics and calculations based on what we saw in 2020 when countries moved from amber to green lists as an indicator of potential uplifts per market and associated demand adjustments.

We think a lot of budget holders are going to sit tight for the remainder of 2021 and see Q4 out before we see a massive influx of new bookings. Naturally, December should be quiet based on standard seasonality of business travel for that time of the year, however we could see leisure increase due to visiting friends and family over the festivities.

For the remainder of this year, we think we will see a moderate increase from the position we are in now. We obviously won't hit the heights of 2020, but Q4 of 2021 will certainly outperform that of 2020 with 2021 ending c.83.00% below 2019 figures and c.51.00% below 2020.

How Could 2022 Shape Up?

There is no doubt that the opening of the US will have a hugely positive impact as we head into 2022.

We forecast a stronger recovery in Q1 which would be around 55% of 2019's Q1 figures and we have used those as the foundation of our 2022 annual forecast.

We are likely to see budgets eased by corporate customers throughout Q1 and we have already seen an uplift in the forward bookings made for Q1, so we are starting to see traveller confidence increase already and we seem to have reached an inflection point there.

We have factored in new trip duration trends, whilst also accounting for seasonality based on the averages of the three years up to and including 2019 and factoring in elements of recovery trends we have seen in other markets.

If our calculations are accurate, this would see the UK business travel industry recovering to around 68.15% of the figures we saw in 2019 and exceeding the volumes we saw in 2020 by 68.14%.

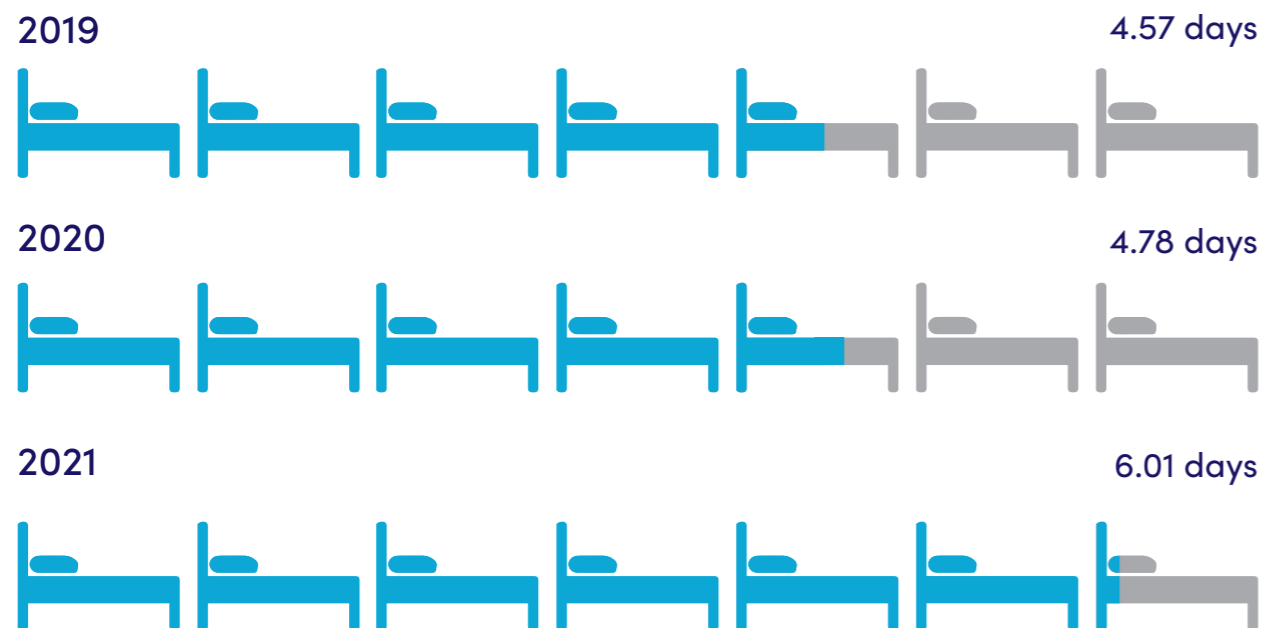
The average trip is booked
58% closer to the date of
travel than in 2019

In the last 33 months, new
bookings made in 2021
make up only **13%** of the
overall aggregate volume

Same-day flight returns
decreased by **74%** in

2021 vs 2019

Average Trip Length



Days per traveller per trip. Based on domestic and international travel combined.

Chris Lewis, CEO & Founder at Travelogix, comments: "What can we learn from these metrics? A multitude of things, one being the importance of data within business travel. The role data will play, both in delivery and interpretation, will be crucial to understanding where we are as a collective and how we can be steered through into recovery."



"One thing we at Travelogix realise is not only the importance of such data, but how we can use it for the greater good. If we are seeing traveller trends and behaviours alter, and booking volumes increase, then we will absolutely report on this. Heck – we'll be screaming it from the hilltops!"

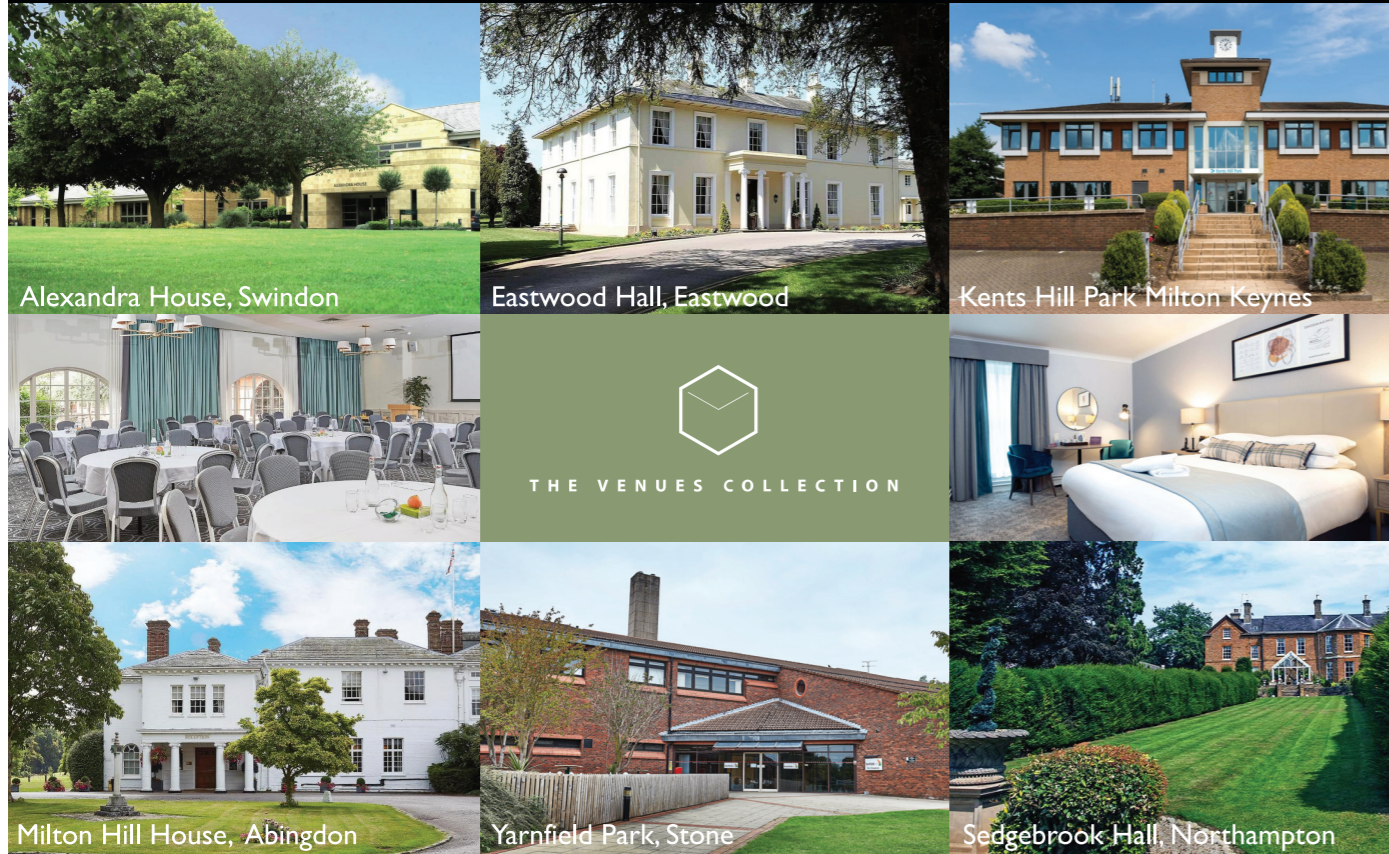
"Travellers will invariably change the way they travel. This must happen. Subjects like duty of care, sustainability, traveller wellbeing and on-trip communication will come to the fore and we're prepared for it."

"Data is an enabler and should be used to navigate through an ever-changing business travel landscape."

"At Travelogix, it is our ongoing responsibility to listen to the market in order to keep our products relevant whilst providing leading industry bodies, such as The Advantage Travel Partnership, with accurate and meaningful data as our industry continues to recover."

Talk to your Travel Management Company about how market data can help you better manage your travel programme.

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DUTY OF SUSTAINABILITY - THE NEW METRIC FOR GLOBAL BUSINESS TRAVEL

Companies are turning to Travel Management Companies (TMCs) to overhaul their travel policies, with sustainability and duty of care at their core. Here's how TMCs can harness the support of The Advantage Global Network to make meaningful and impactful changes.

Pre-2020, how many frequent business travellers wouldn't have hesitated to fly overseas for a two-hour meeting, only to fly back later that evening? During the pandemic, the overall success of virtual meetings and remote working has revealed how many of our previous travel habits weren't always necessary – or that, given their environmental impact, or the effect on employees' wellbeing, the ROI simply wasn't there and the negative impacts on our planet, were growing.

There will always be a need for business travel, whether globally or domestic. However, more than ever before, TMCs are being asked to help their customers identify ways to make their travel policy more efficient, more considered and well-rounded, so as to minimise its impact on the planet and on the traveller's mental health and wellbeing. As corporate travel returns, customers are re-evaluating previous metrics that dictated their travel policies – such as price and cost savings – and instead leading with their duty of care and sustainability, which comprises placing environmental impact and employee wellbeing at the centre of all travel decisions and buying recommendations, aligned to budgets, of course.

Optimising corporate travel: harnessing data to minimise carbon footprint while maximising value

According to a poll of [European travel managers](#) from the Business Travel Show Europe, 25% of respondents' sustainable corporate travel programmes were introduced during the pandemic – with a further 23% of buyers planning to implement one imminently.

"I talk to a lot of TMCs and I'm hearing that sustainability is now one of the principal points of conversation when they have a meeting with a customer," says Andrew Perolls, CEO of sustainability consultancy Greengage. "It's a process

we're seeing that we didn't see before. A lot of companies are being more sustainable for altruistic reasons, but there's also a hard edge to this now. Companies have to do it to satisfy legislation, but also to satisfy the needs of their own customers as well."

"What we're seeing now is that, through legislation, companies of a certain size have to report CO2 emissions on an annual basis and put it in their yearly reports," says Perolls. "We're also seeing that, where they have any public sector contracts, the government is stipulating that companies need to provide their carbon footprint and their plans to achieve net-zero carbon emissions. If TMCs have any public sector business, they will need to make sure they are ahead of the curve [with sustainability], otherwise this sort of contract won't be available anymore." Regardless of the sector booking their services, it's vital TMCs ensure these minimum standards are in place as a benchmark for sustainability. [Continued...](#)

“...sustainability is one of the principal points of conversation when TMCs meet with a customer.”

Andrew Perolls, CEO, Greengage

<-With the renewed focus on Duty of Sustainability, how can TMCs best support their customers to uphold it?

Firstly, actions towards sustainability have to move beyond mere box ticking – or greenwashing in the name of appearing more eco-friendly, focusing on offsetting rather than reduction. For example, simply paying to offset the carbon footprint of customers’ travel – such as through reforestation programmes – is not going to cut it. “The issue with tree planting is that for the vast majority of reforestation offsets, the impact actually doesn’t take effect for ten to 25 years, depending on the nature of the trees being planted,” says Glenn Thorsen, Director of Partnerships at Thrust Carbon, an award-winning startup that builds tech solutions to help businesses operate more sustainably.

Essentially, rather than looking for quick wins, creating meaningful sustainable change for customers comes from taking a holistic look at their operations, implementing a system for measuring and reducing their emissions and then ‘offsetting the rest’. Employees must be held accountable for their own buying decisions, aligned to progressing customer cultures associated with sustainability, risk and DE&I.

For TMCs, this may even begin with an audit of their own company-wide sustainable practice to comply with the regulations customers need their suppliers to uphold, through responsible sourcing and ethical trading. Beyond this, the role of TMCs is becoming even more data-driven and centred around knowledge sharing – harnessing existing customer travel data, and aggregating it with ever more sophisticated ways to measure carbon emissions across all aspects of their business travel – from travel to the airport to accommodation stays. “What we’re seeing is the TMC will be very influential in managing data,” says Perolls. “The TMC will have a valuable resource that enables their customers to make decisions about their travel patterns and which travel suppliers they use. It’s evolving fast, because traditionally data around carbon emissions and travel has been quite thin, and not in a great level of granular detail. That’s going to be the big win: developing greater data sets that enable people to make decisions based on something accurate.”

Although air travel presents a great opportunity for optimising customers’ travel, more specialised, data-driven sustainability tools can also compare the carbon footprint of a flight with alternative options through modal shift – be it car rental, train travel, or a virtual meeting – and can also tag on elements including the impact of their journey to and from the train station, airport, or their accommodation stay.



Travel Emissions Management Hierarchy

by Thrust Carbon

Measure

Implement accurate reporting to understand your emissions impact & deliver a carbon budget.

Avoid

Avoid creating emissions through eliminating unnecessary travel (e.g. first class, same day return air travel, and increasing use of virtual.)

Reduce

Require ‘lowest logical emissions’ per trip (e.g. travelling on fuel-efficient planes, high speed trains, and sustainable aviation fuels).

Offset

Become carbon neutral by offsetting remaining emissions. Unlike reductions, this does not help you reach Net-Zero. Offsets are a means of funding emissions avoidance elsewhere to ‘balance’ your footprint.



Based on the IMEA Greenhouse Gas Management Hierarchy

Another crucial element of achieving duty of sustainability, is to empower customers’ travellers to make greener travel choices when the time comes to booking their trip. “Travel companies that will do well will be those that are able to provide content-rich information to companies particularly at the point of booking,” says Perolls. “Booking tools are going to be very important. But I think there’s also a real leadership role from TMCs to engage businesses and engage with the travellers through communication.”

Leading with care: prioritising employee mental health, safety and peace of mind

The complexities and nuances of building a genuinely planet-friendly business travel policy are also applicable in supporting customers to make more socially sustainable corporate travel programmes that uphold duty of care.

A [recent study](#) by the Business Continuity Institute (BCI), sponsored by International SOS, revealed businesses are focusing on staff wellbeing more intensely than before Covid-19, with a more people-centric approach to crisis management – 87% of respondents said mental health was a key consideration within their crisis management plans, and 40% said their operations had been affected by their staff’s mental health during 2020. The pandemic has been a catalyst for a global mental health crisis, with many of us

experiencing mental ill health for the first time – according to the UK’s Office for National Statistics, by the middle of 2020, one in five people in the UK were suffering from depression, double the number from 2019. The impact of Covid-19 on employee wellbeing is a very real concern for customers, and, morals and ethics aside, there is a strong business case for protecting it as part of their travel policy, given the stress and uncertainty business travel can present.

The prospect of the return of business travel will be welcome to many employees, but depending on their circumstances, it’s likely to be a daunting prospect. TMCs have a vital role to play in advising customers on handling this sensitively, so that their employees feel supported and safeguarded. “What if an employee just doesn’t feel safe [travelling]?” says Tyler Hosford, Regional Security Manager at International SOS, speaking at Virtual ITMC 2021. “Maybe it’s because they are an at-risk person because of a medical condition or something at home, which can be a very delicate situation. It’s about having resources that are in place – whether it’s a medical professional, or someone serving a counsellor role as a liaison that employees can talk to – and then having employees know that these resources are available. And also, ensuring that travel doesn’t have to be mandatory.” **Continued...**



Putting sustainability into practice

Sustainability is all of our problem. Sustainability is and should be at the forefront of purchasing decisions today and in the future of global business travel (and other sectors).

Travel partners are developing how they approach and encourage travellers to change their behaviours, which not only benefits the environment and supports supply chain demands, but also rewards guests and travellers for acting responsibly and being accountable for their buying decisions.

Within the Global Accommodation Programme and other Advantage products and services, sustainability is identified, our approach to ensure sustainability is considered and reported standards are shared. This is focused not just on reduction, but also offsetting and 'doing our bit'.

Here are some examples of the questions asked within the Global Accommodation Programme (these are over and above GBTA standards):

Enhanced assurance requirements:

- Does the property present environmental sustainability policy/features (including relevant certification) on the property website?
- Would you be interested in learning more about sustainability accreditations?
- Is there a plan and target date to become carbon neutral?
- Does the property have a carbon offset scheme in place?
- Is the hotel certified by a globally recognised sustainable certification programme?
- For multiple night stays, will bed linen/towels only be changed upon request?

Talk to your Travel Management Company about your approach to sustainability standards when choosing travel providers.

<- To protect travellers' safety and wellbeing during Covid-19, it's important that TMCs can offer more than one-stop-shop solutions, given the diverse situations employees now face on the road, combined with the pre-pandemic security risks they may have become unaccustomed to handling. "The risks that were there prior to Covid have not gone away," says Hosford. "Thinking about pick pockets and petty crime, that still very much exist. So, refreshers on basics such as not calling out your room number in a hotel, for example, will be important."

"I strongly suggest [TMCs] partner with duty of care providers – don't try to recreate the wheel," says Drew Mitchell, Regional Travel Director for the Americas at Cognizant Technology Solutions, speaking at Virtual ITMC 2021. "They are the experts, we don't expect our TMC to do that."

As well as a personal approach to understanding individual employees and their circumstances, it calls for real-time, aggregated data from across the world that can be clearly communicated to travellers to help them understand the idiosyncrasies of each trip before they book it, and to give them peace of mind that they will be supported by their employer. "[We have] partnered with our security risk provider as well as our TMC who have their own access to mobile information that provides colleagues with the requirements for airlines, the hotels around face masks, etc, through our travel security assistance application," says Alison Rogan, Global Head of Travel and Expense at Barclays, speaking at Virtual ITMC 2021. "We have also set up our own internal functionality for queries – 50% of which are responded to automatically." With strong partnerships, a responsive approach and consistent communication, TMCs have an important part to play in bringing peace of mind to corporate travellers and leading travel programme development with compassion and social wellbeing in mind.

Conclusion

TMCs will always be helping business travellers get from A to B, but increasingly, the onus will be on them to help customers interpret their data to understand their needs and reach their goals with a greater emphasis on their duty of sustainability than ever before. In future, TMCs may even increasingly find themselves advising customers not to travel, which may feel at odds with their reason for being initially. "What we're focusing on now is what was not working in the virtual world...to determine the value of a Zoom versus an in-the-room conversation against all the different types of travel that we would have taken pre-pandemic," says Rogan. "Travel is not a cost, it's an investment. We see us coming out of this as an organisation with a further reduction in that by at least 10-15%."

Just as customers are seeking pathways to a more sustainable future, TMCs can move in tandem, and embrace their pivotal role as trusted advisors on making meaningful changes to the impact of corporate travel on people and planet. Being part of a network of TMCs gives access to the specialised solutions and world-class experts that can help support customers in this way.

Contact your Travel Management Company for advice on how to achieve your organisation's duty of sustainability and duty of care goals.

Join us for the Virtual ITMC Bitesize on 09 December at 11am EST/4pm UK. [Register here.](#)

“ 87% of respondents said mental health was a key consideration within their crisis management plans. ”

BCI



“ Travel is not a cost, it's an investment ”

**Alison Rogan,
Global Head of Travel and
Expense at Barclays**



AROUND THE WORLD IN 600 DAYS

Back in 1872 Jules Verne first published his adventure novel 'Around The World in 80 Days'.

As the story goes, friends of the main character Phileas Fogg challenged him that he could not circumnavigate the globe in 80 days. The wager was £20,000, not a small amount all those years ago, in today's money that is around £1.9 million.

Let's put this fictional adventure into perspective, the world was less developed, the main forms of transport were trains, ships and horse-drawn carriages. To navigate around the world would have been a massive, costly undertaking which would have required lots of logistical planning and support from various sources, including an early form of a travel agency, perhaps at the time Thomas Cook & Son, providers of guide books, luggage and hotel vouchers. The value of the travel agency would have been evident all those years ago.

Fast forward to 2021 and soon 2022 – how the travel landscape has changed after almost two years of border closures, travel restrictions and reduced service schedules. There was once a time when a 'Round The World Ticket' would have been so easy to construct, airline alliances promoted frictionless travel, there were multiple schedules

available and class of travel to choose from. The modern traveller had choice and flexibility, in all facets of travel and accommodation. The world had become smaller. Travelling around the world could be completed logistically in 7-10 days, faster if your budget allowed. The travel management company (TMC) was the conduit pulling those logistics together and making travel simple and accessible.

As I write this article some borders remain closed and many that are open still have conditions of entry in place, which is significant because anyone wishing to replicate Phileas Fogg's itinerary would struggle to undercut the time it took to complete his journey. This is not an exaggeration, because if we look at his route, quarantine measures would severely impact on the trip duration, stopovers in additional countries to bypass direct entry rules and delays caused by limited flight schedules would all have a knock-on effect. Considerations must also be given to traveller wellbeing as quarantine leads to periods of self-isolation which ultimately would be a drain on the strongest traveller, something that was unheard of over 150 years ago.

I don't believe anyone will be challenging travellers to circumnavigate the globe any time soon, but if they do then a TMC should be the first port of call. Even those point-to-point itineraries that are starting to emerge are better handled by a human over a computer (or a blend of both).



We already know that reservations are being touched, on average, five times more than previously, there are significant checks required, the sourcing of information and knowing where to find it, remain key. Then there are the other considerations and management of travel policies, plus key elements that are so important in an evolving travel programme. Does the transport element match the sustainability aspirations laid out in the carbon offset or reduction policy? Does the accommodation have correct accreditation to satisfy duty of care requirements? Do corporates have visibility of the travellers at all times, regardless of the mode of transport? Advantage Members have access to a wide range of tools to support the demands of a post-Covid travel programme.

So, whilst the role of the travel agent hasn't change, it has certainly evolved in the years since Phileas Fogg embarked on that fictional mammoth journey across a developing world, in a race against the clock the itinerary had to be changed multiple times often at short notice. Creative thinking and being agile were key then, chartering an elephant to replace a train or using a cargo ship in place of a passenger steamer. Today there are many similarities, itineraries are amended, rerouted and cancelled as the travel landscape changes. Our TMC members are reactive, creative and knowledgeable, they are the trusted advisors and continue to play a hugely important role in providing travel services and building back confidence amongst travellers and the importance of meeting face to face.

Just as Thomas Cook & Son provided travel guides, hotel vouchers and luggage to Phileas Fogg and similar earlier adventurers, the Advantage Members provide all these services and so much more. The only difference between 1872 and now – the prize is far greater. If global business travel can get back to some normality a slice of the projected US\$1 trillion spend is on the table. With the US border now open to many EU and UK travellers we are that step closer to being able to plan for global travel for the first time in around 600 days!

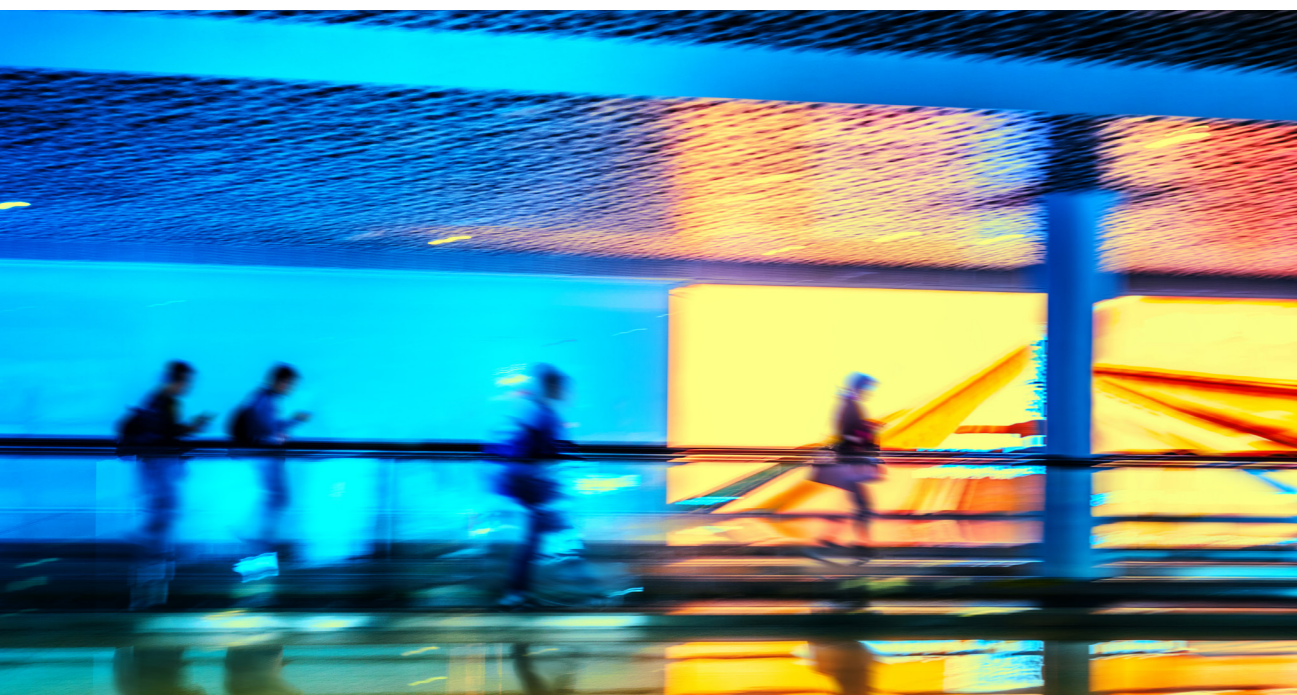
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JOHN HOBBS-HURRELL
HEAD OF THE ADVANTAGE GLOBAL NETWORK



Watch an introduction to
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ARTICULATING THE VALUE PROPOSITION A TMC PROVIDES, IN TOMORROW'S WORLD

David Chappell, Country Director UK at MIDOCO was a panellist at a travel industry discussion and reports on the conversation and key learnings.

as equal considerations that which may previously have been considered 'soft' factors, such as risk, sustainability and duty of care.

Following a previous discussion in May focussing on the re-evaluation of the value proposition of a travel management company (TMC), this panel discussed the options of articulating the value proposition of a TMC.

It seems evident that right across the value chain, from the TMC-Customer relationship to the Supplier-TMC relations, that all parties need to engage with each other at a new, more integrated level. It is no longer enough to be able to trade with a customer on a purely transactional level, TMCs must look to enhance their position as part of the decision process right across their customers' businesses, and not solely with the people making the purchase. The whole of the corporate must understand and be involved in what the TMC is bringing to the table.

A very well received and lively conversation with a buyer and TMC as well as reporting (Chris Lewis, Travelogix), duty of care (Jason Andrews, Crisis24) and technology providers (myself, David Chappell, Midoco Midoffice & Umbrella Faces) all represented, the panel discussed the role of collaboration and the need to engage with each other on a more integrated level.

It is a change driven by the myriad complexity that Covid-19 has layered onto the public. Both in reality and in perception. Travellers are once again looking for an experienced, informed hand to be able to guide them through the mechanics of booking. Gone are the days of 'need travel, book travel, go travel'. The layers of additional checks and balances required from corporates and governments can make even the simplest of journeys feel daunting to arrange, and particularly at scale. **Continued...**

It was a word that was said throughout the panel session. **Collaboration.**

It is becoming increasingly clear that Covid-19 has caused a fundamental shift in the focus of corporate buyers. Not purely away from costs as a driver, but more so to include



<-The panel agreed that TMCs must now be involved at all levels in the decision process, from viability to cost to risk assessment – with the latter now making itself felt before a trip enquiry is even initiated. Now the TMC must be able to succinctly access and articulate the status quo of a given destination so that their customers can make informed decisions about whether to travel, in a world where rules and requirements are ever-changing.

This in itself is not entirely new, but it would seem that the onus that needs to be placed upon it, is very much changed. For example, whereas a travel programme in 2019 (a.k.a. 2BC: Before Covid) to Europe would have been considered low risk, now it is equally as risky as any other Covid destination worldwide, and potentially as volatile to change in status as any area globally. This is very much a change of mindset and often a daunting prospect to companies that hitherto had no exposure to a risky programme. They will invariably look to their TMC partners to help them navigate these unfamiliar waters.

Technology partners in this new world must play their part too, by offering up new solutions and ways of enabling TMCs to remain efficient whilst performing increasingly more complex tasks as the travel facilitator. It is not enough to say they are simply connected to a TMC, they must

actively talk with them about how their technology can help in ways that perhaps the TMC had not considered, until now.

By engaging in both directions within the value chain – towards customers to properly understand their needs and drivers in purchasing travel and towards suppliers to understand latest technologies and offerings that could help in this – the travel eco-system has never been more interdependent. What's more – this change is coming, regardless of whether a TMC chooses to engage with it or not. It would seem a likely outcome that those who don't look to build these deeper, integrated strategic relationships within their customer and supplier bases may not fare so well as those that do so proactively in this changed landscape.

There was a final key requirement discussed amongst the panel too: the ability to be able to return that additional value to the end customer – to be able to talk about the hows and the whys of their behaviours, and not just the what-did-you-buy.

Here we need to evolve our own understanding of what it is to capture the decision-making process and to be able



to return that to the customer in a meaningful, insightful way. It would seem that capturing reasons for travel, for authorisation, sustainability and risk assessment have never been more important.

It was almost a year to the day since many of the panel members met to discuss another important part of this final piece, that of [how a TMC might actually charge for the services rendered](#) in this changed landscape. It would seem that since that conversation that the relevance of a subscription model, but not a reliance on it, is now a viable option in being able to demonstrate value. That is not to say that subscription models are to dominate or revolutionise TMC pricing strategies, but more to add that they are now understood models that should be available to the end customer, if it works for both parties. This in itself represents a changing mindset towards the financial reward for a TMC from the corporate towards one that is traveller-orientated and less volatile than pure pay-to-fly fees. This in turn perhaps reflects the changing sentiment of the market – that in times such as these the value of a TMC has never been more important to the customer.


So, in the end the panel was united in agreement. That collaboration across the spectrum of travel – from buyer to agent to supplier – is an essential path that TMCs need to walk over the coming months and years. The pivoting of the market after Covid-19 into new priorities of the corporate reshapes much of the service required from the TMC. This re-evaluation of the TMC proposition has, in turn, given us a unique opportunity to re-frame the conversation about value and the very reasons behind why so many TMCs are so good at what they do.

This will only be achieved by engaging and collaborating with customers and agreeing with them what is important for their travel programme on a deeper and more fundamental level than just airlines and fees. With the right systems to support it, processes to enable it, engagement to articulate it and crucially, people to be at the heart of it, it seems there is plenty of opportunity for TMCs to remain as critical components in their customers' programmes – and more so, to be ones where their value is fully understood.

Talk to your Travel Management Company about working more closely together to better serve the needs of your organisation and your biggest assets, your people as travellers.



DAVID CHAPPELL
COUNTRY DIRECTOR UK
MIDOCO

 Watch a recording of the webinar [here](#).

RECONNECTING ACROSS THE GLOBE

After what has been a challenging 20 months for the travel industry we talk to Richard Carret, Director Marketing & Communications, at Star Alliance about keeping in touch and what's coming up for the member airlines.

It has been a significantly challenging year in terms of passenger traffic, how has Star Alliance stayed in contact with their frequent travellers and has the messaging changed to previous years?

In addition to individual member airline messages, the Alliance itself has tried to find a suitable balance between reassurance at the outset, to communicating the initiatives Star Alliance members are implementing to make travel more seamless and hygienic while the pandemic is still ongoing, to carefully celebrating the specialness of reconnecting with family, friends and travelling again for leisure or business as the new normal arrives. Our [latest communication](#) should resonate with a UK audience now that outbound travel is opening up.

Are there innovations Star Alliance is working on to ensure frequent travellers experience a more personalised digital journey when travelling across the network?

In the midst of the pandemic we advanced two adaptations of technology that married digital, personalised experience with the added benefit of hygiene safety. Specifically, the Digital Connection Service launched with Singapore Airlines at London Heathrow (LHR) permits users of the SQ app to receive onward flight connection navigation instructions in a personalised way directly on their mobile phone. The active navigation allows them to transfer without assistance from airline personnel, including priority at LHR security points, thereby avoiding any possibility of Covid communication. We are expanding this innovation to other airlines and other airports. Even broader, we launched Star Alliance Biometrics, allowing not only barrier- and personnel-free bag drops, security control and boarding, but soon-to-come lounge access using facial recognition that even works with medical masks in place! This is fast and hygienically safe. Customers register once and can use at any airport and with any airline in the programme. Data privacy is assured. Digital competency to improve the customer experience is our ethos.



What measures has Star Alliance taken to support frequent travellers who haven't travelled for some time?

Unquestionably, the travel experience has changed since the pandemic started. Mid-2020, we developed a Travel Information Hub Covid-19 Journey Information - Star Alliance on our website to bring together the measures all of our member carriers had in place to maintain health and hygiene safety, including airport measures, pre-, post- and in-flight, along with country regulations. It has been challenging to keep up, but is also a terrific service for customers who may be unfamiliar with the new processes and need a further "go to" for up to date knowledge.

Can you share what plans Star Alliance has for the next 12-18 months?

Digital competency to improve the customer experience is our ethos and will continue to be our focus. While Star Alliance is the largest and most experienced of the three global airline alliances, our aim is no longer on expanding our network, which already covers 197 countries. Rather, we are rigorously pursuing ways to surprise and delight customers while creating a loyalty proposition that is without parallel. In support of this, our governing board has recently directed us to establish a Centre of Excellence in Singapore, which is known for its access to highly-skilled talent and digital prowess. It has become clear, coming out of this pandemic, that global airline alliances create value beyond the capabilities of individual airlines. This was our mission when we were founded in 1997, and it is all the more relevant now, almost 25 years later.

Finally, how significant is the opening of US borders to Star Alliance and its partners?

The reopening of US borders (08 November 2021) was of course welcomed by the entire tourism and business travel industry, but it is only one step in re-establishing truly global travel. At the heart of a sustainable global economy is the interconnectivity that is afforded by modern air travel. It is a necessary underpinning of our travel industry, an engine for jobs and growth. At Star Alliance, we are advocating and taking measures in support of sustainable air travel across all borders in a fashion where governments and regulatory bodies adhere to the recommendations of ICAO and the WHO and put into place consistent policies and processes that obviate the need for quarantine for fully vaccinated passengers. This is key to restoring the global connectivity that is so necessary to restore business travel. As appealing as Zoom and Teams are to corporate financial controllers, nothing replaces the face-to-face interaction and ability to explore and appreciate other cultures. Successful global business is not transactional; it is built upon relationships.

Contact your Travel Management Company to discuss how your travellers can return to the skies with confidence.



RICHARD CARRET
DIRECTOR MARKETING & COMMUNICATIONS
STAR ALLIANCE

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Anantara Golden Triangle Elephant Camp & Resort, Thailand



Meet Vignette™ Collection - IHG Hotels & Resorts launches new Luxury & Lifestyle collection brand

IHG Hotels & Resorts has announced Vignette™ Collection as its new Luxury & Lifestyle brand, with hotels in Australia and Thailand the first to join the collection.

Vignette Collection becomes the sixth addition to IHG's brand portfolio in the past four years, taking it to 17 in total across nearly 6,000 hotels in more than 100 countries. The Collection further enriches IHG's fast-growing Luxury & Lifestyle offer for both leisure and business travellers.

Whether it's a city haven or sun-kissed resort, Vignette Collection will provide a one-of-a-kind stay, with each hotel serving up a distinct service style and character. Vignette Collection will cater to travellers seeking exciting and distinct experiences and will provide a greater choice of alluring destinations to earn and redeem IHG Rewards points. We expect to welcome more than 100 Vignette Collection hotels over the next 10 years.



A SUSTAINABLE RECOVERY - THE ONLY ROAD AHEAD

When it comes to existential threats to the industry, Covid and climate dominate the travel news. Gratefully, the world united to tackle the former. When it comes to climate data, the picture is sadly, rather stark.

Every eight years, the Intergovernmental Panel on Climate Change (IPCC) publishes a report which analyses the impacts of climate change and makes calculations for future outcomes for the earth. The latest report analysed over 14,000 academic papers for the most comprehensive picture of climate change.

I'm sure you have heard of Net-Zero by 2050 as the goal, or even the answer to the problem. However, the report indicates the 'best case' mitigation scenario of reaching net-zero ahead of 2050 is sadly, very unlikely. The necessary capture of greenhouse gases (CCSU) is also unlikely. This 'best case' scenario still led to global temperature rises of 1.6 °C. See table for sources of emissions.

More likely scenarios, such as hitting net-zero by 2050 led to a 1.7 °C rise. Continuing emissions as they are today will cause a 2.0 °C rise. Increasing emissions – as we have for the last 20 years – would cause a 2.1 °C to 2.4 °C rise by mid-century and a 3.6 °C to 4.4 °C rise by the end of the century.

Extreme heat waves that happened every 50 years before 1850 now will happen every six years. The world's oceans will rise by at least half a metre. Hundreds of millions of people will be plunged into food scarcity and deeper poverty.

If temperatures hit 2.0 °C, the impact of almost everything doubles: 16 per cent of plants lose their geographic range. Extreme heat waves will happen every 3.5 years. In short, we would be risking an extinction-level event.

Frankly, it is impossible to disassociate travel with this threat to our survival. Almost certainly, many places in the world will be underwater before 2050. The Maldives, which sit one metre above sea level, and beachfront Miami are unlikely to be tourist locations in the near future. Governments will have no choice but to take action, if they have not already.

Now is not the time for a 'last-chance' trip to the Maldives. Now is the time for the industry to come together to deliver lowest logical emissions travel. There is no scope for unnecessary emissions. With better data throughout the booking and traveller journey we can make better decisions. Together, we must define purposeful travel, rid corporate travel of same-day return flights, and optimise every step of the journey.

Where emissions come from

Things we do	% Emissions
Making things (cement, steel, plastic)	31%
Plugging in (electricity)	27%
Growing things (plants, animals)	19%
Getting around (planes, trucks, cargo ships)	16%
Keeping warm and cool (heating, cooling, refrigeration)	7%

Source: Thrust Carbon

Talk to your Travel Management Company about how to sustainably manage your travel programme.



MARK CORBETT
FOUNDER
THRUST CARBON

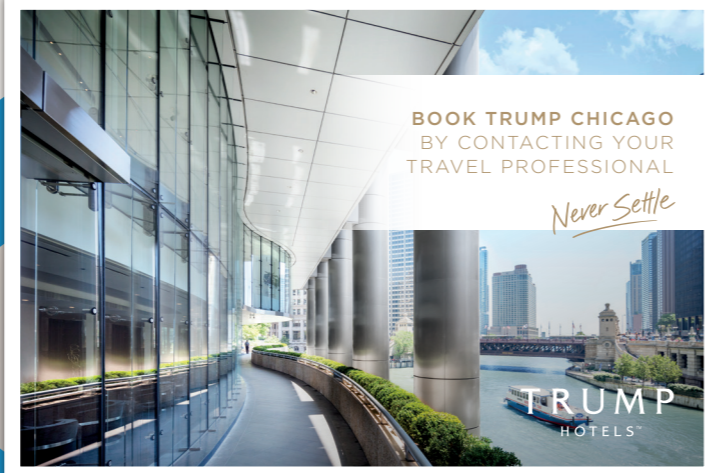


Congratulations to Thrust Carbon for winning the Grand Prize and People's Choice award at WIT Startup Pitch in Singapore.



WINDOW ON THE WORLD

Managing a global network enables us to see local market performance and knowledge through the lens of our in-country partners. Ordinarily this is hugely important, but over the last two years it has taken on greater significance as the partners have been our barometer for a global travel health check. Our thanks go to our global partners for their valuable and insightful contributions.



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Australia

We saw domestic travel open up in October and expect to see international travel opening in December. We are led to believe that international travel will initially be restricted to Australian residents travelling to countries where vaccination rates are high. This in itself represents a potentially large number of people, particularly if North America and the EU/UK are included in the exemption.

demand for us all to travel once again and customers all round the world are telling us just that. We look forward to the floodgates opening in Australia and are well prepared. We recognise that initially there will be confusion, red-tape and even disappointment as travellers and Travel Management Companies (TMCs) navigate through the new protocols. However challenging, we will add value and be the helping hand travellers need at the most critical of moments – this is our advantage.

Hibernation has provided us with the opportunity to consolidate and focus on our service delivery and new technology. It has also deeply ignited explosive pent-up

Alan Wolf, Bay Travel Group, Australia



Canada

Business travel is lagging behind leisure sales across Canada. Although all business travel is weak right now, it's strongest domestically where there are no testing requirements. Travelling to the USA or internationally more often than not involves PCR or antigen testing, in both directions. Overall, businesses and their travellers remain as reluctant to travel as they did in 2020.

Most Canadian companies are assessing what the present day and future requirements are for their travellers with an emphasis around duty of care and Covid issues and trying to look ahead.

Customers are looking for reliable information pre-trip and during their trip regarding rules and regulations that are changing and different to what they experienced pre-Covid. Specifically, this is around what they can and can't do with or without a vaccine and is related to every aspect of their trip.

We are finding our meetings, incentives and groups in general for 2022 are at near normal levels so we expect this to be a bright spot next year. I am surprised that domestic travel is not stronger, considering there are few, if any, barriers or restrictions and I wonder if that means we may not see 2020 levels for several years.

Daryl Silver, Continental Travel, Canada



Kenya

Our customers' priorities are now hygiene and safety, as well as travel restrictions and health requirements, to help them make a decision on their travel. We have seen an increase in local leisure travel as international travel has been restricted and many borders were closed.

Corporate customers are requesting detailed safety information on their RFPs as well as value adds that contribute to cost saving measures as they are operating on reduced or subsidised travel budgets.

Mira Bid-Shah, Muthaiga Travel, Kenya

With Covid-19 vaccines now widely available we have seen an increase in international travel. Travel restrictions are also being lifted therefore allowing visa issuance. TMCs are now required to be armed with information for travellers, regarding Covid regulations in place for each and every country, this has become a crucial trend in the industry.



USA

While we've seen a strong uptick in demand for domestic and leisure travel, international travel continues along a slower trajectory. In a recent survey of our top customers, we found most anticipate a return to pre-pandemic levels of international travel mid-to-late 2022. This, of course, is due to ongoing border restrictions and emerging virus variants.

that we provide a considerable number of references with accompanying support documentation, as well as substantial financial reporting to demonstrate solvency.

In short, we're seeing (very) cautious optimism.

As businesses strategise a return to travel, we are seeing a greater focus on travel policies, employee safety and risk management. Throughout 2021, the RFP process has shifted to reflect a similar emphasis on due diligence. Several prospective customers have requested

The role of a TMC is vital to the emerging travel landscape, and we can't wait to help our travellers every step of the way.

Mike Davidson, Hess Travel, USA



Argentina

Like all other travel markets around the globe, Latin America's is suffering great losses with the Covid-19 pandemic stacked on top of existing issues – political turmoil, social inequality and more.

However, two elements common to the entire region are the increase in domestic flights, which in some countries already reach values very close to pre-pandemic, driven partly by corporate travellers in countries that, due to their size or geography, need air connectivity to operate fully eg Colombia, Mexico and Brazil.

In 2021 Latin America as a region had a very diverse performance, depending on the vaccination and regulatory policies that each government adopted. Some policies were less restrictive (Colombia, Mexico, Brazil), the industry grew the flow of passengers, although Brazil was affected by the appearance of its own Covid strains which led to restrictions on its passengers in different parts of the globe.

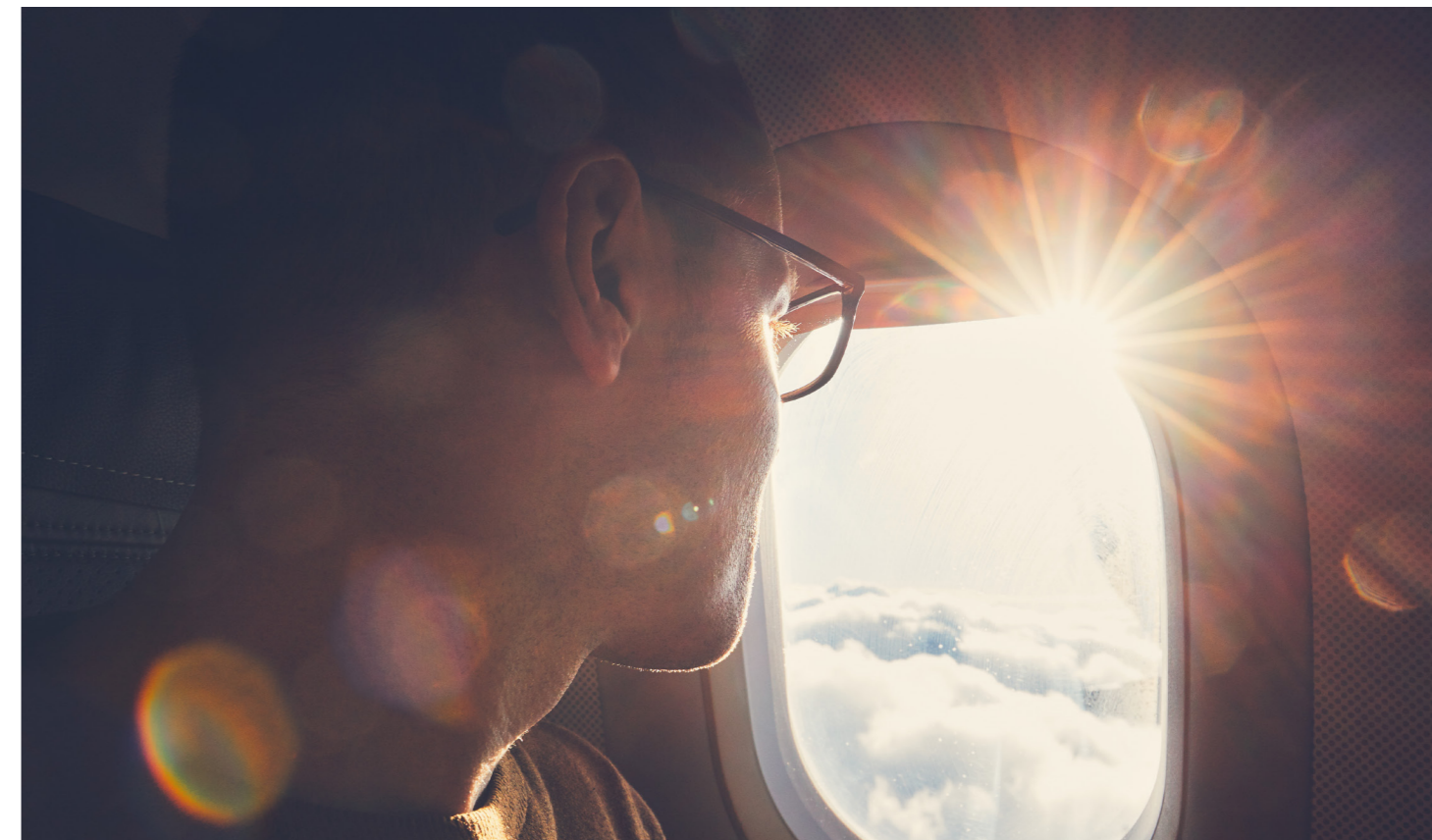
The continued progress of vaccination, opening of airports, protocols and the drop in cases present a very hopeful outlook for 2022.






























Carolina Golini, Consolid, Argentina

It is clear there is a common theme across the globe, travel is returning and demand is building. As quickly as the barriers were put up, they are being removed equally as fast, albeit the sizeable chunk of time in between. One thing is for sure, travel is going to be different for some time; there are more questions, more checks and a greater focus on traveller wellbeing. No one is better equipped than an Advantage TMC to guide and support the traveller. Advantage in turn can guide the TMC with products and services, plus the all-important view on what is

happening around the world – the beauty of working with a membership organisation that also has a global network as part of its proposition to leverage global relationships and forge collaboration.

Contact your Travel Management Company if your travellers could benefit from global insights or need further support.



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      <p>ghl Hotels has over 5,000 bedrooms in London across four brands: The Clermont, Guoman Hotels, Thistle Hotels and Hard Rock Hotel London.</p>	 <p>Hilton is a leading global hospitality company with a portfolio of 18 world-class brands comprising over 6,600 properties in 119 countries and territories.</p>	 <p>HotelREZ Hotels & Resorts offers a worldwide collection of over 1,000 independent hotels and serviced apartments in 40 countries.</p>
 <p>Hyatt Hotels Corporation is a leading global hospitality company offering 20 premier brands and including 1,000+ properties in 68 countries.</p>	 <p>IHG* is one of the world's leading hotel companies, working across more than 100 countries to deliver True Hospitality for everyone.</p>	 <p>Jurys Inn and Leonardo Hotels have 50 hotels in the UK and Ireland and 220+ hotels in Europe and Israel.</p>
 <p>Maldron Hotels offer great accommodation in 20 hotels across Ireland and the UK including the newest hotel Maldron Glasgow City.</p>	 <p>Offering over 120 four and five-star properties in gateway cities across Europe, North America, Asia, Middle East and New Zealand.</p>	 <p>NH Hotel Group together with Minor Hotels, are proud to operate over 530 properties across 8 brands around the globe.</p>
 <p>Over 55 properties giving guests an authentic feel for the local flavour in leading business gateways and leisure destinations across North America.</p>	 <p>An upper upscale, contemporary hotel brand featuring individually designed hotels in key business and leisure destinations.</p>	 <p>Making corporate stays effortless at more than 175 locations across Australia, New Zealand, the United Kingdom and Fiji.</p>
 <p>Radisson is one of the world's largest and most dynamic hotel groups with seven distinctive brands and over 1,400 hotels globally.</p>	 <p>A portfolio of over 2,800 hotels from chains and small groups to independent properties in business locations across 115 countries.</p>	 <p>Sabre operates a leading global travel marketplace connecting travel buyers with over 1,500 independent hotels and groups worldwide.</p>
 <p>Independent hotel representation company offering over 5,000 hotels located in every major corporate travel destination in the world.</p>	 <p>32 UK hotels offering free high-speed Wi-Fi, free car parking, VWorks co-working space plus first class Health & Wellness Clubs all with swimming pools.</p>	 <p>With approx. 9,000 hotels in nearly 95 countries and 21 iconic brands ranging from value to distinctive and the most generous rewards programme: Wyndham Rewards.</p>

TRAVEL RISK MANAGEMENT - ISO STANDARD LAUNCHES



Why TMCs need to be aware of the ISO 31030?

The International Organisation for Standardization (ISO) consists of over 160 national standards bodies that collaborate to present an overarching level of requirements to serve risks of every category. As it is responsible for many of the world's most important standards, it is imperative TMCs are well-versed in its requirements. This is especially important in ensuring TMCs can support their customers to implement the standard.

What will corporates look for from TMCs, with regards to the ISO 31030?

Corporates will look to TMCs to provide the tools, systems, expertise and reporting on the ISO 31030 to help them implement the standard. Corporates will want to establish an additional level of trust in TMCs to help them manage their programmes to care for employees and produce a satisfactory level of safety management and risk assessment. They want TMCs to implement, track, monitor and report on all the key elements of the new ISO standard.

How can GSA support the implementation of ISO as a recognised standard?

GSA was a key contributor to the development of the ISO 31030, so can help customers and TMCs interpret the key elements and analyse their individual risk assessments. This ensures they achieve the maximum levels of safety and risk management solutions they are required to meet, to be awarded the certification of the ISO 31030.

Talk to your Travel Management Company about how to ensure your travel programme meets duty of care and travel risk management standards.



LEE WHITEING
DIRECTOR
GLOBAL SECURE ACCREDITATION

Recently launched is the long-awaited ISO 31030 Travel Risk Management standard, which is being rolled out globally to revolutionise how corporates manage their travel risk, including hotel and venue safety standards. Global Secure Accreditation (GSA) recognises the need for travel management companies (TMCs) to be aware of ISO 31030, and of the support needed in its adoption and implementation.

What's new about the ISO 31030 standard?

The ISO 31030 was developed from the existing ISO 31000 standard (2009) which looks at a corporation's risk level. Sitting within ISO 31000, it specifically examines the management of travel risk, reflecting the changing needs in risk assessments following the Covid-19 pandemic, and heightened safety standards required for countering terrorism.

The ISO 31030 covers all aspects of corporate travel, including authorisations, planning, policy, transport, accommodation and traveller assessment. The process of implementation ensures TMCs and corporates have a thorough understanding of their risk profile within the context of their organisation.

This guidance is wide-reaching and easily applicable to a range of corporations, organisational contacts and requirements. Additionally, it may be adapted to various environments with differing risks or threat requirements.

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HOTELS

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LOCATIONS

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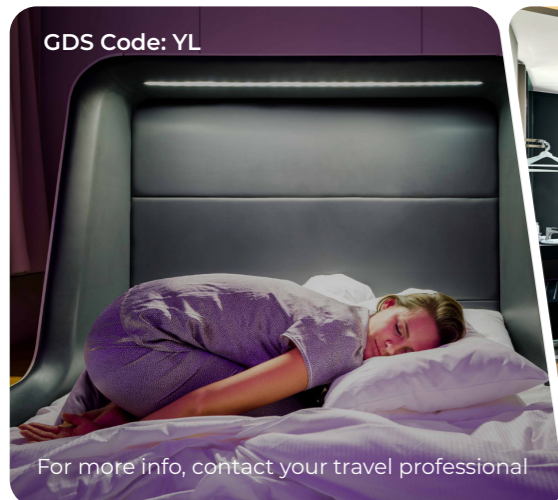
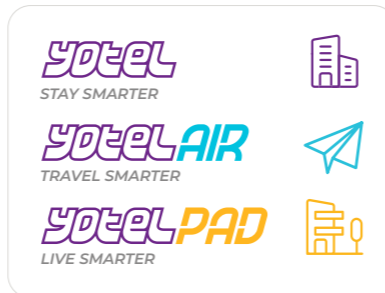
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ADOPTING NEW DELIVERIES FOR MEETINGS AND EVENTS

With meetings and events having evolved from in-person to online formats to hybrid we talk to Richard Shafe of CrowdComms, a leading provider of event platforms, about how technology can build further engagement for attendees.

How have platforms adapted to drive delegate engagement even further?

Ensuring optimal attendee engagement and a high quality of experience has always been at the forefront of every event. However, one of the biggest challenges for customers delivering virtual events is around attendee networking. The virtual environment cannot completely re-create the serendipity and rewarding nature of in-person connections. Platforms, such as ours, have developed solutions to making the virtual experience more well-rounded, multi-sensory and while different to in-person, still a rewarding experience that adds value for virtual attendees.

The journey of delegates starts way before the meeting or event commences. How have platforms evolved to take this requirement into account?

Much like the conventional event app pre-pandemic, platforms are enabled to be open and accessible for delegates as soon as event registration opens or even when 'save the dates' are issued (depending on timelines). Organisers have the flexibility of turning different features on and off at any time, driving specific behaviours and keeping delegates informed and involved. Providing tailored content and engagement at specific, logical times in the event's lifecycle, helps delegates make the most of the platform and experience. It is about being part of a journey and once the event goes live, delegates are set up and ready to focus on the content.

Meeting architecture and planning of content, as well as meeting etiquette, are key to ensuring delegates remain engaged and their wellbeing is considered, as well as the importance of transferring content back to the business. How does live versus virtual drive potentially different outcomes?

The industry has absolutely had to re-think virtual, live and hybrid event design. We know virtual audiences are likely to be more distracted watching at home, by emails coming in or answering a knock at the door. As a result, delegates will dip in and out of live-streamed sessions, leading to an



increase in on-demand content being requested. We're also seeing shorter sessions to keep people engaged, avoid virtual event fatigue and promote attendee wellbeing.

Reading an audience, interacting and landing of content are key, regardless of the delivery of the event. Platforms will continue to adapt to capture these measurables.

Live is life, how will technology support this today and in the future?

Whilst platforms continue to grow and, in some cases, simulate real, live attendance, for most, this will not replace being there in person. The experience of shaking hands, networking and being shoulder to shoulder, rather than face to face through a lens is incredibly valuable. Technology is the enabler and developments are on their way to allow virtual attendees to gain more from these online networking interactions.

Talk to your Travel Management Company about how they can help deliver your virtual, hybrid and in-person events.



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**The next Global Business Travel Market
Report is due out in Q2 2022.**

