



5 benefits of putting *Simplicity* at the Heart of Business Travel

01. Reduce Clicks.

Time is money and every click counts. If you can reduce the number of clicks it takes to find a reservation and check in from say 10 steps to just one, saving minutes every trip, this could lead to hours saved each year.

While innovation has been slow to come to the industry this is changing and Roadmap's blue-chip client base, which includes Nike, KPMG, Microsoft, Tommy Hilfiger and Pfizer, are leading the way.

The background of the image shows three female runners in motion on a light-colored paved surface. The runner on the left is wearing a bright green sports bra and dark leggings. The runner in the center is wearing a magenta sports bra and black shorts. The runner on the right is partially visible, wearing a grey sports bra and black shorts. They are all wearing athletic shoes and appear to be in a race or a training session. The overall tone of the image is energetic and professional.

Companies today spend millions on sending their valued employees out onto the road. Until recently, however, not much thought was given to the return on that investment. Increasingly though, forward thinking companies are finding ways to justify their travel spend because of the value it delivers to the bottom line. In this white paper, which features insight from Roadmap's impressive blue-chip client base, we reveal five tangible benefits to travel management that is underpinned by simplicity.

The quest for simplicity in business is not new. In fact, simple business models are the stuff of legend, and the makers of headlines. Across industries, from Apple to General Motors, SouthWest Airlines, L'Oréal and Nike, companies known for putting simplicity at the center of their strategic vision, are hailed as examples of how to streamline operations, drive loyalty and boost productivity.

In 2012, Chris Zook and James Allen, co-leaders of Bain & Company's global strategy practice, published *Repeatability*, a book that made the point that the most successful and enduring companies had managed to maintain simplicity at their core. Writing in the *Harvard Business Review* that same year, Zook said: "In every industry, we discovered companies that were enjoying an inherent advantage in dealing with the increasing tension of faster moving markets and increased internal complexity due to this ability to keep things simpler and more transparent than their rivals."

If this was the message seven years ago, achieving simplicity in the turbulent markets of 2019 is an even more pressing imperative. With digitalization the pace of change is accelerating. Technological innovation, economic uncertainty, fickle and demanding consumer behavior, talent shortages, mergers and acquisitions, changing cost structures, and more, are all issues that businesses must tackle.

"In today's complex world, we believe each of these four steps must be underpinned by simplicity because ability to adapt and innovate rapidly and with clarity of purpose has never been more important."

Steve Clagg, Microsoft's Travel Technology Manager, puts it like this: "Tectonic shifts are underway in business travel."

To stay ahead of the curve, the US software giant is committed to delivering on what Roadmap sees as the four cornerstones of successful travel management namely to simplify processes, boost productivity, increase compliance and utilize data.

-Jeroen van Velzen, Roadmap CEO

To address this competition, companies are, more than ever before, sending their value employees onto the road to attend conferences, deliver a pitch, close deals, service a product and so on. In fact by 2022, according to the Global Business Travel Association, spend on business travel is forecast to reach \$1.7 trillion.

THE JOURNEY TO SIMPLICITY


Microsoft began working with Roadmap three years ago to streamline and simplify the journey for its +100,000 travelers. Recognizing the growing importance of traveler-centricity, the company's started

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Reduce complexity:

Unlike some off-the-shelf solutions, many of which are still revenue driven, Roadmap helps corporates to streamline the traveler journey by curating exactly the information they need. By creating simple checklists and preventing third-party suppliers pushing their own agenda to, for example, sell a seat or flight class upgrade, travel managers can eliminate complexity. Crucially, it also helps to simplify post-trip expensing.

A person's arm with a large, colorful tattoo is visible in the foreground, holding a smartphone. The background is a blurred scene of people at a beach, including a child in a straw hat and a striped shirt. The text is overlaid on the image in a large, white, sans-serif font.

“It is not that business travelers want to replicate the consumer experience, they just want the simplicity of interfaces, and the interactions that are common to consumer facing tools,”

with a simple goal - to give back two hours in every trip to its most valued employees.

Before deciding on the right partner for the journey, Microsoft's travel team, which sits within finance, considered the whole gamut of options for itinerary management. "We even experimented with developing our own app when Windows had a phone," says Clagg.

Of course, this is not to say that costs should be ignored. Raquel Hefferan, Director Travel and Strategic Sourcing, KPMG, who has been in the business of global travel for 20 years understands the importance of keeping an eye on the purse strings. "Of course costs are important. They are one crucial component of managing travel, as this is how procurement organizations bring value to companies through strategic sourcing. But in travel you also need to consider customer experience, operations and duty of care."

At KPMG travel management sits within procurement. However, in order to address the multi-faceted demands of travel management, the group has broken down silos to create a centralised 'centre of excellence', which works across departments to deliver seamless travel experiences. Hefferan explains: "I have three different types of people in my team. Some are finance people, others are customer experience experts, and there are also those involved in operations and performance management. Meanwhile, our travel agency is responsible for day-to-day delivery of services," she explains.

DINOSAURS ARE DEAD, VIVA CORPORATE CULTURE

When Hefferan joined the professional services firm three years ago, KPMG had just started to work with Roadmap to develop MyTrips, a fully customized app for KPMG's 33,000 US-based travelers. In choosing an itinerary management platform, the group was looking for something that would work for KPMG's average traveler, typically aged 26 and on the road pretty much constantly.

"We understood that today our business travelers are more likely to choose online and self-service channels that are intuitive, easy to use, and that allow them to

One of the major trends to have shaped business travel is that since the rise of the Internet and mobile, employees have increasingly started to demand the same seamless experience that they have when traveling for leisure.

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So, while corporate policies often dictate that employees must use certain online booking tool (OBT), this new generation of travelers are pushing back. Interestingly, this is not just for selfish reasons. While there are, of course, those travelers who are still comfortable splashing corporate cash, many are increasingly conscientious; they want to save rather than waste company money. Van Velzen understands: "Today's travelers simply cannot grasp why you need to pay more for a more painful process, and why should they?"

The desire to save extends beyond big-ticket items like flights. In fact, a recent report from GBTA finds that millennial employees are much less likely to run up room-service bills than older colleagues, and even hesitate to indulge in, say, a snack or coffee, even when policy permits it.

Aside from the 'consumerization' of business travel, IATA's New Distribution Capability (NDC) gives airlines far more control over how their fares are distributed, so corporate travel agencies may no longer have the best fares or ancillary offers. In other words, it may be that booking direct is better for the corporate travel program coffers!

Although changing consumer behaviour can be partly attributed to a generational shift, a clearly defined corporate culture can also help to encourage prudence. Internal campaigns to 'act like an entrepreneur' or 'spend money like it's your own' are two examples.

Clagg explains that at Microsoft "it has been important to foster a

culture where everyone is in it for themselves and for the company".

The result of this drive is that employees have become strongly self-reliant and trustworthy so

-explains Clagg

there is no longer need for onerous compliance mechanisms. "All those trip pre-approval and manager approvals have proved to be a completely unnecessary expense," he adds.

MINUTES MATTER, CLICKS COUNT

KPMG may have broken down silos for travel management but return on investment is still top of mind. In other words, if Hefferan wants to invest in a new product or service she still has to justify to the CFO what this has to do with productivity.

"As a professional services company, our number 1 priority is saving time and that is always part of the equation when correlating ROI," she says.

For this reason, KPMG tracks every single activity of its business travelers to understand exactly how much time employees are spending in a day, a week, a month or year on admin versus time spent supporting a client. So if an employee is on the road, KPMG measures, for example, how many clicks it takes to find a reservation or check in.

"We are driven by tracking the time spent on every activity. Every single minute wasted is time that could be invested in a client. Every minute matters, and every click counts," stresses Hefferan.

This was a major factor for KPMG when selecting an itinerary management platform.


When working with Roadmap to develop a smart digital pocket assistant that would streamline and simplify business travel at Microsoft, time was also a factor. "We wanted to give two hours in every trip back to our valued employees," explains Clagg.

There is a growing understanding of the importance of productivity and the awareness of travel as an enabler of business.

03.

Share insights:

While apps like Google Maps or Bing can mechanistically get you from A-B, the Roadmap platform enables employees to share valuable insights which may not only simplify and reduce stress but also save money. For example, using public transport in a city may be a faster and cheaper trip into the centre of town than taking an Uber.

A group of four people are running outdoors on a paved path. From left to right, there is a woman with curly hair in a dark blue long-sleeved shirt and grey leggings, a man in a grey jacket and black shorts, a woman in a grey jacket and black leggings, and a man in a black jacket and black leggings. They are all in motion, running towards the right. The background is slightly blurred, showing a fence and some greenery. Overlaid on the image is a large, white, bold quote.

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Although this objective may seem slightly softer than those of KPMG, the underlying goals of freeing up traveler time were also commercially driven. Microsoft wanted to:

01.
Deliver savings by providing simplified experiences.

02.
Support the traveler by maximizing the value of the trip in any way possible. For example, by connecting other travelers, be they colleagues or customers, within the app to explore opportunities that might otherwise not have arisen.

From speedily sourcing ground transportation to one-click check-in or finding a hotel number in a flash, Clagg admits that slicing up how that time is saved is not a 'super science'. However, there are strong indications from subjective data at Microsoft that a seamless travel experience is both valued by employees and valuable to the organization.

One indication is that take up of the app by Microsoft's frequent travelers is already well over 70%. In addition, all the group's road warriors use the app because, says Clagg, "it is valuable to them; because they travel so much they want and need the support."

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Saving time and, as a result, money is a focus for all organizations, even if travel management sits under different umbrellas. At ASML, a fast growing semiconductor equipment company when this organization procures anything, the first question Mark Hardiek, Sr Manager Employee Benefits, asks is always: Will it help us sell more or service faster? The next question is: will it help my team win?

Tricky questions, but considering that it costs ASML customers millions of dollars when a machine breaks down, seamless travel arranging makes perfect sense.

SIMPLICITY IS HARD

To achieve simplicity takes vision, commitment, and continued innovation. Simplification is not a one off, and van Velzen acknowledges that achieving it is a complex business. "As we all know, corporate travel management is not a one-size-fits-all and it also operates within a fragmented wider ecosystem that is rapidly evolving," he says.

Traditionally, and this is still the case in many organizations like KPMG and Microsoft, CTM sits within finance, procurement or HR. Others may choose to outsource the function. Although less common, in some cases it is a standalone unit focused on 'work experience' as is the case at Tommy Hilfiger and Nike. This is a growing trend as organisations strive to retain talent and business travel policy becomes major factor in where people choose to work.

However, wherever travel management has found a home, the program's magicians must still work with multiple suppliers. These include everything from corporate travel management agencies like Carlson Wagonlit and American Express Business Travel to online booking and expense tools like Concur, GetThere or Egencia, as well as the preferred hotels and airlines and ground transportation links. In addition, there are a growing number of itinerary platforms that come in different guises - among those TripIt, My CWT, Lola and of course Roadmap.

For any company choosing a new platform the sourcing process must be rigorous.

"When we chose to work with Roadmap, in the US there just wasn't anything else like it. For us the biggest selling point was the ability to fully customise our app, MyTrips, and curate our own content," says Hefferan.

One of the problems for many off-the-shelf itinerary management apps today is that they are still revenue driven, and often travelers are targeted in-app with offers from third parties. So, for example, a traveler might be recommended an upgrade, or prodded to buy extra seats to spread out on the journey home.

"the biggest selling point was the ability to fully customise our app and curate our own content,"

-Hefferan explains

"This is something I can't control, but with MyTrips I can and, as I don't reimburse for extra seats, that avoids any future conflict because the traveler knows if a message comes from the app then it is permitted," Hefferan explains.

Compliance is another area where MyTrips is helping to simplify what has been a traditionally complex process. Although at KPMG compliance generally happens at the time of booking, the team has also developed a short list of dos and don'ts within the app to avoid any confusion. In fact, Clagg sees numerous other workflows that are ripe for disruption. For example, the establishing whether visas/business letters are required for a trip. "This can be a tedious and time-consuming manual exercise that could easily be automated!," he says.

The above examples meet what German management consultants Roland Berger see as the two-fold challenge of today's world. Writing in Detox, a recently published framework for simplification, Roland Berger Partner Joerg Esser says the trick is to offer customers [in this case the business traveller] as much convenience as possible - through simplification - while also dialling down the level of complexity within the company.

UNIFY AND SIMPLIFY

Roland Berger finds that one of the main drivers for simplification is the shift from value chains to value networks. Esser explains: "As more traditional boundaries between industries and rival firms disappear, the easier it is for new entrants to thrive, especially if they have direct access to customers. Digitalization plays a key role here, in that it changes corporate cost structures and brings down transaction costs dramatically - both within and between organizations."


There is a lot to be said for agility in today's environment, and this is something that is valued by Roadmap's partners. Says Clagg:

**In the corporate
travel market-place
it's clear that the
clunky tools and
dinosaur solutions
of the past are dead.**

04.

Minimize confusion:

Often complicated compliance policies can cause a major headache. By embedding what travelers can and can't do on trip within the app in a simple and intuitive way, corporates can help travelers make the right choice and minimise confusion when it comes to expensing later on.



“Take up of the app by Microsoft’s frequent travelers is already well over 70%. In addition, all the group’s road warriors use the app”

“We’re on a mission to deliver deeper integration of the app with other systems and services at Microsoft, as well as across the wider industry to achieve the most efficient and productive travellers.”

Working closely with Roadmap, Clagg, has been involved in seeking out and championing strong partnerships, such as the one with Lumo, the flight analytics prediction platform.

Van Velzen adds: “This is how we see the platform evolving - one that connects with other apps and services to bring a richer, more seamless experience across the entire trip”.

While this is still work in progress, the overarching vision for Microsoft’s ‘integrated platform play’ - a white-labeled Roadmap app - is to bring the fractured landscape of services and experiences into one trustworthy and reliable place. The idea is that business travelers will have all their needs met by the ‘famous’ Microsoft branded app - from checking in to finding a taxi, calling a restaurant, connecting with a colleague or arranging a meeting with a client.

According to Clagg, when simplifying businesses processes there are two fundamental issues to consider. The first is unifying the experiences and services and the other is simplifying - in other words making these easy to access. “They are not necessarily the same thing but they can dovetail together,” he explains.

Ultimately though, travelers should not have to bounce from app to app, or scan through countless different services, and they should spend minimal time searching.

THINK GLOBALLY. ACT LOCALLY

In many cases firms work have complicated networks involving multiple suppliers. However, when one of Roadmap’s multinational chose to adopt a global programme and work only with global suppliers (with the exception of China where government still requires local contracts), the results were soon visible.

Microsoft has a similar approach. Says Clagg: “I want my travellers to do whatever they need to do, in order to accomplish what they need to accomplish. If booking direct can enable them to do that better in some way then as a program we should be looking at the opportunities, and what the capabilities are, while supporting our employees”.

In fact, one of the original scenarios for the Microsoft platform was to tackle the ‘stranger in a strange land problem’. For this reason, Clagg, who wants to arm every traveler with the knowledge of a local, says they are working closely with Roadmap to build on existing content in Microsoft’s 17 most-visited destinations.

“We are currently working with Roadmap to establish the right partnerships and information channels to enrich those city locations with guides and local services within the app,” Clagg explains.

Travel management as a service

Travel management may sit under different umbrellas within the organizations that Roadmap works with, and the goals may vary. However, the one thing they all have in common is a desire to simplify and streamline the customer journey so that travelers feel safe, comfortable and supported.

The rationale for this is supported by a growing body of research and evidence that finds a direct link between well being and productivity, including from the UK-based Advanced Wellbeing Research Centre (AWRC) and the 2018 Deloitte Global Human Capital Trends report.

In addition, a study released by the GBTA finds that 79% of all business travellers, (88% of whom are millennials), say their job-related travel experience affects their overall job satisfaction. In fact, companies are increasingly being asked to outline their business travel policies in interviews, which could swing a decision about where a prospective employee chooses to work. Given the huge premium for talent this cannot be ignored.

CONCLUSION

Corporate travel management is indeed a fragmented, complex and, at times, confusing landscape. It is also rapidly changing. For travel managers, traditionally focused on cost savings and compliance, it has become a juggling act. Not only must they negotiate deals with multiple suppliers, they must also consider the happiness, health, safety and well being of their business travelers, who have become a whole lot more demanding. This is a predicament and one that we at Roadmap understand: create value for travelers, while also delivering commercial benefits to the business.

We also know that it does not have to be either or.

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-Roadmap

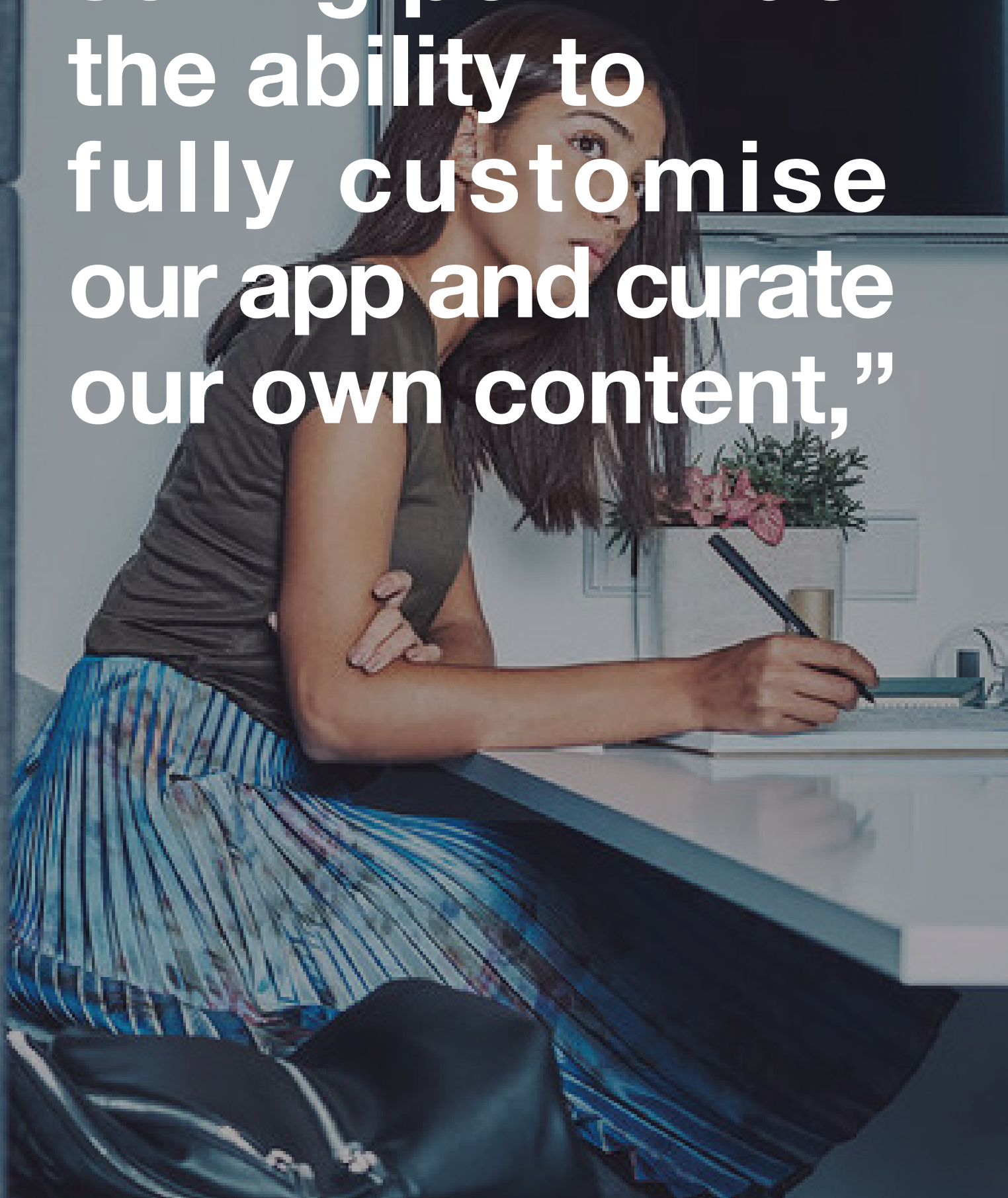
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Utilize Data:

Roadmap allows corporate travel programs to track and collect data from all chosen suppliers. With data now pulled into one central point, corporate travel programs have that all-important single customer view, enabling the delivery of a personalised, slick and streamlined service. Simplicity at the its best!

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5 Cracking Commercial Benefits

By plugging into Roadmap's award-winning corporate travel management platform, used by leading brands including KPMG, Microsoft, Nike, Pfizer and Tommy Hilfiger, travel managers are able to:

01. Reduce Clicks. Time is money and every click counts. If you can reduce the number of clicks it takes to find a reservation and check in from say 10 steps to just one, saving potentially X minutes in every trip, then this could lead to xx hours saved each year.

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