Upwardly mobile: The next step for travel management

amadeus
Your technology partner

Index

About this paper

Emerging mobile applications offer the promise of flexibility, connectivity and productivity for business travellers. As mobile technology evolves travel programmes will take advantage of new functionalities for improved communication and enhanced trip experience. Travellers will increasingly rely on their mobile devices while on the move and the need for internal cooperation between IT, HR and travel departments will become more obvious. The findings of this research identify how mobile technology is currently used, its benefits and its full potential when applied to travel programmes. This is just at the beginning of a new way of managing corporate travel.

About ACTE

The Association of Corporate Travel Executives (ACTE) is a not-for-profit association established by business travel managers in 1988 to provide meaningful education and networking opportunities. ACTE recognizes the interdependence between corporate travel purchasers and corporate travel suppliers and accords both sectors equal membership. ACTE's membership spans all sectors of business travel, from corporate buyers to agencies to suppliers. ACTE currently serves more than 2,500 executives in over 49 countries.

This Whitepaper has been developed in collaboration with ACTE.

ACTE GLOBAL ASSOCIATION OF CORPORATE TRAVEL EXECUTIVES

Executive summary

Many business travellers are using their mobile devices to stay connected on the road yet often these are not part of the managed travel programme. However, as mobile technologies evolve, new opportunities relevant to corporate travel are arising and mobile devices could soon play an integral role in corporations' travel programmes.

Dramatic improvements in technology are transforming smartphones into multi-media devices that will also function as direction finders, paperless boarding passes, room keys, traveller security enhancers and payment methods. Travel suppliers and travel intermediaries are rapidly introducing and enhancing their services incorporating all these functionalities. It is clear that mobile technology is expected to have a major impact on how travel is booked, managed, and paid for.

Similar to the advent of online booking a decade ago, the enhanced web-browsing capabilities of mobile devices pose a significant opportunity to managed travel programmes. Mobile travel services will enable corporations to gain more control over traveller behaviour during the trip and bring more efficiencies into the travel process.

To date, most corporations have yet to embrace the mobile channel as part of their travel programmes but as mobile services and applications meet the needs of the corporate travel market, travel managers will need to consider how usage of mobile devices could be optimised as part of their travel policies.

To evaluate company-provided mobile device take-up, benefits, management and integration with the travel programme, ACTE and Amadeus undertook a study in March 2008. Through a survey and detailed interviews with corporate travel managers, travel suppliers, travel technology providers and mobile technology companies, the study concluded that the inclusion of fast-evolving mobile services within the travel programme will lead to increased traveller productivity convenience and safety as well as more efficient travel processes and cost savings for the company.

The report identifies how corporate travellers are currently using this technology and the role it could play in managed travel programmes. While there are still a lot of questions about what this role will be, travel managers will need to work closely with other departments like IT and HR to ensure that usage complies with company's procurement and security standards within budget and thus leading to improved traveller support.

The report also shows that there is a gap to close between 'usage' of services and 'perceived value' so there is still a long way to go until corporations reap the full benefits of this technology.

Technology needs to evolve a lot to improve mobile access to some applications. How it will support corporate travellers will very much depend on market and infrastructure readiness but industry players need to be aware of the current trends and be ready to facilitate the process. When ready, we can be sure that adoption will thrive.

> **Within the next three years, smartphones will constitute 20 to 25% of the overall market and from 65 to 70% of the corporate segment.**
>
> **Jack E. Gold,**
> President, J. Gold Associates,
> Massachusetts, USA

Research Methodology

In March 2008, ACTE conducted a survey amongst corporate travel managers of 72 companies to explore their use of mobile technology within the context of managed travel as well as the potential benefits the technology could provide.

ACTE supplemented this online survey effort with telephone interviews with selected survey respondents, travel suppliers who are developing mobile capabilities, technology providers from both the travel and mobile industries and consultants in this nascent field of bringing business travel applications to mobile devices.

The study aimed to identify present usage and benefits, travel supplier developments and recommendations for corporate travel managers to take advantage of new mobile capabilities that will enhance their travel programmes and processes.

Demographics of survey respondents:

- **Regional Breakout:** 60% were based in North America, 16% in Europe, 14.2% in Asia Pacific, and the remaining 10% were split between Latin America and Middle East and Africa. However, no major regional trends have been perceived from the results of the survey.
- **Main Industry Sectors:** Banking, finance and insurance, technology and telecommunications were the most represented, each accounting for 16% of the respondents, followed by manufacturing (14%) and pharmaceutical and health (13%).

Growth of Mobile Technology

Smartphones Take Off

While today there are over 3.3 billion mobile phone subscriptions worldwide[1], smartphones — defined here as mobile devices that have enhanced data capabilities including access to the web, for example wireless PDAs, Blackberry devices or iPhones — represent only 10% of the overall market[2]. However, this relatively small percentage looms large in corporate workplaces. Managed business travellers are more likely to own web-enabled mobile phones than unmanaged business travellers, according to a study by Forrester Research[3].

According to Canalys, a UK-based research firm, shipments of smartphones and wireless handhelds worldwide rose by an astounding 60% in 2007. In China and many other Asian countries, a lack of home PCs is causing many people to rely on their cell phones to access the Internet, a trend that points to strong future growth of smartphones in the region.

Currently, using a mobile device to access the Internet is not always optimal, and reliability of data services can be a problem. However **as phones continue to get smarter**, with faster processing speeds, more memory, easier-to-read display screens, and better browsers, all these challenges will fade away. Newer models are being equipped with advanced features, such as GPS, Wi-Fi or Instant Messaging, which are greatly expanding their capabilities.

More challenging is the lack of standards within the mobile device industry, which is comprised of numerous handset makers, operating systems, carriers and networks. This definitely has an impact in how mobile technology supports the business traveller today, but as carriers invest in faster networks mobile services will improve and will get increasingly user-friendly and secure. This has already occurred in Japan where mobile devices have become essential to exchange multimedia content and as a means of payment.

Mobile devices in Japan

Japan is the most advanced wireless market in the world, thanks to early deployment of high-speed networks with millions of Japanese using advanced mobile features. Travellers can already use their mobile phones to purchase tickets and as an electronic boarding pass.

The shortage of personal desktops in Japan is driving the usage of mobile devices to access Internet. A similar situation exists in other Asian countries, notably China, where mobile devices are expected to become the primary means for accessing the web.

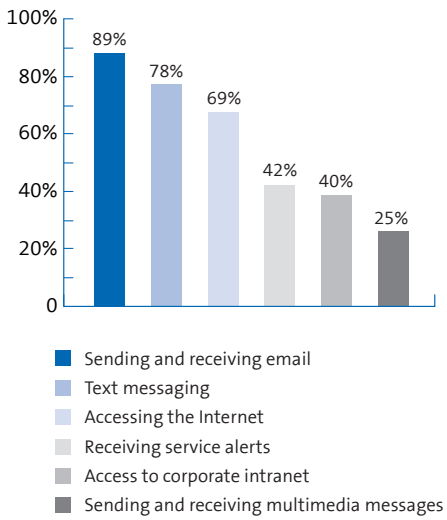
[1] ***Global mobile penetration hits 50%***, Informa Telecoms & Media, September 2007
[2] ***Smart Mobile Device Shipments Hit 118 Million in 2007, up 53% on 2006***, Canalys, February 2008
[3] ***What's Holding Back Mobile Services in US Travel?***, Forrester Research, December 2007

More Corporate Travellers Using Mobile Services

The use of mobile phones in the corporate environment has become universal, with 93% of our Amadeus/ACTE survey respondents reporting that their company provides them to employees.

Corporate travellers at many of the surveyed companies are using their mobile devices for advanced functionalities, with 89% reporting that their travellers use their mobile devices to send and receive email and 69% to access the Internet ***(fig. 1)***. This indicates a familiarity with the technology and a mindset predisposed to using the mobile channel for travel purposes, all of which paves the way for future adoption.

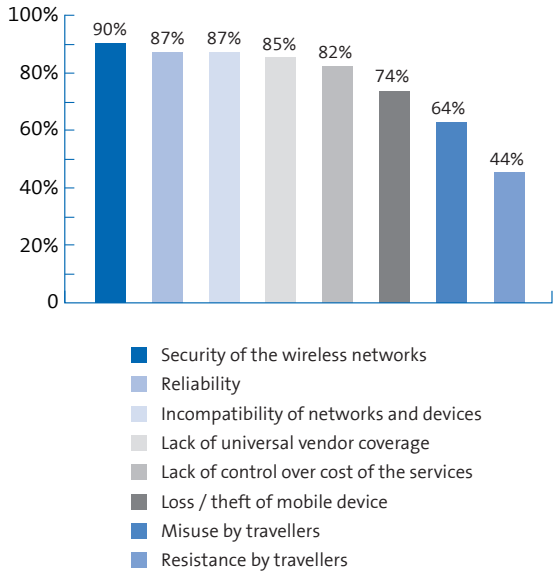
Figure 1. Mobile device funcionality used by corporate travellers



That's not to say corporate travellers aren't still using standard cell phones. For now, many travel managers still prefer to stick with services that use text messaging, backed by the fact that 78% of corporate travellers use them ***(fig. 1)***. The main reason being that text messaging is more reliable, works with any cell phone and is accessible to all travellers.

Many mobile device users still experience difficulties accessing the Internet on their phones, and even text messages sometimes arrive too late to be useful, especially in a crisis situation in which wireless networks are overloaded. Concerns regarding mobile technology could be holding back corporate travel managers, with security of networks being rated the highest by 90% of respondents, followed by both their reliability and the incompatibility between different networks and devices, both at 87% ***(fig. 2)***. However, mobile technology is fast evolving, and these concerns may soon disappear as the functionality of the phones, the networks and the mobile applications improve.

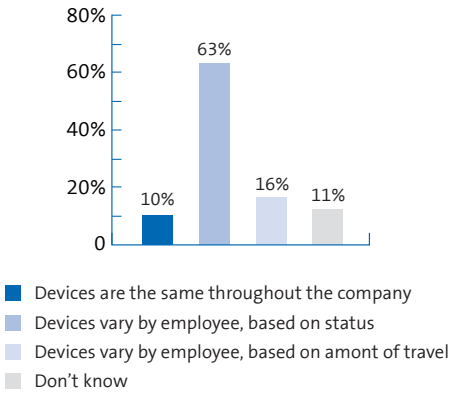
Figure 2. Significant concerns about the use of mobile travel services



Mobile Device Allocation Policies

Another interesting finding is that allocation of mobile devices often depends on the hierarchical level of employees, with 63% of travel managers confirming this statement. Sixteen percent said the type of device assigned to an employee is based on the person's amount of travel and only 10% said the devices allocated are the same throughout the company ***(fig. 3)***.

Figure 3. Allocation of mobile devices to employees



Some travel managers disagree with the policy of limiting smartphones to top executives and believe that such devices would be of huge benefit to all frequent travellers. As travel suppliers introduce more mobile applications that add value to the corporate travel programme, the business case for equipping frequent travellers with web-enabled mobile devices will doubtless become stronger.

Case Study A. Service Employees International Union:
Mobile devices for paperless travel

For the travelling members of the Service Employees International Union (SEIU), the world's largest union of janitorial and health care workers, which is based in Washington, D.C., USA, the mobile device is an invaluable tool for communicating quick, one-line messages by email or SMS to other members in the organisation, including updates on major organising and political campaigns. A variety of mobile devices are in use, ranging from standard cell phones to the Palm Treo, which is distributed to about 700 management-level members. Fifty others are testing the iPhone. *"The devices are also used in conjunction with surveys conducted at meetings and conventions"*, according to Tim Bone, director of union conventions, events, meetings and travel.

In accordance with the union's paperless culture—it has deployed an end-to-end travel booking and expense management system—managers are using their mobile device to receive airline alerts, check-in to flights and obtain barcodes for electronic boarding passes. He is consulting with another company that offers mobile device bookings and paperless receipts for selected taxi providers in Washington, D.C. and New York City, and other ground transportation companies.

SEIU closely monitors mobile device expenses, with detailed reports regularly issued on usage and total minutes. The policy prohibits personal use of the devices, and members aren't allowed to incur roaming charges.

"The most valuable mobile travel applications would be booking air, car, rail and taxi services, integrated into an electronic, auditable itinerary; updates on the status of taxi rides; and electronic receipts". Bone said his priorities were *"traveller convenience, cost control and expense processing."* Other valuable applications would be alerts and content delivery to all members, based on their areas of interest; surveys and polls to develop insights into the position of members on various issues; on-premise networking, polls, registration and content delivery during SEIU events; and incorporation of advertising by SEIU sponsors.

Suppliers Are Reacting to Mobility

Travel suppliers have not remained passive to the mobile phenomenon. Some airlines have been offering mobile services to travellers for years, such as text-messaged flight notifications. However, the range of mobile services is expanding, presenting new opportunities to corporate travellers.

Similar to e-commerce a decade ago, most mobile travel services are currently targeting independent travellers, with demand at corporations is coming mostly from frequent travellers who find them useful and are pushing them within the company.

As previously mentioned, one of the most common mobile services is **airline flight notification**. Some airlines enable subscribers to customise the service by selecting when reminders should be sent out, the format they prefer them in — such as text message, email or automated voice —, and other people to whom the messages should also be sent.

Many also allow travellers to **check-in** through their mobile phones, either by responding to a text message or by accessing the carriers' mobile-enabled website. Other features accessible by mobile include seat availability, frequent flyer programme status, flight timetables, and the ability to view the itinerary. Soon technology will enable travellers to automatically rebook missed flights, receive assistance with baggage reclaim, and to add their bookings into the mobile device's calendar.

A handful of carriers in North America, Europe, and Asia are piloting **mobile boarding passes**. The airline sends an electronic barcode to the traveller via text message or email. This is then retrieved by passing the mobile device by a scanner at the airport. In Japan All Nippon Airways (ANA) has introduced a service at all domestic airports enabling passengers to board by simply waving their device at a reader at the security checkpoint. This will generate a seat receipt which can be used to board the plane.

With **mobile ticketing systems**, travellers can purchase tickets and other services using their phone to make the payment. The ticket is stored in the device, making it more convenient for the traveller who saves time and does not need to worry about printing tickets. This service is already available in Japan and is currently being piloted in Germany.

Many hotel chains provide property information on the mobile version of their website and a few are also introducing **mobile room check-in** and **mobile booking services**, with best available rates listed.

Additionally a new kind of travel provider that **aggregates, synchronises, and enhances travel content** to mobile devices has sprung up. Their technology enables the traveller not only to access content such as real-time flight alerts, maps, weather, directions, and restaurant reservations but also to have this integrated into their mobile calendar.

> The mobile device is slowly developing the capabilities of the PC, creating new opportunities for corporate travel applications.

Gerry Samuels,
Founder and Executive Director, Mobile Travel Technologies,
Dublin, Ireland

In addition to suppliers themselves embracing mobile technology, **the web itself is being reconfigured for mobiles**. Some companies have developed advanced platforms that reformat the websites of airlines, rail companies, hotel chains, and other travel suppliers for mobile phones.

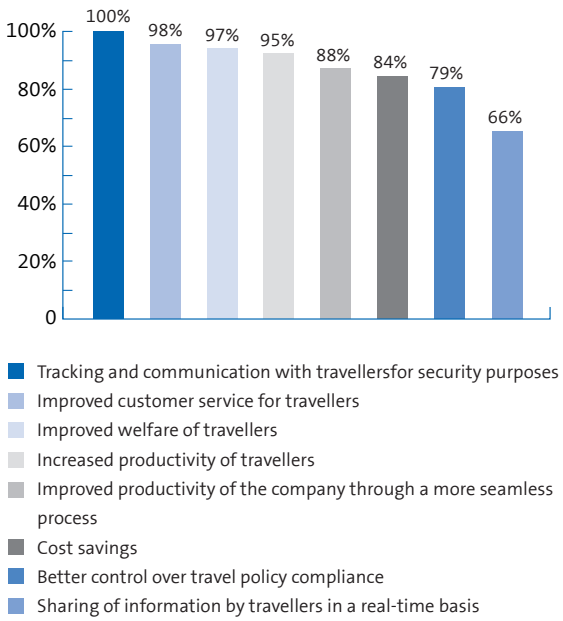
Given their massive potential, it might seem strange that many Travel Management Companies (TMCs) have not adopted mobile applications to a greater extent. The major online booking agencies have been most aggressive in offering travel information via users' mobile devices. A few TMCs offer their clients, driving directions and location-based services, as well as a view of the itinerary on their mobile-enabled websites.

"*Travel suppliers have been quicker to embrace the mobile channel. For the most part, the TMCs' response to mobile has been limited*", said Gerry Samuels. Some analysts believe TMCs have been slow in uptaking these technologies because of the investment needed to integrate the mobile channel into their booking and reporting products. However, some TMCs are overcoming this by offering their customers services from third party companies.

Travel Security Driving Adoption of Mobile Services

Mobile services for corporate travel are just beginning to emerge and technology is mostly being applied to increase the security of travelling employees. While it is still rare for travel programmes to incorporate mobile travel services, travel managers nonetheless are aware of the potential benefits. All Amadeus/ACTE survey respondents selected 'tracking and communication with travellers for security purposes' as one of the key benefits, followed by 'improved customer service for travellers' (98%), and 'improved traveller welfare' (97%) ***(fig. 4)***.

Figure 4. Significant potential benefits mobile devices can bring to the travel programme



Case Study B. Procter & Gamble:
Partnering with the TMC to pilot mobile services

Procter & Gamble is piloting an anticipatory flight notification service contracted through its TMC. Sixty of the company's frequent travellers are receiving alerts via email, PDA, or cell as specified in their online profiles. In the next phase, Debbie Gittinger, P&G's global travel service manager, would like the agency to proactively rebook travellers who are enroute when flights are cancelled or delayed. The travellers new flight information will be sent so when the traveller turns on their PDA or phone their new flight information is available. Part of her *"travel 3.0 vision"* would be to have the TMC linked to travellers' calendars, so that information would be continuously pushed by the TMC to the traveller, with links provided in the messages to the online booking tool. Meanwhile, the traveller could also use the device to access location-based services, such as directions and real-time traffic reports.

The key lesson from the trial was to ensure that only necessary information was sent regarding a change. Initially travellers were getting their itinerary sent to the PDA long before leaving on a trip, resulting in information overload. *"Our employees hated it. They are only interested in the next flight, not the next five days. The screens were too small and people didn't want to know if the flight was on time—only if it was late"*, Gittinger said. Now the alerts are sent for each flight segment only.

Case Study C. University of Southern Queensland: Keeping track of travellers in the Outback

The University of Southern Queensland, Australia, assigns mobile phones to academics when they take a trip. The travellers are required to contact the travel office by email, text message or phone call once they arrive at their destination, with text messaging, the most common vehicle, according to Liz Newberry, the university's Corporate Travel Manager. The university budgets $500 for use of the phones for each week of international travel. Its 1,400 staff members collectively take an average of 500 international trips and 4,000 domestic trips a year.

The university's assistance and emergency provider also sends out security alerts via email and SMS. Newberry said the university implemented the security-related phone requirement a year ago after a couple of incidents in which employees travelling abroad were temporarily lost — in one case, due to a medical emergency. Some of the academics have BlackBerry devices — to which they download their itineraries — and those travelling to the Outback are equipped with satellite phones, since the region is out of range for cellular networks.

Newberry said she is encouraging travellers to check in for their flights before leaving the university, which is two hours from Brisbane. *"If they do it on the phone it would be ideal. It saves us chasing them"*, she said. Mobile devices are handy for another reason: the academics are given a tax-free allowance and so by law they are required to keep a diary of all travel-related expenses, which is submitted to the tax authorities. The process is simplified for travellers with BlackBerry devices, who need only record all their meetings in the device's calendar, sign off, and print out the calendar to meet the tax requirements.

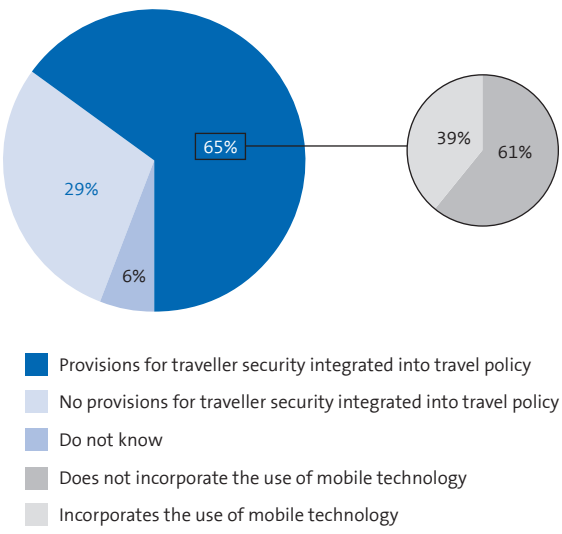
Half of the staff have all their corporate card expenses downloaded into their electronic expense reports. *"If they had a way of doing expenses by phone, it would be brilliant"*, she said.

Mobile technology is being applied for security of travelling employees in two different ways:

Security alerts

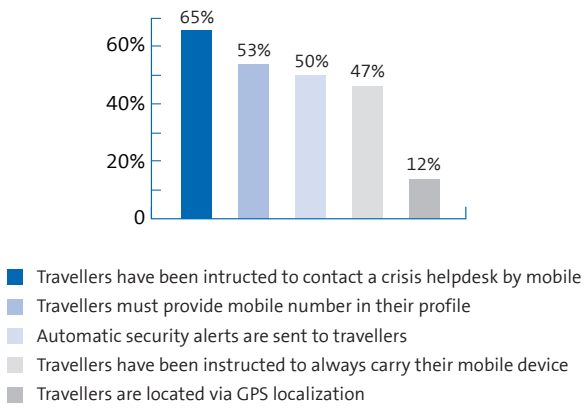
Alerts can be sent almost instantly to the traveller's phone by text message or email, advising on a disruptive event or potential crisis that might impact them. By contracting security alert services, companies can ensure their travellers can be contacted on a 24/7 basis.

Figure 5. **Use of mobile technology for the security of travellers**



Reflecting the emphasis on security that exists at many corporations, is the tight link between the travel department and the security department. According to 65% of respondents, traveller security is integrated into their company's travel policy; of those, 39% said mobile phones are incorporated into the company's security programme ***(fig. 5)***. Of the latter, 50% report the use of automatic security alerts as one of their practices ***(fig. 6)***.

Figure 6. **Practices used by companies where mobile devices are integrated into security programmes**



Tracking the traveller

These alerts are evolving into two-way response systems, in which travellers can easily inform of their situation by simply pushing a button. This enables the travel manager to instantly account for all travellers should any immediate action be needed. Thus, saving on time-consuming follow-up emails and calls to each affected traveller.

GPS-enabled phones offer great potential for error-proof tracking of travellers. According to Information Week[4], by 2011 approximately 30% of all mobile phones shipped to customers will be pre-loaded with a GPS navigation system. This could be an invaluable tool to increase protection of travellers at high-risk destinations. However, the use of such technology would have to be carefully monitored to ensure travellers' privacy is not breached.

"*I am interested in using mobile devices that are GPS-enabled to track travellers in high-risk destinations. A traveller's location could be sent every 24 hours*", said Ronald Tiu, Senior Corporate Travel Manager from Hughes Security Networks.

Other Corporate Mobile Services Enter The Market

Mobile travel technology is quickly being adapted with new functionalities coming into sight to address other corporate travel issues.

Pre-trip approval from mobile devices. Enables the traveller's manager to approve the trip using the mobile device at the press of a button when away from the office. The same is being developed for mobile expense report approval.

Policy enforcement while on the road. Mobile services that push preferred suppliers and rates to travellers' devices in the event of a change of travel plans would eliminate a huge gap in the managed travel process, which often leads to non-compliant behaviour. When travellers miss a flight, they typically take the easy route out, booking the best flight home, regardless of the travel policy.

Some travel suppliers are planning to offer simple booking applications that would enable travellers to rebook a flight using their mobile device if their flight is missed or cancelled. As a mobile application of the corporate self-booking tool, the booking would be compliant with the travel policy. Such services save on travel agency transaction fees, since it saves the traveller from having to call the agent to rebook the flight.

"*With managed online resources increasingly available through improved devices, travellers will have lost their final reason not to access their corporate agency to check for a policy-compliant option*", said Tom Wilkinson, president of TRW Travel Consulting, based in New Jersey, USA.

Mobile expense reporting. Expense reporting vendors are introducing mobile applications that not only pre-populate expense reports with information from charge card, but also allow travellers to enter out-of pocket expenses on their mobile phone as they are incurred. Such applications will make the expense process easier for travellers and will allow them to work on the report during downtimes on the road.

Other emerging mobile services that provide real benefits to corporations are:

- Mobile online map services, which can direct travellers to their hotel or meeting location using GPS technology
- Real-time alerts for wait times at airport security controls, to give travellers an indication as to how much time in advance of their flight they need to arrive at the airport
- Location-based services with information such as restaurants and business-related attractions, including the option to make reservations.

Mobile: The New Arena for Corporate Travel

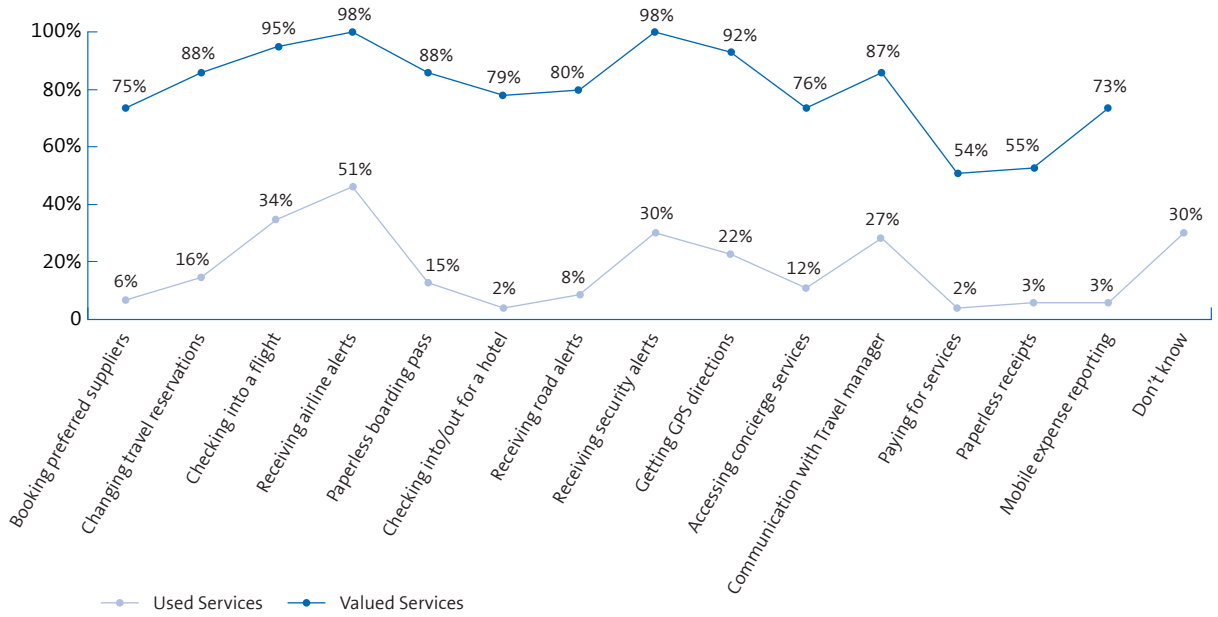
Some experts believe there are clear limits on the types of mobile services that would appeal to corporate travellers. Not all deem, for example, that travellers will want to use their smartphones to access expense reports. Some say that the devices are ideally suited to simple administrative tasks which save the traveller the hassle of having to turn the laptop on. The jury's still out on the types of future mobile applications that will truly create value, both from the corporate and supplier perspective.

Despite the early stage of mobile travel technology, the survey shows the numbers of corporate travellers accessing mobile services are not insignificant. When comparing the use of mobile services by corporate travellers to the value corporate travel managers perceive in them, it is clear that mobile travel technology holds great potential. Interestingly, the most highly valued services coincide with the most used by corporate travellers. For example, while airline and security alerts are identified as equally valuable services by 98% of respondents, they are currently used by only 51% and 30% of travellers respectively. Similarly, mobile check-in is valued by 95% of respondents but only used by 34% of their travellers ***(fig. 7)***. These are services in which information is 'pushed' to the travellers, requiring at most, a single step from them, as in the case of check-in. This may indicate that travellers are more comfortable with services driven by the providers, in which they remain passive recipients. As devices become increasingly user-friendly, this may change.

The greatest potential may lie in some of the services least used today by corporate travellers, but which have been identified by a majority of the surveyed corporate travel managers as of value to travel programmes. Only a minority of the surveyed corporate travel managers report that their

[4] ***GPS - Enabled Mobile Phones To Quadruple By 2011***, Information Week, November 2007

Figure 7. Mobile travel services valuable to the travel programme

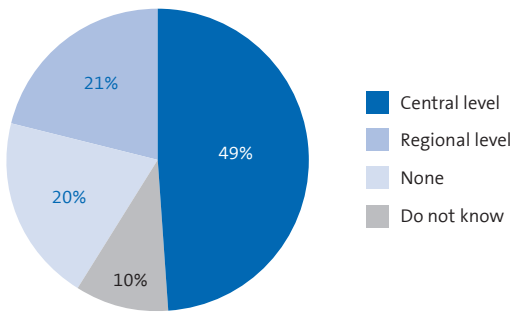


travellers are using their mobiles to make bookings (6%) or report expenses (3%) ***(fig. 7)***. When asked to rate the value these services could bring to their travel programme, 75% of respondents found booking through mobiles valuable, and 73% did so for expense reporting.

Another interesting fact is that more respondents valued changing travel reservations higher (88%) than booking preferred suppliers (75%). This could indicate that they view mobiles as useful tool to allow trip modifications in response to a change in plans while on the road, rather than as the starting point for any new booking.

From the results of the survey, it is clear that corporate travel managers recognise the benefits of mobile travel services, even if today they are not fully ready to embrace the technology. As mobile applications for self-booking tools, expense reporting systems, and other services related to managed travel programmes enter the market, the adoption rates could increase significantly, since the value has already been acknowledged.

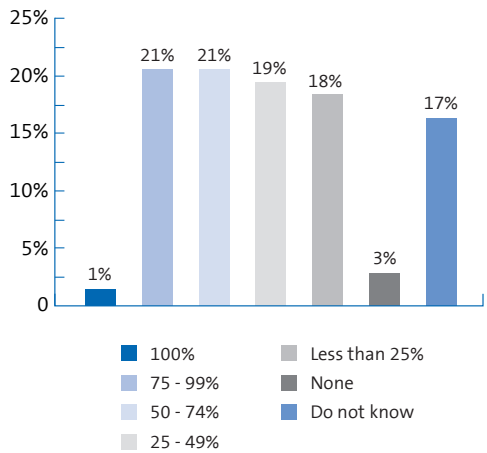
Figure 8. Implementation of mobile devices policy within companies



Travel Managers Lack Visibility Over Mobile Policy

Despite their prevalence among business travellers, at many companies mobile phones elude travel managers' control. According to survey results, 10% of respondents do not know whether their company has a company-wide mobile policy ***(fig. 8)***, 17% do not know whether travellers are provided with web-enabled devices ***(fig. 9)*** and 30% are not aware of the mobile travel services currently being used by their travellers ***(fig. 7)***.

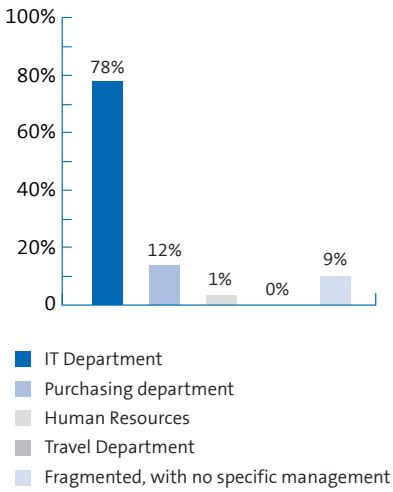
Figure 9. Percentage of travellers are using web-enabled mobile devices



Despite the travel managers' lack of involvement, most corporations do have a mobile policy, with 70% of respondents noting their company has either a central or a regional one (49% and 21% respectively) ***(fig. 8)***.

Generally, the mobile policy is managed by the IT department as reported by 78% of respondents ***(fig. 10)***, with the corporate travel department having very little or no visibility over it. *"There's a certain irony to this, given that, travel accounts for probably 80% of the cost of mobile invoices"*, says Johnny Thorsen, CEO of UK-based mobile technology company conTgo.

Figure 10. Implementation of mobile devices policy within companies



A few respondents (19%) incorporate mobile technology in their travel programmes already ***(fig. 11)***. Results show that in many cases there is collaboration between more than one department in building the strategy ***(fig. 12)***.

Figure 11. Companies including a mobile strategy in their travel programme

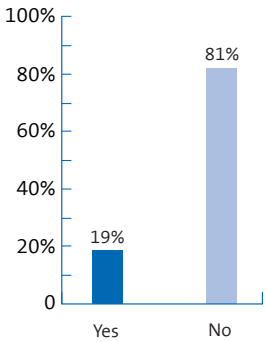
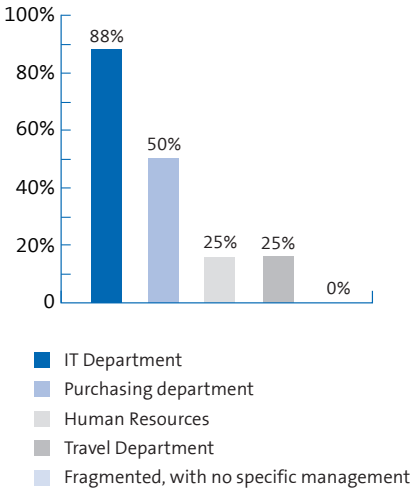


Figure 12. Departments involved in building the mobile strategy within the travel programme



The first step for corporate travel managers planning to incorporate mobile services within their travel programme is to confer with the departments that own the mobile programme. If the programme is weak or non-existent and employees are using multiple providers or mobile network services, the lack of a common standard will make it almost impossible to roll out travel applications on mobile devices.

Case Study D. Hughes Network Systems: Searching for traveller comfort

Ronald Tiu, Senior Corporate Travel Manager at Hughes Network Systems, based in Maryland, USA, said he keeps *"close track of frequent travellers,"* reaching out to them to solicit feedback and interest on new services, including technology that can be used on mobile devices.

Since neither his online booking tool vendor nor his TMC have announced yet any end-to-end solution or travel booking process that includes using a mobile device, he has been pursuing mobile travel services on his own. He plans to introduce travellers to wireless travel services once the company's email system is switched to Microsoft Exchange, which is compatible with the application. *"We're looking at the value to travellers. My programme talks about comfort and convenience for travel, to ease the pain that comes with travelling on business."* He plans to meet with Finance to determine who would pay for the service and *"touch back with IT to see if there's any objection at their end."*

Tiu also said a GPS-enabled device might be of value, from a security standpoint. *"I can possibly use it to locate the traveller in restricted countries,"* he said. *"A traveller's location could be sent every 24 hours using the system. And if there was a change for security reasons, we could issue a new ticket and push the new itinerary to the traveller through the mobile device"*. Traveller ratings of suppliers are also of interest.

Conclusion - Six Steps for Success

Within a few years, experts predict mobile technology will cause profound shifts in how people communicate, do business, purchase goods and services, read books, watch movies, and plan trips. Travel is on the cusp of that revolution. The potential for the mobile channel to make managed travel programmes more efficient is enormous. To make the most of this development, corporate travel managers should become change agents, start thinking about what is available to their travellers and get ahead of the curve.

Based on best practices found through the research, the following six steps are a good starting point:

1. Find out what types of mobile travel services your travellers use today

As a quick win, travel managers should bookmark services such as flight and airport information notifications for all travellers to use. Many of these services are free and could bring convenience to the travel experience.

2. Check what mobile travel services are offered by your TMC or travel supplier

Travel managers should discuss their expectations with their TMC or travel suppliers to explore what is available today and to encourage integration of additional services that could bring further efficiencies to the travel programme.

3. Get involved in the company's global mobile device strategy

Travel managers should not only understand their company's mobile policy, but should also take an active part in its definition. This will involve close collaboration with the different departments which also play a role in this: the IT department, Human Resources and Procurement.

- Identify the types of mobile devices travellers are assigned and even get your say for the acquisition of new ones.
- Recommend that the devices be equipped with functionality of value for the travel programme, such as GPS for traveller tracking or Wi-Fi for cheap access to the Internet.
- If the device varies by employee status and only top management are receiving web-enabled phones, perhaps there is a case to be made for frequent travellers who should also be receiving these types of devices.

Get details on the budget for mobile phone usage and whether there is budget for mobile travel applications. Discuss with procurement the possibility of negotiating discounts for mobile travel services.

Find out what the company's policy is on using the mobile device outside the carrier's network. For example, are there limits on the mobile-device charges per trip? If the company does a lot of international travel, does the policy or negotiated contract with the carrier address roaming charges?

4. Confer with IT to find out the technical requirements of mobile travel services

Travel managers should understand the requirements for mobile applications to be compliant with company standards. Meet with the IT department to find out if it is compatible with corporate IT systems such as email and whether it is compatible with the device itself.

Also check with them on any data security issues such as whether there are limits on the type of data that can be stored on the phone. Discuss the steps that need to be taken to ensure that information stored and transmitted to travellers' mobile devices is encrypted and meets the company's security standards.

5. Do not take security of travellers for granted

Discuss the policy for monitoring travellers with the department in charge of employee security. Get informed on what the procedure is in case of an emergency and make sure this is addressed in the travel policy.

Ensure travellers' mobile numbers are included in their profile. This simple step is important from a security perspective, as it will ensure travellers can be reached. Also talk to your TMC to check on mobile-driven services that can be put in place to facilitate security procedures.

6. Build the business case

Calculating the tangible benefits resulting from adoption of the mobile travel service, such as savings on travel agency fees and more employee productivity through greater traveller convenience will help to build the business case for senior management. The business case must also be made to the IT department for including mobile travel applications in their pipeline.

Travel managers will need to justify the value of their projects in order to obtain the necessary company resources and funding.

Acknowledgements

The following individuals contributed their knowledge, insights and observations of mobile device technology in phone interviews.

Air Canada, Louise Lanoix, Manager Of Customer Service Platform;

BCD Travel, Ellen Trotochaud, Senior Vice President, Online Technology Solutions;

Concur Technologies, Fred Fredericks, Director Of Travel Technology;

Consulting Strategies, David Hillman, Principal;

conTgo Ltd., Johnny Thorsen, Co-Founder And CEO;

Continental Airlines, Mark Gorman, Senior Director Of Customer Management;

CWT Freedom, Joel Hanson, Product Manager, North America;

CyberShift, Craig Fearon, Senior Product Director;

Entertainment Technology Center, David Wertheimer, Executive Director;

Finnair, Matti Alanne, eBusiness Development And Customer Processes;

Hughes Network Systems, Ronald Tiu, Senior Corporate Travel Manager;

IATA, Eric Leopold, Project Manager, Bar Coded Boarding Pass;

iJet Intelligent Risk Systems, Katie Lia, Vice President, Travel Partnerships;

J. Gold Associates, Inc., Jack E. Gold, President;

Mobile Travel Technologies, Gerry Samuels, Founder And Executive Director;

Ovation Travel Services, Michael Steiner, Executive Vice President;

PAREXEL International, LLC, Anna-Lena Perten, Travel Specialist;

Pegasus Solutions, John Lucas, Senior Product Manager, Web Services;

PhoCusWright, Norm Rose, CEO of Travel Tech Consulting and Senior Corporate And Technology Analyst;

Procter & Gamble, Debbie Gittinger, Global Travel Service Manager;

Rearden Commerce, Yonie Meiri, Director Of Product Management Mobile;

Research in Motion, Tyler Lessard, Director Of Alliances;

Samsung, Carl Langston, Senior Marketing Manager;

Service Employees International Union, Tim Bone, Director Of Union Conventions, Events, Meetings And Travel;

Siemens, Tina Cheam, Head Ofcorporate Procurement And Logistics;

Spanair, Farid Fleifel, Innovation And Commercial Systems;

TripIt, Scott Hintz, VP Product And Co-Founder;

TRW Travel Consulting, Tom Wilkinson, President;

University of Southern Queensland, Liz Newberry, Corporate Travel Manager;

Usablenet USA, Nick Taylor, Vice President Of Business Development And Sales;

WorldMate Live, Ian Berman, Vice President Of Business Development;

The author would also like to thank Denis Lacroix, Vice President of Sales & e-Commerce Platforms & Jean Noel Lau Keng Lun, Head Of Product Marketing, Corporate & Distribution Channels from Amadeus IT Group for their contribution to this paper.

amadeus

Your technology partner

www.amadeus.com/corporations