Simplifying Managed Travel

An ACTE Corporate Travel Study

October 2017

ACTE RESEARCH Association of Corporate Travel Executives

HRS

Foreword

The world of managed business travel has become increasingly complex as we seek to align seemingly irreconcilable aims.

We aim to maximise business travellers' productivity by creating seamless experiences that prioritise comfort and safety while offering choices and flexibility, which appeals to today's travellers. At the same time, we're working hard to manage costs for our corporations. A challenge indeed for any procurement or HR official who manages travel.

To achieve those objectives, we've progressively added tools and processes without reconciling them with prior protocols. The result is a web of confusing and sometimes conflicting policies, as well as platforms or processes that are not streamlined or fully integrated.

Think of it like painting a house. Over the years, you apply more and more layers of paint and all the time the paint gets more cracked and uneven. Eventually, it's time to strip back to the wood and put on a fresh coat. It's the same with travel programmes: the time comes when you need to strip away the complexity in order to achieve the desired smooth result.

In *Simplifying Managed Travel*, we surveyed ACTE's global membership to identify the areas buyers want to simplify and look at the actions they are taking to reduce complexity. Our aim is to develop insights that will inform meaningful discussion and provide best practices the profession can use to drive change.

Throughout this study, we look at the experiences of the Top Simplifiers: those respondents who make simplifying the travel programme into a strategic priority. The Top Simplifiers are consistently more effective at translating their target areas for simplification into action, and find fewer barriers. They hold useful lessons for buyers who want to simplify.

Industry suppliers, from airlines and hotels to technology providers and beyond, play integral roles in the simplification story: the growing complexity of managed travel creates challenges for vendors too. Buyers tell us these stakeholders need to be part of their drive for simplification, which highlights a unique opportunity within our industry: the interests of buyers and suppliers are naturally aligned on the desire to drive simplification. *Simplifying Managed Travel* offers examples of how buyers and suppliers may better support each other to achieve that end.

We acknowledge the support of HRS, who has underwritten the research and contributed to the design of this study. Above all, we thank the ACTE global membership whose active participation in the research programme makes our studies possible.

Greeley Koch
Executive Director
ACTE

Introduction

How can we make corporate travel more seamless and straightforward? This is a question we at HRS, and as corporate travel professionals, ask ourselves every day.

The value which travel management provides to a company is increasingly measured in optimised processes and cross-department collaboration. At the same time, realising the full potential of an integrated managed travel programme is a challenge, especially given the complexity of internal and external stakeholder networks with potentially conflicting objectives (e.g. cost reduction versus traveller satisfaction, software integration versus more robust cyber security).

A simplification of the travel programme is needed before travel management and traveller alike become entangled in the confusing web of tools, rules, and processes. Corporates who embrace simplicity as a strategic priority benefit from increased transparency, indirect savings through streamlined processes, and can support their workforce more efficiently by providing an end-to-end solution. Their travellers face less barriers pre- and post-trip as well as on the road, which in return leads to higher adoption and better duty of care. Convenience is the new loyalty.

In *Simplifying Managed Travel* we shine a light on how travel buyers today are responding to the rising complexity. Our aim is to help the industry understand how we can align and collaborate closely to simplify tools, processes and protocols to make life a little easier for everyone involved, with measurable benefits for all parties.

This research shows that this close collaboration is key, that leading companies build on their internal stakeholder network, but also rely on the data, advice and support of external partners to reach their strategic goals.

The corporate travel world keeps on moving. With new challenges, but also new opportunities. Let’s tackle them together.

We hope you find this report valuable, and we’d be interested to hear your comments. Email us at: corporate@hrs.com.

Tobias Ragge
CEO HRS

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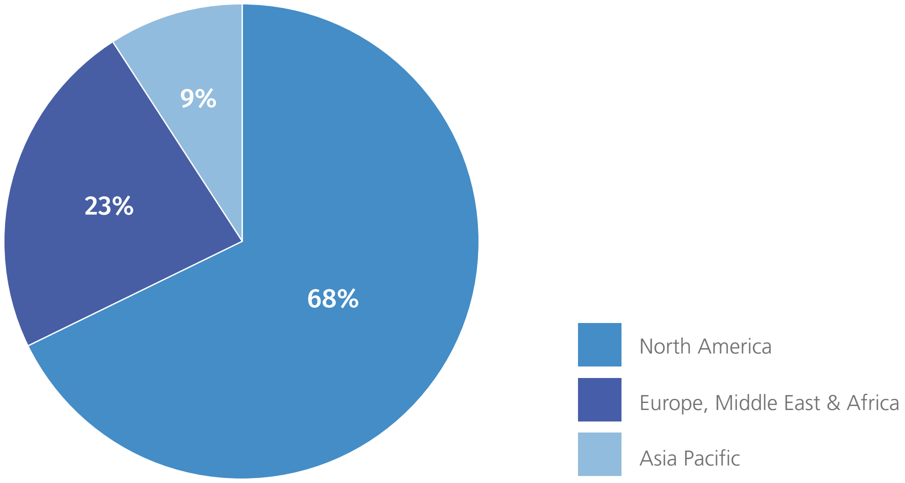
About this study

ACTE surveyed its global membership between 11 and 31 July 2017.

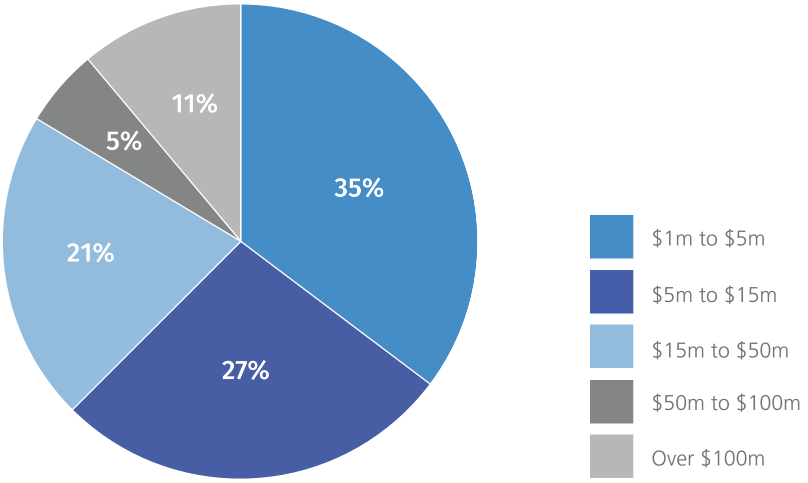
A total of 112 corporate travel buyers worldwide responded to the quantitative survey. An additional five buyers based in Europe and North America participated in focus interviews to provide qualitative insights.

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

Travel buyer's location.



Travel buyer's annual air volume (US$).



Executive summary

Over time, managed travel programmes become increasingly complex as new suppliers, protocols, and policies are added. ACTE asked its global members what they were doing to simplify their programmes.

To support the industry in its drive for simplification, ACTE identified best practices used by Top Simplifiers who overcome the execution gap experienced by other travel managers.

- Travel buyers understand that simplifying their travel programme can allow them to unlock benefits, including improved traveller experience and efficiency.

- While simplification is important for buyers, traveller safety comes first: over 90 per cent say duty of care is their number one strategic priority. There is no contradiction here: a simplified travel programme can be a strong lever to achieve higher adoption and better duty of care.

- Travel buyers often struggle to translate their simplification priorities into simplification initiatives: there is a significant 'execution gap' between travel buyers' intentions and actions

- In the complex landscape of managed travel, collaboration is key: suppliers and internal stakeholders play valuable roles in supporting simplification: buyers may even come to regard them as *partners in simplification*.

- Travel buyers can be frustrated by a lack of support for simplification from internal stakeholders such as HR and IT, and from external suppliers, including airlines and hotels and other providers. The lack of transparency on pricing can also make it more difficult to simplify

- Top Simplifiers – those buyers who make simplicity a top strategic priority – are consistently more effective at executing their simplification priorities. They meet more often with internal stakeholders and demand more support from their external partners.

The study concludes with recommendations based on the practices of Top Simplifiers to help buyers succeed in their drive to simplify managed travel.

- Engage with key internal stakeholders: meeting regularly with colleagues in relevant departments can oil the wheels of simplification.

- Bring your travellers on board: use insights from your traveller to help you implement simplification.

- Look further for support: buyers need to go beyond the TMC to find additional *partners in simplification*. This includes asking suppliers to provide you with tools, data transparency and KPIs to help you simplify effectively.

1. Simplicity is on the strategic agenda

Travel buyers understand the benefits a simplified travel programme affords travellers. But simplification is just one item on the buyer's busy agenda, and it faces competing priorities.

Over time, corporate travel programmes tend to become more complex, as buyers continuously acquire additional tools, suppliers, and solutions without integrating them with existing polices. This greater complexity means processes become more time-consuming and organisations less effective.

Travel buyers understand that simplifying their programmes could yield benefits in terms of improved traveller satisfaction, reduced cost, and time saved (see Fig 1). These efficiencies all enable greater productivity and certainty for the traveller, which are key objectives for business travel, leading 72 per cent of travel buyers to indicate simplification will be a strategic priority for the year ahead.

However, simplification is just one priority among many and travel buyers' top concern, by a significant margin, is duty of care. Most buyers (94 per cent) say traveller safety is a key priority; 82 per cent say it is their top priority (see Fig 2). This focus on duty of care aligns with recent ACTE research that tracked a steady rise in traveller concerns about personal safety.[1]

Interestingly, the research found that corporations with smaller programmes, defined as having an annual air volume of less than US$5 million, were more likely to make simplification a strategic priority than corporations with an annual air spend of more than US$15 million. It might be expected that smaller programmes would be less complex because fewer stakeholders are involved. Regardless, buyers with these smaller programmes are targeting simplicity. As one procurement manager commented: *"I have to wear a lot of hats – travel is just one part of my role. I need things to be simple."*

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[1] *Take the Lead on Duty of Care for the Modern Business Traveller, ACTE.* 1 August 2017.

Fig 1 The benefits of simplification.
Travel buyers' key performance indicators (KPIs) reveal the benefits they aim to achieve with simplification.

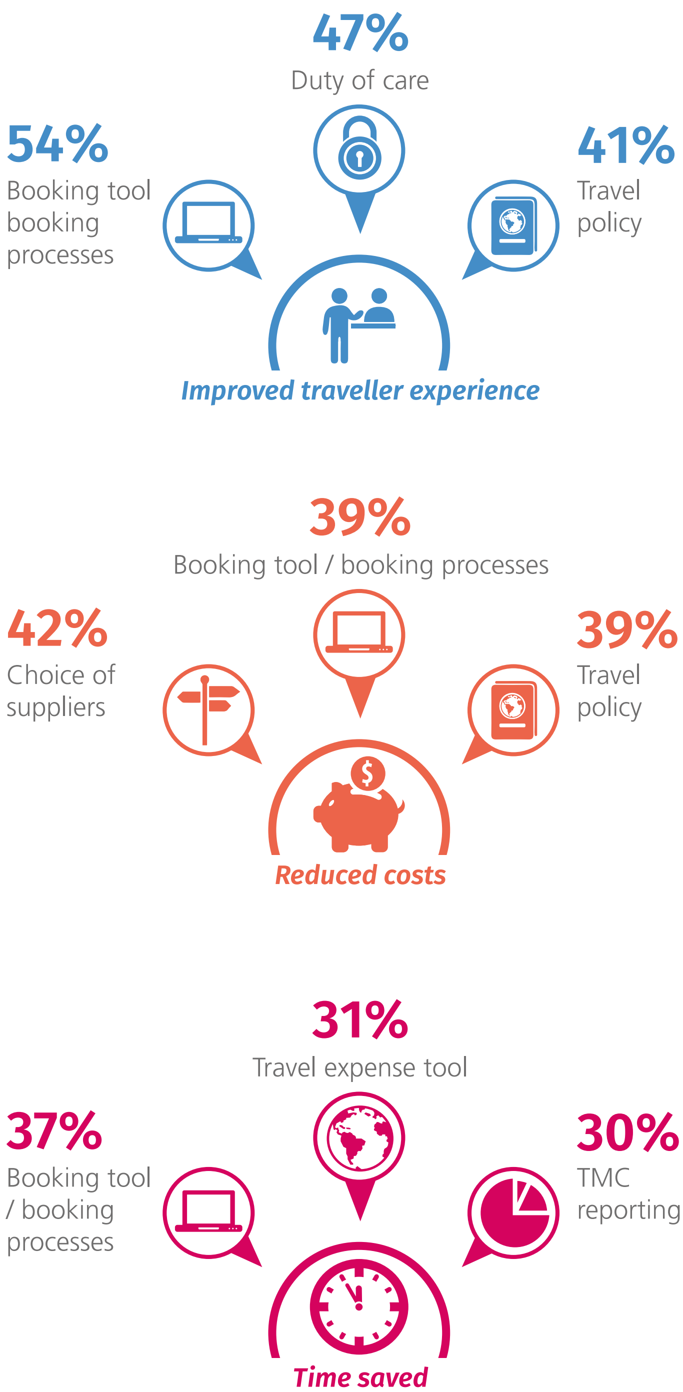
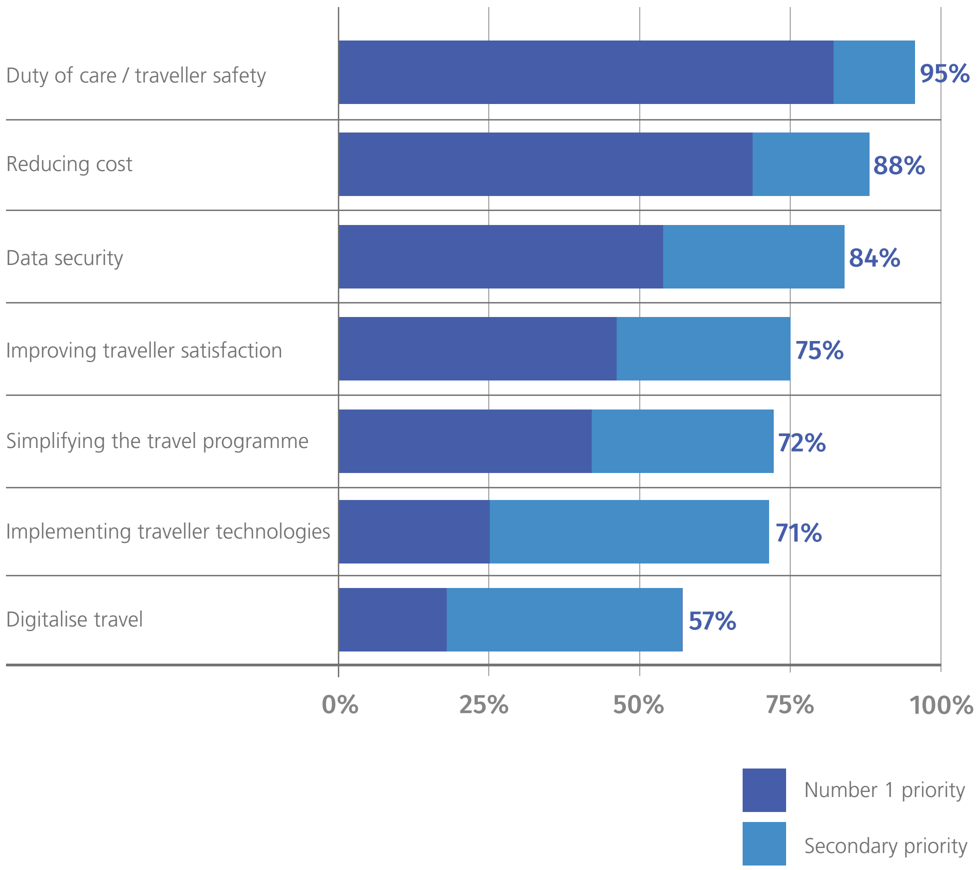


***Fig 2* Strategic priorities for the year ahead.**
Travel buyers rank their priorities for their managed travel programme.



> *"Looking back ten years, managed travel wasn't that complex. You called your travel agent and there was hardly any talk of the internet or duty of care. But there's been a huge change, especially in the last 5 years. Today, there are dozens of ways to find your trip and security makes it extra complex. I'd love to give travellers the freedom to book the trips they want, but I have a duty of care and I need to know where they are and when."*
>
> **Travel Manager, Europe**

2. Turning intentions into actions

Travel buyers are exploring where they need to simplify their managed programmes and asking which tools and processes require attention.

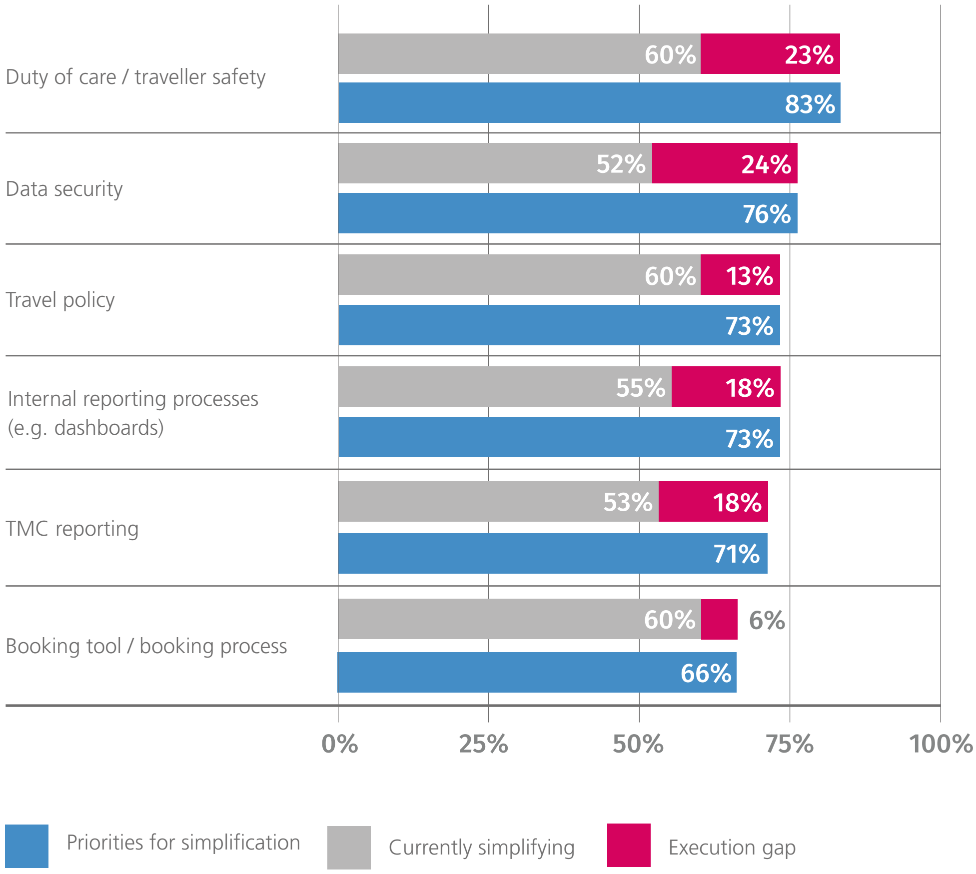
Initiatives to simplify duty of care appear at the top of the list, but there is a gap between priorities and execution (see Fig 3).

Reflecting the strategic importance placed on traveller safety, duty of care is the travel buyer's top priority for simplification: a majority (83 per cent) say duty of care requires immediate action (62 per cent) or action within the next 1 to 2 years (21 per cent). Perhaps connected with wider concerns about travel and risk, data security appears second on our buyers' list of simplification targets.

The execution gap

The 'execution gap' – the gap between buyers' simplification priorities and their actual behaviour – indicates how effectively buyers take action on strategic goals. The execution gaps for duty of care and data security are large in relation to the other priorities, with more than one-in-five buyers saying they are not currently translating their traveller safety (23 per cent) and data security (24 per cent) concerns into action.

Fig 3 **Priorities and execution.**
Travel buyer priorities for simplification and their success translating them into action.



It is not clear why the execution gap is so wide on security related topics, given their critical importance to buyers. Buyers face a number of barriers to simplification (see Fig 5), such as limited personnel (82 per cent), lack of time (80 per cent) and limited financial resources (73 per cent) – but these apply as much to simplification initiatives as they do to duty of care.

One explanation for the duty of care execution gap could lie in the way travel buyers' performance is measured. The ACTE research white paper *Strategic Hotel Sourcing*[2] found that buyer KPIs focus on cost reduction. To narrow the execution gap here, organisations may need to introduce specific KPIs linked to simplifying traveller safety initiatives.

Policy and process

Buyers' priorities and related actions are more closely aligned beyond duty of care and data security. For example, 71 per cent of buyers say TMC reporting is a priority for simplification, with 55 per cent executing on it (a gap of 18 points). The situation is similar for internal reporting processes.

Top Simplifiers, the buyers who say that simplifying the travel programme is a strategic priority, achieve smaller execution gaps across the board, suggesting they are more effective at translating their priorities into action (see Fig 4).

[2] *Strategic Hotel Sourcing,* ACTE and HRS Global Hotel Solutions. April 2016.

The travel buyer's voice: priorities for simplification

Where are travel buyers looking to simplify their programmes? ACTE members from around the world share their priorities.

"Our focus is the online booking tool (OBT). When some of our main airlines introduced the GDS surcharge, it was a real challenge to our programme. We didn't want to throw away money by paying the surcharge, but we also couldn't let our travellers book direct with the airlines. Our duty of care would not let us do that. We are re-building the OBT to include the direct fares and keep our traveller bookings inside the company systems."

Purchasing Lead, Europe

"We need to simplify our payments. We are supposed to allocate travel costs against an internal cost centre – but we have hundreds of these now, so allocating costs is pretty complex. We don't have an automatic tool to do this, so there is a lot of manual intervention."

Facilities and Travel Programme Director, Europe

"What's our priority for simplification? There's no way we can focus on just one priority; we have to focus on lots of different areas at the same time. But three key areas are choice of suppliers, the booking tool and processes around pre-approval."

Global Head of Travel Services, North America

"Three years ago I set out to simplify accommodation and make it easier and safe to deal with the new ways my travellers want to find lodgings. Classic bookings go through the OBT. Non-traditional bookings go through a new dedicated OBT where my travellers can book live, and where global security and payments are integrated."

Global Accommodation Manager, Europe

"For me, simplifying the programme is about making life easier for my travellers, giving them freedom, flexibility and choice to travel how they want to – within the programme so I can find my travellers quickly and efficiently."

Travel Administration Manager, North America

Spotlight on Top Simplifiers: smoother execution of simplification initiatives

Travel buyers who say simplification is a top strategic priority – the Top Simplifiers - tend to be more effective at execution, as demonstrated by their smaller execution gaps. Interestingly, they also seem to encounter fewer barriers to implementation (see Fig 5). The data suggests there are specific patterns and behaviours among Top Simplifiers which appear to diminish the presence or influence of some barriers to simplification.

***Fig* 4 Top Simplifiers appear more effective at turning priorities into actions.**
Top Simplifiers achieve smaller execution gaps, suggesting they are more effective at turning their awareness of the need to simplify into real action, including vital safety and risk topics like duty of care and data security.

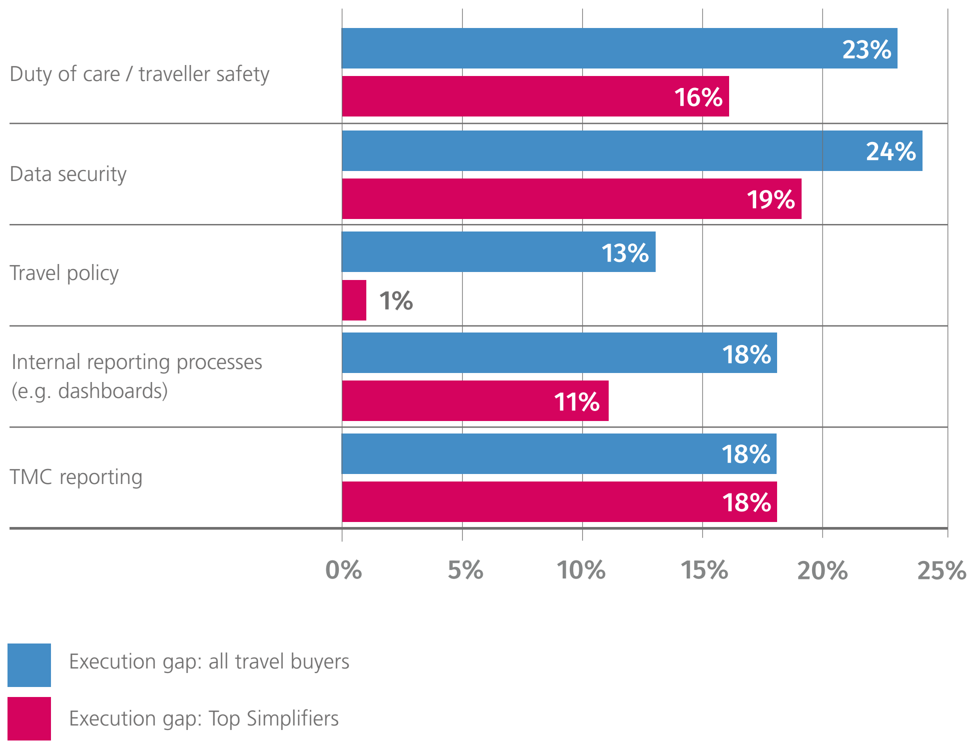
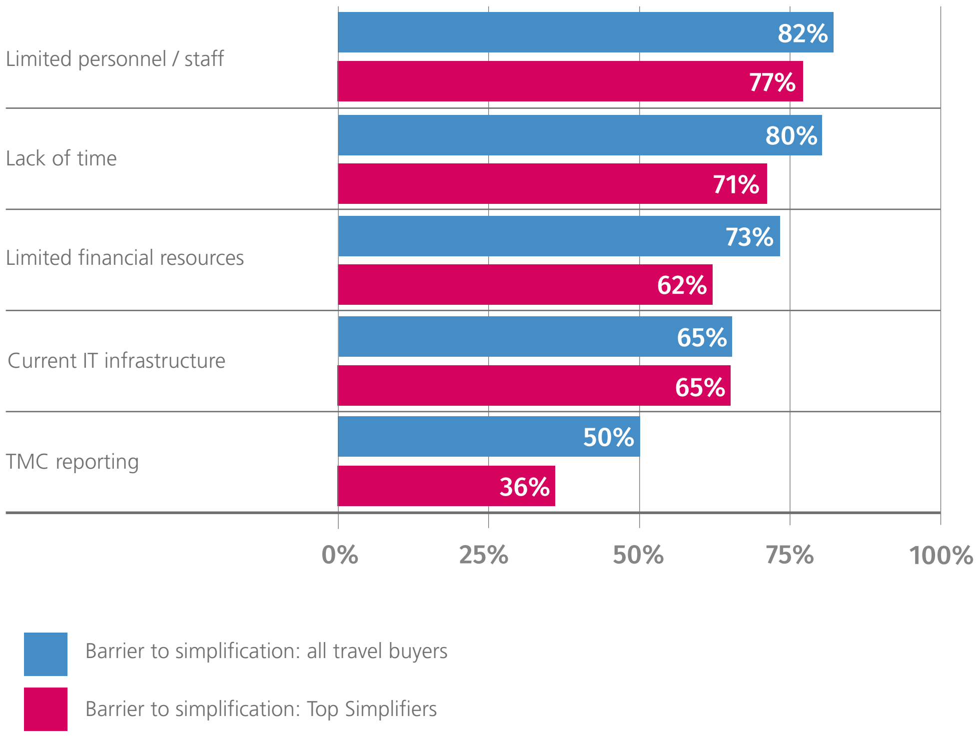


Fig 5 **All travel buyers have to deal with barriers to implementing simplification. Top Simplifiers generally encounter few barriers.**

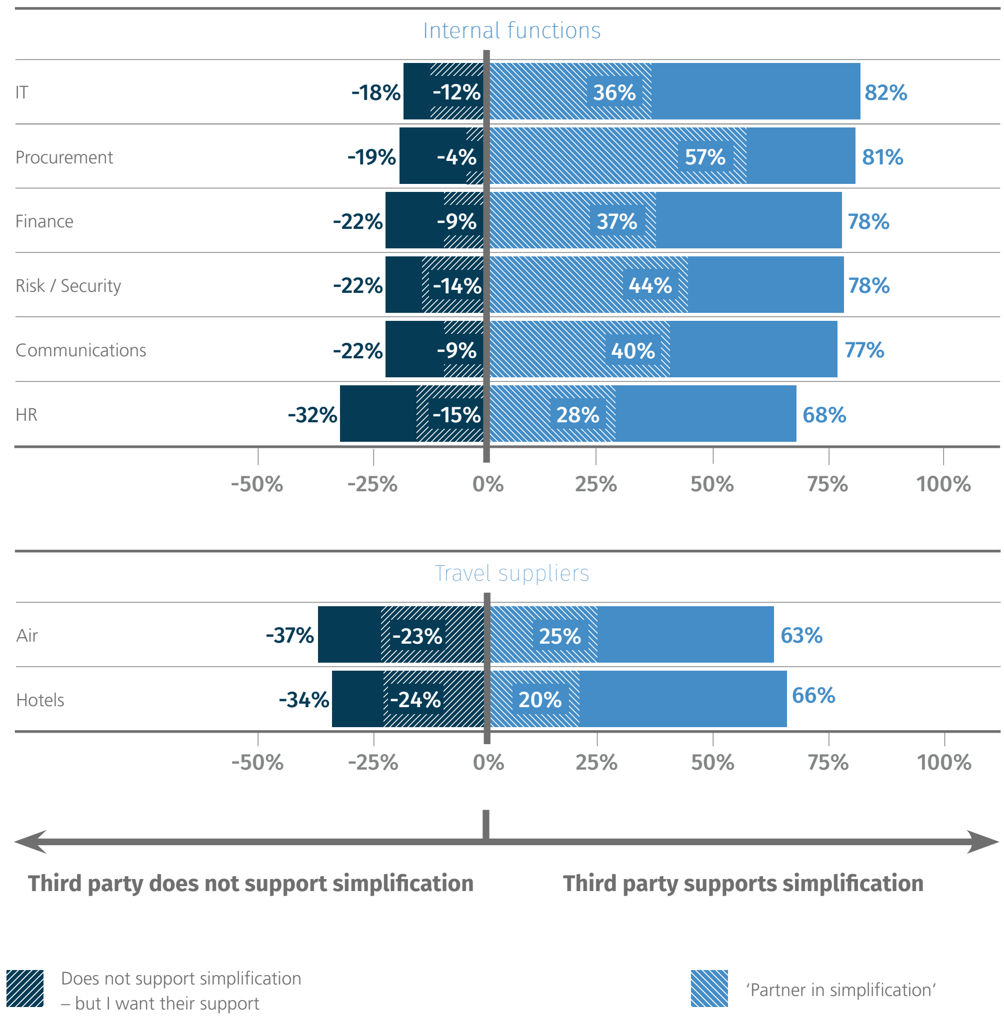


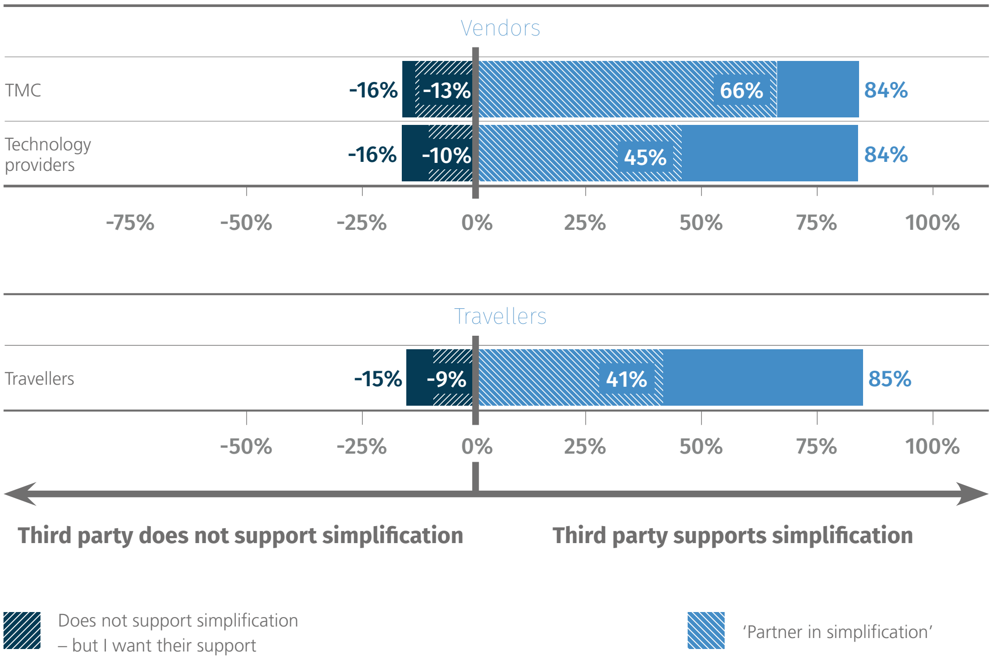
3. Partners in simplification

Third parties, such as travel management companies (TMCs), travel providers and solutions vendors, can provide valuable support for travel buyers' simplification initiatives. But not all third parties are giving buyers the support they want.

Today's complex travel programmes encompass many different partners and stakeholders. To be effective, simplification initiatives often require active support from third parties. Ideally, these outside providers would be partners in simplification, working with travel buyers to streamline processes, improve tools and make the travel programme more effective in terms of the KPIs discussed in Section 1. However, the research finds that third parties rarely live up to this ideal (see Fig 6).

Fig 6 **To what extent do third parties support simplification?**





Internal stakeholders

While nearly one-in-five buyers do not get support from peers in other departments, most report that internal stakeholders are on board for their simplification initiatives. One particularly bright spot is procurement: more than half of travel buyers (57 per cent) regard this function as a partner in simplification. Internal risk/security and communications staff are also seen as partners by at least 40 per cent of buyers.

The internal IT department scores relatively well, with more than a third (36 per cent) of buyers viewing it as a partner. However, it is regarded less positively than external technology providers, perhaps reflecting the fact that almost two-thirds of buyers see their organisation's current IT infrastructure as a barrier to simplification.

Human Resources (HR) is the least well-regarded internal function: just over a quarter (28 per cent) of travel buyers see HR as a partner in simplicity. In fact, buyers are more likely to say that HR gives them no support. But HR can play a critical supportive role, helping buyers deal with the single biggest barrier to simplification: people issues. A frustrated Purchasing Leader in a European business services firm commented, *"HR should be getting involved, particularly on duty of care issues. Travellers are our people – but HR won't take responsibility."*

Buyers may find it more fruitful to work with the communications department: more than half (52 per cent) of Top Simplifiers regard this function as a partner in simplification (see Fig 7). Top Simplifiers are much more likely to hold regular meetings with communications than the general population of buyers (see Fig 12). By working with communications to engage and win support from other stakeholders – including travellers - Top Simplifiers can execute more effectively.

Vendors

Buyers are most likely to view TMC and technology vendors as partners in simplification. These suppliers stand head and shoulders above other third parties, both externally and within the buyer's organisation. Eighty-four per cent of buyers regard them as simplification supporters, with two-thirds specifically citing the TMC as a partner in simplification. That said, almost one-in-six (16 per cent) say they are not getting support from their TMC.

Travel suppliers

Significant proportions of travel buyers receive no support whatsoever from hotels (34 per cent) and air providers (37 per cent). They are not satisfied with this state of affairs: more than half of the buyers who are not currently receiving help from travel providers say they want it (see Fig 6).

The travel buyer's voice: vendors and complexity

Travel suppliers, such as airlines and hotels, sometimes make life more complicated for travel buyers seeking to drive simplification. Below is a selection of comments made by buyers.

"Hotels and airlines are challenging our efficiency with their ever-changing new room categories and reduced fare seats that are designed for price-sensitive leisure travelers. We have to block them from our online booking tool."

Travel Manager, North America

"Travel suppliers haven't been supportive – they tend to have a channel bias and they don't support a holistic approach"

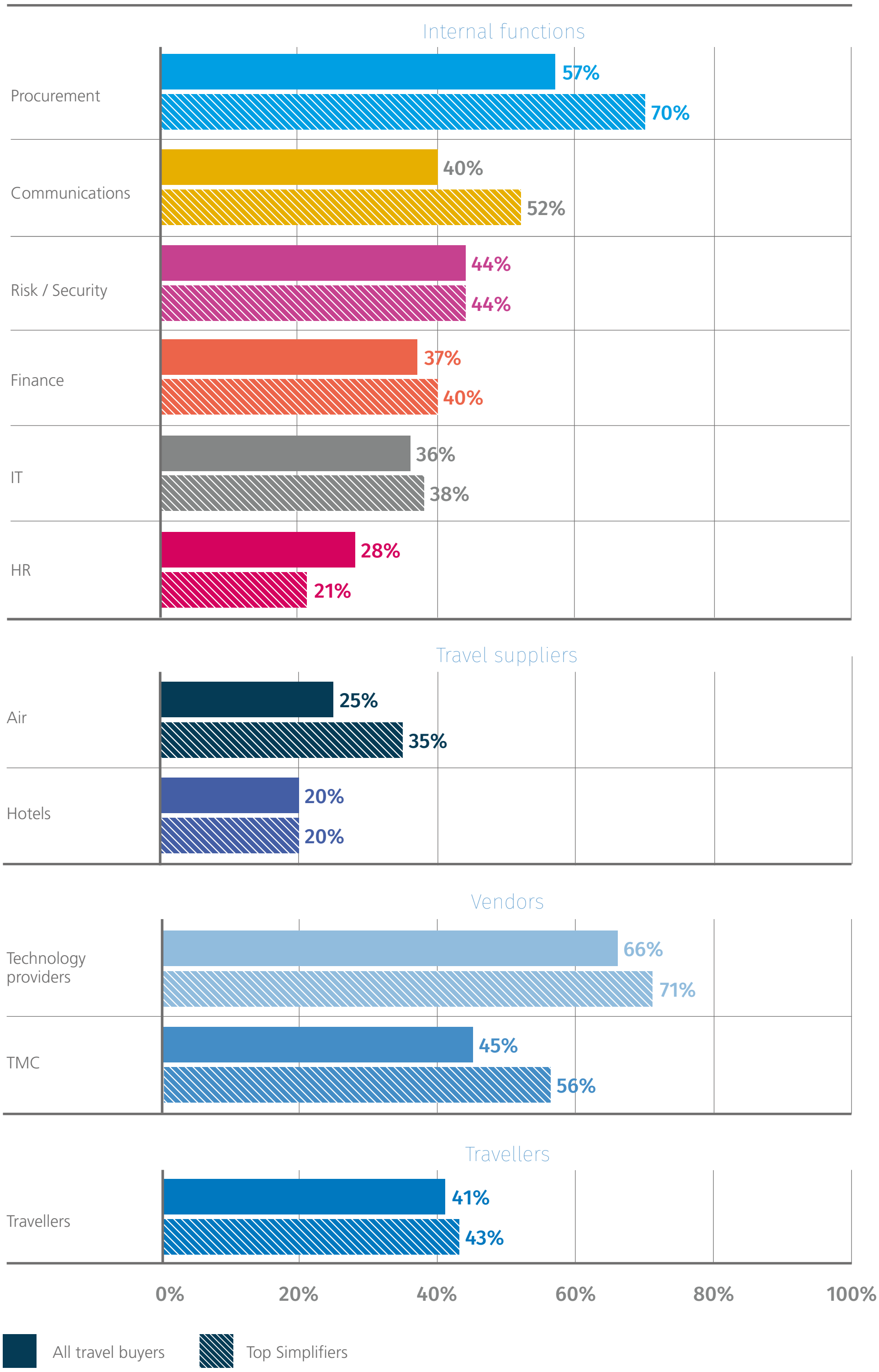
Global Head of Travel Services, North America

Spotlight on Top Simplifiers: better at turning stakeholders into partners

We have already seen that travel buyers who prioritise simplification – the Top Simplifiers – are better at translating priorities into actions and face fewer barriers when it comes to implementing their simplification initiatives. The data suggests that Top Simplifiers are also better at working with third parties to make these initiatives a success.

***Fig 7* Partners in simplification.**

Top Simplifiers are more likely to see third parties as partners in simplification than travel buyers in general.



4. Services and tools to support simplification

Third parties can supply relevant tools and expertise, providing valuable support to travel buyers' simplification initiatives. Buyers welcome this practical assistance – and many want more of it.

Today, travel industry third parties provide very different levels of support for travel buyers' simplification initiatives.

TMCs and technology vendors

Travel buyers particularly value the support they receive from TMCs and technology vendors. As one buyer said: *"I always solicit advice or guidance from my vendors. I'm not above begging, borrowing or stealing what is working well at another company."*

Travel buyers most value TMCs' technology tools and platform solutions (see Fig 8). But sometimes buyers want more from the TMC: for example, more than a third (35 per cent) of buyers want their TMC to supply them with business case templates.

As might be expected, many buyers value technology vendors for their tools and platforms (see Fig 9). Also important are best practice case studies and business case templates: one-third of buyers look to obtain these from their tech supplier.

Fig 8

TMCs	Don't provide	Provide and valuable	Want them to provide
Business case templates	17%	47%	35%
Best practices	11%	52%	26%
Technology tool / platform	7%	68%	21%
Join meetings with internal stakeholders	30%	58%	9%

Fig 9

Technology vendors	Don't provide	Provide and valuable	Want them to provide
Business case templates	28%	36%	33%
Best practices	31%	36%	29%
Technology tool / platform	25%	53%	20%
Join meetings with internal stakeholders	48%	31%	18%

Air and hotel suppliers

It is clear that buyers want more support from travel suppliers. Currently, many air and hotels fail to supply the tools and insights that could help buyers drive simplification (see Fig 10 and Fig 11). Areas where buyers want more support include business case templates and best practice case studies.

Focusing specifically on hotels, over a third of buyers (35 per cent) want these suppliers to provide technology tools or platforms. The global hospitality industry is inherently complex, in part because the marketplace is highly fragmented, with the number of properties and chains reaching the hundreds of thousands. The variety among those provider types, from large global chains to boutiques and individual properties to sharing-economy based offerings also makes this category inherently more diverse, and less simple to manage.

The lack of standardised labels for individual rooms adds another layer of complexity: different hotel brands use their own categories to describe inventory. To give an example, the lack of global parameters for what qualifies a room as 'deluxe' complicates efforts to simplify policy language and booking processes. This was identified as a problem by most of the buyers interviewed for this study. A Global Accommodation Manager, based in Europe, crystallised the issue: *"Yesterday a hotel came to me with eleven different room types, with queen-size beds and king-size beds and views over the park. Hotels make things much more complicated!"*

Finally, the situation with hotels is further complicated by an entangled booking landscape where a booker can access a variety of different rates from the same property

Meetings with internal stakeholders

In addition to tools, some buyers would welcome more opportunities to meet with travel suppliers. Interviews with travel buyers underlined the importance of communication and information exchange. This can be as simple as scheduled meetings, as one buyer explained: *"Regular meetings with our air providers and hotels keep us up-to-date with the latest changes."* (See Fig 12).

Fig 10

Air	Don't provide	Provide and valuable	Want them to provide
Business case templates	37%	24%	35%
Best practices	39%	22%	36%
Technology tool / platform	33%	31%	31%
Join meetings with internal stakeholders	54%	32%	8%

Fig 11

Hotels	Don’t provide	Provide and valuable	Want them to provide
Business case templates	41%	18%	39%
Best practices	44%	16%	36%
Technology tool / platform	43%	17%	35%
Join meetings with internal stakeholders	55%	28%	11%

Spotlight on Top Simplifiers: expect more from your travel suppliers and solutions vendors

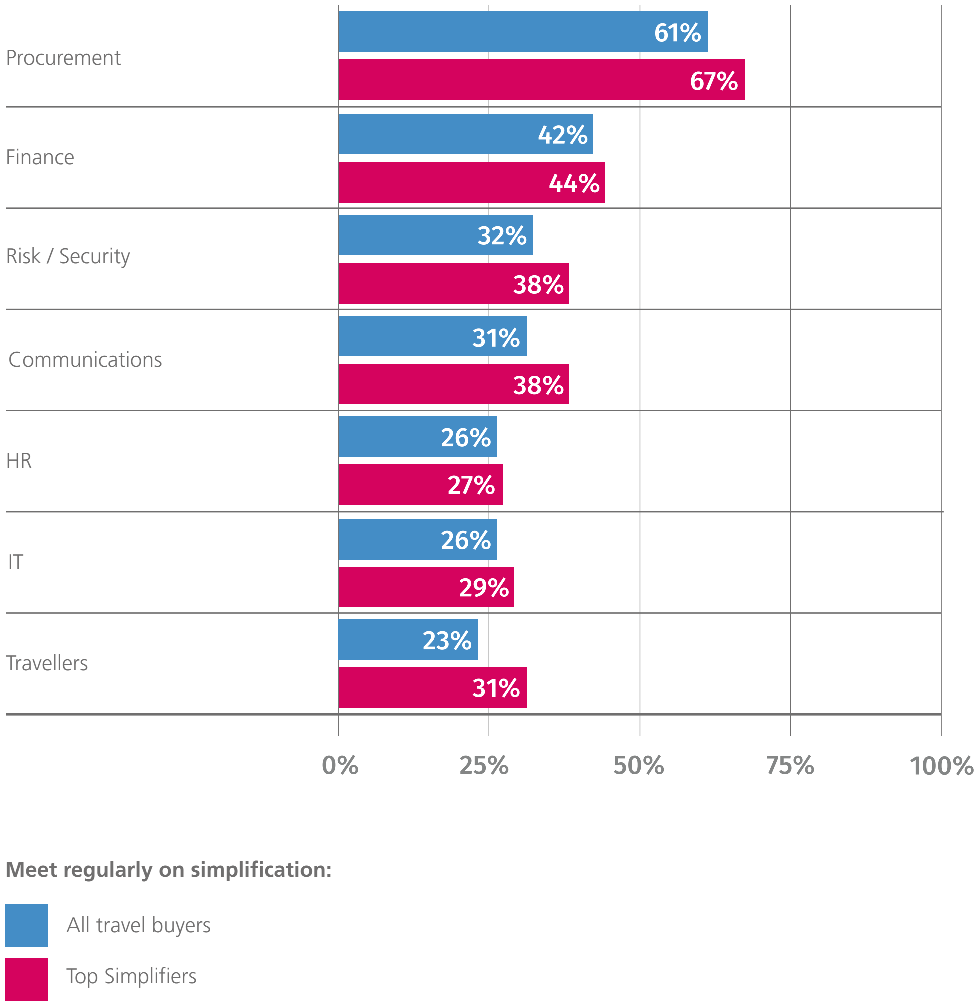
When it comes to services and tools, Top Simplifiers are more likely to report that they receive the practical support they need from TMCs, airlines and hotels. Top Simplifiers also tend to expect more, and demand more, from suppliers. This is most pronounced with hotels and the availability of technology tools or platforms. Here, 44 per cent of Top Simplifiers want hotels to provide these tools, compared with 35 per cent of all buyers.

The story is similar with Top Simplifiers and technology providers. Almost half (44 per cent) want technology providers to give them business case templates, as opposed to 33 per cent of all buyers. A third want best practice case studies, as opposed to 29 per cent of all buyers. Almost a quarter (24 per cent) of Top Simplifiers want technology platforms, versus 20 per cent of the general population of buyers.

Spotlight on Top Simplifiers: regular meetings with internal stakeholders drive simplification

For all travel buyers, there is a correlation between the frequency of meetings with other departments and the likelihood they will regard those departments as partners in simplification. Top Simplifiers are more likely to meet regularly with internal stakeholders than the general population of buyers.

***Fig 12* Meetings with internal stakeholders.**
Regular (at least once a month) meetings smooth the path to simplification. Top Simplifiers meet more frequently with key stakeholders.



5. Driving effective simplification

While most travel buyers are committed to simplification in principle, the research suggests that many find it more difficult to execute in practice.

Simplification is a key part of the agenda for the majority of travel buyers. Buyers understand how it can benefit their programme, helping them improve traveller experience while unlocking cost reductions and time savings to support productivity. With traveller safety as their number one priority, buyers are focusing their attention and energies on initiatives that will simplify duty of care.

Third parties, both externally and within the organisation, may not always provide the level of support that buyers need. Indeed, travel providers such as air, and in particular, hotels, may make life more complicated for buyers. For example, these suppliers may not offer a stable, standardised global inventory.

Based on best practices identified in the research and during focus interviews, ACTE has developed the following considerations for buyers intent on simplification:

- **Bring your travellers on board**: many travel buyers use improvements in the traveller experience as a KPI for their simplification initiatives. Over a third of buyers regard their travellers as partners in simplification. However, only a minority of buyers meet regularly with travellers—which means most are missing out on insights that could help them prioritise and implement simplification.

  Top Simplifiers are more likely to regard travellers as partners in simplification. As well as meeting directly with travellers, Top Simplifiers' strong relationship with the communications function could help them win buy-in from these vital stakeholders.

- **Engage with key internal stakeholders**: meeting once a month or more with colleagues in relevant departments to discuss how to improve the simplicity of tools or business processes can oil the wheels of simplification. There appears to be a correlation between the frequency of meetings with a given department and the likelihood that buyers will regard that department as a partner in simplicity.

  HR and IT are key stakeholders to focus on. Unfortunately only a minority of buyers regularly meet with functions which might be useful allies in tackling people and technology barriers to simplification. Engaging more frequently with communications could also be useful for getting traveller buy-in and support for simplification initiatives. Top Simplifiers meet communications stakeholders more often, and are significantly more likely to view this function as a partner.

- **Look further for external support**: the TMC is seen as a key partner but they don't always supply everything buyers are looking for in terms of tools or reporting processes. Explore how other, more specialised, vendors can support you in their respective fields and become partners in simplification. It is in in their interest to support your initiatives as simplification will make it easier for you to do business with them.

Think about how and where vendors can help you streamline, standardise, and increase transparency in your travel programme. Ask them for specific support and advice that can help you, such as business case templates, detailed benchmarking data, and services that tackle challenges you encounter in your travel programme. In some instances, suppliers became actively involved in meetings with internal stakeholders from other departments to more efficiently assist in the implementation of simplification initiatives. Suppliers can also help you develop KPIs with which you can measure progress on initiatives. Top Simplifiers are more likely to receive the support they need because they are asking for it; and they are asking different suppliers for it – not just their TMCs.

The example of the Top Simplifiers offers useful lessons. These buyers have put simplification at the top of the agenda. They tend to be better at executing their simplification initiatives, encounter fewer barriers, and have more productive relationships with third parties, who they are more likely to regard as partners in simplification, than travel buyers in general.

Top Simplifiers are more likely to engage frequently with key internal stakeholders. They expect more from third parties, in terms of practical tools and advice, and are more likely to involve their travellers in simplification initiatives.

By doing all those things, Top Simplifiers are better positioned to fulfil the travel manager's number one strategic priority: ensuring traveller safety. They understand that there's no conflict between simplification and safety: removing complexity and streamlining processes, tools and rules helps keep their travellers safe. As a travel manager based in the Netherlands explained: *"Simplicity is safety. If you work in a factory, your employer gives you safety equipment, like a helmet and gloves. In travel, we give our travellers tools, like the online booking tool, to keep them safe. The simpler and more effective we can make those tools, the more likely our travellers will use them."*

Top Simplifiers choose to make simplification a core priority for their programme. They set out with the specific aim of making life more simple. Ultimately, it may be this commitment and attention to key partnerships that explains their effectiveness.

About the Association of Corporate Travel Executives (ACTE)

The Association of Corporate Travel Executives (ACTE) has a 29-year reputation for leading the way corporate travel is conducted. As a global association comprised of executive-level members in more than 75 countries, ACTE pioneers educational and technological advances that make business travel productive, cost-effective and straightforward. ACTE advocacy and initiatives continue to support impactful changes in safety and security, privacy, duty of care and compliance, along with traveller productivity that supports global commerce.

For more information, visit www.acte.org

About HRS - Global Hotel Solutions

HRS makes business travel easy. Companies and corporate travelers around the world look to HRS to find optimal hotel accommodation and to simplify the travel process. From booking the best rates to payment and annual sourcing activities, HRS provides end-to-end automation and consultative services to more than 40,000 companies. HRS helps balance corporate hotel programs with unmatched access to regional and local hotels - which make up more than 70 percent of the world's hotel supply. Our aim - realize savings for the corporations and increase traveler satisfaction.

Launched at its headquarters in Cologne, Germany in 1972, HRS today has 1,500 employees in 28 offices worldwide, with regional locations in London, New York, São Paulo, Shanghai, Singapore and Tokyo. Further information at corporate.hrs.com

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