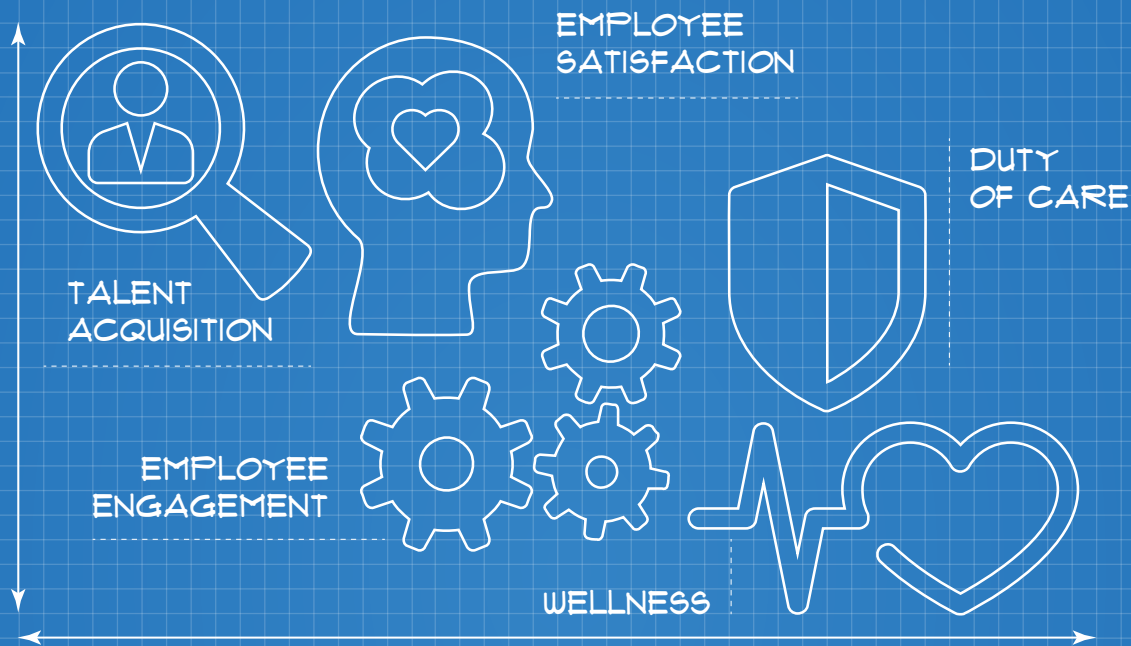


A blueprint for travel managers: Partnering with HR

Building better relationships
for your travel program



The role of the travel manager is constantly changing. New technologies, new laws, new threats and new employees entering the workforce keep the job exciting and challenging. So, too, does the trend toward redrawn corporate reporting lines. These days, the responsibility for travel may sit in procurement, security, finance, information technology or human resources (HR). And regardless of the reporting structure, a travel manager must collaborate with all of those departments to be successful.

A Blueprint for Travel Managers: Partnering with HR is the first report in a BCD Travel *Inform* series exploring corporate travel's evolving relationships with HR, security and finance. This report guides travel managers through the opportunities and challenges facing their HR colleagues; how HR and travel program objectives align; and the ways travel and HR can partner to drive overall business goals.

The interconnected goals of travel and HR

Successful travel programs make trips simple, productive and safe for business travelers. Successful HR departments focus on positive employee experiences and promoting well-being. Both are vital to companies' ability to grow and innovate.

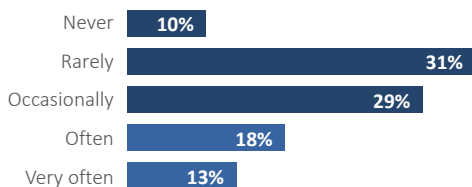
HR and travel share an interest in the information that yields a deeper understanding of employees. Trip lengths, total days on the road, number of in-policy bookings, frequency of vacation days added to business trips—these data points and more provide important insights about employee travel patterns, behavior, productivity, health and satisfaction.

So, travel and HR are natural allies.

As the workplace evolves, they'll have to partner even more closely to support employees, achieve mutual goals and drive business expansion. But there's a lot of work to do.

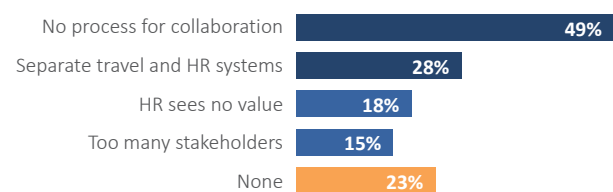
Travel and HR aren't talking

More than 40% of the travel managers surveyed by BCD Travel rarely or never interacted with HR colleagues. Less than one-third have regular contact with HR.



What's getting in the way?

Less than a quarter of travel managers say nothing prevents them from collaborating more with HR. The rest see major obstacles.



Source: BCD Travel survey of 80 travel managers regarding travel and HR collaboration



Talent acquisition

HR professionals today have a big advantage over their forerunners. Technology tools make it easier to search around the globe for qualified candidates. But that also adds complexity. Bringing in candidates from far away may involve coordinating flights, hotels, cars and trains. It requires an understanding of rapidly changing rules about who—and how—travelers can cross international borders. Paying for travel by non-employees is complicated. And with so many moving parts, it's always possible that something could go wrong. This is where a travel manager's expertise and knowledge can be a real help.

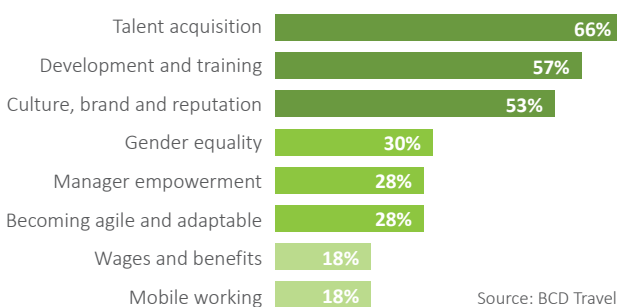
The travel policy itself can be a recruitment tool. Younger workers view business travel as a benefit, and they'll make job decisions based on whether the company's travel policy aligns with their interests. On the other end of the worker spectrum, older workers who are frequent travelers care about the travel policy, too. They've been on bad business trips before, and they want their next employer to have a policy that makes traveling for work simple, safe, comfortable and productive.

A well-crafted travel policy that contributes to an attractive employment package will help HR recruit and retain loyal, satisfied and productive employees.

Talent acquisition is an HR hot topic

BCD Travel surveyed 80 travel managers to find out what they thought were HR's top priorities for 2019.

Travel has a role to play in all HR priorities, especially the top three.



HR relies on travel's expertise to help make a great first impression on job recruits. HR managers also need to understand corporate travel policy requirements and rationale so they can communicate the benefits to prospective employees.

When they're considering a new job, travel policies are just as important as salary and responsibilities to

83%
of road warriors

Source: GBTA

How travel can add value to recruitment

- 1. Manage travel expectations.** Travel class and allowable expenses for job candidates should be in line with the travel policy for existing employees. Otherwise, new recruits might receive an unwelcome surprise on their first business trip. But imagine their delight if the travel policy offers a few extra perks just for employees. That makes a new employee's first business trip an easy win for travel and HR.
- 2. Demonstrate travel's role.** Make sure travel is included when measuring the resources needed to attract new talent. It creates a more accurate accounting of costs and reinforces the important role travel plays in recruiting the best talent.
- 3. Share insights from travel patterns.** Analyze where recruits are coming from to improve recruitment efficiency. For example, analysis may reveal which universities consistently send a number of graduate recruits for interview. This information could help travel managers identify where HR can reduce travel and costs by visiting multiple candidates in a single location or at selected jobs fairs.



Employee satisfaction

HR wants employees to have positive experiences. Travel has an important role to play, as many of today's workers see business travel as a perk that benefits their personal lives. That's especially true for younger employees:

- Seventy-five percent of young professionals in the U.S. view business travel as a major benefit, according to a [survey](#) commissioned by Hilton Hotels & Resorts.
- Another [survey](#) of U.S. workers by National Car Rental indicates 90% of millennials who travel frequently for business take bleisure trips, combining business and leisure travel.
- But it's not only a U.S. trend. From 2016 to 2017, bleisure trips increased worldwide—rising 46% in EMEA, 45% in Asia Pacific and 19% in the Americas, according to [data](#) from Concur Hipmunk.

The boom in bleisure travel is among the factors fueling a debate about how workers get rewarded. Do they want higher wages or better benefits? Amid growing uncertainty about the global economic outlook, some companies see advantages in enhancing perks like business-to-vacation trip options, rather than increasing employee pay.

Even when a trip is business-only, the experience matters. Corporate [travel experiences affect job satisfaction](#) of more than 79% of corporate travelers around the world, according to Global Business Travel Association data.

HR needs travel's help creating positive trip experiences that increase employee satisfaction—all while containing risk and maximizing productivity.

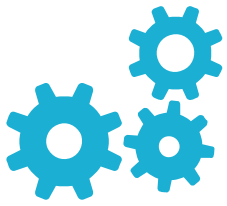


Is your travel program ready for bleisure?

Allowing bleisure trips shows prospects and employees that your company cares about their happiness. But it also adds new considerations for travel, HR and security managers. To give HR the confidence to offer bleisure travel as an employee benefit, travel managers need answers to these five questions:



- **What's your bleisure process?** Create a formal process detailed in your travel policy. But remember that transparency and simplicity are essential. To meet duty of care requirements, you need compliance. Achieve it by creating a process that isn't cumbersome for employees or their managers.
- **How will business and personal time be separated?** Create guidelines that define when business ends and vacation begins. Employees should be required to document and report that split to their supervisors.
- **How will costs be divided?** Clarify exactly what falls under business and leisure travel and which costs won't be covered by the company. Specify who will pay for costs incurred during personal time, including accommodation and meals.
- **Will there be time limits on bleisure?** Some companies limit the number of vacation days employees can add to business trips, especially if they're traveling to high-risk places. Ask your travel management company for guidance on how to gauge and manage traveler risk.
- **How will you educate managers and employees about bleisure benefits?** Work with your TMC to create a training and communication campaign that uses proven traveler engagement strategies. Make sure managers and employees know whom to go to with questions, and give them a channel for providing feedback.



Employee engagement

These days, all corporate departments need some level of marketing know-how to be successful. Employees want easy access to clear and concise information right when they need it. They expect that information to reach them on multiple channels. And they want fully enabled communications—so they not only receive information, but also can share feedback and experiences with colleagues. In most companies, travel has more channels to connect with employees than any other department: intranet, online booking tools, social media, mobile apps, email, text and more.

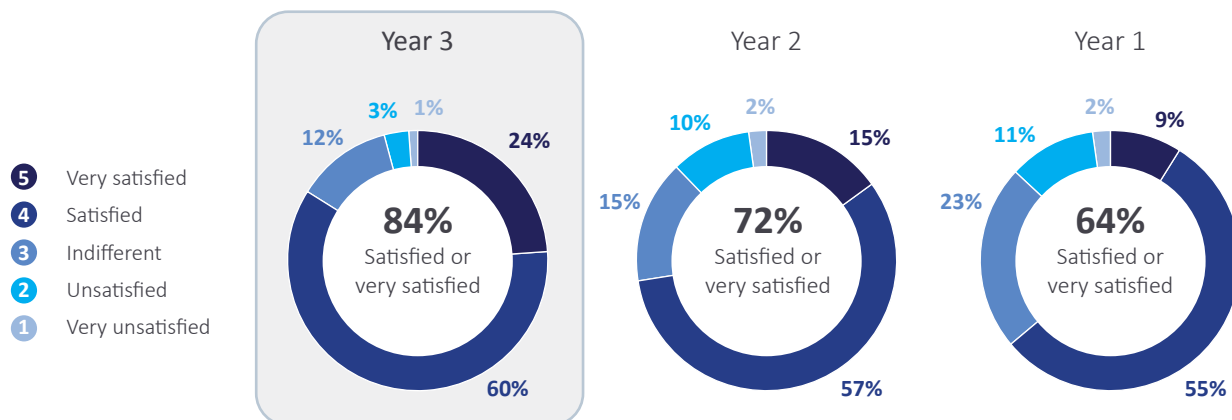
Travel managers also are ahead of most departmental peers in using marketing to drive change. Over the past five years, consumer travel options widely available to business travelers have forced travel programs to be proactive about persuading travelers to stay within policy. They're doing that through sophisticated traveler awareness and engagement campaigns that guide employees toward smart booking decisions and increase traveler satisfaction.

HR can adopt travel's successful engagement strategies to educate and influence employee behavior around key HR goals like health, equality, career development and more.

Learn more about how emerging technologies are enabling companies to connect with, influence and respond to travelers in BCD Travel's [Inform report on traveler communications](#).

Engaging travelers at LinkedIn

The business networking technology company launched a [Traveler Engagement™](#) campaign to educate employees about the benefits of the travel program and encourage them to use it. Two years later, travelers were happier and more productive, and satisfaction was up 20 percentage points.



Source: 2018 survey of LinkedIn's U.S.-based travelers



Duty of care

Companies have a fundamental responsibility to care for employees at all times, and that includes safeguarding travelers from hazards, attacks, disease and disasters. HR and travel play essential and interconnected roles in understanding risks and meeting duty of care to keep employees safe and healthy.

Technology tools for duty of care

The mobile nature of travel has pushed travel managers to become early adopters of technologies and policies that promote duty of care. Travel managers could use their experience to help HR drive duty of care compliance when employees are working virtually.

Case study: Ingersoll Rand boosts duty of care and traveler satisfaction using TripSource

Challenge: Ingersoll Rand wanted to improve duty of care, savings and the traveler experience for Latin American employees.

Approach: It worked with BCD to develop an outreach strategy that encouraged travelers to use the TripSource® traveler platform.

Results: In just four months, Ingersoll Rand achieved:

- A 28-percentage-point increase in hotel-to-trip-night bookings, which improved duty of care and savings
- 80% traveler satisfaction among TripSource users

“When travelers use TripSource, we increase our hotel-to-trip-night attachment, immediate savings and ability to negotiate with suppliers for better rates in the future. We also increase our duty of care,” explained Veronica Sandoval, Ingersoll Rand’s travel leader in Latin America.

[Read the full case study.](#)



Employee wellness and duty of care are top priorities for HR and travel, but neither department is doing enough to keep employees healthy and safe on the road. The good news is there are plenty of ways HR and travel can work together to improve this.



Duty of care for a diverse workforce

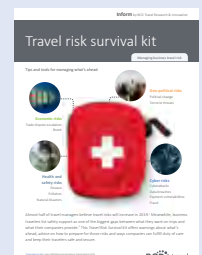
Companies must look after the safety and well-being of all travelers, but traveler ethnicity, gender, age and sexuality require particular considerations. International SOS, a partner in BCD Travel’s [SolutionSource®](#) marketplace, offers some guidelines for travel and HR managers:

- Understand the heightened risks for diverse employees. Will ethnicity, gender or sexual orientation increase an employee’s chances of being targeted in certain countries?
- Inform company leaders about potential risks and duty of care responsibilities.
- Educate employees about risks and precautions.
- Make it easy for travelers to communicate with your company about concerns or incidents.
- Create and test a plan of response to handle any incidents.

Discover how emerging technologies are changing the ways companies look after travelers—download the [Inform report on duty of care.](#)

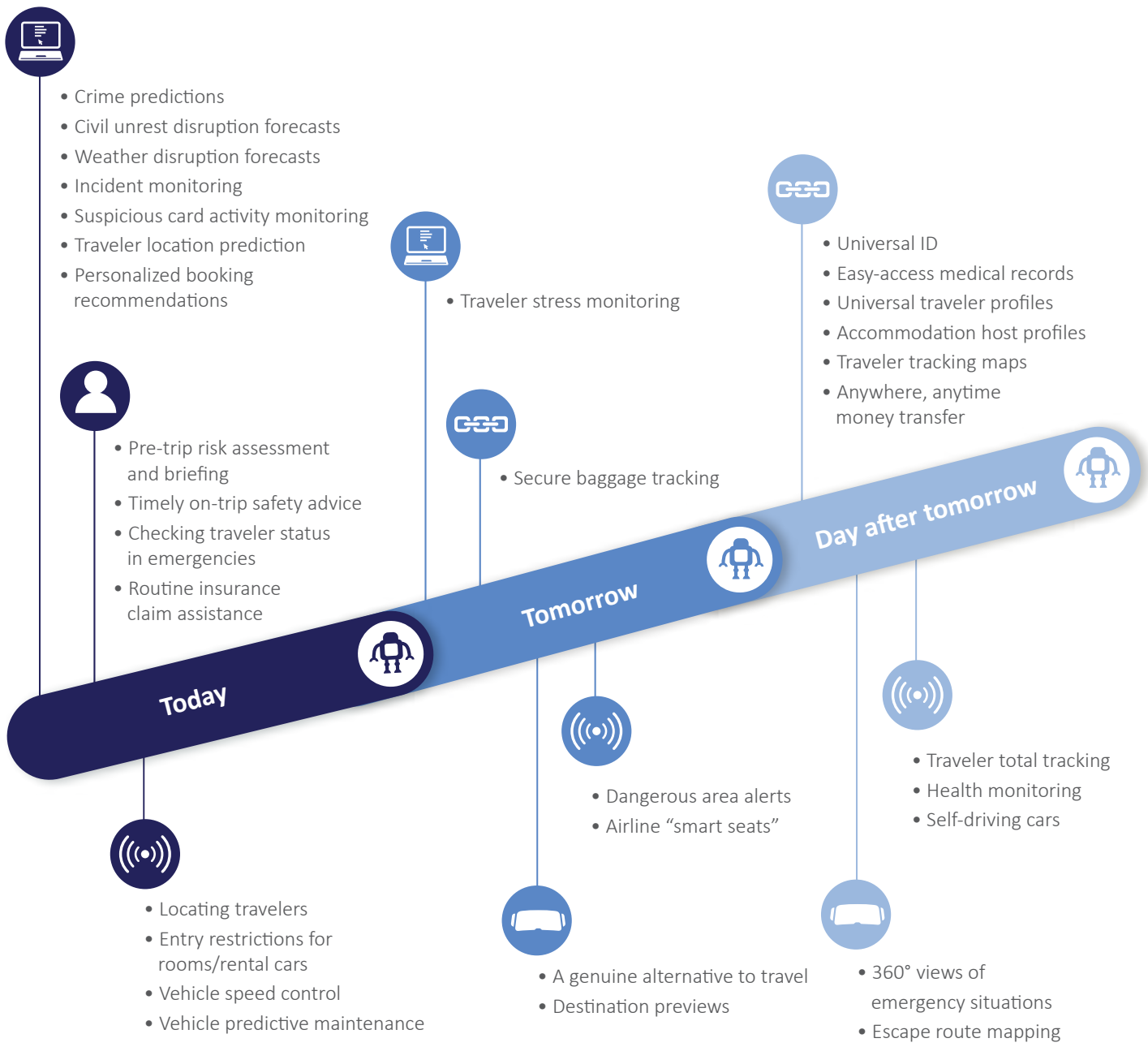


Get practical tips and solutions for mitigating the economic, geopolitical, health, safety and cyber risks facing business travelers—download the [Travel Risk Survival Kit.](#)



Emerging technologies are reshaping the corporate approach to duty of care

Emerging technologies like blockchain, machine learning, chatbots, virtual reality and the Internet of Things are already improving the way companies care for their traveling employees. In the near and distant future, they will offer even better options for not only tracking and assisting travelers, but more importantly, keeping them safe in the first place.



Machine learning



Blockchain



Bots and virtual assistants



Augmented and virtual reality



Internet of Things



Wellness

Business travel can be stressful. The most frequent travelers, in particular, feel the effects of sleep deprivation, unhealthy eating, lack of exercise and the emotional burden of missing their families and friends back home. To make things worse, multiple business traveler surveys indicate they aren't getting the support they need from their employers.

Companies understand the business impact of traveler wellness; 72% of travel and HR managers believe traveler wellness is important for talent attraction and retention, according to a [survey](#) of 53 travel managers conducted by BCD Travel's Research & Innovation team.

Travel can partner with HR to show how trip data can reveal stressors that have a negative effect on employee wellness and productivity. Do employees exiting the company travel more than their peers? Does frequent travel correlate to an uptick in illness?

More than one-fifth of companies say they don't have a way to gather information on traveler wellness.

Method	Percentage
Traveler satisfaction survey	40%
Informal traveler reviews	36%
TMC data	25%
None	22%
HR data	11%

Source: BCD Travel

Companies are more active in promoting the well-being of all employees than focusing on traveler wellness.

Program Type	Percentage
Employee wellness program	55%
Traveler wellness program	11%

Travel is more likely than HR to be responsible for the wellness of on-the-road employees.

Responsible Party	Percentage
Travel manager	28%
No one	23%
HR manager	19%

Companies are failing to meet the health and work-life balance needs of their travelers, despite their high importance. Only company allowances for leisure—extending business trips into leisure—hit the mark, according to BCD Travel's survey of 53 travel managers.



Important:
Have in place:

Source: BCD Travel

Recommendations of restaurants with healthy menus

Psychological support

Time off work after long trips

Tracking traveler health

Ability to work from home before/after travel

Nutrition, sleep and recovery advice

Subsidized gym membership when traveling

Allowing partner/family to accompany on trip

- Traveler needs are not met



+ Traveler needs are met

Extending business trips for leisure



Travel can help HR support virtual workers

Travelers—especially road warriors—are pioneers of virtual work. Travel managers can share their productivity and satisfaction metrics with HR managers planning for a future in which more employees will work from home or other non-office locations. For example, understanding how frequent travelers manage expenses, connect with IT, link to information on benefits and workplace policies, get company news and more can help HR set up support structures for remote workers.

Travel's experience using technology tools to stay connected to travelers will be invaluable to HR as it assesses and adopts similar tools.

Travelers also can serve as a focus group for virtual work. What helps them save time and stay productive on the road? How do the needs of older and younger travelers differ? Travel can help HR better understand the challenges and opportunities.





Building a better partnership

BCD Travel’s survey asking travel managers about their collaboration with HR indicated that duty of care and travel risk management; traveler behavior and policy compliance; and traveler satisfaction are areas where they most frequently work together.

But the survey, which collected responses from 80 travel managers, also showed that less than one-third of them have regular contact with their counterparts in HR. They rarely share data beyond policy compliance and employee profiles. In essence, travel and HR operate in separate silos that limit their ability to advance business objectives and serve employees. This needs to change.

The power of data

Data can form a bridge between travel and HR. Frequency and length of trips; average spend; air cabin and hotel accommodation classes; and the number of leisure days added to a business trip are useful pieces of information for both travel

and HR managers. Start collaborating by ensuring HR has access to this type of travel data.

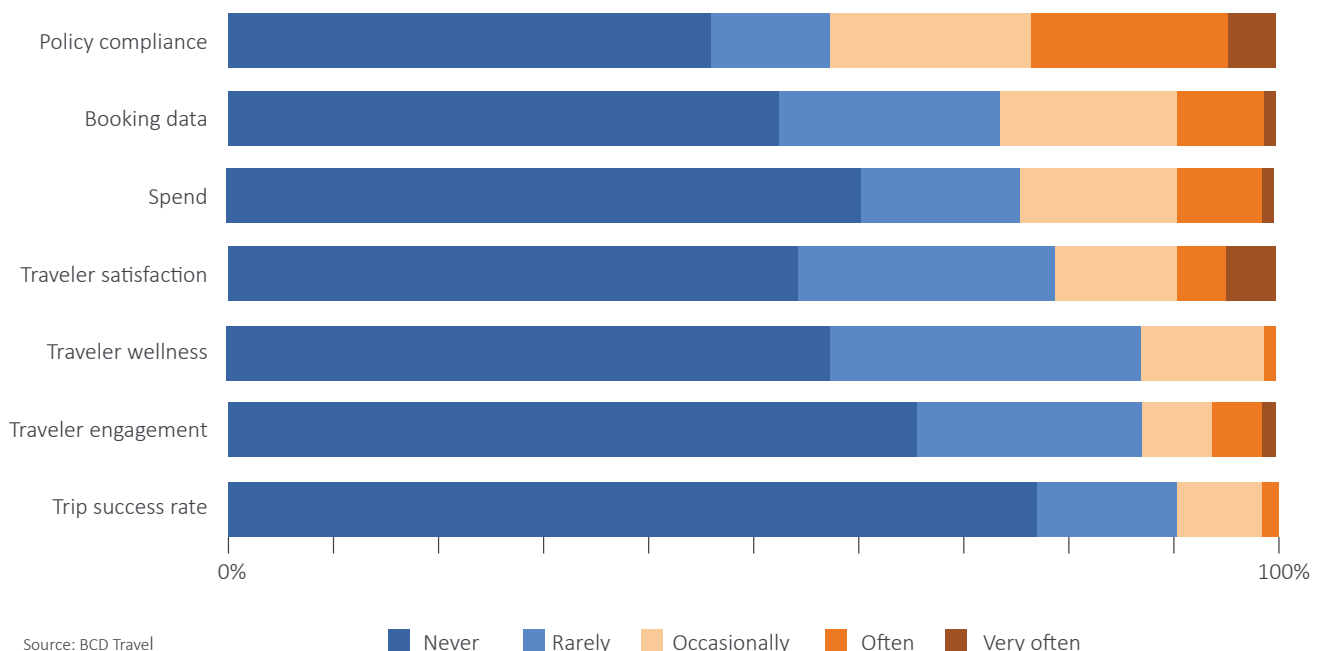
Next, assess the collaborative value of any other data you have. For example, HR can use results from the traveler satisfaction surveys run by many travel managers to better understand and improve employee retention. Data about an individual’s travel patterns, their access to benefits aimed at offsetting attrition, and applicable policy exclusions and inclusions can also be helpful. Understanding individual traveler patterns could help HR identify employees at risk for burnout.

By comparing trip data and survey results against exit interviews, HR can gauge whether travel contributed to an employee’s decision to make an internal move to another role or leave the company.

Viewing trip data insights from an HR perspective can help travel managers improve their travel policies and enhance the traveler experience.

Sharing data with HR—a challenge to overcome

Almost 60% of travel managers today never share data with HR. Just 9% provide travel information on a regular basis. The most frequently shared data relates to travel policy compliance, bookings, travel spend and traveler satisfaction.



Getting started

The travel manager has much to gain from an improved relationship with HR. Working together as partners can result in:

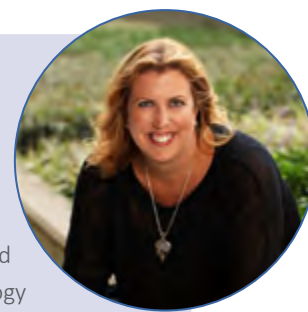
- Engaged travelers who trust the travel program to support their needs and keep them safe
- Increased efficiencies in communication and information sharing
- A travel program that works for employees and supports business goals to retain and attract talent

Here's how to make this a reality.

Travel manager checklist

- Start the conversation with your HR counterpart. Share departmental priorities and pain points, and identify areas of alignment.
- Create a custom dashboard of travel program data that HR would find helpful, and arrange to share it regularly.
- Share traveler feedback, especially related to wellness and safety, and any other travel program developments that are important to HR.
- Engage HR when creating your next traveler satisfaction survey. Seek employee responses that will provide meaningful data for both departments.
- Plan quarterly meetings to update HR on your travel program's strategic plans.

"Travel data could really shift employment for the better by providing an understanding of what's happening for employees and what's needed. The technology is now available for sharing this data with HR."



Teri Miller
SVP Global Client Team, BCD Travel,
an expert in travel and HR collaboration

HR manager checklist

- View travel as a resource of information about employee behavior, satisfaction and wellness, as well as recruiting trends. Encourage your team to embrace the partnership, too.
- Explore travel's success with employee engagement, communication and remote-working productivity. Apply lessons learned to similar HR initiatives.
- Keep the travel manager informed about important HR developments that might affect the travel program.
- Meet with the travel manager to discuss data, overlapping projects, strategic plans and ways to deepen the partnership for more success.



Summary

It's time to build a better partnership between travel and HR managers. Doing so will strengthen employee confidence that the whole company is working together to meet their needs. It will increase employee engagement and create efficiencies in communications, data sharing and other corporate processes. And it will advance crucial business goals to attract and retain top talent, increase productivity, boost employee satisfaction and keep employees safe.

Get to know the BCD Travel Research & Innovation team



Miriam Moscovici

Senior Director
Innovation and Research



Mike Eggleton

Director, Research and
Intelligence



Laurent Schouteten

Senior Manager
Corporate Innovation



Natalia Tretyakevich

Senior Manager
Research and Intelligence

About BCD Travel

BCD Travel helps companies make the most of what they spend on travel. We give travelers innovative tools that keep them safe and productive, and help them make good choices on the road. We partner with travel and procurement leaders to simplify the complexities of business travel, drive savings and satisfaction, and move whole companies toward their goals. In short, we help our clients travel smart and achieve more. We make this happen in 109 countries with almost 13,800 creative, committed and experienced people. And it's how we maintain the industry's most consistent client retention rate, with 2018 sales of US\$27.1 billion. For more information, visit www.bcdtravel.com.

Innovations for building a better travel-HR partnership

The virtual credit cards and expense automation enabled by [Virtual Payment Automation](#) simplify and reduce risks associated with paying for trips made by recruits and other non-company travelers. VPA also eases the pain of expense submissions, creating better traveler experiences.

[Traveler Engagement](#) uses proven marketing and merchandising techniques to influence employee decisions by raising awareness, explaining benefits, decoding travel policy and more.

[TripSource](#)® gives travelers the information they need when they need it, whether that's wellness reminders, travel policy information or alerts about disruptions and hazards. The platform also makes self-booking and trip management quick and easy for travelers.

By analyzing data available from [DecisionSource](#)®, travel and HR managers can connect travel patterns to employee wellness, safety, productivity and satisfaction. DecisionSource also enables companies to locate travelers in a crisis. Plus, data-driven insights from the intelligence and analytics platform enable savings, improve supplier management and more.

The [Traveler Security Program Assessment](#) gauges whether a company's duty of care practices and policies are effective and comprehensive enough for today's travel risks.

[Emergency Response](#) uses DecisionSource traveler location information to identify travelers potentially affected by an emergency; send mobile alerts about the situation via TripSource; and prompt them to check in using the TripSource "I'm Safe" button. Companies can use DecisionSource to monitor affected travelers' locations and then keep communicating with them until the crisis is over or they're safe.

Through [SolutionSource](#)®, companies can select from a menu of risk-management, employee-incentive and trip-simplifying solutions that support both travel and HR goals. All offerings in the marketplace have been vetted for performance, security and integration with TripSource and DecisionSource.

[Traveler Identity and Access Management](#) uses industry-leading data-cloud technology to seamlessly combine traveler identity, consent and profile management. The result: hyper-personalized service across multiple employee touch points that doesn't jeopardize security or privacy.