Mobilize your travel program
Engage with the mobile world

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Contents

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Claudia leads a research team charged with identifying ideas that businesses can use to improve their travel programs. They take intriguing tactics and concepts that are being used outside our industry— and some that are way out on the frontier, like behavioral economics—and explore how to make them resonate in managed travel.

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Mobilize your travel program

START

Engage with the mobile world.

Travelers are mobile. **Companies** need to be, too.

97% of travelers carry a mobile phone when traveling.[1]

By introducing an app, you can start developing a **one-stop shop solution**.

Send travelers **targeted messages** relevant to their location, needs and stage of their journey.

87% of business travelers routinely interact with multiple devices to plan trips, book hotels, check itineraries, and many other tasks.[2]

Let your travelers know what you consider **good apps** for the road.

Explore the **benefits**: Security, rewards, incentives and feedback.

Mobile is still young: The Holy Grail is integrating apps seamlessly to offer true **omni-channel** services.

[1] JoAnn DeLuna, "Survey: Half Of Travelers 'Definitely' Would Use Mobile Payments," October 2, 2014 (2:40 p.m. ET)

[2] *The 2014 Traveler's Road to Decision*, Google

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Executive summary

Today, mobile has become an everyday feature of business travel, with travelers using multiple devices on the road (laptops, tablets, smartphone—you name it). Companies now need to harness these platforms effectively to ensure efficient communication.

So what's your company's mobile strategy? You can use mobile to achieve company goals, like minimizing risk by delivering localized security briefings and alerts—and that's just one simple example. You can also use mobile to steer traveler behavior by sending targeted messages relevant to their location.

With the introduction of dedicated applications (apps), mobile has quickly evolved from an instant messaging tool to a personal command center. And whether you like them or not, your travelers are using them—so you might as well make the best use of them.

The best app to choose is one that's configured to meet your specifications. You'll need to think about the need-to-haves and distinguish them from the nice-to-haves. This determines the content you share with your travelers and can range from simple itineraries to complex bookings. Remember that once you've got your app in place, there's plenty of benefits for you, too, like additional data to make your program even better.

When deciding on your app make sure it meets your criteria around security, synchronization and design! Then you need only think about maintaining the app and updating the messaging. To get going, check out our action plan on mobilizing your travel program.

And then? Well, the future's almost here with the arrival of more personalized offers, wearable devices and mobile payment solutions. It's definitely a space to keep an eye on.

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Travelers are mobile; companies need to be, too

The case for engaging with your travelers via mobile is overwhelming. Few people had considered using mobile (phones, tablets, etc.) to manage business trips, when Advito shared the concept in its first white paper on this subject back in 2010.

But only four years later, in spring 2014, SITA's survey of 6,277 travelers (33% were business travelers) on passenger IT trends found 97% carried a mobile device (smartphone, laptop or tablet) when traveling.[3] Similarly, according to Google's Traveler's Road to Decision report 2014, 87% of business travelers routinely interacted with multiple devices to plan trips, book hotels, check itineraries, board aircraft, look for good restaurants near their hotel, photograph receipts and many other tasks, which make their life on the move that much easier.[4]

It's therefore safe to say that using mobile for business trips is the norm today, and there's good reason for it. As the name suggests, mobile makes it possible to engage with your travelers while on the move:

- Delivering timely information and services
- Delivering information and services relevant to their trip
- Enabling communication between them, yourself and your agents

Managed travel is all about engaging travelers with your company's travel program. If they stick with your program, they travel safer (because you know where they are) and you save money (because travelers book the suppliers you've negotiated deals with).

Bear in mind that suppliers want to reach your travelers directly too: They're using mobile to engage your travelers, building individual relationships and brand preferences. This is great news as your travelers get access to deals and preferential treatment.

Through mobile, you gain influence over the pockets and purses of your travelers when they can most easily be influenced: Out of your sight and on the move.

[3] JoAnn DeLuna, "Survey: Half Of Travelers 'Definitely' Would Use Mobile Payments," October 2, 2014 (2:40 p.m. ET), http://www.businesstravelnews.com/Expense-Management/Survey--Half-Of-Travelers--Definitely--Would-Use-Mobile-Payments/?ida=Technology&a=mgmt

[4] The 2014 Traveler's Road to Decision, Google

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What's your company's mobile strategy?

Travel is a corporate activity where mobile services are a great fit, so you may easily find yourself pioneering mobile strategy for the whole of your enterprise. Some businesses, especially in the IT sector, have embraced mobile and steer their employees on how to use devices. However, this becomes increasingly difficult in companies where BYOD is practiced.

Jargon-buster:

Bring Your Own Device (BYOD)

Allowing employees to use their personal devices for business purposes, including accessing corporate networks.

Opinions vary about how many companies today operate BYOD policies and whether the growing trend may soon reverse because of security concerns. Even when companies issue company phones with strict controls over what can be installed, travelers can still access their favorite content through their personal device(s). Remember this when designing your mobile strategy.

Questions you should ask

So what's your company's mobile strategy?
Start by asking some questions including:

- How does the company use mobile currently? Is an overall mobile strategy in place?
- What mobile devices do my travelers use (which phones, which tablets)?
- How do they use mobile before, during and after trips?

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Using mobile to achieve company goals

Your company should already have aligned its strategic and travel program goals. Now take the extra step by researching how mobile can help reach each goal.

Traveler Safety and Security: by providing your travelers with tailored security information, then tracking and assisting in an emergency.

Savings and Cost Control: by steering them with prompts towards better buying decisions.

Standards and Efficiencies: by making them more efficient with relevant itinerary information and intervention when their journey is disrupted.

Traveler Satisfaction: by allowing and encouraging them to give feedback on their travel experiences, and share that feedback with other travelers.

Environmental and Social Impact: by communicating corporate social responsibility initiatives and tracking the emission footprint of travelers.

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Using mobile to achieve company goals

An example may look like this:

Corporate strategic goal	Travel program goal	How mobile can help
Control costs	Control travel costs	Send timely "smart buying" messages to travelers
Increase revenue	Ensure travelers get to crucial meetings	Provide mobile disruption notification and assistance
Minimize risk through exercising duty of care	Improve traveler health, safety and security	Deliver relevant, localized security briefings and alerts Use geo-location data to take care of your travelers in high risk destinations Provide secure communication in emergencies
Improve employee recruitment and retention	Reassure travelers they will be looked after	Provide localized security briefings and alerts Track travelers in high risk destinations Secure communication in emergencies
	Improve travel experience	Provide mobile disruption notification and assistance Provide destination tips (including from fellow travelers) and promotions Create instant feedback for travelers

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Using mobile to steer traveler behavior

Send travelers targeted messages relevant to their location, time and needs, like:

Message to: traveler who has booked both a flight and a rental car

Timed for: when their flight touches down at the destination

Remember the insurance for your car rental is already part of your corporate rate.

Message to: traveler arriving at an airport at night

Timed for: when their flight touches down

Please go to ABC Taxis in Arrivals for transfer to your hotel.

Message to: traveler staying in a hotel

Timed for: arrival at the postcode of the hotel

Remember that your hotel rate includes free Wi-Fi access – enjoy your stay.

or

Breakfast is not included in your rate; your breakfast allowance is US$15.

Once the texts are up and running, keeping them up-to-date requires regular maintenance.

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**Using mobile
to steer
traveler behavior**

Information stop:

Push or pull information?

One of the biggest decisions to make is when to push information to travelers, for example through alerts, and when to let travelers pull it at their own leisure. Travelers are more likely to pay attention to pushed information, but there is a risk of overload and resistance if you push too often.

Questions you should ask

To help find the right balance between push and pull, ask yourself **three questions:**

- Is the message **timely**?
- Is the message **relevant** to all the people I am sending it to?
- Is it **actionable**: Will it potentially persuade recipients to change their behavior to produce a more positive outcome?

If you answer any of these questions with "no", don't push the information—let your travelers pull it. If all three answers are "yes", the message is worth pushing. Travelers have a lot to think about both before and during a trip, so genuinely helpful tips and reminders are welcome, especially when visiting an unfamiliar destination.

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From basic messaging to app usage

Today technology is evolving at rapid speeds and mobile is no exception. The evolution from a simple talking and texting device to central communication hub has provided fertile ground for the development of apps. It's not "Google it" anymore; it's "there's an app for that."

Apps are everywhere and you can be sure your suppliers have them: The preferred suppliers—as well as those who aren't. So why is it not enough that we can access websites on mobile devices? What is the benefit of using an app versus investing in mobile web?

Jargon-buster:
mobile web

The mobile web offers an optimized browser experience for your device. Thanks to new programming capabilities (like HTML5), you're now able to navigate quicker, reduce loading times, automate form filling and use geolocation services.

   Tip: make sure your mobile web solutions are created using 'responsive design', meaning they adjust to whatever screen size you're working with!

Essentially it enables companies to offer mobile functionalities—without having an app.

From basic messaging to app usage

Jargon-buster:
apps

While HTML5 enables a better user experience, it doesn't create a profile of the person using it. Apps save usage data (including location); and many come with prompts to set-up preferred options, store name, birthday, address – even payment details. Hence people get attached to their apps because they find what they need and want. Companies make use of the data by customizing their offering.

Let's face it: Your travelers are already using apps – whether or not you're offering one. Here's a brief list of what kind of apps may be useful for your travelers:

- Your expense management provider's app (e.g. Concur, KDS) – very useful for capturing expenses at the time they are paid for. Users can photograph the receipt and upload directly into their expense reports

- Airline apps – these often contain exclusive features, such as mobile boarding and loyalty program management

- Maps

- Local services and restaurant directories, such as Yelp and Open Table

Influencing your travelers which apps to use

It's better not to try managing how your travelers use apps. Why? Different travelers choose different apps that suit them just right, and you'll gain little by standing in the way of tools, which make their lives easier. In any case, banning apps is unrealistic. Only government bodies and a handful of tightly regulated sectors issue company devices and insist only company-approved apps may be downloaded onto them. And even in these cases, travelers can simply take along a personal device as well. Some businesses operate company-approved app stores, but once again this is a very small minority.

Let your travelers know what you consider good apps for the road, but put them in context. Stress external apps are there to complement your travel management policy, which should be their first reference point on any journey.

Influencing your travelers which apps to use

Information stop:

Helping travelers keep mobile costs down

One message well worth giving travelers is the importance of acting smartly to reduce mobile costs, especially on international trips. Tips for avoiding high costs include:

- **Use an international Wi-Fi roaming account**: this provides a cost-effective way to access Wi-Fi around the world without having to set up multiple accounts.

- **Wi-Fi en route and in-air**: at the airport or airborne use secure (i.e. paid for) Wi-Fi. Alternatively establish a secure connection through VPN. Remember that free Wi-Fi is open to the public, so protect your device.

- **Text rather than call**: a text is typically cheaper than a phone call, but be sure to avoid picture messages which eat up a lot of your data plan.

- **Use Skype or Facetime**: locate a free Wi-Fi hotspot and use Skype or Facetime to make completely free video or voice calls. Avoid doing this through mobile data roaming, as it will be extremely expensive.

- **Data roaming**: be mindful of data roaming when abroad and make sure to disable background updates of apps.

- **Navigate with offline maps**: map and navigation apps eat a lot of data. Instead, use an offline map app like OffMaps, which provides detailed maps for thousands of cities.

- **Turn off voicemail**: a call diverted to voicemail incurs the same charges as an answered call; and then there's the second charge for retrieving the call from voicemail.

- **Compress data**: Downloading a compression app, such as Onavo, can reduce data by up to 80%.[5]

- **Check your calling plan**: make sure you have the right voice and data plan before you travel.

[5] Controlling Mobile Data Costs, About Travel; How to avoid mobile phone 'bill shock' while abroad, Airport Parking & Hotels

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Going with the flow: A central app

"Mobile finally offers you a chance to influence travelers on a global scale using a dedicated travel app."

- Will Pinnell, VP Digital & Product Planning, BCD Travel

Leading travel management companies (TMCs) have created configurable apps for their corporate clients. You and your travelers can download them for free from app stores like iTunes™ and Google Play™. By introducing your TMC app, you can meet many, even most, of the requirements your travelers have for a one-stop shop solution. If you achieve that target, travelers are more likely to stay inside your travel program, as the TMC app becomes the center of their mobile traveling world.

Some TMCs also offer trip management tools accessible with a web browser. These offer the same type of tools and services as an app, but have the advantage of being accessible across all devices – desktop computer, laptop, tablet and smartphone.

Give it some thought

Since mobile is essentially a tool for communicating to employees, it is up to you to decide whether to keep it simple and confined to something that's already on the market, i.e. your TMC app. The other option is to build your own company-wide app, which has travel not as a focal point, but as a by-product.

Questions you should ask

Your research checklist could include:

- Which apps and mobile internet services they currently use before, during and after trips? What do they think of these apps and services?
- Are they accessing travel apps and services on company devices or on personal devices, or both?
- What features would they like on a company app? Which would they label "nice to have" and which "essential"?
- Challenge your assumptions:
  - Are mobile services expected to be followed up by an agent? Or can they be self-service only?
  - Do you want to use mobile as a new communication channel or do you want to innovate the travel service experience?

**Give it
some thought**

The matrix gives an example of a tiered approach for Traveler Security:

Tier 1: Basic	Tier 2: Enhanced	Tier 3: Integrated
Push incident messages and alerts to travelers.	Select destination intelligence provider to power the notifications and using a wellness check feature.	Requires a companywide specialist crisis management tool that caters for all employees rather than only travelers; has tracking capabilities, SOS functions and others.

Information stop:
Bought-in app or DIY?

Few companies have shown interest in or are capable of building their own central travel app because it needs heavy investment of both time and money. And many TMCs now offer high-quality apps, which clients can easily configure; so why re-invent the wheel at great expense? Just make sure the app meets your needs and passes the three tests of **security**, **synchronization** and **good design** (see).

Creating content your travelers want

Once you have chosen your central managed app, it's time to configure it with all the information that's right for your travelers. At this stage the benefit of choosing an app operated by your TMC should be become even clearer: The TMC can feed in much of the information for you.

The central app should be the indispensable travel aid for your employees on every trip. If the app doesn't give your travelers what they need, it won't give you what you need: A way to steer their behavior, track their whereabouts and help in emergencies.

The most likely components of a managed travel app are:

Itinerary management

- Full details of each booked trip, including flights, rail journeys, hotels, car rental and possibly ground transportation links.

- Information updates, such as assigned gate for departure and carousel for baggage reclaim.

- Links to destination information, with location maps, weather updates and security advice.

- Destination information can also include nearest company locations, ground transport options, dining recommendations (including ratings and tips by colleagues), gyms, etc.

- Itinerary sharing: the opportunity to communicate details of your itinerary to family, friends or colleagues.

Creating content your travelers want

Disruption services

- **Traffic alerts**: warnings if journeys to the departure airport are likely to be delayed, e.g. because of traffic problems.
- **Flight alerts**: delays, cancellations, gate changes.
- **Re-scheduling**: notifications about alternative options for your disruptive itinerary, including rebooking.

Booking

TMCs are adding self-booking features to their apps. However, most have decided that although hotel, car rental and ground transportation bookings work well, mobile phones are not yet very suitable for booking flights. While airlines offer booking on their customer apps, we would not recommend this: Travelers need to compare different airline options, but good like-for-like comparisons aren't possible at the moment.

When it comes to hotels, offering a managed reservations option through your own app is becoming increasingly important. Otherwise travelers will book through external channels instead. According to one report, the value of mobile hotel bookings hit US$20 billion in 2013, and is forecast to rise to $60 billion by 2017.[6]

[6] Attributed to Deutsche Bank Securities in *Travel Goes Mobile*, Boston Consulting Group, 19 June 2014

What's in it for you?

We've focused on your traveler's experience, but there are other ways your app can enhance your travel program—and support your day-to-day work.

Security

- Provide targeted security briefings as part of the itinerary.
- Send security alerts in emergencies.
- Use geo-location services to track your travelers when visiting dangerous destinations or in emergencies
- Provide a panic button for travelers to hit if in danger.
- Send travelers messages to confirm they are okay and/or whether they require assistance.

Rewards, incentives, promotions

- Incentivize travelers to use the mobile app with small rewards, such as free coffee vouchers to use at coffee chains, or entering them into a monthly prize draw.
- Push offers (such as restaurant discounts) at the destinations they are visiting, or provide a list travelers can look up.

Survey/feedback

- Create a hotel review and rating tool, so your travelers can share their opinions of properties in your preferred program. You can also use the feedback in negotiations with hotel suppliers and to weed out those which are regularly criticized.
- Create a restaurant review tool for your prime destinations.
- Create a tool for travelers to communicate directly to you. They're much more likely to give you feedback via mobile when the experience is fresh in their minds.

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Security, synchronization and design

Before deciding on a central managed travel app, put it through three crucial tests. If it fails any of the tests, go back to the drawing board.

Test 1: Is it secure?

The information contained on a travel app, especially itineraries, potentially compromises the personal safety of your travelers and risks giving away commercial secrets; so keeping the data secure is essential. Of course the same is true for an itinerary in any format, whether on a laptop, in print or on a mobile/tablet. Mobile is not necessarily less safe, but good security measures are needed to prevent:

- Hacking
- Accessing the app if the phone is stolen

Ask your potential app provider what certification it has. There isn't a recognized standard, so check whether your IT and security departments are happy with the response. Examples of useful certifications include:

- The ISO/IEC 27000 series of general security standards.
- Payment card industry (PCI) compliance – although payment-focused, it is a useful certification of good security practices and processes even if there is no handling of card data on the app.

You should also ask the provider:

- What does it do about data encryption?
- How does it ensure users cannot access anyone else's data?

Security, synchronization and design

Test 2: Is it synchronizable?

Find out if the app is "multi-channel". Check to see if data can flow between the app and other systems so that it appears consistently in all of them. For example, if a traveler books a hotel on the app, the reservation needs to be visible on their laptop and on the TMC agent's desktop.

> *Jargon-buster:*
> **multi-channel**
>
> Companies offering multiple distribution platforms are considered 'multi-channel'. The user chooses which channel is the most appropriate, e.g. mobile on the go, PC from home, or even in-store. Regardless of how the purchase is made, the customer has to go through the same channel for questions, cancellations or returns—even if the information is visible to the other departments.
>
> In other words: All distribution channels operate in isolation.

Test 3: Is it well-designed?

If the app isn't attractive and simple to use, travelers may ignore it. The app is intended to take the hassle out of traveling, so if it's difficult to use, there's little point having it. Key pointers to good design include:

- More graphics, fewer words. The app should guide users through visual cues instead of text wherever possible.
- Keeps the look, feel and features simple.
- Minimal number of steps needed to complete tasks.

Maintaining the services

Questions you should ask

- Are unnecessary additional purchases of car rental insurance falling after you messaged travelers to avoid this trap?
- Are you seeing more expense claims for airport-to-city rail transfers and fewer for taxi transfers, after you notified travelers to switch from taxi to rail?
- Are the results of traveler service satisfaction surveys improving?

Keep an eye on the overall content of the app. Are there new releases with enhanced services you should introduce? And don't forget to keep reviewing against your strategic goals. Are you seeing improvement in the key performance indicators and can you link the improvement to the app?

As well as monitoring key performance indicators (KPIs), you can learn about the app, and indeed your entire travel program, from direct feedback provided by travelers. Whether through supplier review features or hitting review/comment buttons, travelers will let you know exactly what they think. Their feedback can provide useful advice for improving your program and dealing with problems travelers are encountering. It can even lead to better supplier deals. Taking action improves satisfaction with the program – which also means improved satisfaction with you.

But the opposite is true as well. If you don't act on the feedback, and aren't seen to be acting on it, travelers will become frustrated about a lack of engagement, and satisfaction levels and usage will most likely fall. Once again, allocate time to monitor, act on and reply to feedback.

Action plan: Mobilize your travel program

Understand

Find out how mobile can help meet your travel program goals—e.g. control costs, ensure travelers get to meetings, improve traveler safety and security, upgrade the travel experience.

Find out what your travelers want: Which devices? Which services?

Understand your company's mobile strategy. Is it Bring Your Own Device? Does it already communicate with employees via mobile?

Collaborate

Start working with your key internal stakeholders:
- Financial backer/senior sponsor
- Security
- Mobile policy owner
- Communications
- HR

Create

Go for a two-tier strategy:
- Provide a bought-in, managed app (from your TMC) as your travelers' central travel app
- Provide a list of recommended third party apps (but don't try to ban travelers using apps not on this list)

Services on the central travel app may include:
- Itinerary management
- Security
- Disruption services
- Rewards/incentives/promotions
- Booking *(hotel, ground transportation)*
- Surveys/feedback
- Smart booking choice prompts

Make sure the central app you choose passes three tests:
- Is it secure?
- Is it synchronizable?
- Is it well-designed?

Implement

Configure with relevant information for your travelers, e.g. message prompts for when they arrive at different destinations

Figure out when it's better to push information and when to pull

Monitor
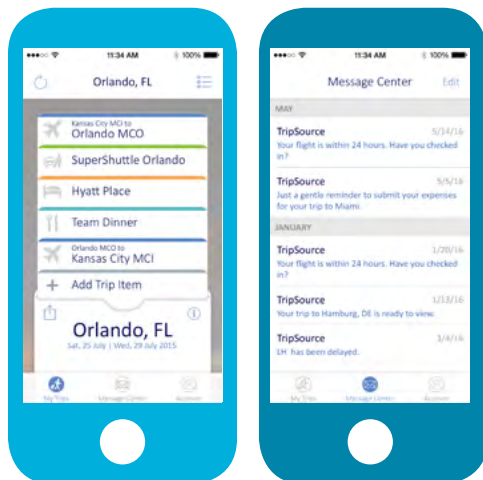
Keep the messaging fresh and relevant

Keep the app services relevant

Make sure you act on feedback

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Action plan: Mobilize your travel program

*trip*source
by BCD Travel

TripSource is a free smartphone app, exclusively for BCD Travelers. After a traveler books a trip through BCD Travel, their detailed itinerary will appear in the app in a neat, organized folder. From there, travelers can...

- Add custom segments, meetings, dinners and other trip-related activities to the trip folder.
- Share itineraries with friends and family.
- Receive flight delay and gate change alerts.
- Access maps and directions.

TripSource is also available on the (mobile) web: log on to www.tripsource.com from any device (including Blackberry and Windows phones) to manage your travel.

TripSource Enterprise is a premium set of in-app features developed to help you engage with your travelers at all points of the trip cycle. You'll also gather actionable analytics to help you make smart decisions and ultimately reduce program cost.

Download on the **App Store**

GET IT ON **Google play**

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The future:
Going fully digital

We've explained how you can use existing tools to launch a great mobile app service for your travelers. But mobile is still young technology, and there are fresh breakthroughs daily. The holy grail is integrating apps seamlessly to offer true omni-channel services—across all devices. The following trends are already happening and will add much content, ease of use and efficiencies to the travel program.

Information stop:
Using mobile for a seamless service experience

Imagine you're on the way to the airport and get a text about your flight being delayed. You're presented with three choices:

- Leave everything as is.
- Link to your app to see alternative travel options.
- Phone your agent who has all details in front of them.

Once you decide on your new routing, you log into your app to look at the seat-map and download your boarding pass. You'll also check whether the aircraft is Wi-Fi enabled or if you better change your out-of-office reply.

This is just one way of interacting with mobile in future: seamless and across multiple channels, while keeping everyone in the loop.

The future: Going fully digital

Jargon-buster: omni-channel

Omni-channel takes multi-channel one step further by providing a seamless shopping experience. Offers, services and prices are the same across all lines of distribution, whether PC-based or mobile-based, and are fully integrated when a purchase is made. This means you can change your booking using any of the available channels.

In other words: All distribution channels operate as one.

Mobile services are already **personalized**, and that trend will only intensify. There will be even more precise targeting of travelers with customized offers based on where they are, when they are there, their preferences and previous shopping behavior. Again, the challenge will be to channel these offers through your managed app while suppliers tempt travelers with promotions outside the program.

It is not yet clear how popular **wearables** are going to be, but Apple Watch looks the most promising candidate to date. Travel companies such as Starwood have already signed up to it. Watch this space.

Mobile users can use on-screen digital information as a prism between themselves and the real world. They can either look at their environment through a wearable product like Google Glass or via the screen on their device. Examples include:

- Restaurant and hotel review service TripAdvisor provides screen overlays pinpointing locations of nearby establishments and their review ratings.
- Word Lens offers instant translations. Hold your screen over a restaurant menu in a foreign language and the app will instantly translate the text into your own selected language.

And finally, **mobile payments**. Using a mobile phone instead of a credit card to make payments has been around for a couple of years, but it's lacked momentum in the developed world. Now there are alternative ways of mobile payments and this could really take off. If so, corporate travel will benefit, especially with an even more seamless connection from booking through to payment to uploading data to expense reports.
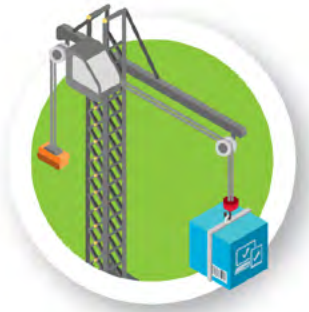
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About BCD Travel

BCD Travel helps companies make the most of what they spend on travel. For travelers, this means keeping them safe and productive, and equipping them to make good choices on the road. For travel and procurement managers, it means advising them on how to grow the value of their travel program. For executives, we ensure that the travel program supports company objectives. In short, we help our clients travel smart and achieve more. We make this happen in nearly 100 countries with 11,000 creative, committed and experienced people. And it's how we maintain an industry-leading client-retention rate of more than 97%, with 2013 sales of US$22.4 billion. For more information, visit www.bcdtravel.com.

About BCD Group

BCD Group is a market leader in the travel industry. The privately owned company was founded in 1975 by John Fentener van Vlissingen and consists of BCD Travel (global corporate travel management), Travix (online travel: CheapTickets, Vliegwinkel, BudgetAir and Vayama), Park 'N Fly (off-airport parking), Parkmobile International (mobile parking and traffic applications) and joint ventures Airtrade (consolidating and fulfillment) and VakantieXperts (leisure travel). BCD Group employs over 12,000 people and operates in almost 100 countries with total sales, including US$9.2 billion partner sales, of US$24 billion. For more information, visit www.bcdgroup.com.