SHRINK THE PLANET

HOW TO GLOBALISE YOUR TRAVEL PROGRAMME
FOR SMALL AND MEDIUM ENTERPRISES

GlobalStar
Travel Management

NINA & PINTA
CONSULT · CREATE · TRAIN

EXECUTIVE SUMMARY

WHY WE'VE WRITTEN THIS REPORT

Travel management is full of assumptions about what can and can't be done. One of the most common assumptions is that consolidating travel spend, policy and supplier choices internationally only works for the world's biggest companies.

Even if that was ever true, it certainly isn't any more. In recent years we've seen many small and medium enterprises expand their businesses worldwide, consolidating their travel programmes across borders as they go.

Going multinational with your travel strategy can seem daunting. This report is intended to demystify the process by sharing what we've learned from a journey we've now taken many times with our Small and Medium Enterprise (SME) customers. What we find time and again is that it's a journey well worth taking, with many benefits in terms of risk mitigation, compliance, savings, admin efficiencies ... and happier travellers.

OUR RESEARCH

We surveyed 152 companies globally with travel spend below US $30 million and learned:

71% have more than three countries in their travel programme;

29% have more than 20 countries and

14% have only one country.

42% have added countries to their programme over the past two years, while only 8% have reduced.

2022

49% expect to add more countries by 2022; only 6% expect to reduce.

Benefits of taking a travel programme multinational are (% of respondents who agree):

Better duty of care	60%
Better policy compliance	54%
Lower travel costs	53%
Lower admin costs	33%
Happier travellers	32%
There haven't been any benefits	4%

AS SMEs GO GLOBAL...

Globalisation used to be a game only mega-corporations could afford to play. Now, thanks to falling IT, telecom and distribution costs, even the smallest businesses are connecting people, services and goods across borders.

... SO DO THEIR TRAVEL PROGRAMMES.

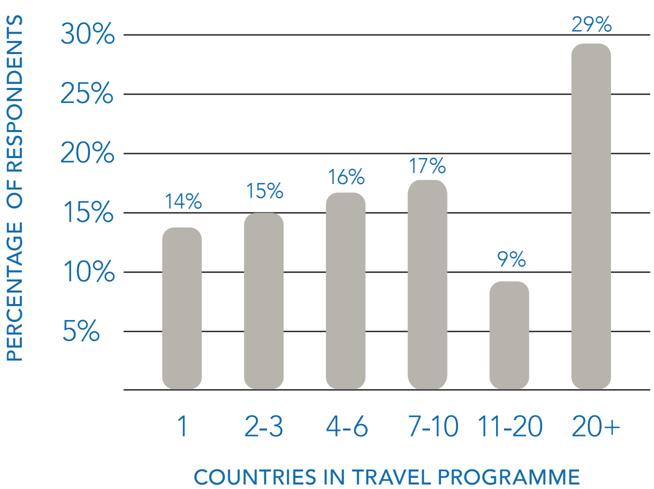
SMEs are taking their travel programmes multinational in line with the rest of their business strategy. We surveyed 152 people responsible for managing travel in their company, all with a total annual travel spend below US $30 million. The results showed that 86% manage travel in more than one country, 71% manage travel in more than three countries and 29% in more than 20 countries.

96% of SMEs have benefitted from taking their travel programme multinational.

Source: Nina & Pinta/GlobalStar Travel Management online survey, conducted October-November 2019

Number of countries in travel programme

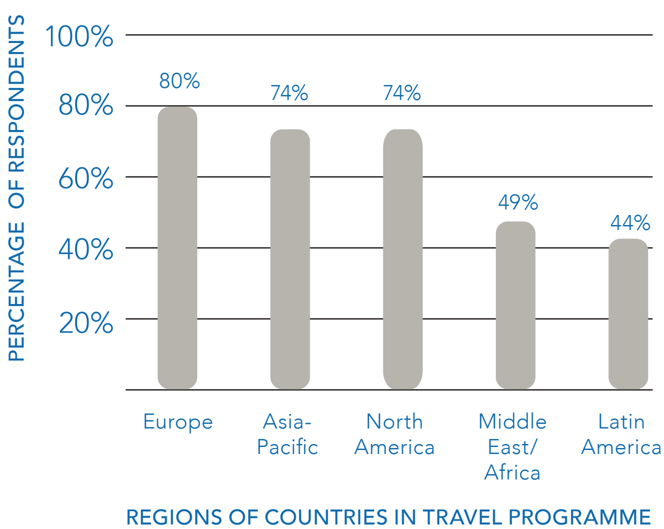
How many countries are included in your travel programme? (%)



Source: Nina & Pinta/GlobalStar Travel Management

Regions in travel programme

In which regions are the countries included in your managed travel programme? (%)



Source: Nina & Pinta/GlobalStar Travel Management

And the trend is growing. Over the past two years, 42% of respondents have increased the number of countries in their travel programme. Exactly 50% report no change, while only 8% are managing travel in fewer countries.

There is more to come: 49% of people who manage travel believe their travel programme will cover even more countries by 2022 compared with today. Only 6% think the number of countries will decrease.

WHY SMEs ARE GLOBALISING THEIR TRAVEL PROGRAMMES

SMEs have both opportunity and incentive to manage their travel across more countries.

The main opportunity is also the simplest explanation: SMEs are operating in more markets. But there are other contributing factors:

Reasons for going multinational
What are the reasons for the increase in the number of countries your managed travel programme covers today compared with two years ago?

68% Our business is operating in more countries

30% It has been part of a global transformation project

23% We now have a person who is responsible for our travel

21% Technology is making it easier to operate a multinational travel programme

21% Travel suppliers and service providers are set up better to serve my company multinationally than they were two years ago

Source: Nina & Pinta/GlobalStar Travel Management

Almost all businesses which globalise their travel programme identify a range of benefits as a result:

Benefits of globalising your travel programme
What benefits have you gained by taking your managed travel programme multinational?

60% Better duty of care

54% Better policy compliance

53% Lower travel costs

33% Lower admin costs

32% Happier travellers

4% There haven't been any benefits

Source: Nina & Pinta/GlobalStar Travel Management

These answers are very similar to the ones given in the survey by larger companies (more than US $30 million annual global travel spend). It shows that what companies want from travel programme globalisation is very similar regardless of size.

Perhaps the most striking result here is that lower costs, arguably traditionally the main driver behind managed travel, rank only third and fourth. Risk-related issues poll first and second.

VISIBILITY IS KEY

Overall, the results confirm that reduction of both risk and cost are important factors. Both priorities are met through improved visibility for:

- Monitoring traveller security and offering support if needed.
- Ensuring all travellers make reasonable booking choices.
- Consolidating spend across markets to leverage buying opportunities with suppliers.

The way to achieve that kind of visibility is through global consistency in processes, common service providers and above all, consolidated data, allowing companies to see and therefore manage their programme much more efficiently.

The challenges of globalisation for SMEs

The potential benefits of taking a travel programme multinational are vast, but the challenges should not be underestimated either. Some of those challenges test operations of all sizes, especially when finding the balance between centralising operations while maintaining or even enhancing traveller satisfaction in local markets.

SMEs face additional obstacles. Even after consolidating your spend internationally, your buying power with suppliers remains limited compared with big customers – although there's little doubt consolidated spend will give you far more flexibility to find good deals.

But perhaps an even bigger challenge is a lack of internal stakeholders and budget to oversee a global travel programme. There has also traditionally been a shortage of travel service providers interested in helping SMEs going global.

Our survey shows these obstacles starting to shift:

23% say they now have someone in their organisation responsible for travel (something much more usual in large multinationals)

21% say suppliers and service providers are better set up to serve them. That is certainly true in the TMC sector, where certain service providers now cater specifically for SME clients going global.

How this white paper can help you

This white paper is designed specifically to help SMEs which are taking their travel programme multinational. Figuring out where to start, who to collaborate with internally and externally, and how to implement can seem even more daunting if working in a small department or, in some cases, alone.

Follow our five steps to put you on the path to global travel success.

FIVE STEPS FOR SMEs TO GLOBALISE THEIR TRAVEL PROGRAMME

1 EVALUATE

Should I take my travel programme multinational?

- Map out the benefits
- Make sure you're ready, willing and able
- Figure out how global you go
- Consult locally

2 PREPARE

Lay the groundwork internally.

- Put your team together:
  - Find a leader
  - Find an executive sponsor
  - Work with procurement
- Source your information
- Create a travel policy

3 TEAM UP

Find the right service partner.

- Find the right TMC:
  - Decide between global, regional or local
- Find the right booking tool
- Find the right payment process

4 SOURCE

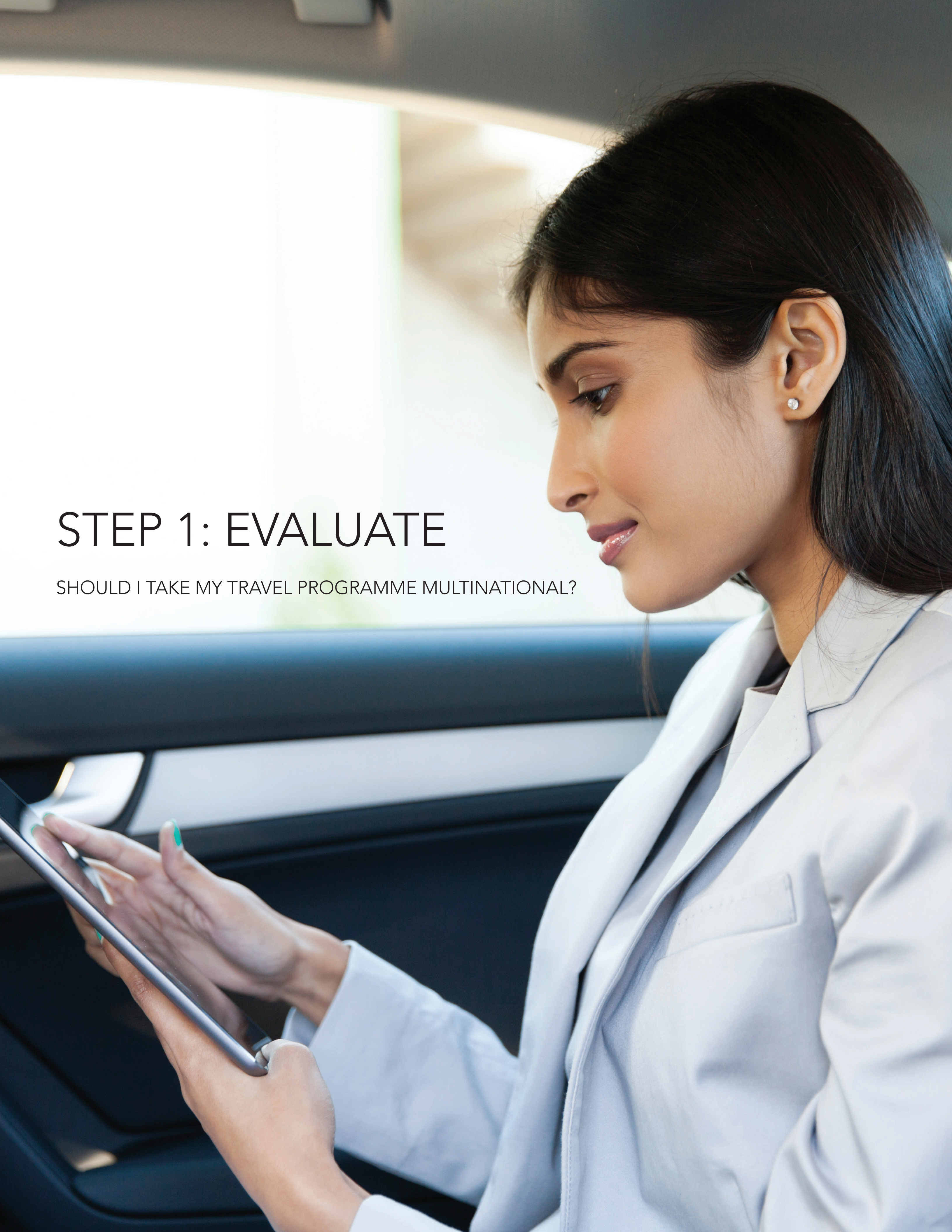
Negotiate your supplier agreements.

- Leverage your consolidated spend
- But be aware your TMC's prices may still be better

5 IMPLEMENT

Launch your multinational programme.

- Make sure you have sufficient internal resources
- Secure cross-departmental co-operation
- Phase your roll-out
- Communicate constantly



STEP 1: EVALUATE

SHOULD I TAKE MY TRAVEL PROGRAMME MULTINATIONAL?

SHOULD I TAKE MY TRAVEL PROGRAMME MULTINATIONAL?

THE CASE FOR

With 96% of our SME survey respondents saying they have benefitted from taking their programme multinational, the argument looks overwhelming. Those benefits include:

- Consolidated, leveraged spend.
- Co-ordinated policy to communicate with and steer traveller behaviour.
- Consistent monitoring of travellers for duty of care purposes and ability to intervene where required.

THE CASE AGAINST

There isn't really a case against going multinational, except the risk of forgetting local needs in the centralisation process. It's more a question of:

- Whether you judge your business is equipped to handle the transformation.
- How far you want to take the transformation.

Ready, willing and able?

Going multinational isn't a case of simply flicking a switch. A commitment to manpower and time is necessary to drive through change. In addition, backing from a senior company executive, and local stakeholder buy-in is essential. Without the right resources and commitment, the programme will fail.

It's not necessary to include every country

Out of our survey respondents, 58% have employees in countries that are not part of their managed travel programme (although 49% expect to add more countries to their programme by 2022). We also surveyed managers of multinational travel programmes for large corporations and found 65% of them likewise have employees in countries not part of their programme.

While adding every country to the programme is great in theory, it's more important to understand your return on investment calculation. Will you achieve your goals without covering your company's four employees in Peru and six in Malaysia, or will the benefits justify the additional time and costs of including them?

How far do you globalise? Factors to weigh up

There are no simple answers, which is why we recommend hiring a consultant for a couple of days to help you evaluate all the factors. However, options include:

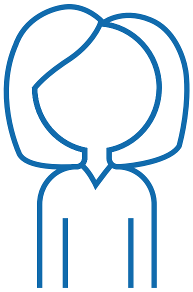
Something close to the 80/20 rule may be best

One option could be to focus on the countries responsible for the majority of your spend and leave out the long tail where volume may be too insignificant to justify investment. However, be aware that 80/20 today may not look like it did ten years ago. Economic globalisation means that whereas 80% of your spend may have been spread across only three or four countries a decade ago, it is more likely to be spread among double that number or more today.

80/20

Consider your internal resources

You will be able to include more smaller countries if you appoint a dedicated travel manager. If it's only a part-time role, then concentrating only on the biggest-spending country or countries which most need assistance might be better and will allow the travel manager the time to focus on the countries where they can make the biggest impact on the programme.



Which countries need your help?

It's not just a question of spend. It may be that some countries already manage their travel quite well on a local basis, whereas others do not, leading to overspending and risk exposure. These poorly managed countries will be strong candidates for early centralisation. It may also be important to include certain countries for special reasons, for example high-risk countries where duty of care is particularly important.

Will your global programme help or hinder?

The big risk with a multinational programme is that it can work very well for travellers and other stakeholders in the home country of your business, but fail to suit your people elsewhere.

If any countries are unconvinced of the benefits, it may be better to leave them out of phase one. You can address their concerns by showing them your success stories at a later date.

However, that doesn't mean ignoring those countries completely. You could, for example, let some markets choose their own TMC, on condition that the TMC they choose is able to upload data to your global TMC.

Consult locally

It's hard to conduct this exercise entirely from the ivory towers of your global headquarters. Consultation with countries (ideally by visiting them) is essential for two reasons:

1. It's the only way to learn the needs and nuances of each country and ensure you accommodate them.

2. Countries are unlikely to comply unless they feel some ownership in the process, above all by listening to them and incorporating some aspects of their feedback into your strategy.

Opening up communication locally also creates a channel to explain why you are taking the programme multinational, and this in turn will improve co-operation. To ensure success, involve local personnel from the time you start scoping the project all the way through the selection process to implementation.

STEP 2: PREPARE

LAY THE GROUNDWORK INTERNALLY

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Put the right team together

Find a leader

One individual must take ownership of the process and drive the transformation. The person with most responsibility in your organisation for managing travel is the obvious choice. Alternatively, the task could be assigned to someone in procurement or a specialist project manager.

If there is no one appropriate internally, you may have to look externally, either by hiring a consultant or appointing the account manager at your primary multinational TMC (see Step 3) – but an internal contact will still be necessary to ensure access to key departmental stakeholders.

Find an executive sponsor

Securing buy-in at senior management level is essential to the success of the project. Your sponsor will provide:

- Legal and governance support
- Endorsement for your proposed investments
- A sounding board for your ideas
- Local contacts in each country who will engage with and validate policy and strategy

Above all, travellers and other internal stakeholders are far more likely to accept changes and rules signed off by a senior figure in the organisation.

Who should my sponsor be?

Anyone from the C-suite would be excellent. In a smaller company, the Chief Financial Officer/ Finance Director is often best because they are likely to be responsible for treasury and legal issues and the owner of your payments process.

How to win a senior sponsor

Build a business case. Explain the strategic objectives of taking your travel programme multinational – duty of care, savings, recruitment and retention, etc. Once again, if you don’t feel confident about building the business case yourself, hire a consultant to help.

Outlining the risk exposure caused by taking no action is often a good way to make senior managers sit up and take notice. Risks can include:

- Liability if injury is caused to employees not systematically cared for while travelling
- Spiralling costs, especially for companies in a rapid phase of growth
- Lack of visibility, compliance and governance
- Loss of talent if travellers feel neglected or the travel process is chaotic

Finally, create a key performance indicator dashboard to show that improvements can be tracked and successes advertised internally.

Work with procurement

If you have a procurement function within your organisation ask for assistance. Procurement can perform useful roles, including providing process and analytics, and playing the “bad cop” in negotiations with suppliers.

However, make sure procurement does not take too narrow a view of what is good for the company. A classic example is TMC transaction fees. Procurement may push for the lowest bidder, but travel is not a commodity. TMC fees count for only 2-3% of total travel spend. Better savings can be driven by hiring a good TMC that will drive down the other 97-98%.

Source your information

Find the numbers

Improving visibility is often the key reason businesses build a multinational travel programme. Yet at the start of the process it is exactly this lack of visibility which presents the biggest obstacle to progress. In a worst-case scenario, you may know little more than how many travellers you have per country.

At a minimum, try to assess total travel spend per country. Your existing TMC(s) should be able to help. But TMC data won't tell the whole story because many travellers, especially in a less closely managed programme, book through unofficial channels such as airline and hotel websites.

Other places to look are:

- Data from your corporate payment providers, if you have any, although often businesses don't yet have a payment solution on beginning their global travel journey
- Expense report data
- Accounts payable, although again the picture may be distorted or incomplete
- Your local entities to help you; tell them what you want and, equally importantly, why

Learn where you are today

That means not just understanding the numbers but documenting existing processes. How is travel booked in each country for each travel category: air, hotel, rail, car rental, etc? Which third parties do travellers use? Do they book online or by phone? Is the trip booked directly by the traveller or by other staff on their behalf – something still very common in parts of Asia, the Middle East, Africa and Latin America?

Analyse where you want to be tomorrow

This will include:

- What data do you want and where can you source it?
- How do you want travel to be booked?
- How much do you expect to spend?
- What processes and policies do you want employees to follow?
- How can you improve travellers' experience?
- How can you make travellers safer?
- How can you improve processes for other central functions, such as improving uploading of information into financial systems?
- How must you comply with regulations?

Avoid change for change's sake. There is no point in creating KPIs, for example, just to fill up a pretty dashboard. Each KPI should map progress towards at least one strategic goal you are aiming at.

Once you have mapped where you are today and want to be tomorrow, you can start plotting routes to make the transformation.

Create a travel policy

A detailed policy isn't essential at this point but try at least to create some global guidelines – endorsed by your senior sponsor. It sends out a very strong message that travel will be co-ordinated multinationally from now on. However, build as far as possible on existing policy within your organisation. That means researching what policies are already in place locally and which countries will be impacted by the change.

Try to be as consistent as possible. There will inevitably be local variations on top of the global framework. But basic principles, such as which cabin travellers can fly in, should be invariable worldwide because employees in different countries will compare notes.

STEP 3: TEAM UP

FIND THE RIGHT SERVICE PROVIDERS

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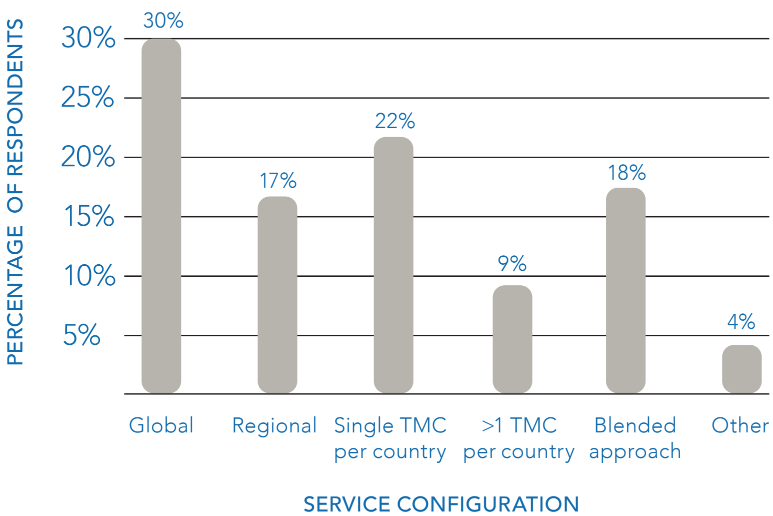
Find the right TMC
Global, regional or local?

Our survey found that SMEs take diverse approaches to this question:

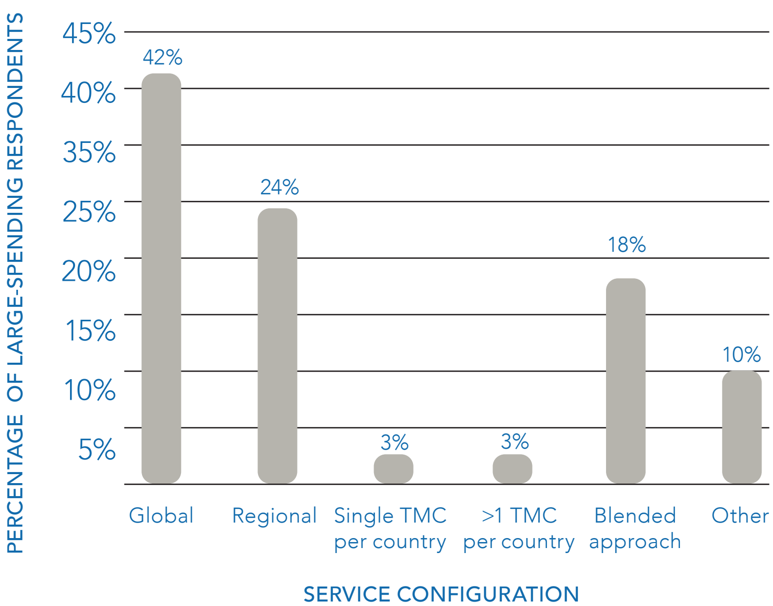
How businesses work with their TMC today

Which option below best describes the selection of your company's current TMC(s)? (%):



Source: Nina & Pinta/GlobalStar Travel Management

In comparison, our sample of large-spending companies (more than US $30 million globally), showed they are much more likely to have consolidated internationally:



Source: Nina & Pinta/GlobalStar Travel Management

One (or more) TMC per country is too many

A TMC is arguably your most important travel service provider relationship. In addition to the basic booking service they provide, your TMC performs all the travel management tasks you're unwilling or unable to do in-house. These could include:

- Co-ordinating processes and policy compliance worldwide
- Data collection, consolidation and analysis
- Integration with online booking tools
- Providing emergency assistance
- Integration with travel security services
- Supplier relationship management
- Managing traveller profiles
- Handling traveller enquiries and feedback
- Advising on visas, inoculations etc.
- Advising on regulatory compliance

The more you outsource these tasks instead of managing them in-house, the more important it is to consolidate either regionally or globally. If you stay with one or more TMCs per country, problems will quickly become obvious:

- You will have too many relationships to manage.
- It is very challenging to co-ordinate data consolidation, policy, and processes such as traveller profile management, across multiple TMCs.

Okay, we consolidate – but globally or regionally?

Some kind of international consolidation is essential, but there is no right or wrong answer to whether global or regional is better. It will depend partly on how your business structures itself.

What is certain, is that this is a choice which needs careful consideration before jumping in. Think about what you really want from the programme and how it aligns to your business goals. Look at your prevailing business culture. Are suppliers and processes generally managed globally or regionally? Talk to other stakeholders in the company to see what they think, and perhaps work with a consultant to get this important decision right.

THE ARGUMENT FOR GLOBALISATION

The challenges outlined earlier make a strong case for full globalisation with many benefits in terms of risk mitigation, compliance, savings, administrative efficiencies and happier travellers. In addition, a Global Account Manager at your chosen global TMC can be a powerful ally and important subject matter expert.

THE ARGUMENT FOR REGIONALISATION

TMC tenders often start by stating an objective of consolidating with just one TMC but end up concluding that a regional approach, more attuned to regional needs is a sensible compromise. It is very difficult for one TMC to be the best everywhere and having the same name above the door doesn't mean every national office of a global TMC has the same ownership or even the same processes.

If you choose a regional approach, make sure you find solutions to those key requirements for global data consolidation and traveller profile management feeds. Achieving that regionally is certainly possible, but it does take more work. That's why in the end many businesses select just one TMC, even if it's not a perfect fit for every country.

What else to consider when choosing your TMC

Find a TMC that understands you as a business and your company culture. What is most important to you: high-touch service? Low transaction fees? Deep automation? Be clear what you want, and whether the TMC will be a good fit.

Establish a relationship with every TMC you are interested in before inviting them to tender. Face-to-face meetings are ideal, but at least have a phone call. TMCs may no-bid if asked to tender completely cold.

Talk to other TMC customers for all the countries in your programme. Ask to talk to customers covering a similar spend and footprint to your travel programme.

Finally, engage locally, find out which of your colleagues are managing travel and be sure you understand their needs.

Hire a consultant

Choosing the right TMC is not only an important task but a difficult one unless you know the market very well. Appointing a consultant can speed the process and sharpen the decision-making. Specialist consultants are also extremely useful for checking contracts. They will identify potential challenges your own non-specialist legal teams probably wouldn't spot.

Find the right online booking tool

Our survey found that although SMEs have a number of different online booking tool solutions in place today, many wish to move to a global solution over the next two years.

However, there are strong arguments for not going global. OBTs are inconsistent, performing very well in some regions but less so in others. There are added complications. For example, China, Japan and Russia have their own airline distribution systems which don't always integrate with the multinational OBTs.

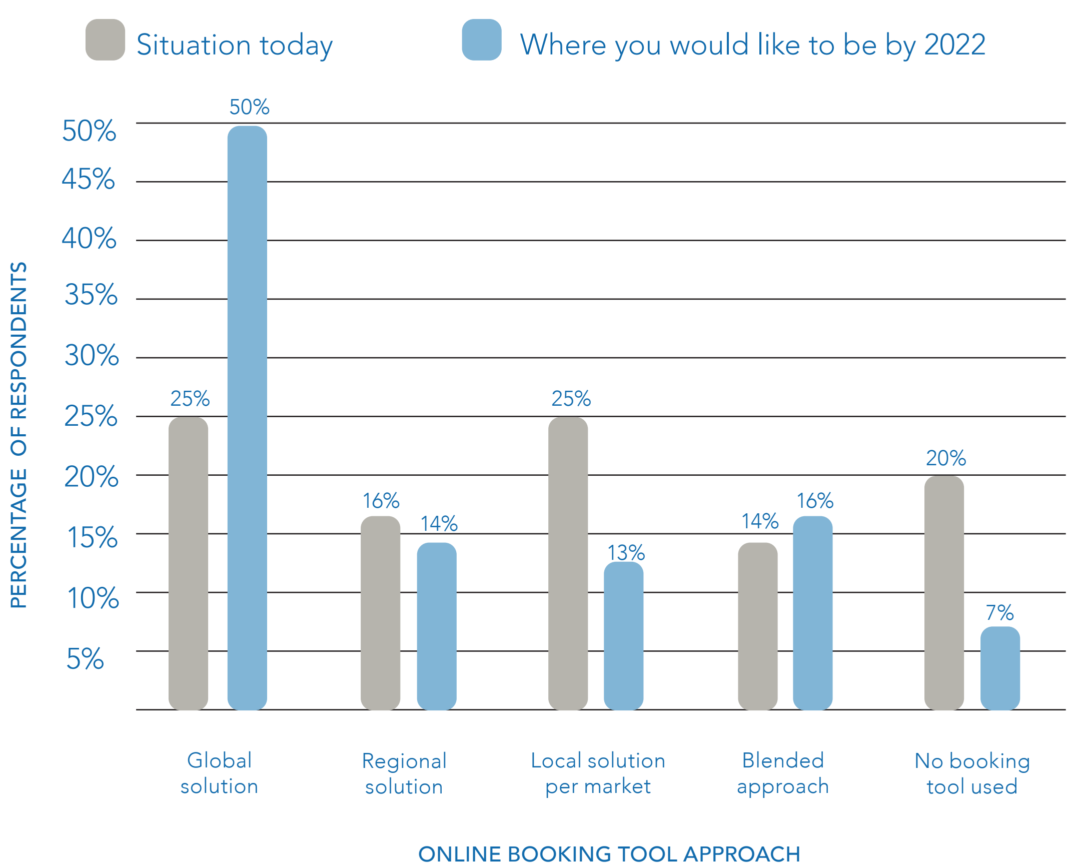
Other important considerations come into play, such as whether you want a combined OBT/ expense management tool or are happy to source them separately. Think also about the wider context of what technology you want. You may wish for example to choose your mobile travel platform first and then find an OBT which sits well with it.

Direct relationship or via your TMC?

You can either negotiate a direct deal with an OBT provider or sign up to one of your TMC's preferred OBT partnerships. For SMEs with limited internal travel management resources, going via your TMC is normally the better choice. Your TMC will oversee the technicalities of the integration between itself, you and the OBT; and again it's one less relationship for you to manage.

Online booking tool strategy

Which option best describes your company's preferred online booking strategy? (%)



Source: Nina & Pinta/GlobalStar Travel Management

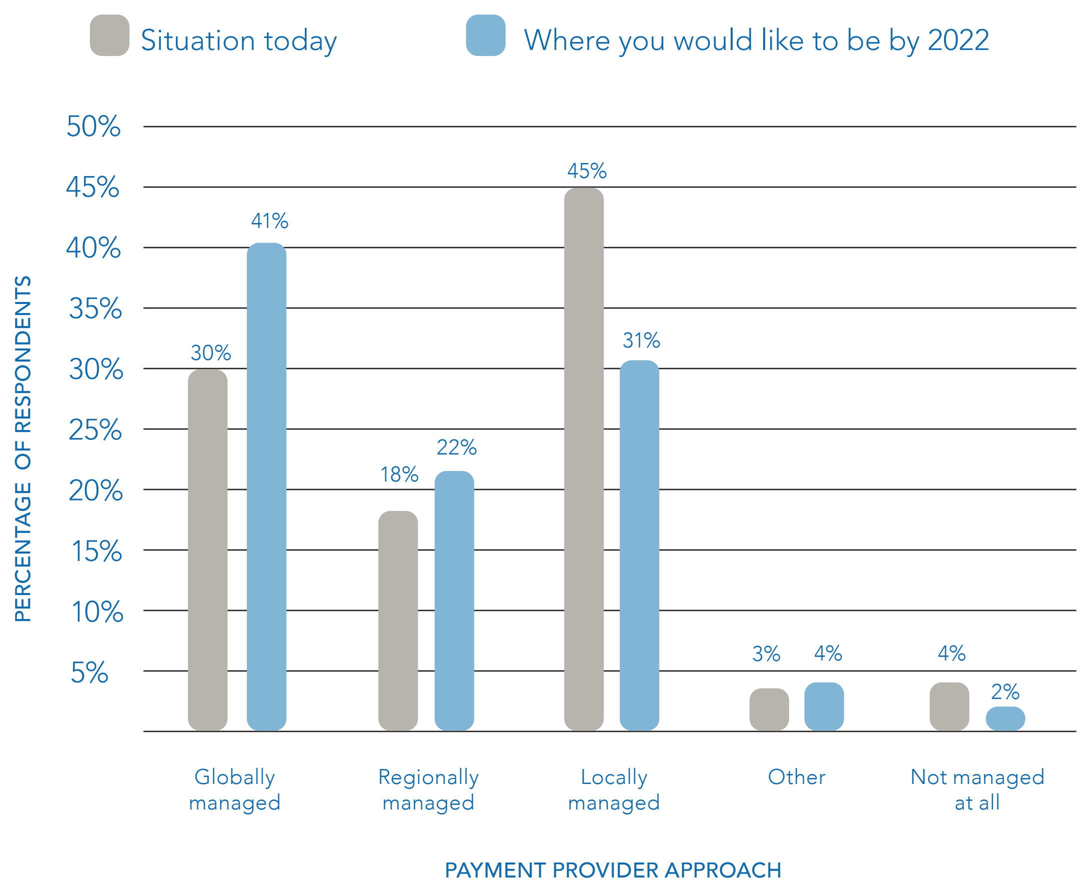
Find the right payment process

Lodge cards (also known as a business travel account), corporate cards or virtual cards? All these corporate payment options have their advantages. The important point is to choose one (or a combination) of them, instead of staying with old-fashioned processes like invoices, vouchers, cash advances and billbacks. Those older options are all admin-heavy, and both data quantity and quality are inferior.

Our survey shows SMEs today are heavily localised in their payment solution arrangements. Once again, however, SMEs are looking to consolidate their payment choices internationally, which would improve data visibility:

Payment provider approach

Which option best describes your company's preferred payment provider strategy? (%)



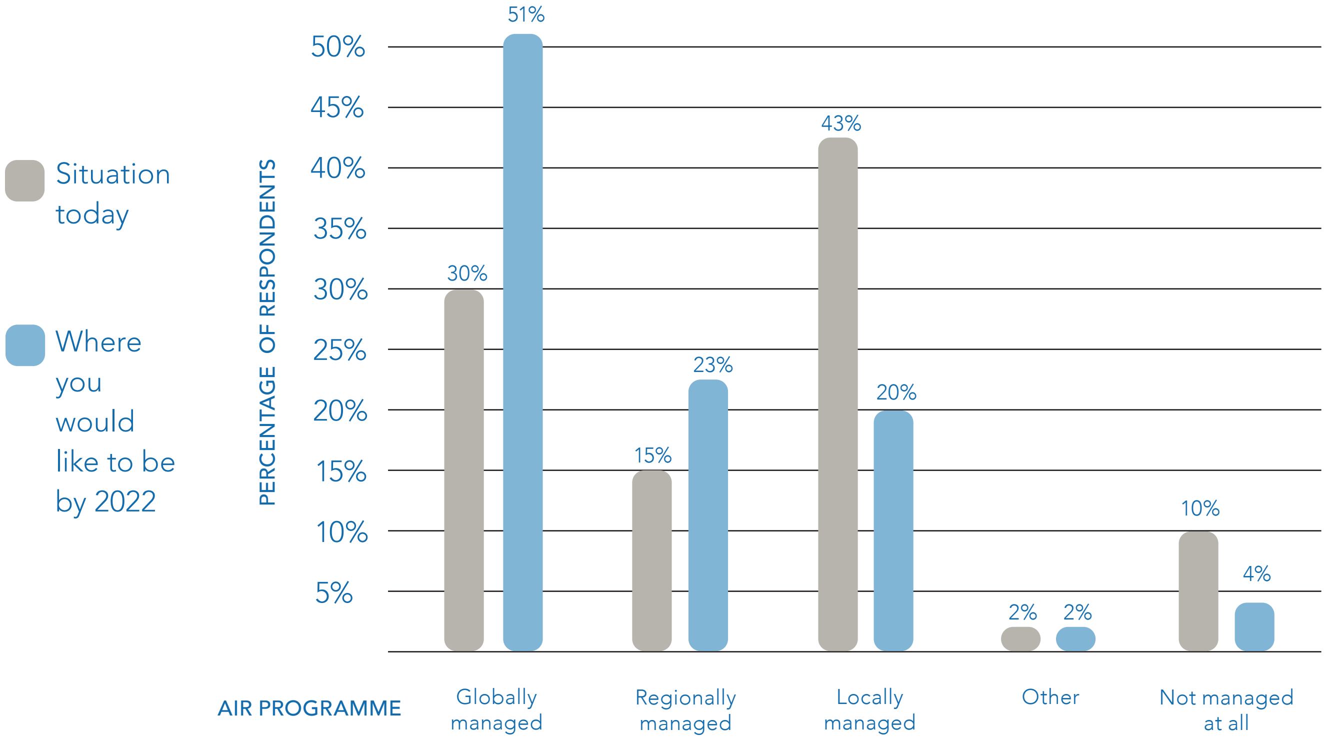
Source: Nina & Pinta/GlobalStar Travel Management

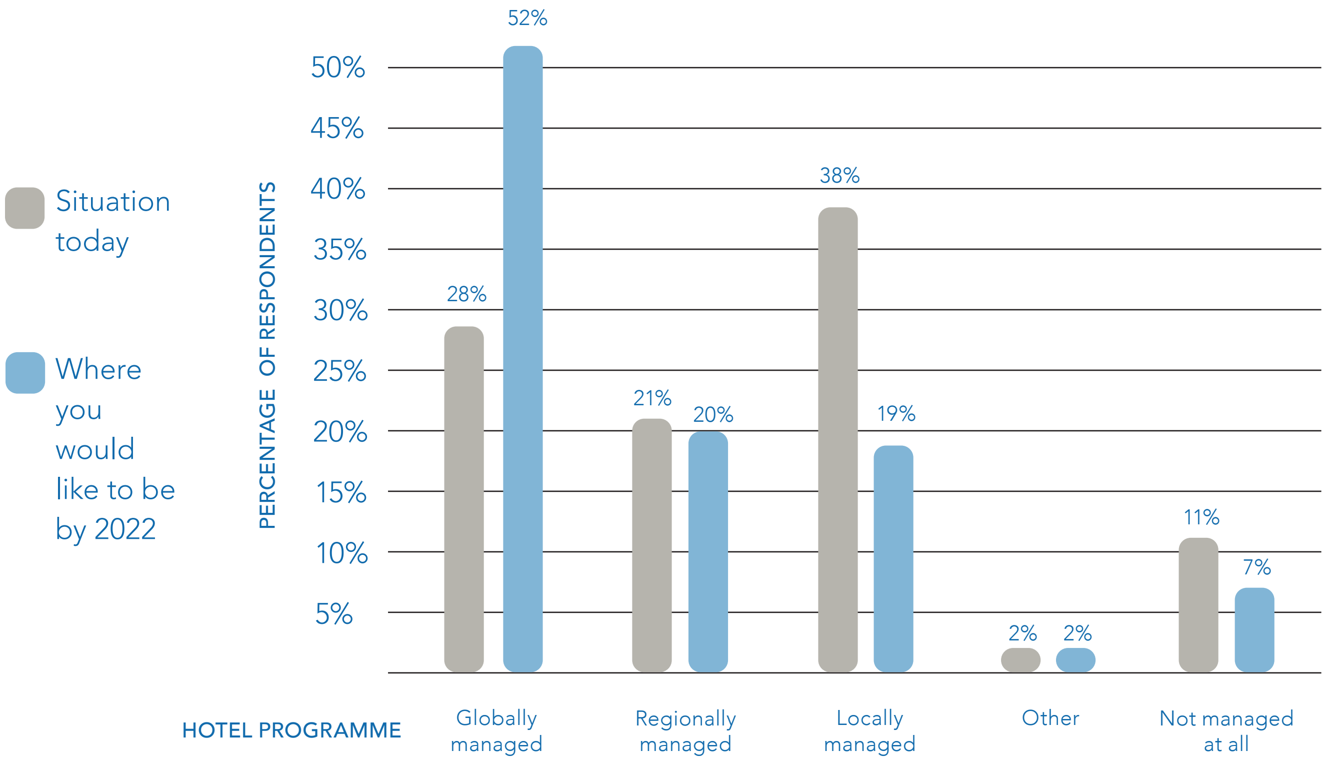
STEP 4: SOURCE

NEGOTIATE YOUR AIRLINE, HOTEL AND OTHER SUPPLIER AGREEMENTS

NEGOTIATE YOUR AIRLINE, HOTEL AND OTHER SUPPLIER AGREEMENTS

One of the benefits of taking your travel programme multinational is the potential to move towards regional and/or global supplier agreements. To do this you need to understand which suppliers currently receive your spend and who would be a good supplier to work with. From the survey results, air and hotel supplier programmes are another area where SMEs most commonly work locally today but would like to globalise in the future:





Source: Nina & Pinta/GlobalStar Travel Management

OPPORTUNITIES TO CREATE SUPPLIER AGREEMENTS

Several factors could make supplier agreements, especially global agreements, more likely once you take your travel programme multinational:

- Consolidated and documented spend will attract supplier discounts.
- Waiting until you have six months of consolidated data will help to prove your value before negotiating with suppliers.
- Evidence of a globally enforced policy will also help win deals.
- Suppliers are globalising, enabling them to meet customer needs in more markets.
- Suppliers are beginning to recognise the trend for even their smaller clients to operate across borders.

OBSTACLES TO SUPPLIER AGREEMENTS

Securing supplier discounts may still prove difficult, for several reasons:

- Suppliers have been reducing the number of corporate clients they give discounts to in recent years.
- Airlines in particular have thresholds which they won't go below. Your spend profile may not attract the deal you were hoping for.
- Don't underestimate the challenge of getting local markets to switch to centrally mandated suppliers for the first time. If they are accustomed to years of booking whichever airlines and hotels they like, they may be resistant to change.

The right spend distribution

In the end, if your spend is fragmented you may still find your TMC can source lower prices than you can. It is worth exploring what programmes your TMC offers in this regard. Another option is to sign up for special programmes that suppliers offer to SME customers. These schemes offer small discounts, loyalty points or both.

The key to achieving supplier goals, and market share requirements is to make sure travellers book through the authorised TMC and OBT, otherwise the data and spend contribution could be lost and not attributed to your company.

Don't give up. The more you gather data and direct your spend, the better your chances of signing good deals.

STEP 5: IMPLEMENT

LAUNCH YOUR MULTINATIONAL PROGRAMME

LAUNCH YOUR MULTINATIONAL PROGRAMME

Once you have selected your service providers and suppliers, you are ready to start implementing your multinational travel programme. Or almost ready: here are four more crucial preparations ahead of launch day.

Make sure you have the internal resources

Taking a multinational programme live doesn't stop with signing a TMC. It continues to need management from your side. Failure to dedicate internal resources is the most frequent reason why implementations fail.

You will typically need three times as many resources to implement a programme than to manage it once up and running. Consider telling your bosses you will be dedicating most of your time to travel for a limited period during the implementation.

Secure cross-departmental co-operation

Input is essential from other key departments, so cue them up well in advance to ensure they also put enough time aside. Other departments that may be involved include:

Human Resources
Data protection; employee profiles and traveller wellbeing.

IT
Integration of customised mobile apps; integration of booking and expense tools into internal systems.

Security
Integration with traveller tracking and other risk management technology.

Finance
Payment solutions; tax, treasury and compliance.

Legal
Contracts; liability and Global Data Protection Regulation (GDPR).

Internal Communications
Marketing and communicating the programme.

Phased roll-out, not a big bang

Trying to implement in every country simultaneously is generally not a good idea. Your attention will be spread too widely and you won't be able to troubleshoot quickly or effectively enough, because teething problems are inevitable. It's better to implement market by market, fix all the snags, learn what didn't go well and then apply those lessons to the next markets. Don't move on until problems are solved, or you will quickly create resentment that will be hard to dispel.

There are several ways you can schedule the roll-out, depending on variables such as available time, resource, volume, number of countries to implement and the complexity of what you are implementing:

- **Start in the country where the decision to go multinational was made**
  That shows you are prepared to walk the talk.
- **Start with your biggest market**
  Most of your lessons will be learned by the time you have finished implementing your highest-spending country. Aim to complete all your top three markets within six months to keep momentum going. It means you will have consolidated most of your spend and be in a strong position for supplier negotiations.
- **Start with the market that needs to change most**
  This could be challenging but potentially will produce the most dramatic results to inspire other countries in the programme.
- **Leave markets most likely to resist to last**
  By then, you will have good success stories to show them.

Communicate

Like obtaining executive endorsement, effective communication is another must-have for your programme. Communicate before, during and after implementation.

Tell employees what is happening, and never forget to explain "why" so travellers and others understand the logic of what you are doing. The "why" should include why employees benefit from the changes (e.g. better duty of care in emergencies) as well as why the company benefits.

Traveller communication is becoming increasingly sophisticated these days. Consider asking your internal communications team or TMC to help you, or for maximum impact hire an external marketing expert.

Research what communication style works best in each country you are implementing. In the Middle East, for example, one-to-one communications succeed better than official memos sent by e-mail. In fact, visiting every market in which you implement at least once will go a long way to selling your programme locally.

CONCLUSION

Improved duty of care. Better policy compliance. Reduced costs. Almost all companies, whether large or small, strive for these three goals as part of their travel programme. Our survey told us that many SMEs have got there by going multinational and a little structured planning makes the process much smoother.

We hope this report has lit a path that any company can follow on the way to multinational travel management. It's a journey that is well worth taking.