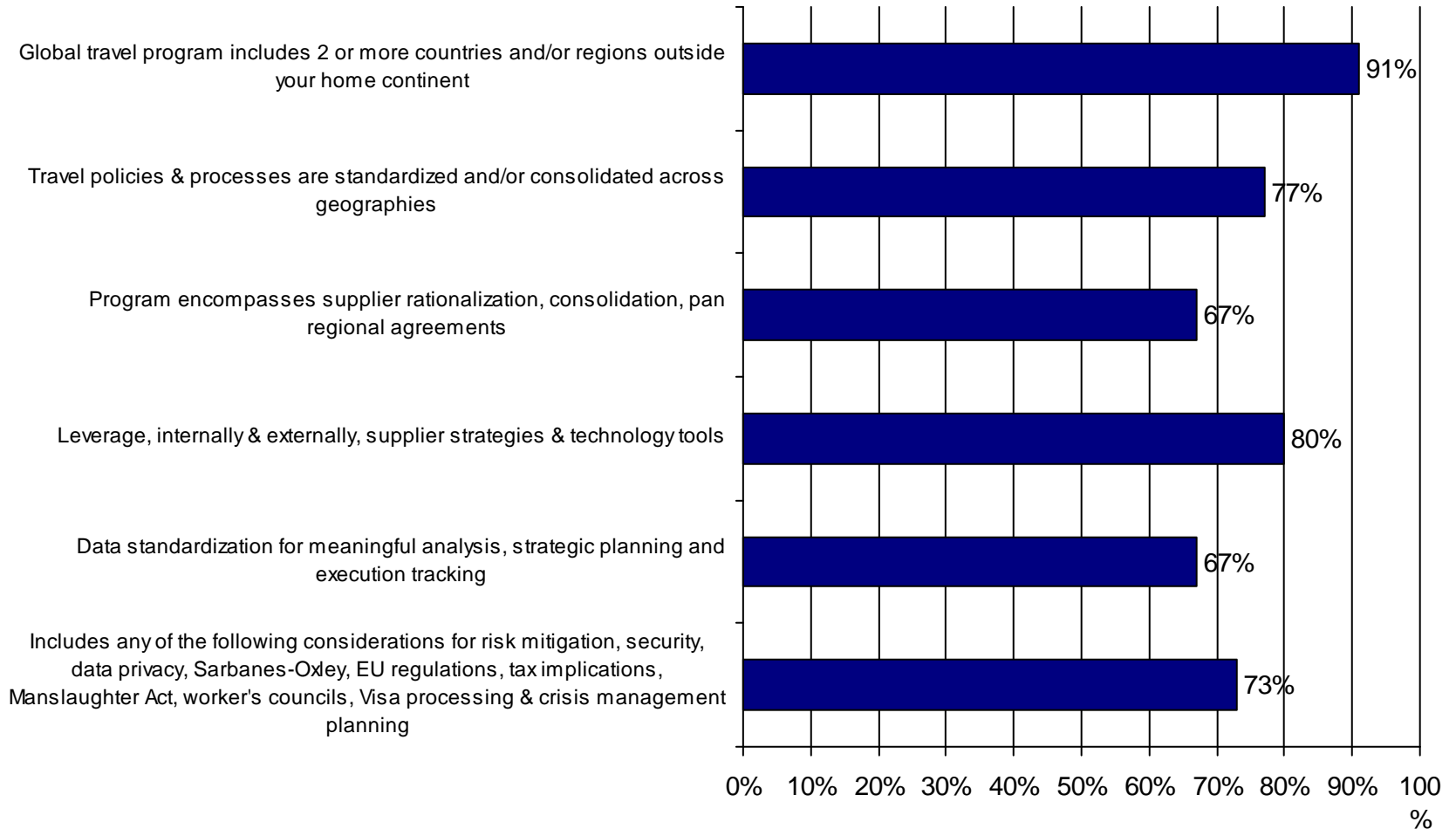


Online Survey Report

March 2008



[s1] Does your global travel program incorporate 2 or more of the following elements*?

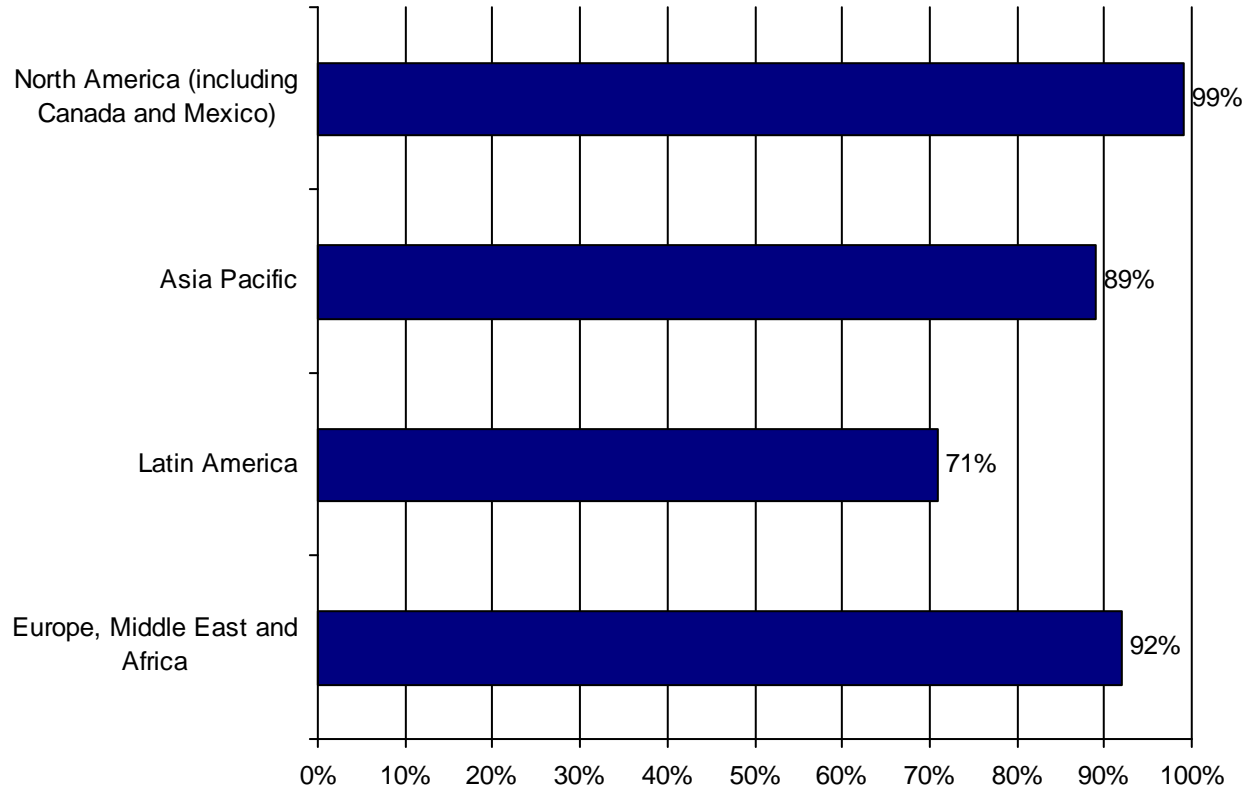


[s1] Does your global travel program incorporate 2 or more of the following elements*?

BASE: TOTAL(AII: N=159)



[q1] Which regions does your company conduct business in?

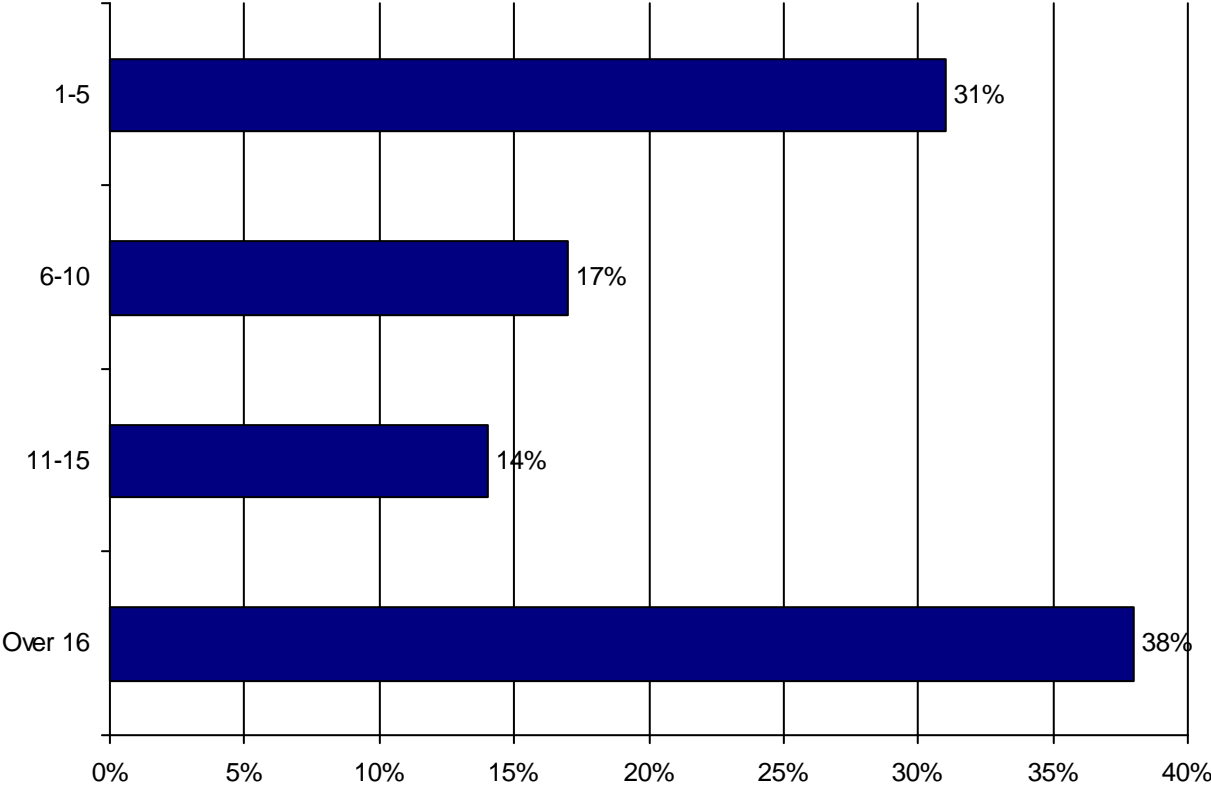


[q1] Which regions does your company conduct business in?

BASE: TOTAL(All: N=159)



[q2] Number of countries in travel program:

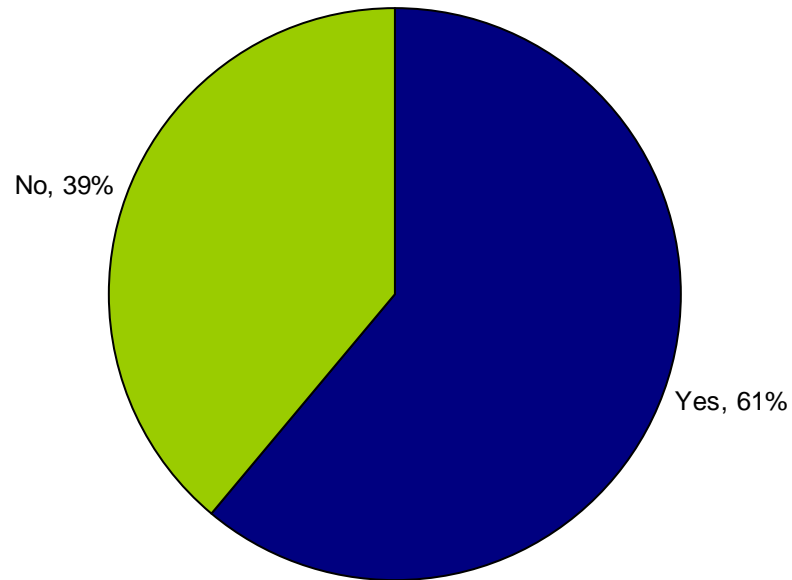


[q2] Number of countries in travel program:

BASE: TOTAL(AII: N=159)



[q3] Do you have local in-country service in all locations?

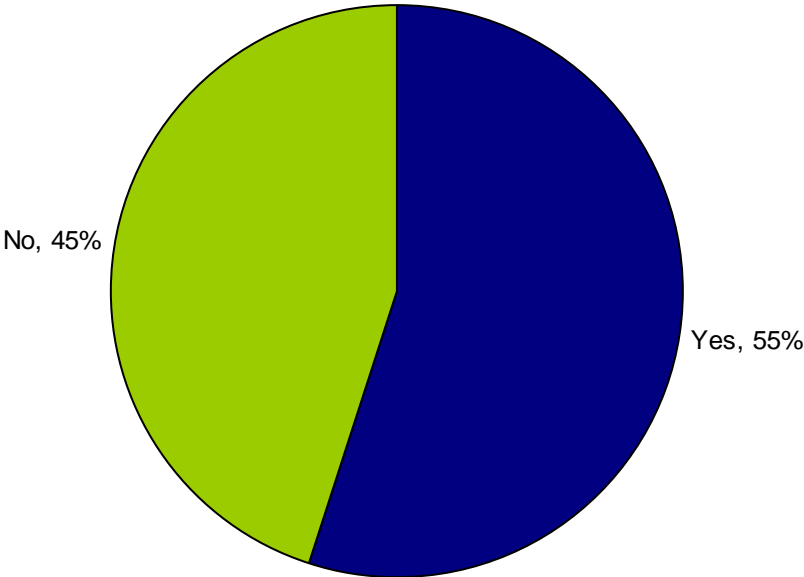


[q3] Do you have local in-country service in all locations?

BASE: TOTAL(All: N=159)



[q4] Do you have service configurations in Regional or Multi-national service centers?

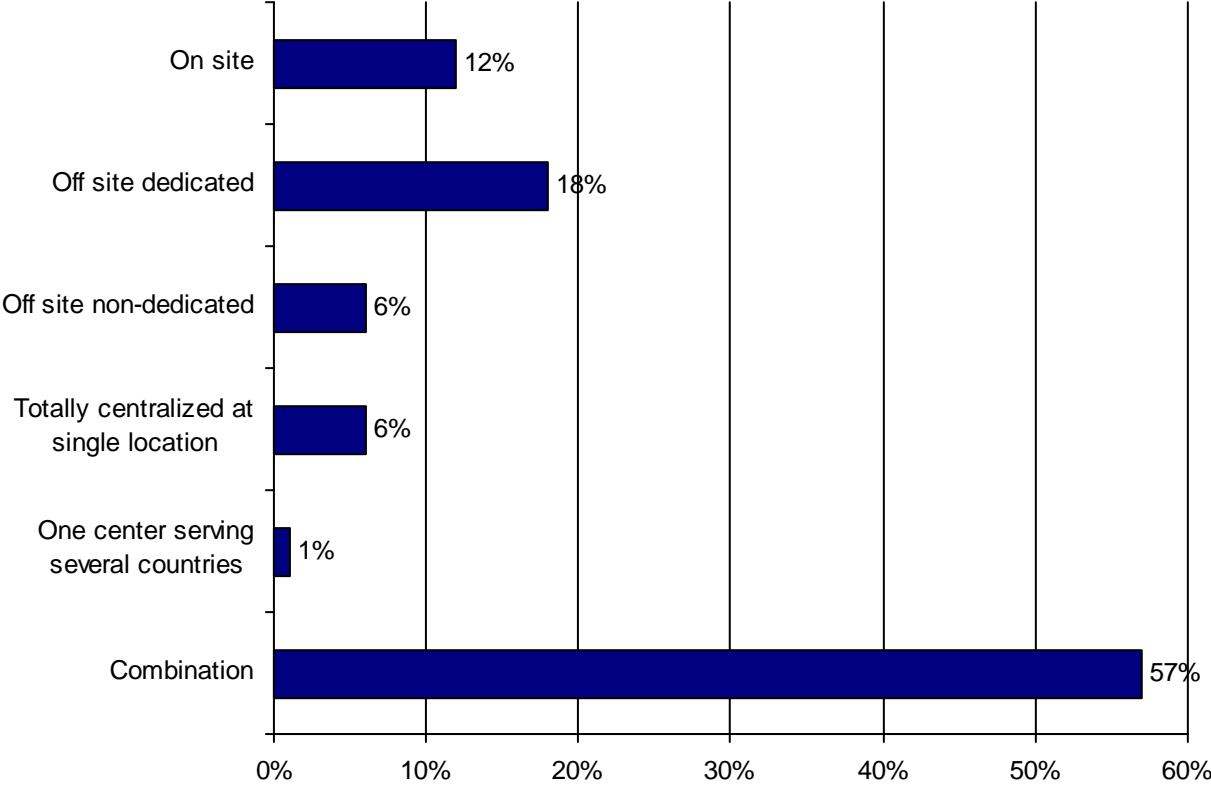


[q4] Do you have service configurations in Regional or Multi-national service centers?

BASE: TOTAL(AII: N=159)



[q5] Please select the service configuration that best describes your situation:

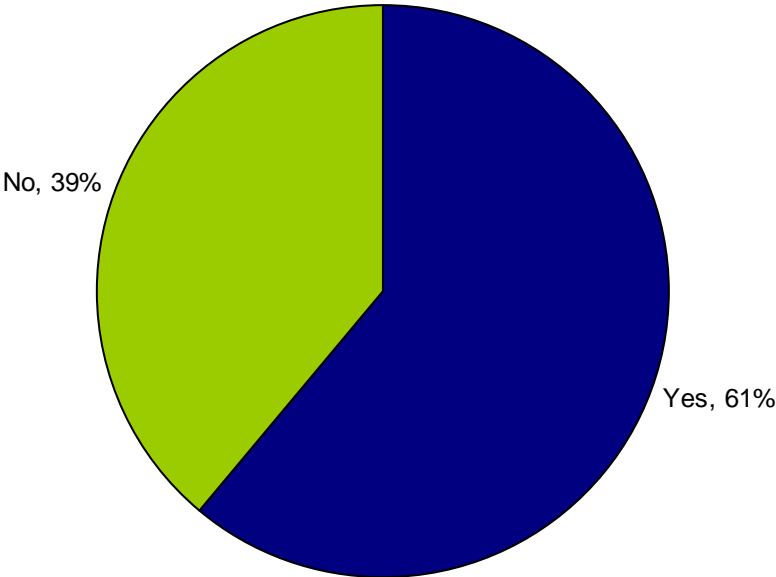


[q5] Please select the service configuration that best describes your situation:

BASE: TOTAL(AII: N=159)



[q6] Do you provide local language service for all travelers?

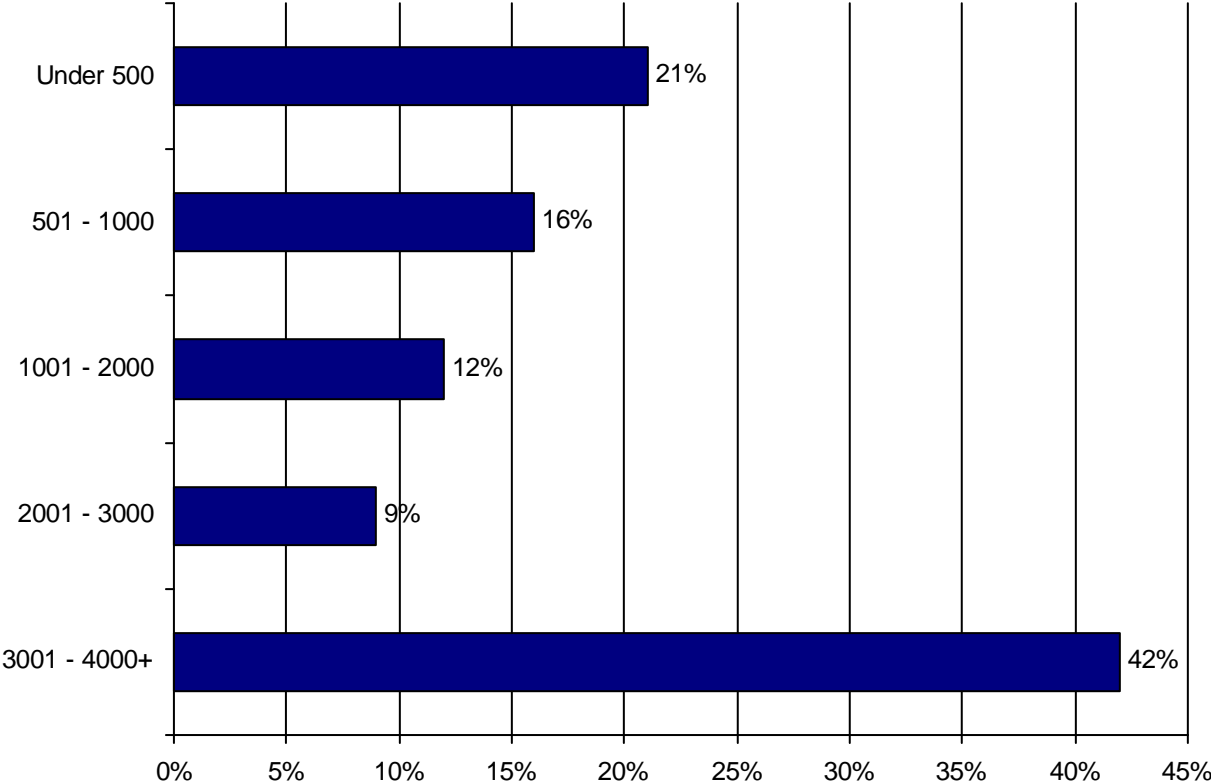


[q6] Do you provide local language service for all travelers?

BASE: TOTAL(All: N=159)



[q7] What is the size of your global traveling population?

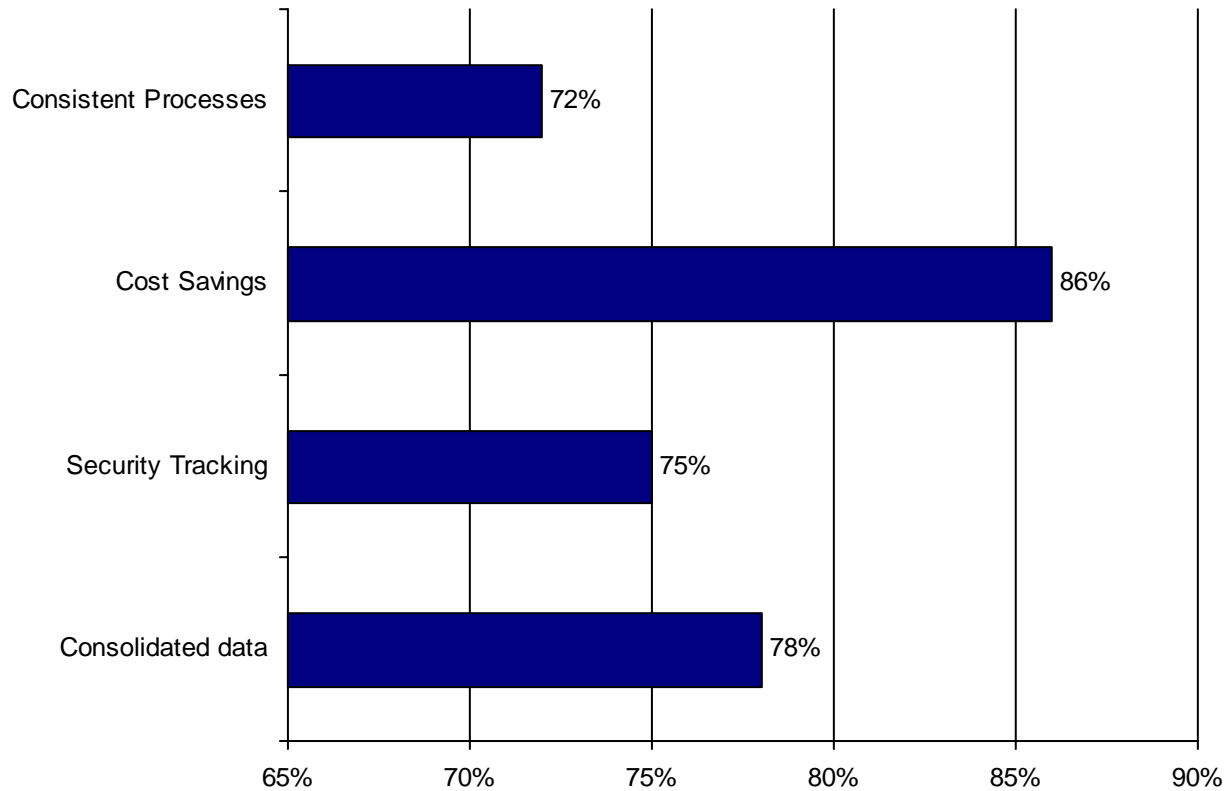


[q7] What is the size of your global traveling population?

BASE: TOTAL(AII: N=159)



[q8] Please check any areas of benefit that have resulted from consolidation

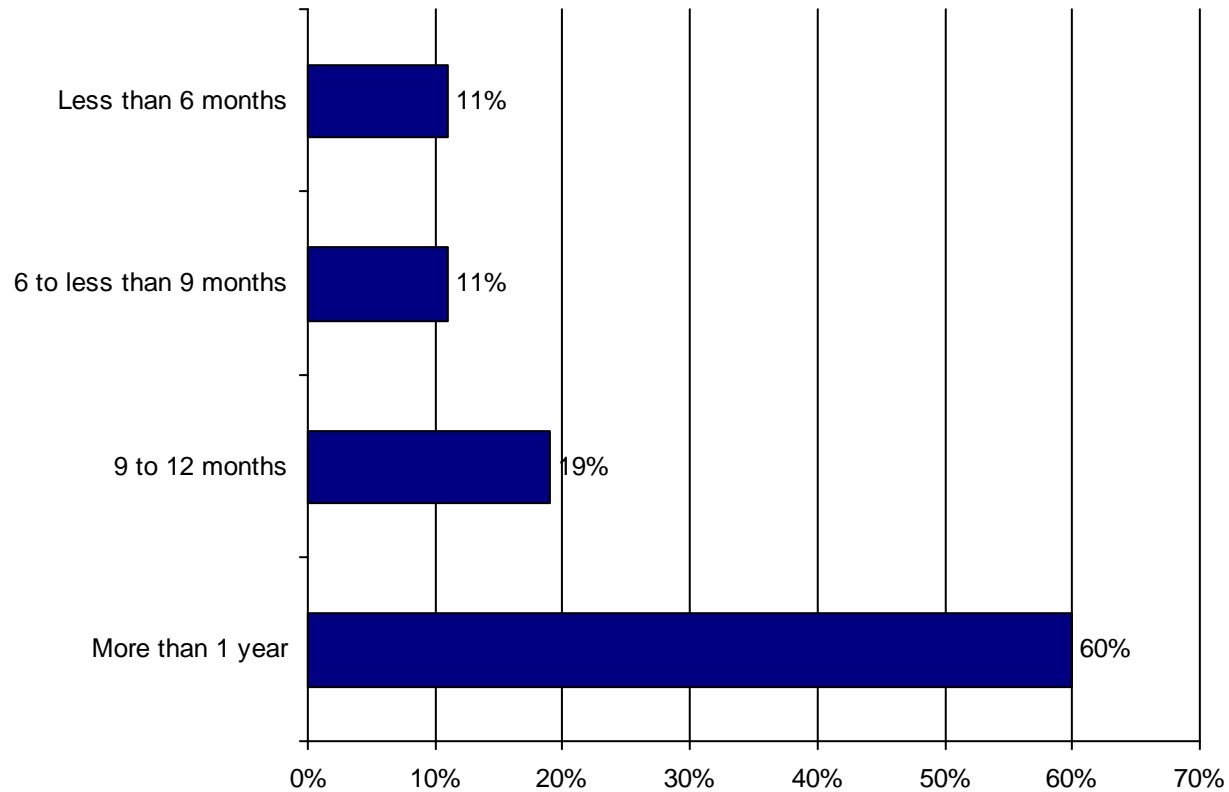


[q8] Please check any areas of benefit that have resulted from consolidation

BASE: TOTAL(AI: N=159)



[q9] What was the timeline for your implementation of globalization project?

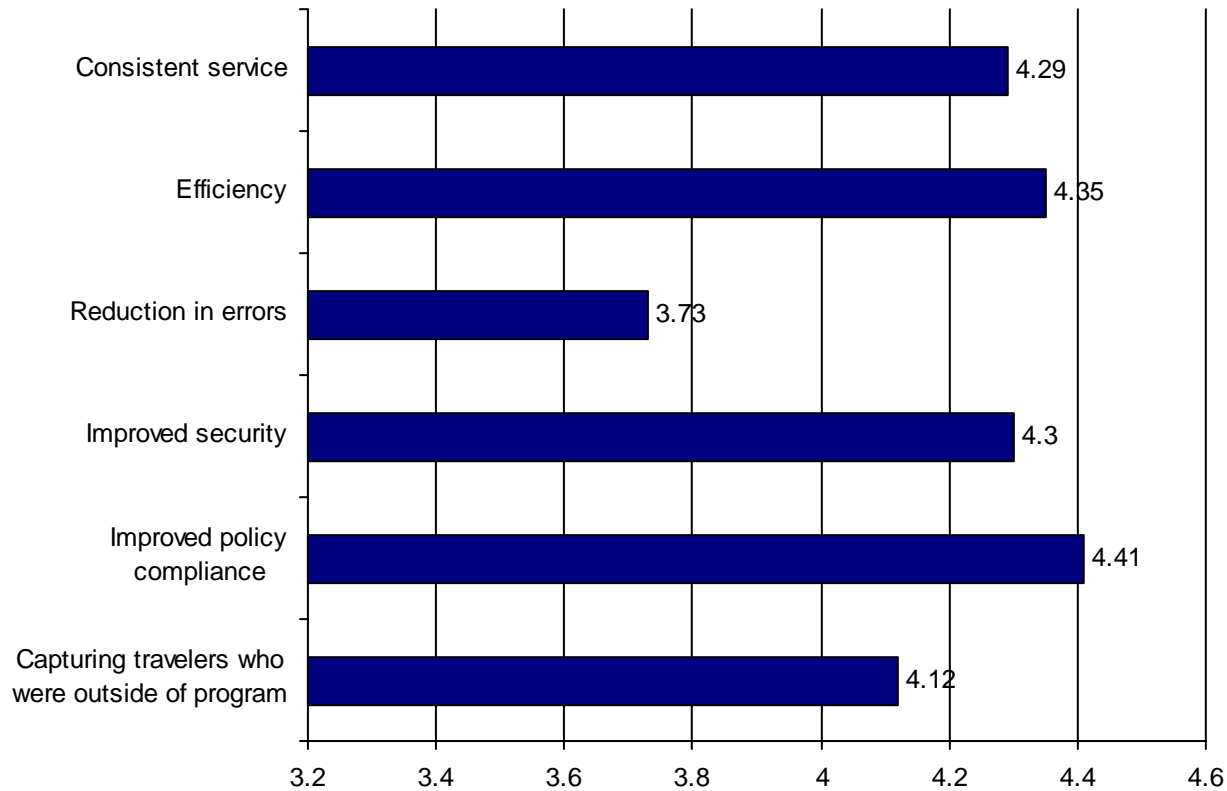


[q9] What was the timeline for your implementation of globalization project?

BASE: TOTAL(AI: N=159)



[q10] On a scale of 1-5 with 5 being very important and 1 being not important at all, identify what the key service drivers were for your global initiative.

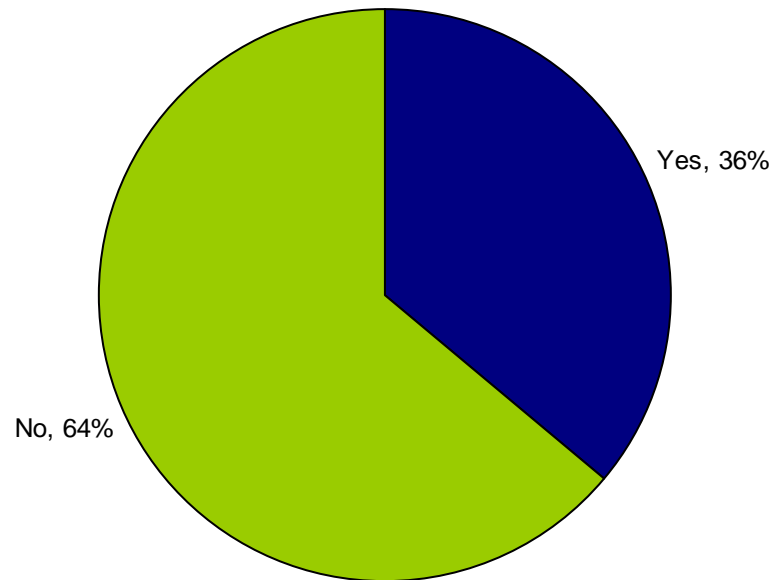


[q10] On a scale of 1-5 with 5 being very important and 1 being not important at all, identify what the key service drivers were for your global initiative.

BASE: TOTAL(AII: N=159)



[q11] Did you seek a single global Self Booking Tool?

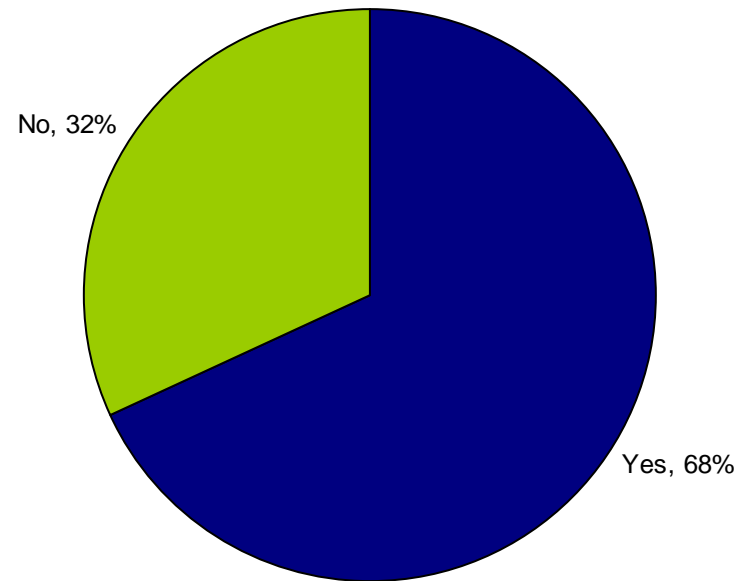


[q11] Did you seek a single global Self Booking Tool?

BASE: TOTAL(All: N=159)



[q12] Did you seek the best Self Booking Tool on a regional basis?

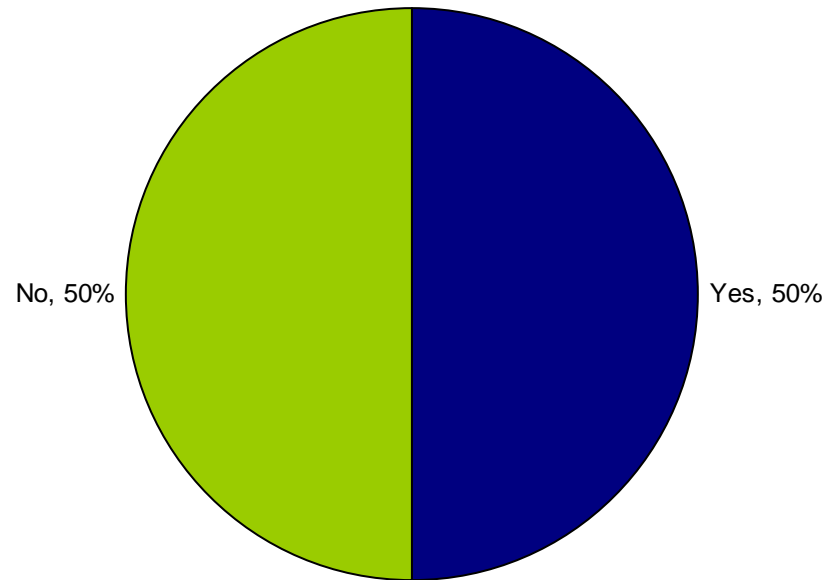


[q12] Did you seek the best Self Booking Tool on a regional basis?

BASE: [q11] Did you seek a single global self booking tool?: No(All: N=101)



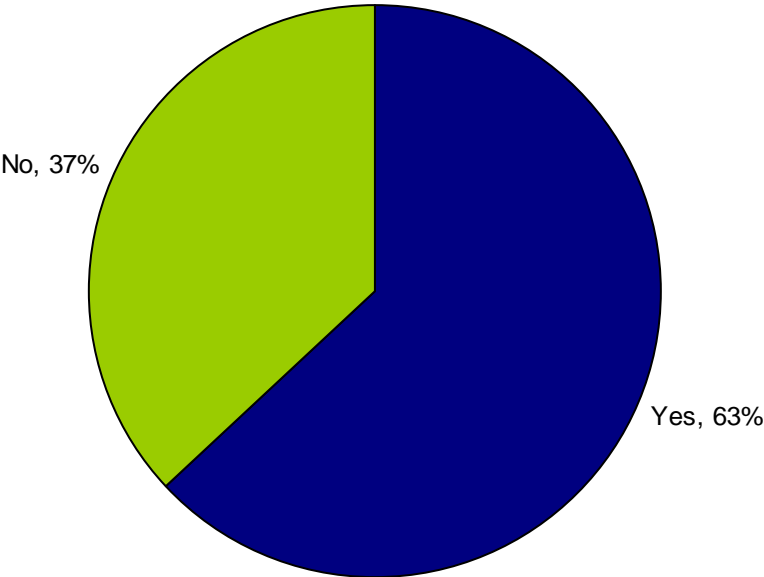
[q13] Did you select the Self Booking Tool on a country by country basis?



[q13] Did you select the Self Booking Tool on a country by country basis?

BASE: [q11] Did you seek a single global self booking tool?: No(All: N=101)

[q14] Does your company have a mandated global travel policy?

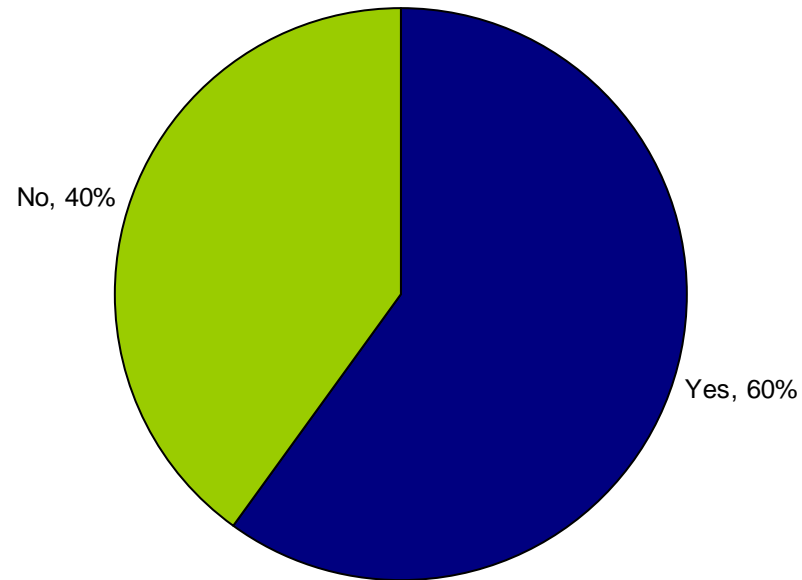


[q14] Does your company have a mandated global travel policy?

BASE: TOTAL(AII: N=159)



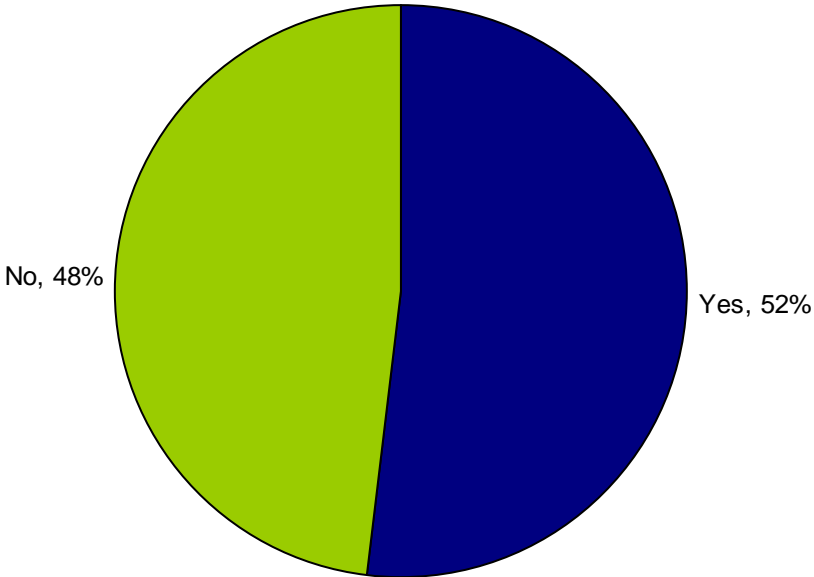
[q15a] Are there sub policies by Region?



[q15a] Are there sub policies by Region?

BASE: [q14] Does your company have a mandated global travel policy?: Yes(All: N=100)

[q15b] Are there sub policies by Country?

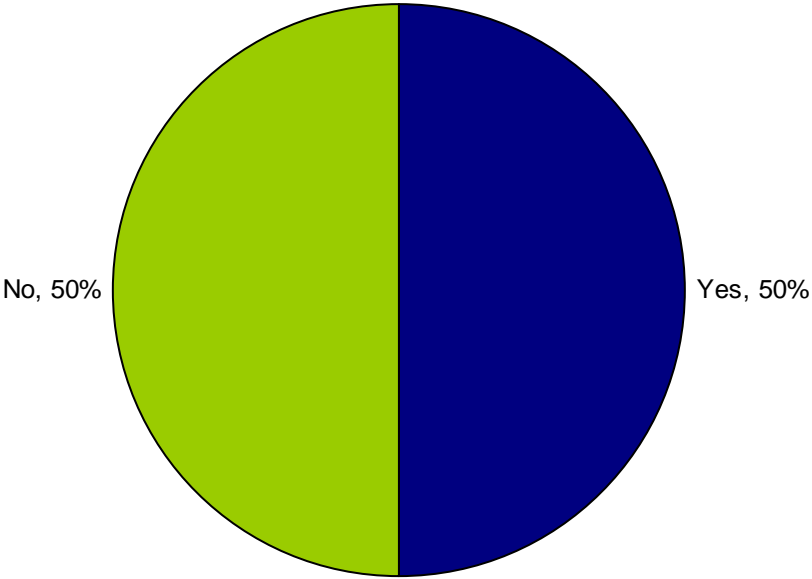


[q15b] Are there sub policies by Country?

BASE: [q14] Does your company have a mandated global travel policy?: Yes(All: N=100)



[q15c] Are there sub policies by traveler type (ie. business unit, traveler title)?

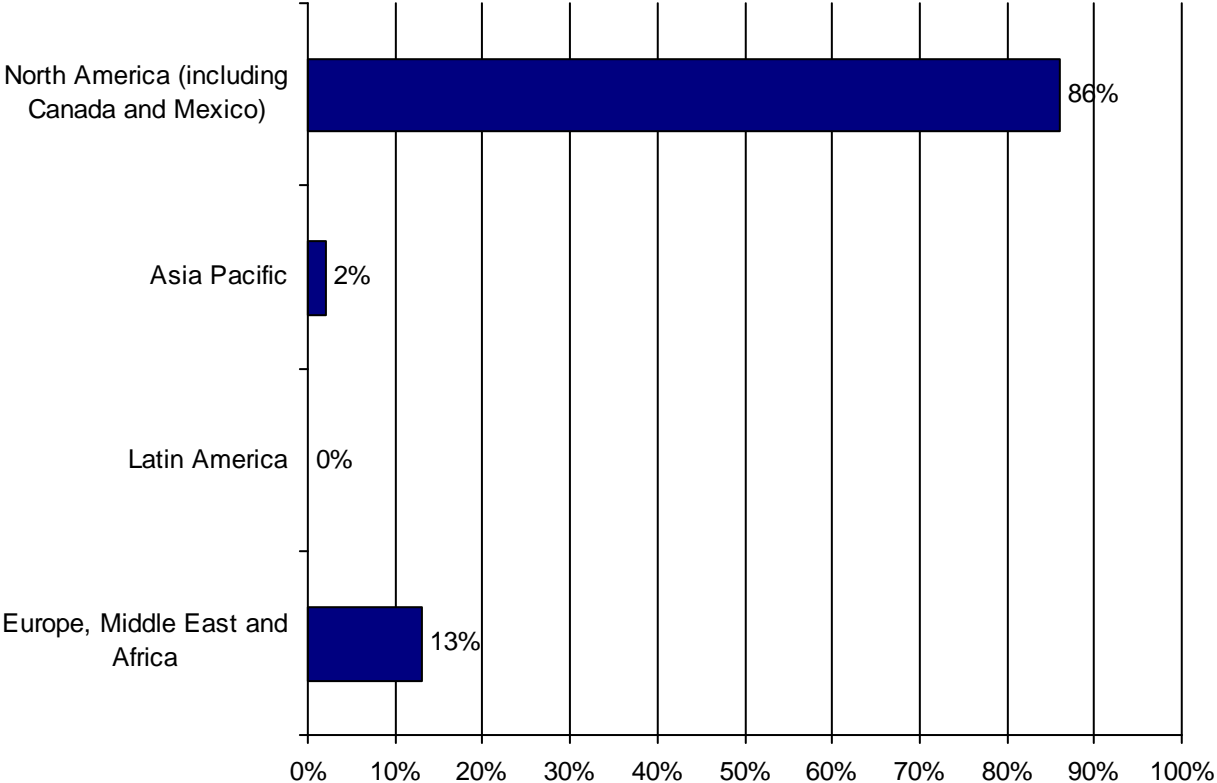


[q15c] Are there sub policies by traveler type (ie. business unit, traveler title)?

BASE: [q14] Does your company have a mandated global travel policy?: Yes(All: N=100)



[q16] In what region is your corporate headquarters?

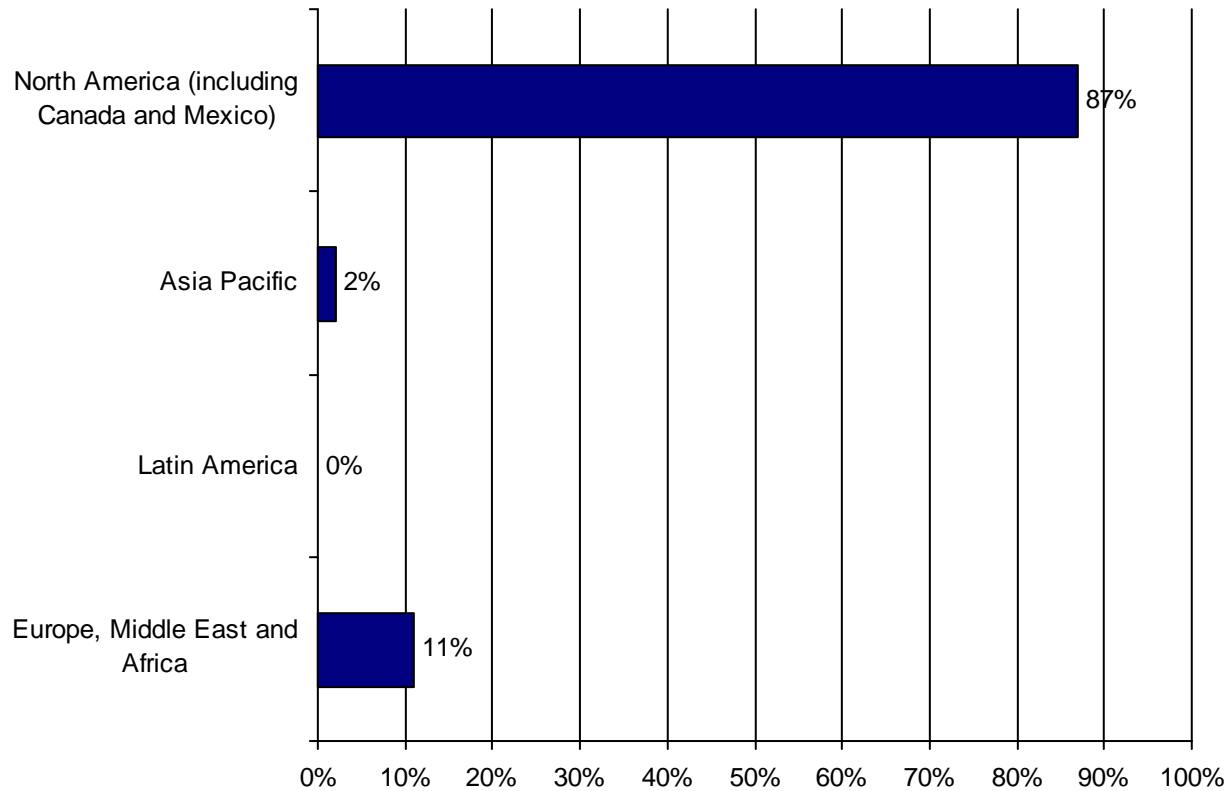


[q16] In what region is your corporate headquarters?

BASE: TOTAL(AI: N=159)



[q17] In which region does your global travel manager reside?

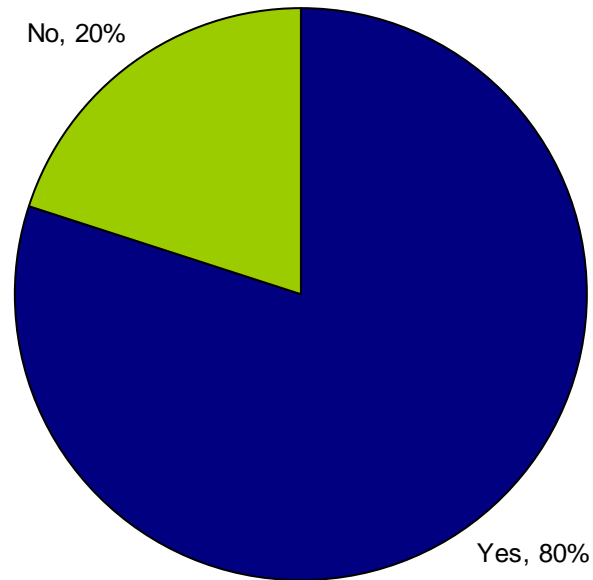


[q17] In which region does your global travel manager reside?

BASE: TOTAL(All: N=159)



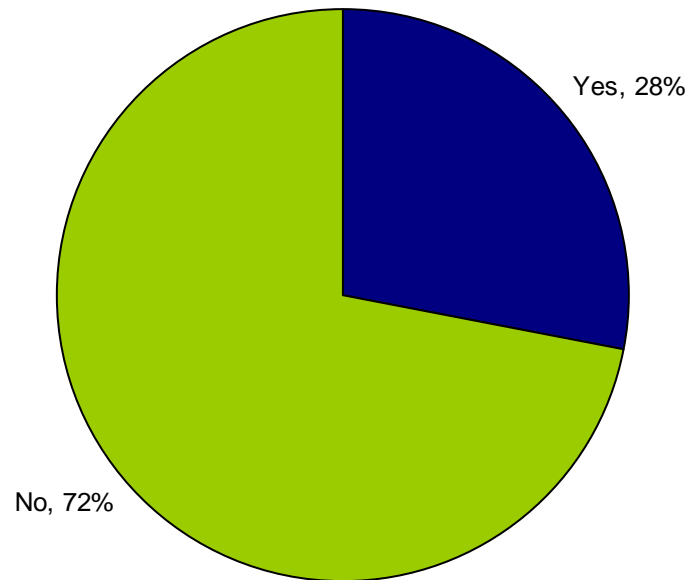
[q18] Did you encounter cultural challenges with implementing a global/regional program?



[q18] Did you encounter cultural challenges with implementing a global/regional program?

BASE: TOTAL(AII: N=159)

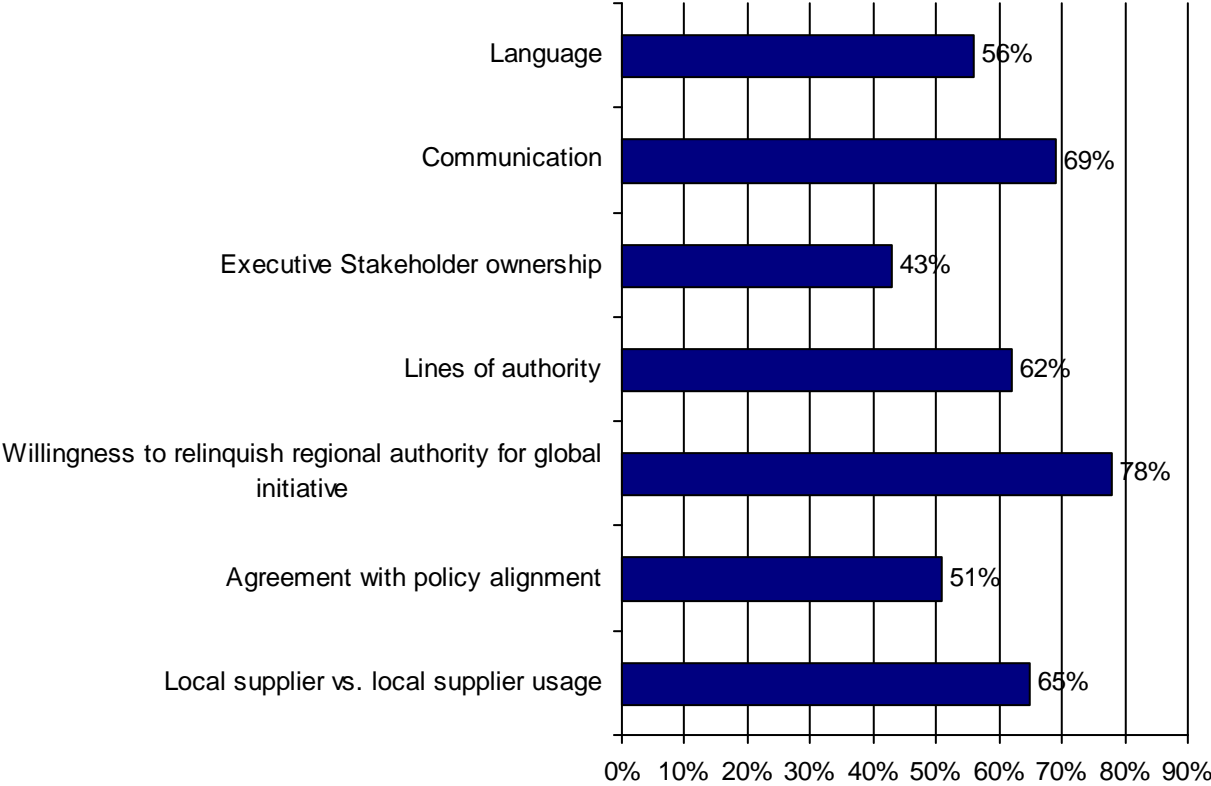
[q19] Did you engage a third party consultant?



[q19] Did you engage a third party consultant?

BASE: [q18] Did you encounter cultural challenges with implementing a global/regional program?: Yes(All: N=127)

[q20] Did you encounter obstacles specific to culture in any of the following areas:

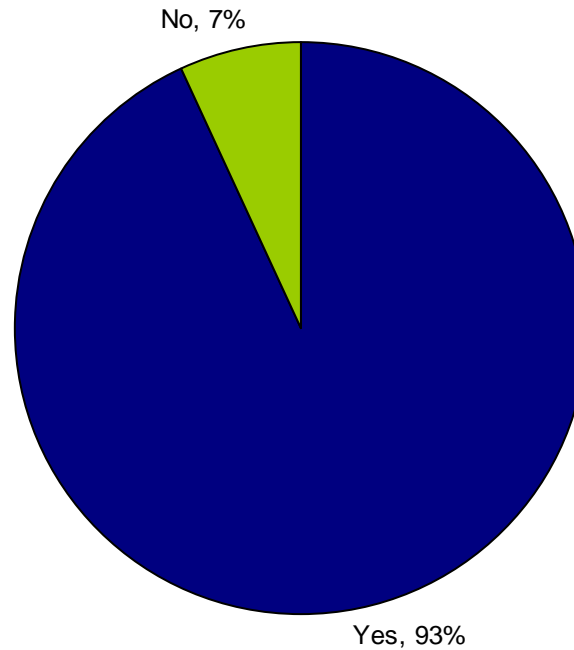


[q20] Did you encounter obstacles specific to culture in any of the following areas:

BASE: TOTAL(AII: N=127)



[q21] Did you identify and solicit executive support at the Head Quarter level for your global travel program?

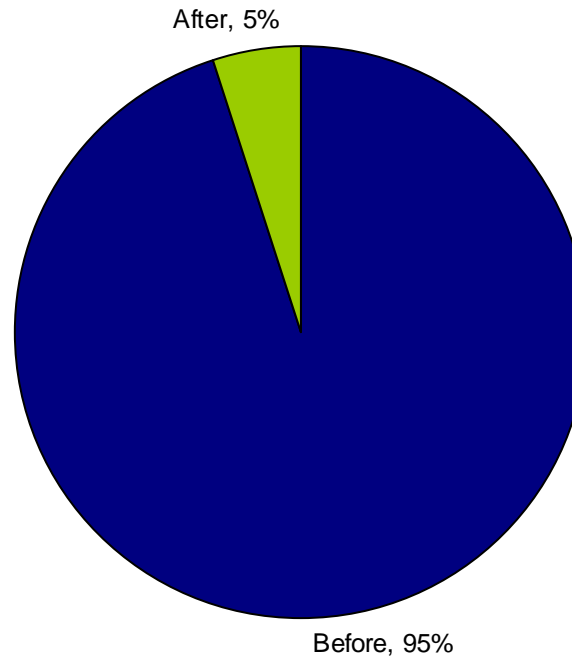


[q21] Did you identify and solicit executive support at the Head Quarter level for your global travel program?

BASE: TOTAL(AII: N=159)



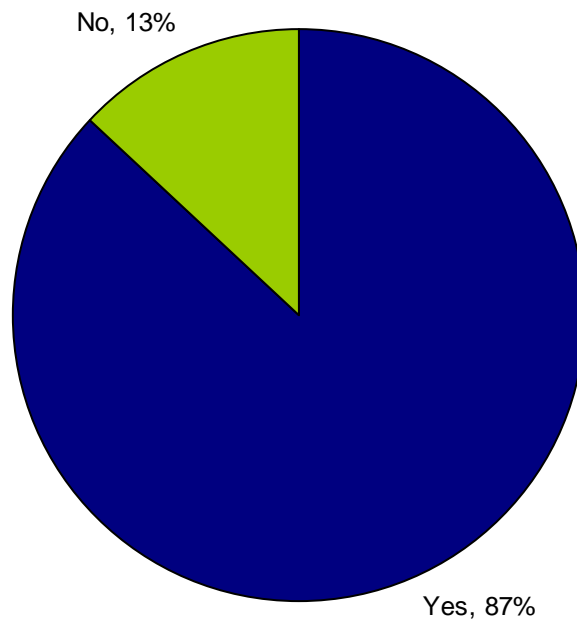
[q22] Before or after beginning the Global travel project?



[q22] Before or after beginning the Global travel project?

BASE: [q21] Did you identify and solicit executive support at the Head Quarter level for your global travel program?: Yes(All: N=148)

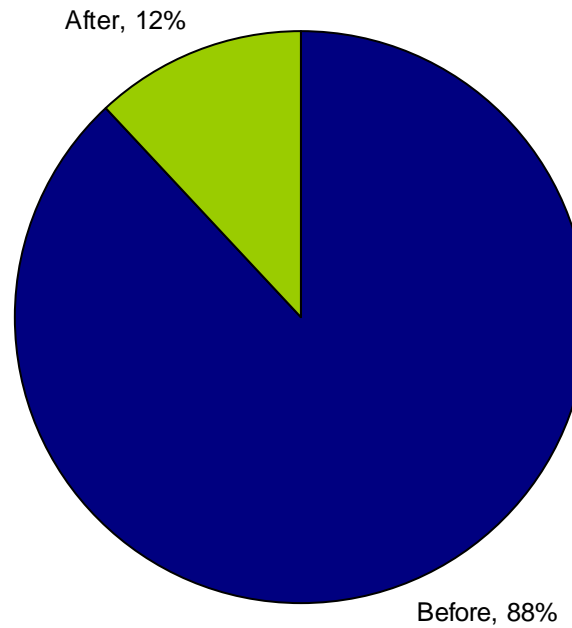
[q23] Did you identify and solicit executive support at the regional level?



[q23] Did you identify and solicit executive support at the regional level?

BASE: TOTAL(AI: N=159)

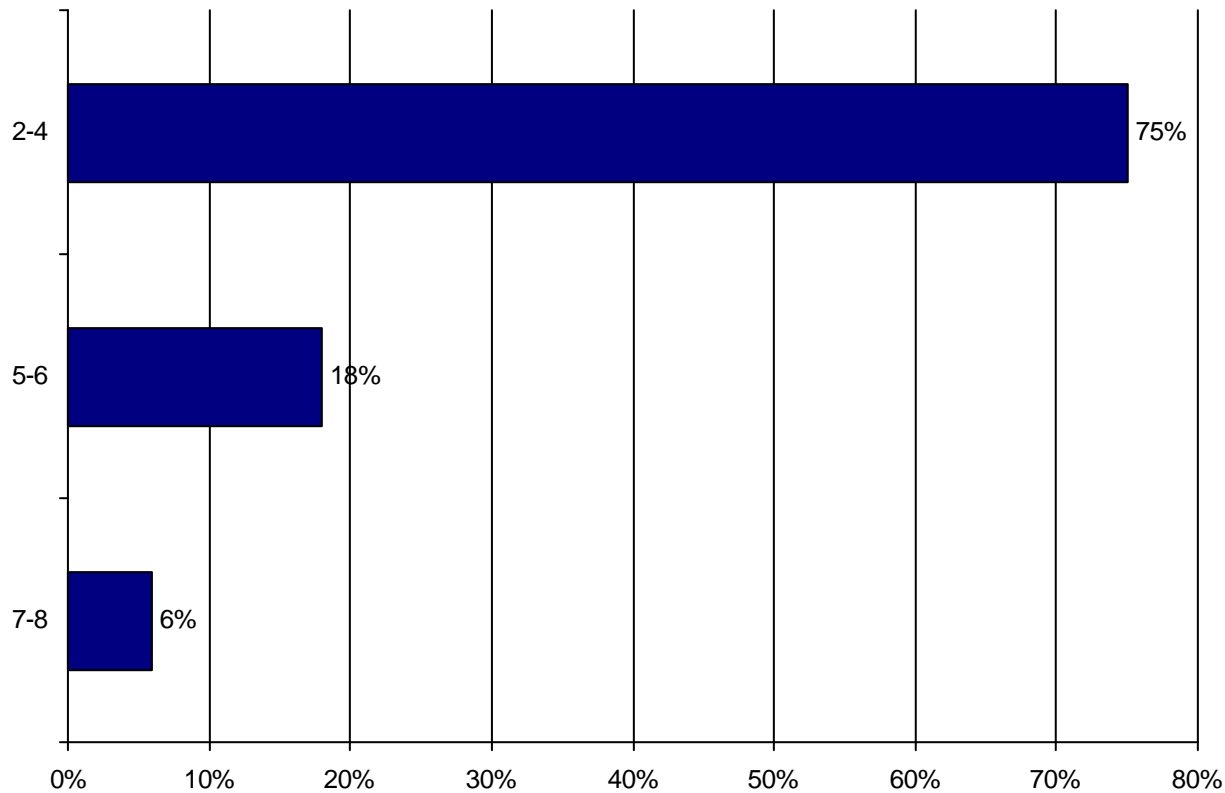
[q24] Before or after beginning the Global travel project?



[q24] Before or after beginning the Global travel project?

BASE: [q23] Did you identify and solicit executive support at the regional level?: Yes(All: N=138)

[q25] How many Travel Management Companies did you engage in your global Request for Proposal?

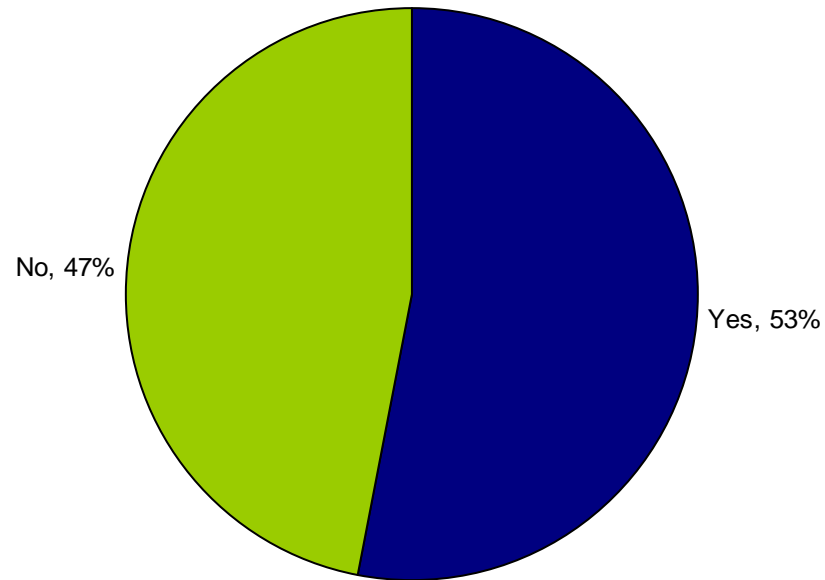


[q25] How many Travel Management Companies did you engage in your global Request for Proposal?

BASE: TOTAL(All: N=159)



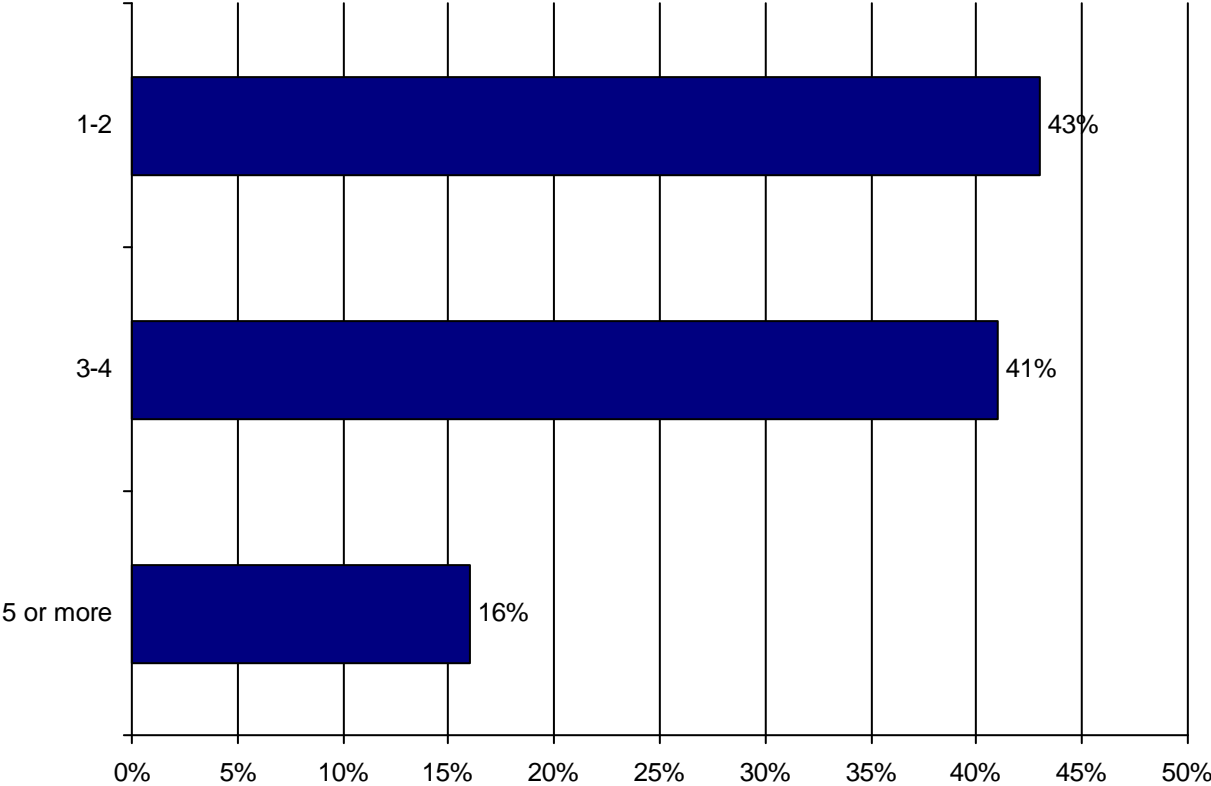
[q26] Do you use a single global agency?



[q26] Do you use a single global agency?

BASE: TOTAL(AII: N=159)

[q27] How many Travel Management Company's did you engage

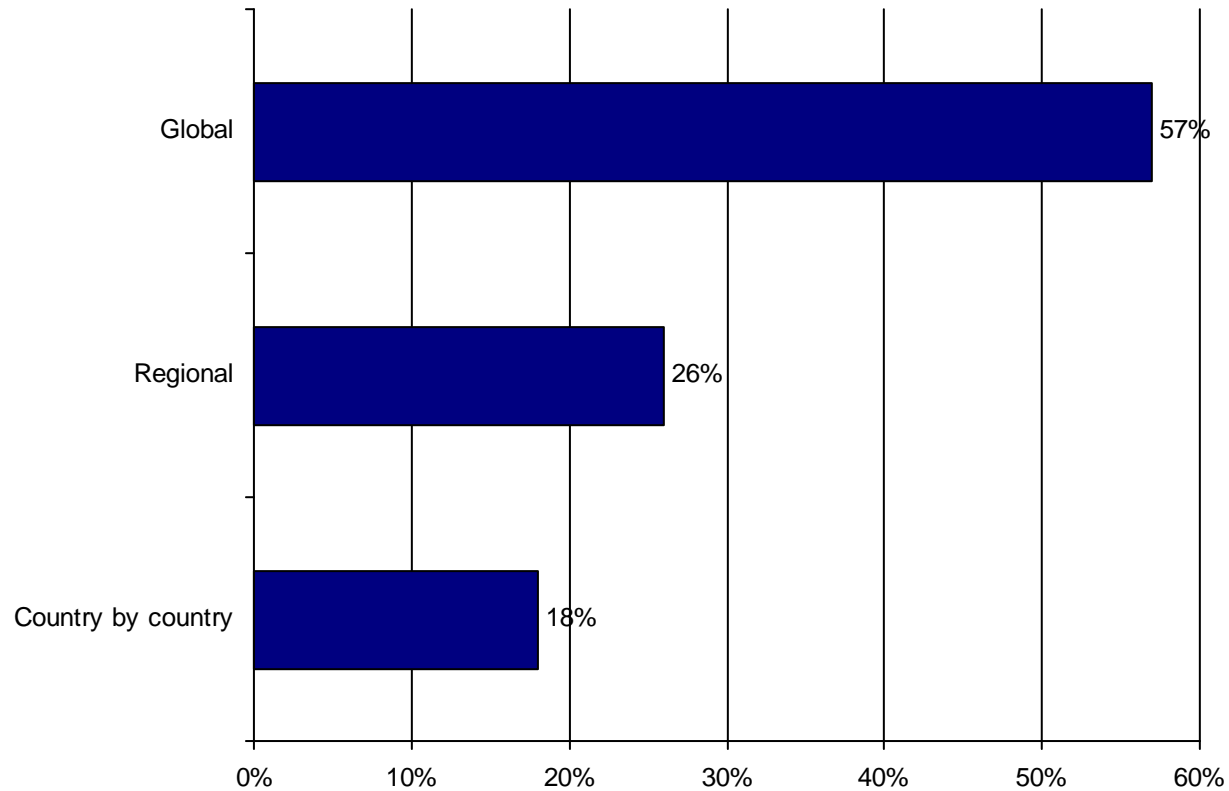


[q27] How many Travel Management Company's did you engage

BASE: [q26] Do you use a single global agency?: No(All: N=74)



[q28] Which one best describes your primary Travel Management strategy:

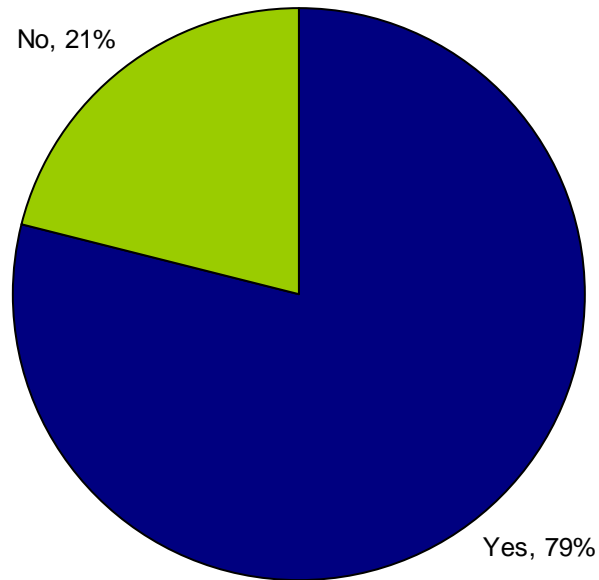


[q28] Which one best describes your primary Travel Management strategy:

BASE: TOTAL(AII: N=159)



[q29] Does your Travel Management Company(ies) provide global reporting?

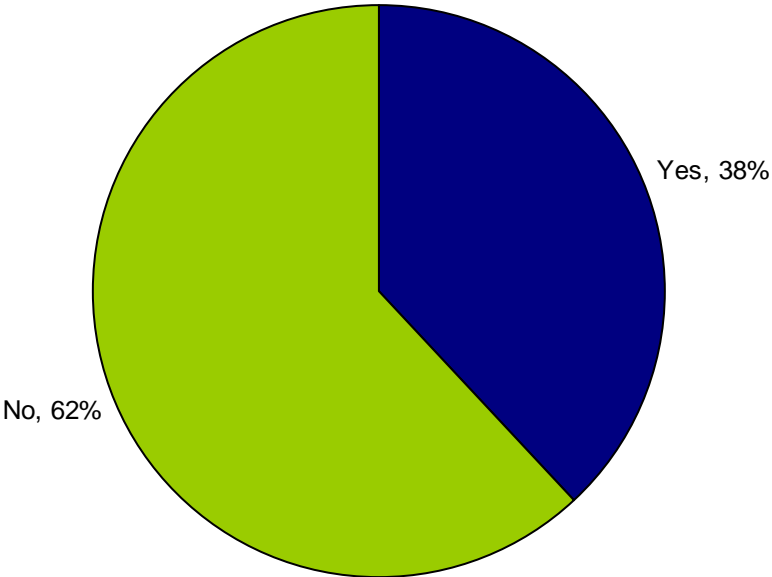


[q29] Does your Travel Management Company(ies) provide global reporting?

BASE: TOTAL(AII: N=159)



[q30] Does currency present a challenge with reporting:

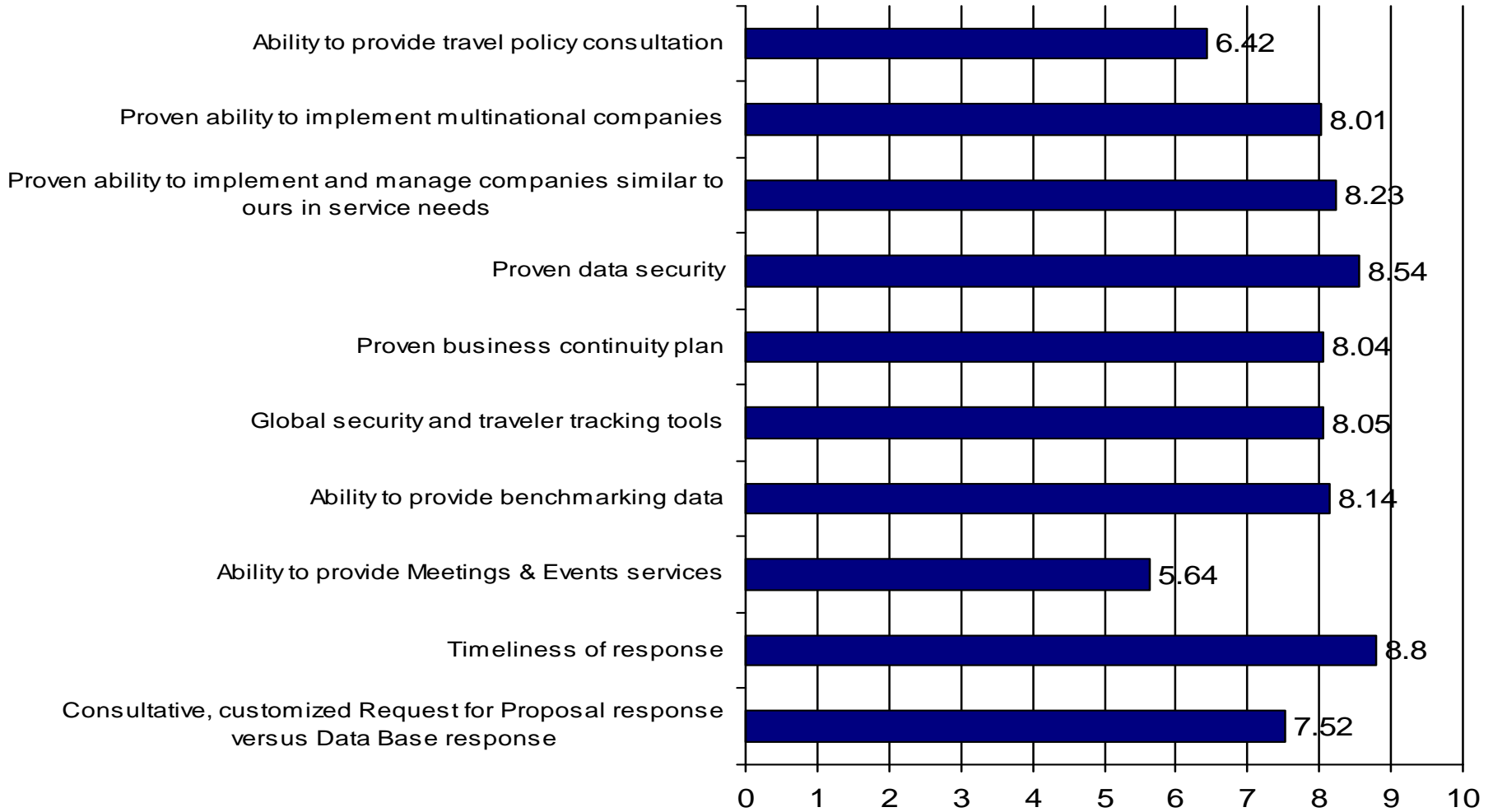


[q30] Does currency present a challenge with reporting:

BASE: TOTAL(AII: N=159)



[q31] On a scale of 1-10 with 10 being very important and 1 being not important at all, rate the following aspects that influenced your decision to choose the agency (agencies) that you selected:

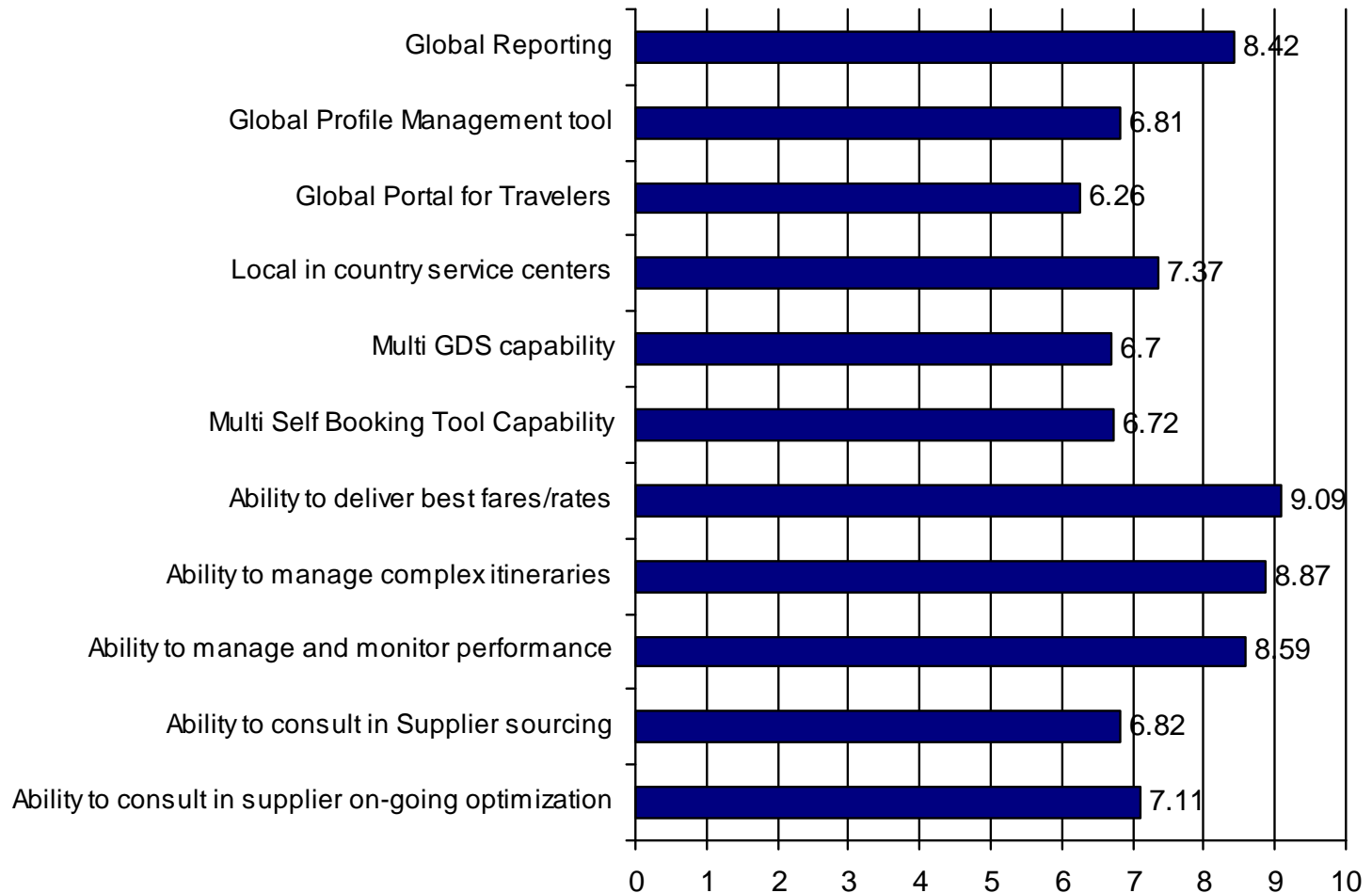


[q31] On a scale of 1-10 with 10 being very important and 1 being not important at all, rate the following aspects that influenced your decision to choose the agency (agencies) that you selected:

BASE: TOTAL(All: N=159)



[q31] On a scale of 1-10 with 10 being very important and 1 being not important at all, rate the following aspects that influenced your decision to choose the agency (agencies) that you selected:

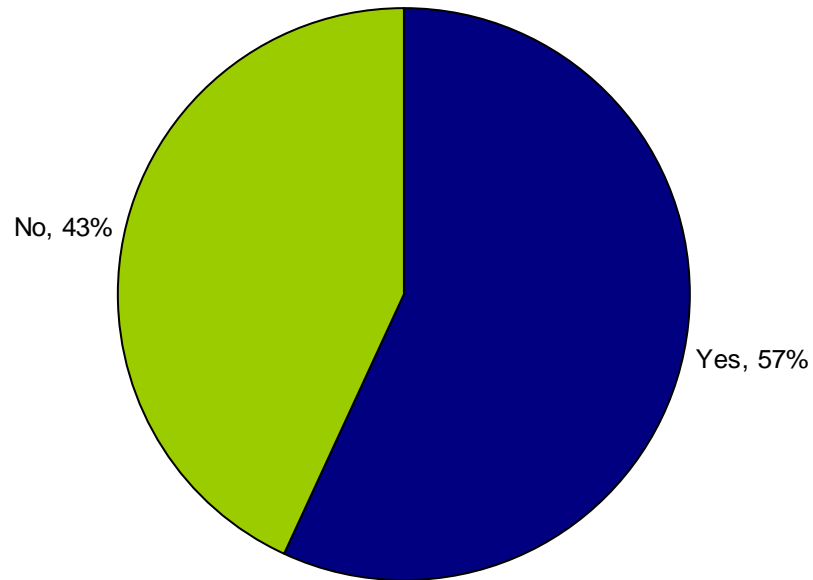


[q31] On a scale of 1-10 with 10 being very important and 1 being not important at all, rate the following aspects that influenced your decision to choose the agency (agencies) that you selected:

BASE: TOTAL(All: N=159)



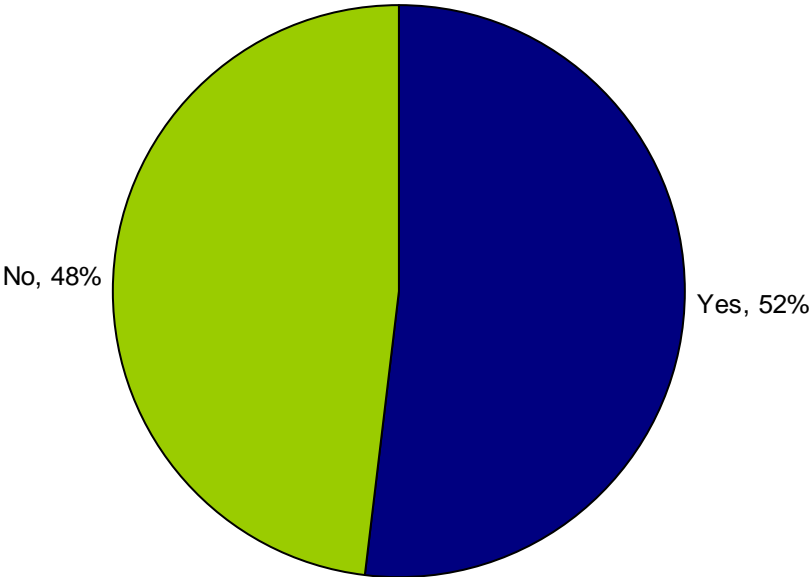
[q32] Did you consider a multi-agency approach?



[q32] Did you consider a multi-agency approach?

BASE: TOTAL(AII: N=159)

[q33] Do you currently use a single card globally?

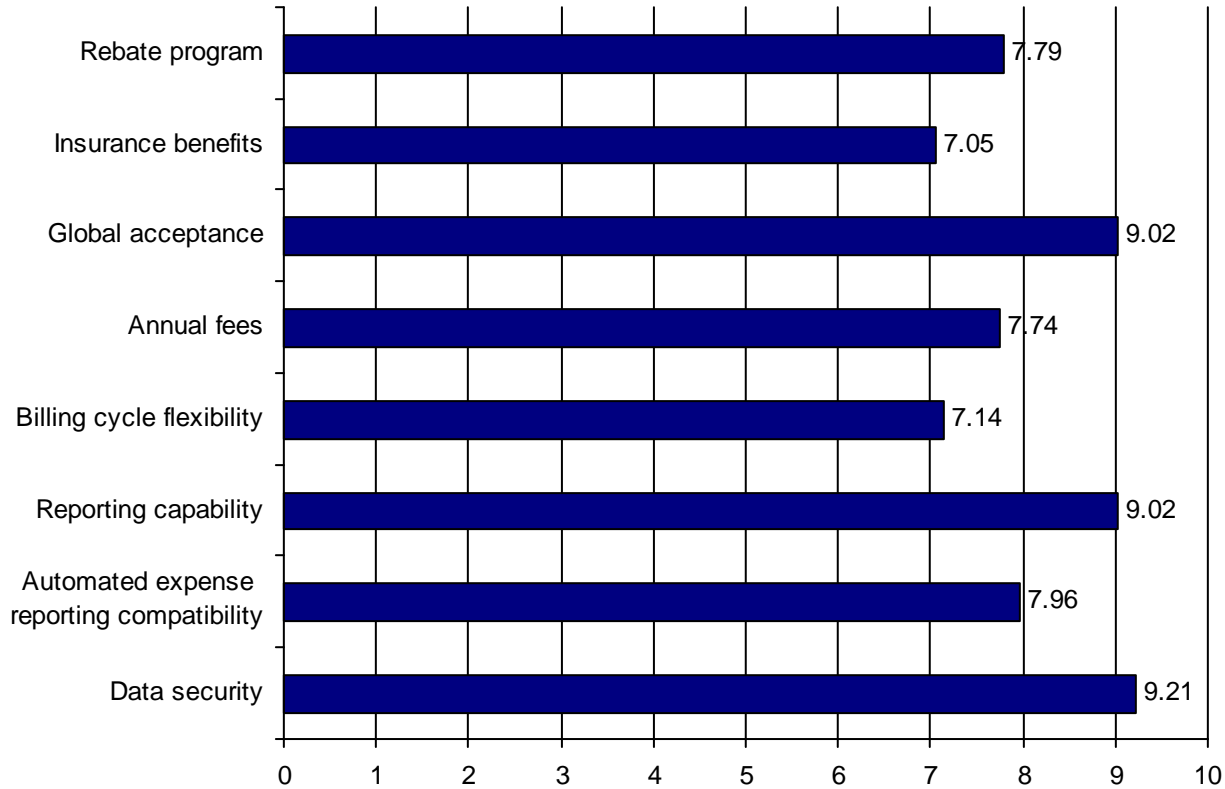


[q33] Do you currently use a single card globally?

BASE: TOTAL(AII: N=159)



[q34] On a scale of 1-10 assign a value to the following aspects of a corporate card in terms of your priority in selecting the card you did with 10 being very important and 1 not important at all:

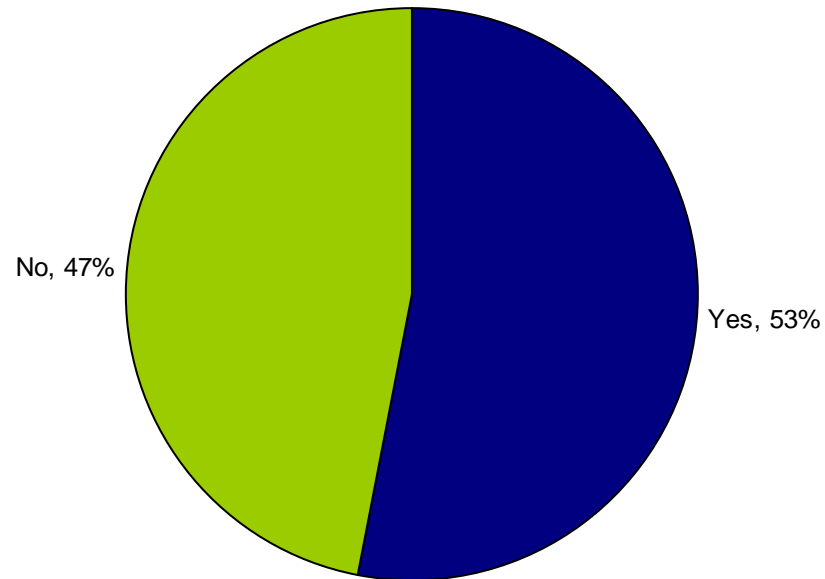


[q34] On a scale of 1-10 assign a value to the following aspects of a corporate card in terms of your priority in selecting the card you did with 10 being very important and 1 not important at all:

BASE: TOTAL(All: N=159)



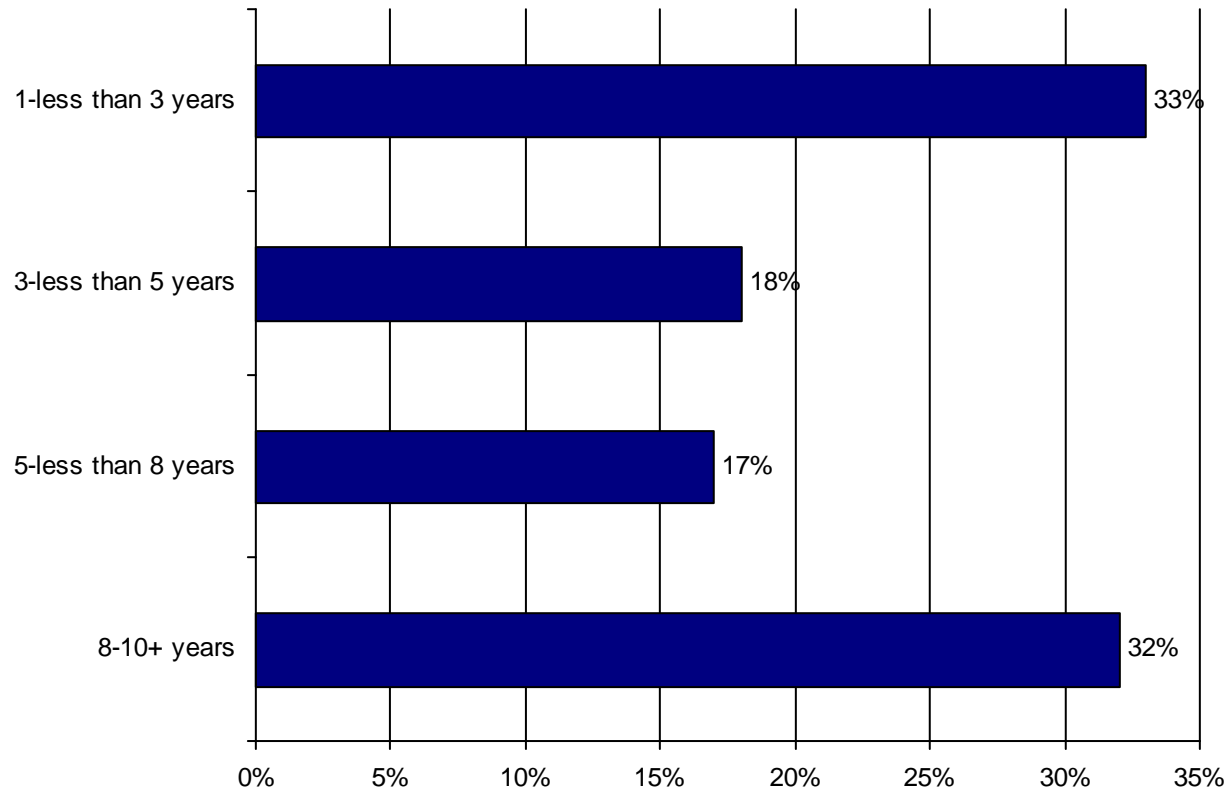
[q35] Is use of your corporate card mandated globally?



[q35] Is use of your corporate card mandated globally?

BASE: TOTAL(AII: N=159)

[q36] How long has your card program been in place?

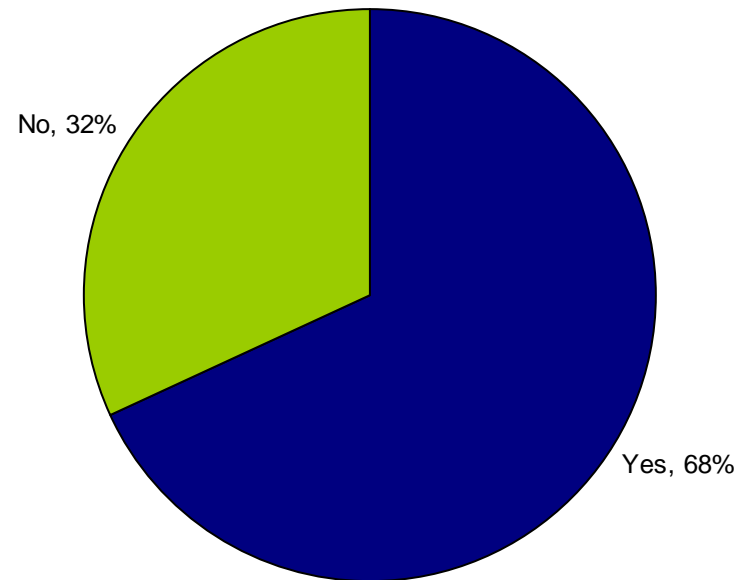


[q36] How long has your card program been in place?

BASE: TOTAL(AI: N=159)



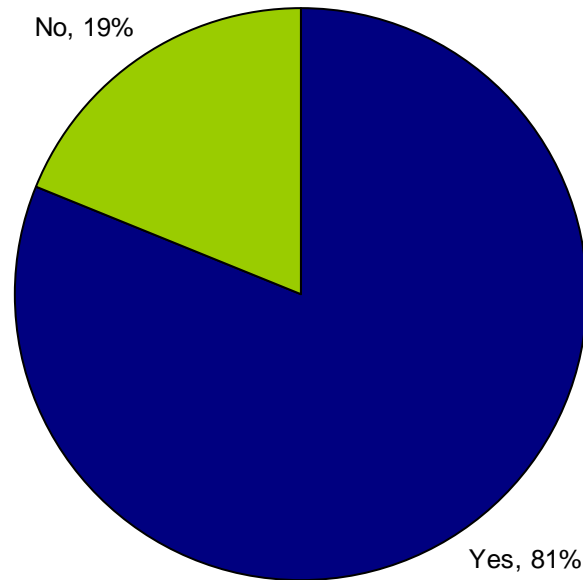
[q37] Did you use a phased approach to implementation?



[q37] Did you use a phased approach to implementation?

BASE: TOTAL(All: N=159)

[q38] Did you start with globalizing/regionalizing one program?



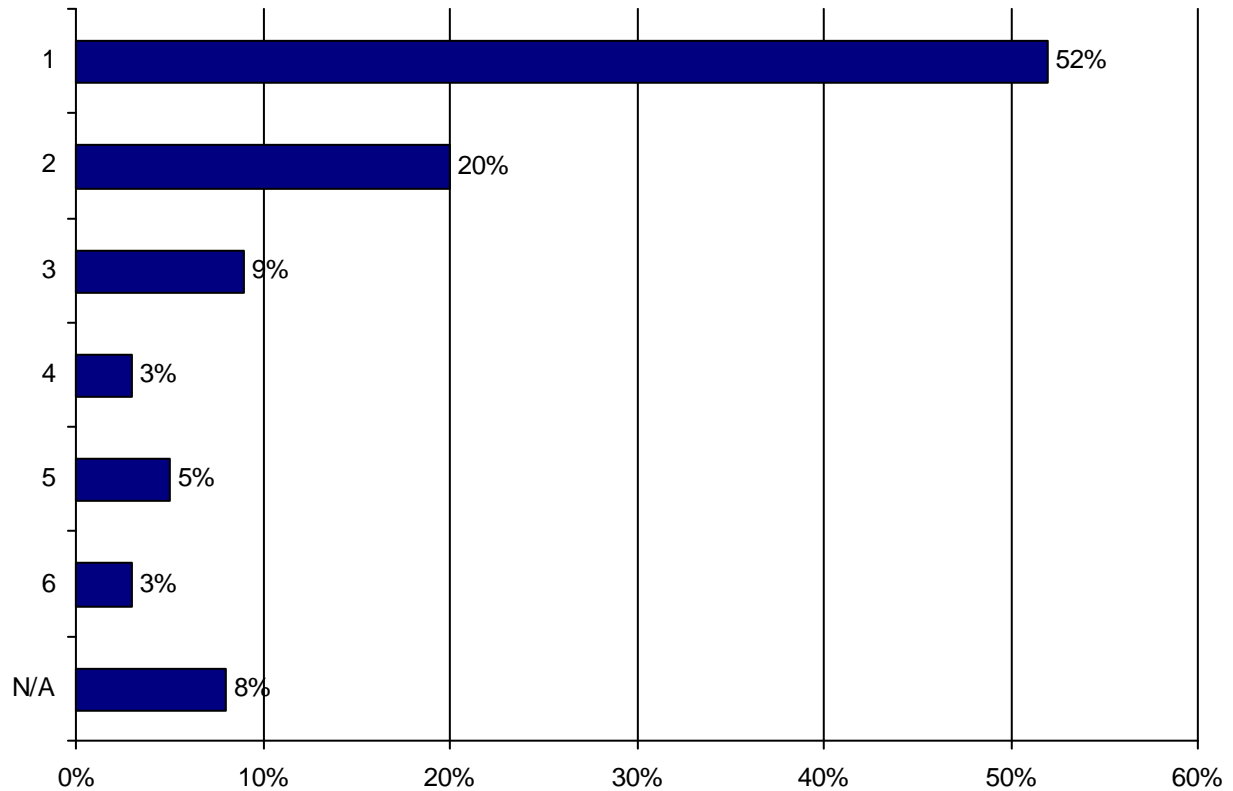
[q38] Did you start with globalizing/regionalizing one program?

BASE: TOTAL(AII: N=159)



[q39] What sequence did you use to globalize your program?

Travel Management Company



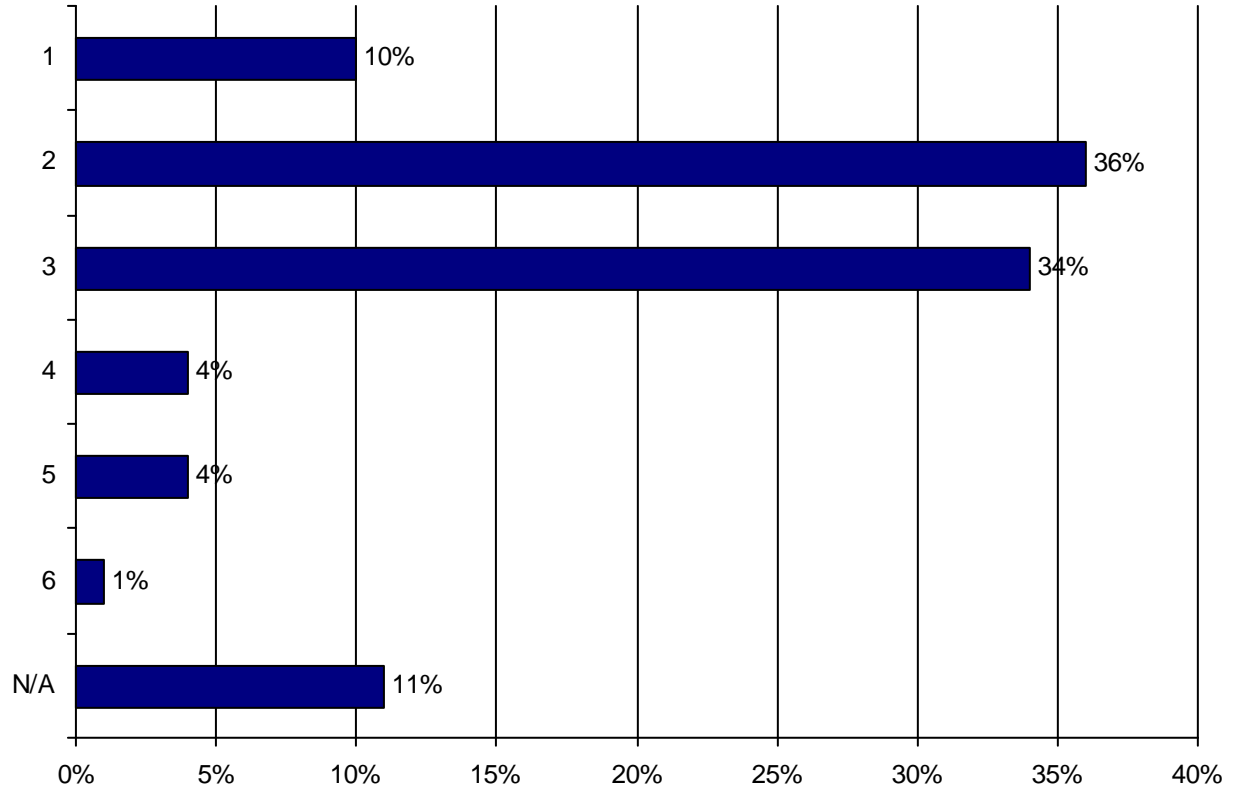
[q39] What sequence did you use to globalize your program?

BASE: [q38] Did you start with globalizing/regionalizing one program?: Yes(All: N=129)



[q39] What sequence did you use to globalize your program?

Air



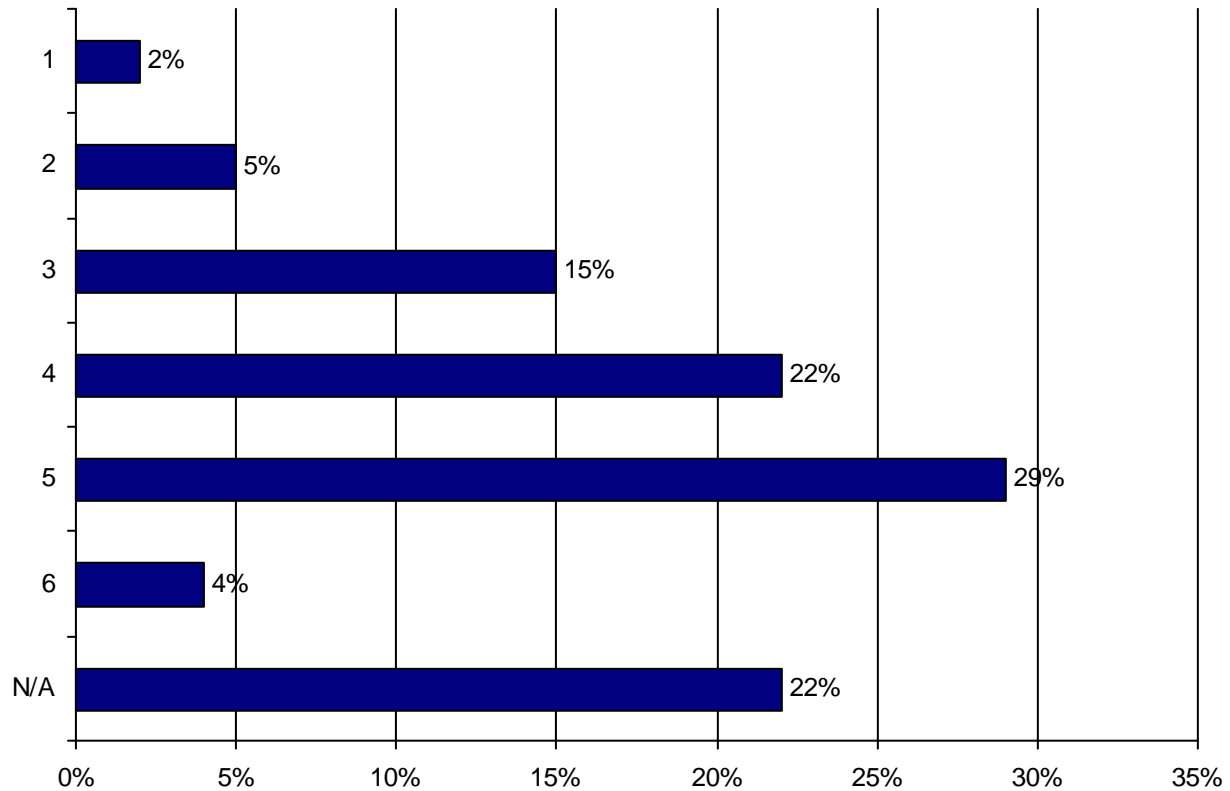
[q39] What sequence did you use to globalize your program?

BASE: [q38] Did you start with globalizing/regionalizing one program?: Yes(All: N=129)



[q39] What sequence did you use to globalize your program?

Car



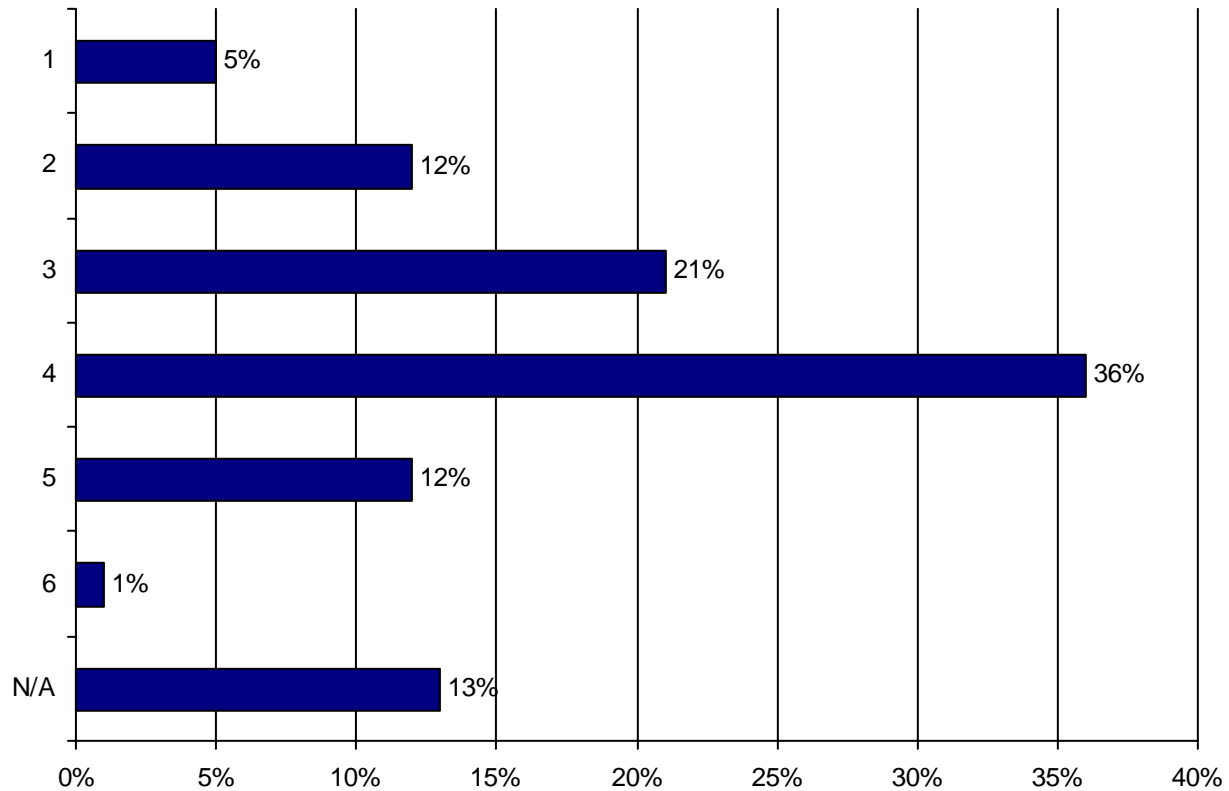
[q39] What sequence did you use to globalize your program?

BASE: [q38] Did you start with globalizing/regionalizing one program?: Yes(All: N=129)



[q39] What sequence did you use to globalize your program?

Hotel



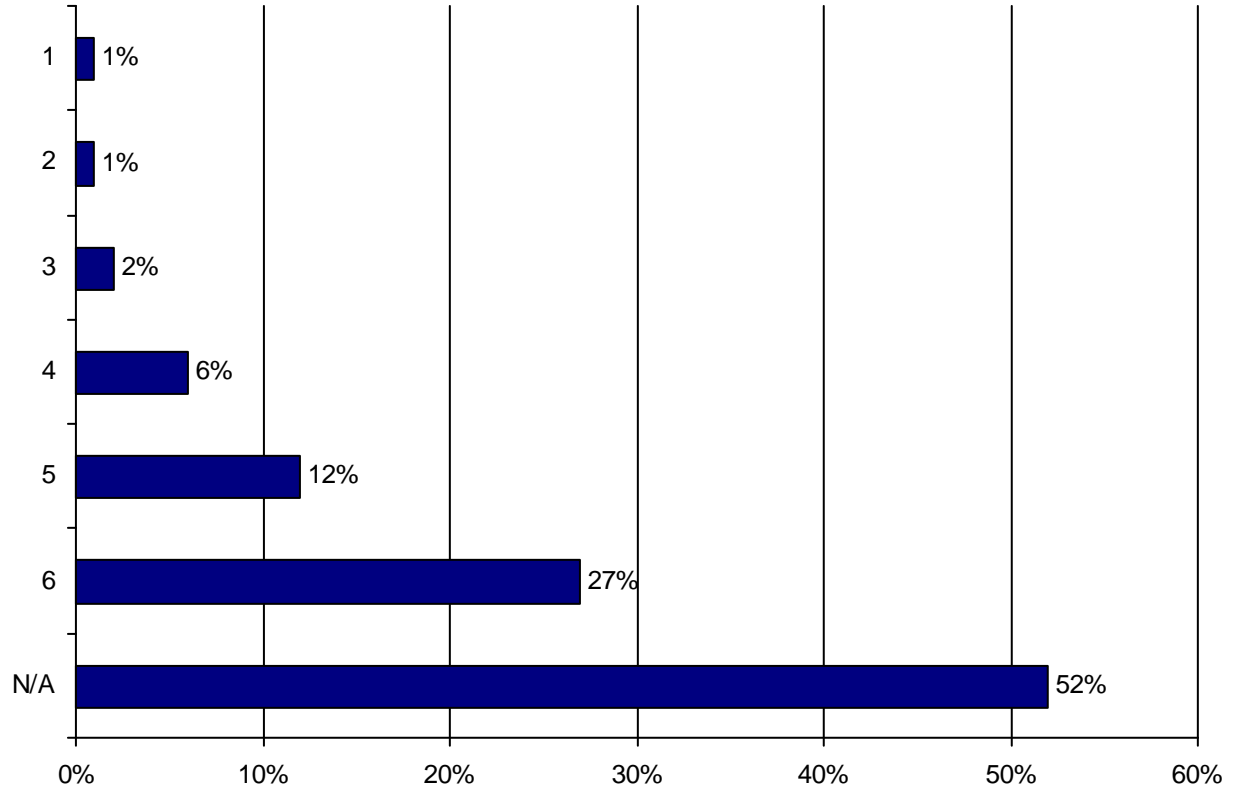
[q39] What sequence did you use to globalize your program?

BASE: [q38] Did you start with globalizing/regionalizing one program?: Yes(All: N=129)



[q39] What sequence did you use to globalize your program?

Ground Transportation



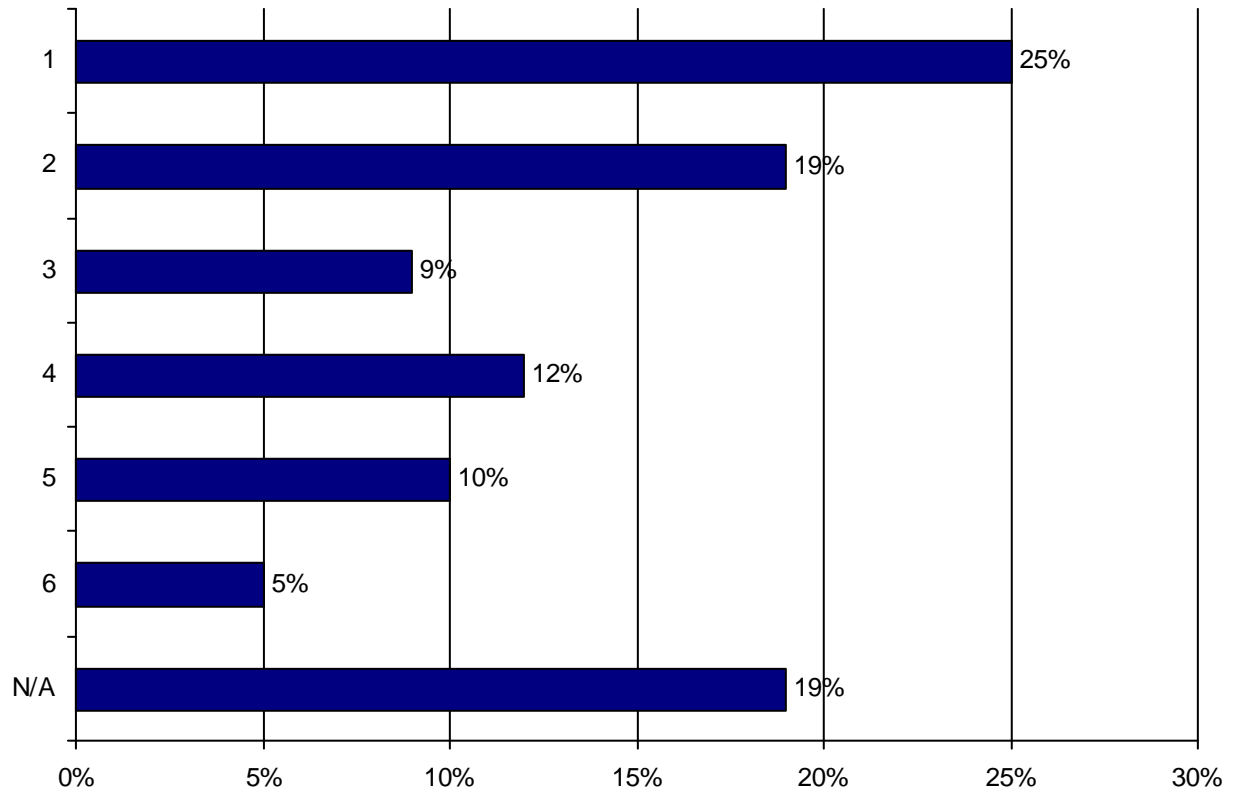
[q39] What sequence did you use to globalize your program?

BASE: [q38] Did you start with globalizing/regionalizing one program?: Yes(All: N=129)



[q39] What sequence did you use to globalize your program?

Credit Card

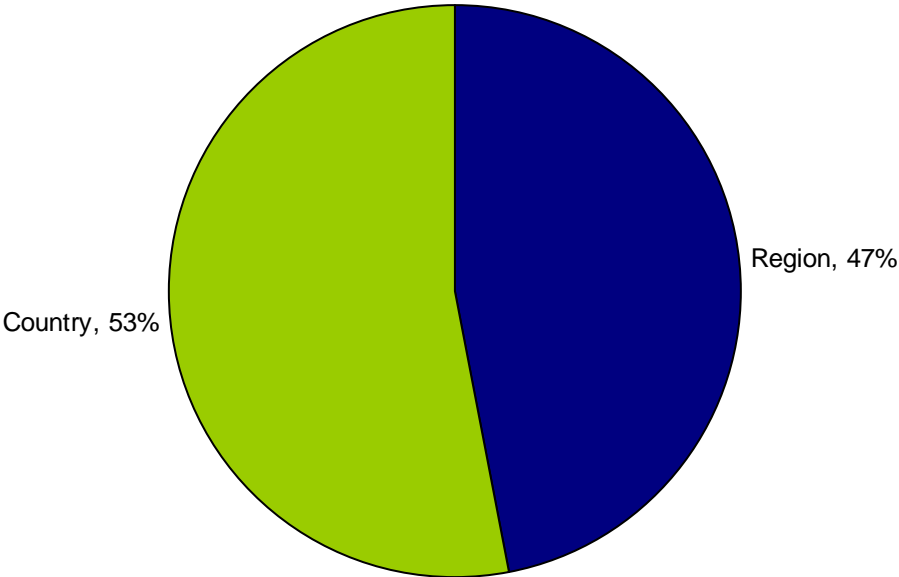


[q39] What sequence did you use to globalize your program?

BASE: [q38] Did you start with globalizing/regionalizing one program?: Yes(All: N=129)



[q40] Did you implement by region or by country?

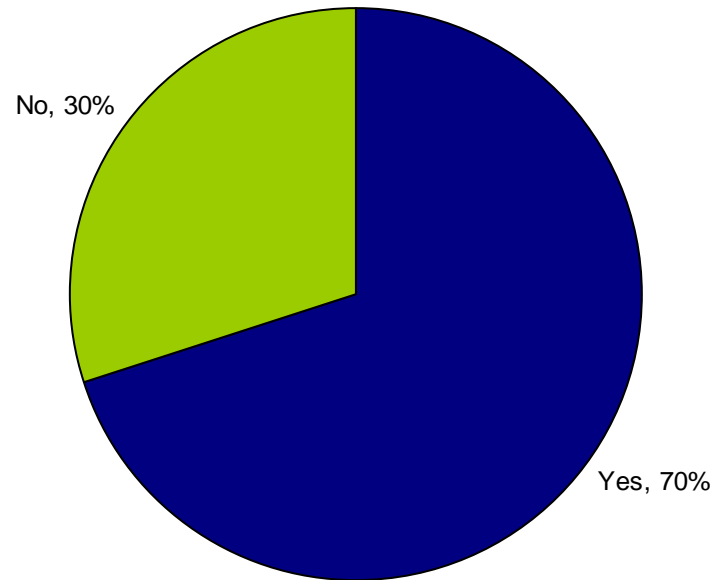


[q40] Did you implement by region or by country?

BASE: TOTAL(AII: N=159)



[q41] Did your Travel Management Company provide a global implementation project manager?

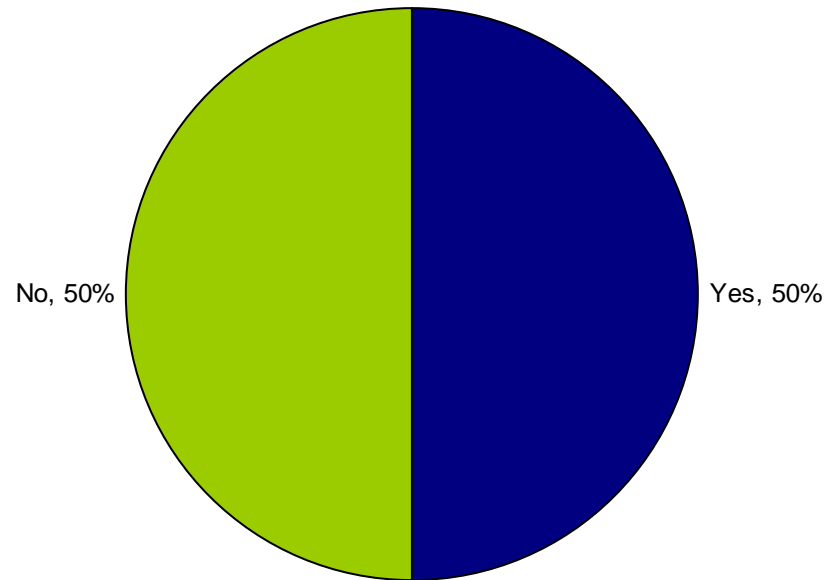


[q41] Did your Travel Management Company provide a global implementation project manager?

BASE: {q38.r0 and not(q39.ch6.r0)}(All: N=119)



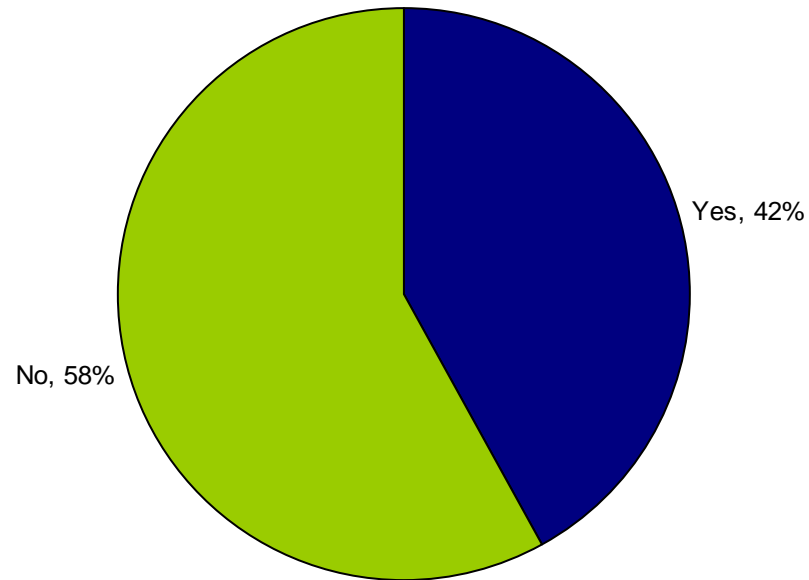
[q42] Was this person also your Global Account Manager?



[q42] Was this person also your Global Account Manager?

BASE: {q38.r0 and not(q39.ch6.r0)}(All: N=119)

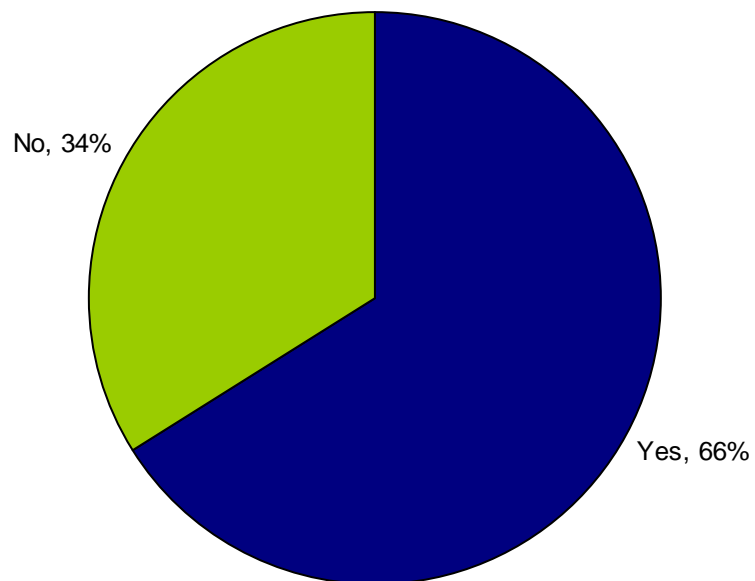
[q43] Did you negotiate a global implementation guarantee from your Travel Management Company?



[q43] Did you negotiate a global implementation guarantee from your Travel Management Company?

BASE: {q38.r0 and not(q39.ch6.r0)}(All: N=119)

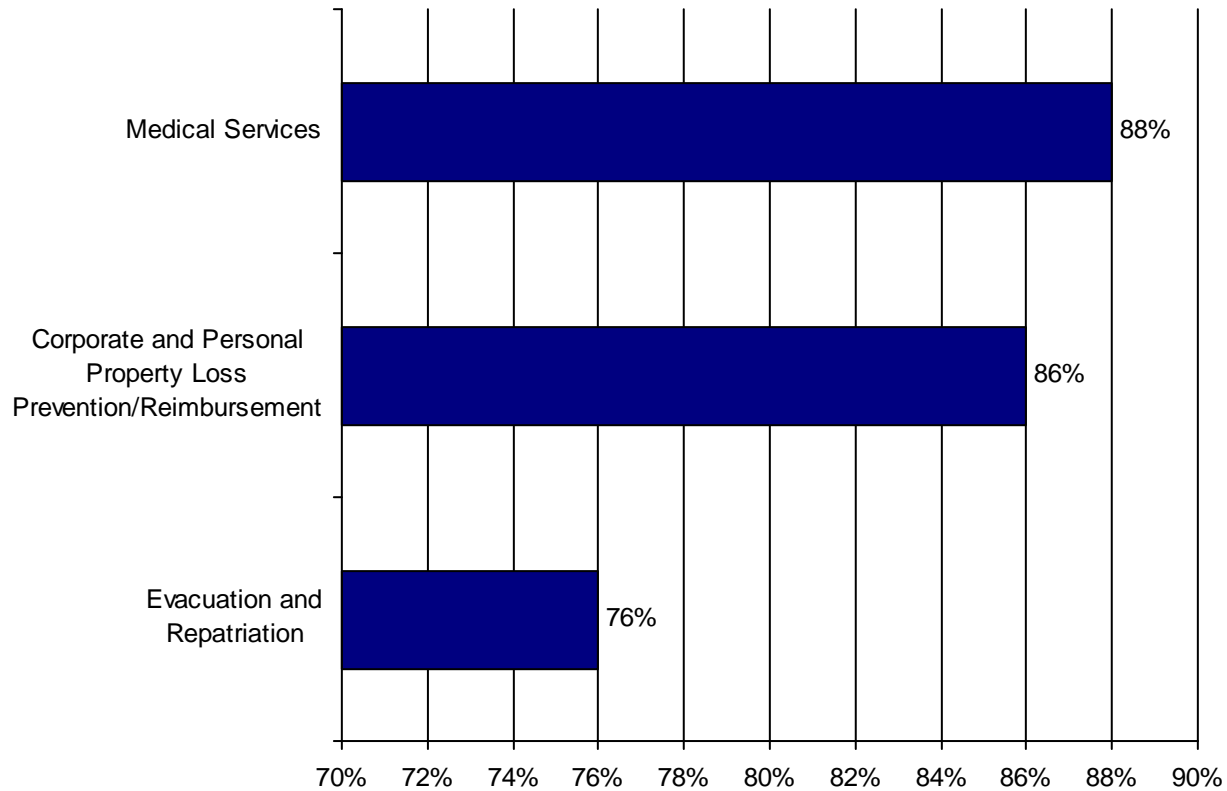
[q44] Do you have a travel insurance program?



[q44] Do you have a travel insurance program?

BASE: TOTAL(AII: N=159)

[q45] Which of the following areas are covered by this travel insurance program?

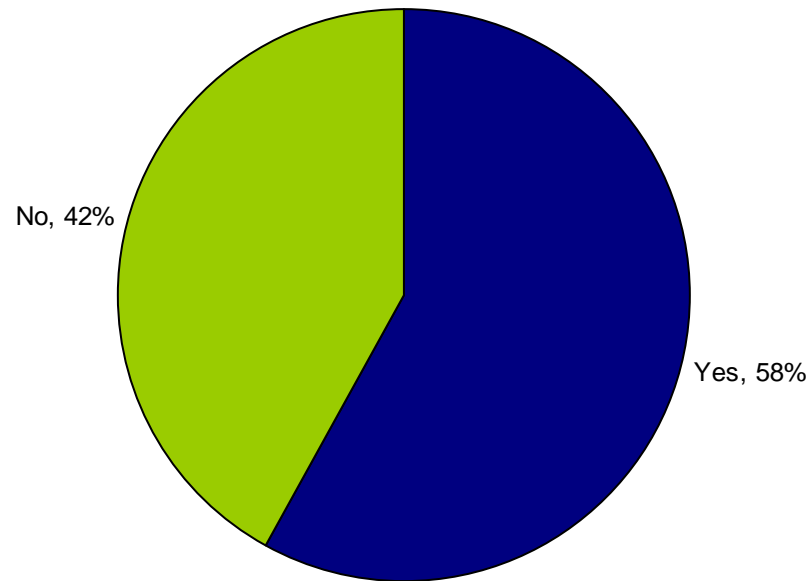


[q45] Which of the following areas are covered by this travel insurance program?

BASE: TOTAL(AII: N=105)



[q46] Did you have a comprehensive traveler insurance program prior to the globalization project?

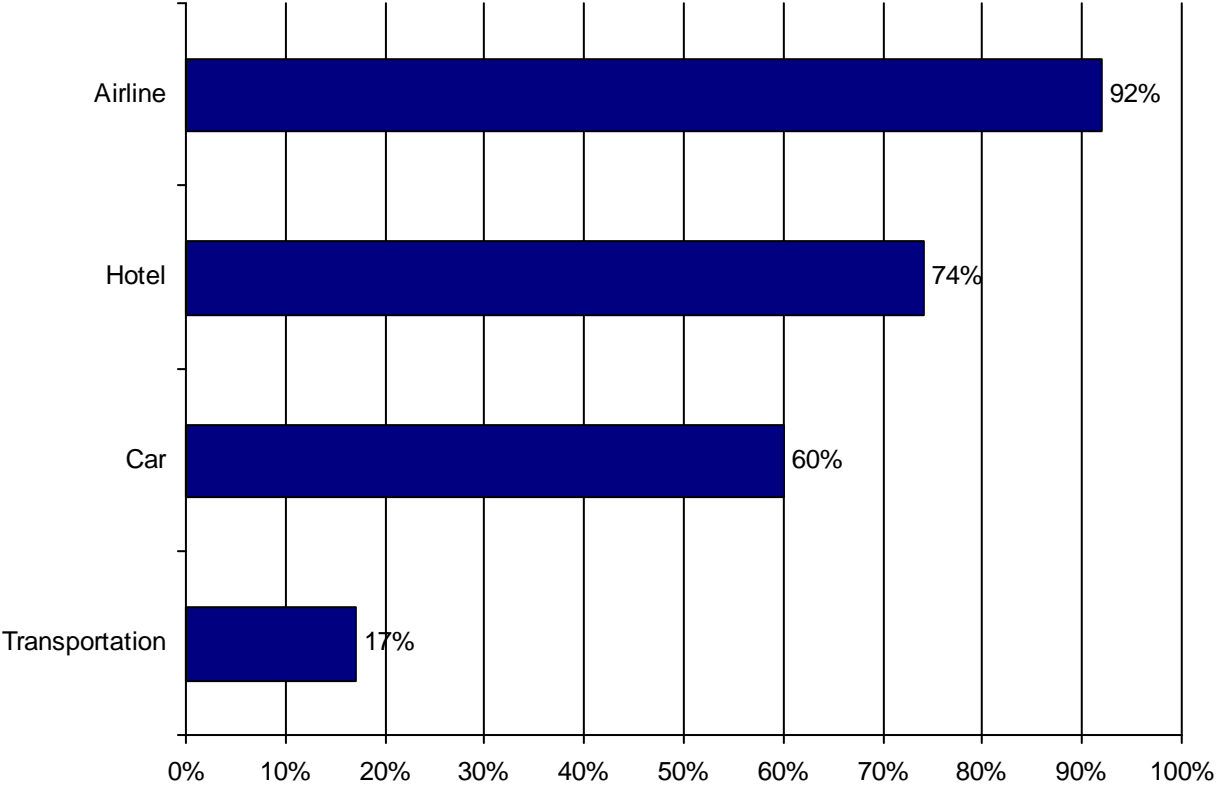


[q46] Did you have a comprehensive traveler insurance program prior to the globalization project?

BASE: TOTAL(AII: N=159)



[q47] What partners did you include when you first started your program?

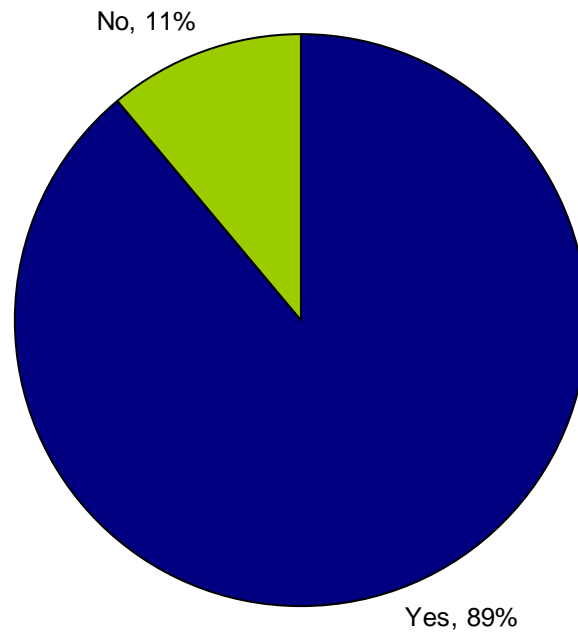


[q47] What partners did you include when you first started your program?

BASE: TOTAL(All: N=159)



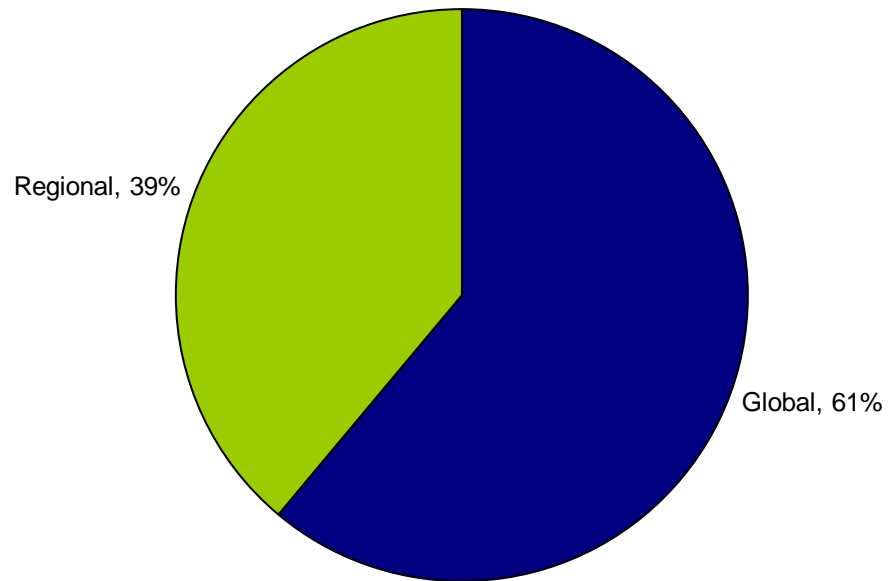
[q48] Do you currently have an air program strategy?



[q48] Do you currently have an air program strategy?

BASE: TOTAL(All: N=159)

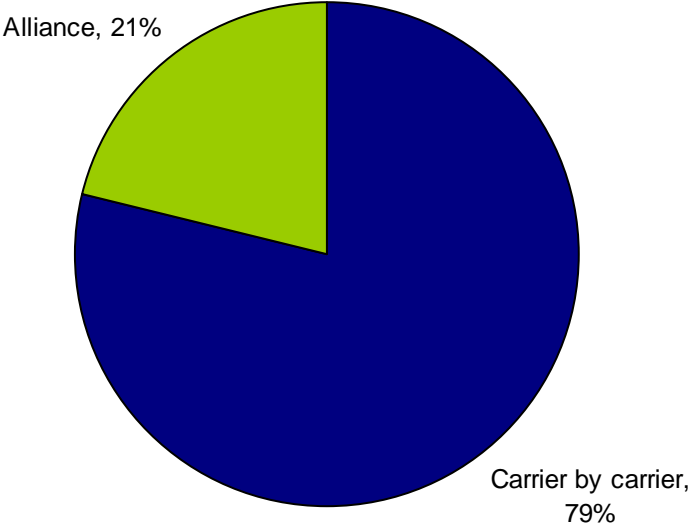
[q49] Is the program



[q49] Is the program

BASE: [q48] Do you currently have a global air program strategy?: Yes(All: N=141)

[q50] How is the agreement structured:

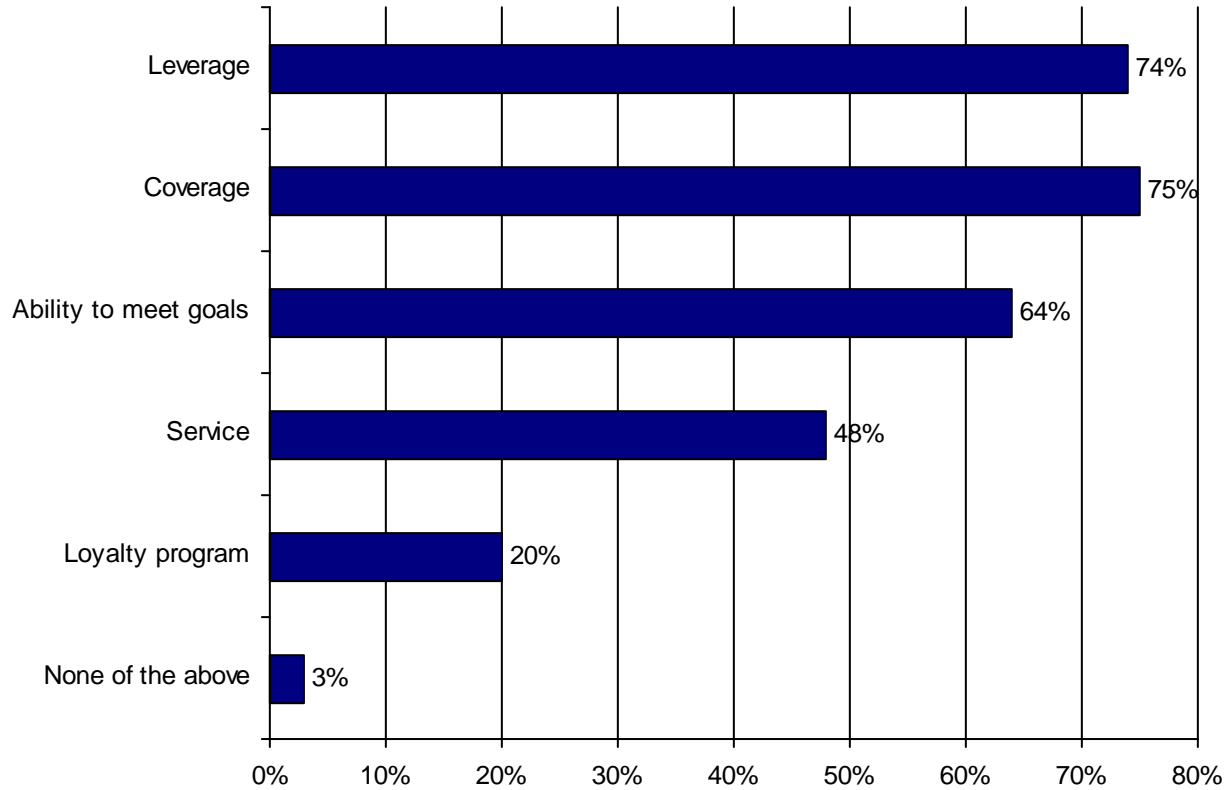


[q50] How is the agreement structured:

BASE: [q48] Do you currently have a global air program strategy?: Yes(All: N=141)



[q51] Why did you select this strategy?

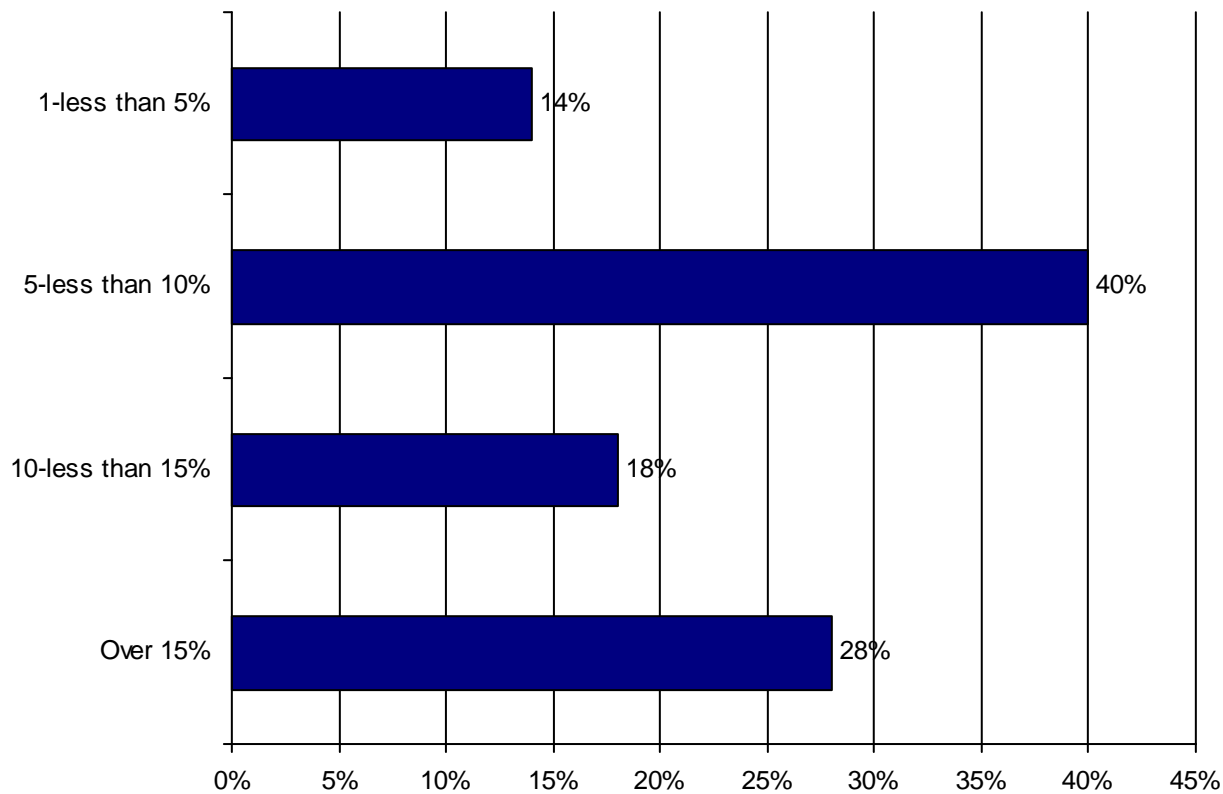


[q51] Why did you select this strategy?

BASE: [q48] Do you currently have a global air program strategy?: Yes(All: N=141)



[q52] What percent of savings did you see in your air program in year one?

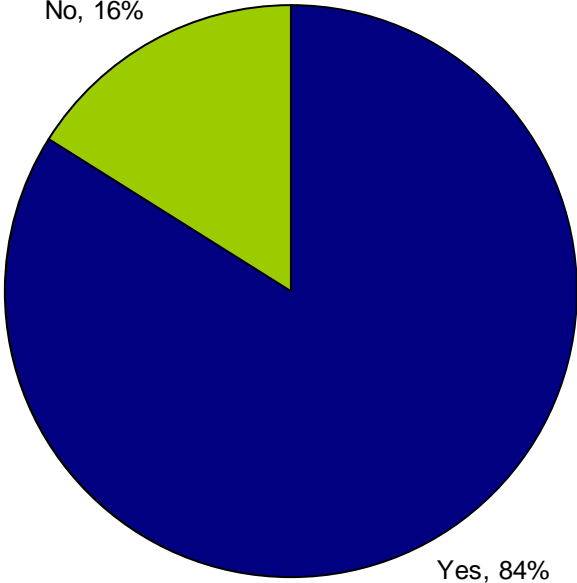


[q52] What percent of savings did you see in your air program in year one?

BASE: [q48] Do you currently have a global air program strategy?: Yes(All: N=141)



[q53] Do you currently have a hotel program and strategy?

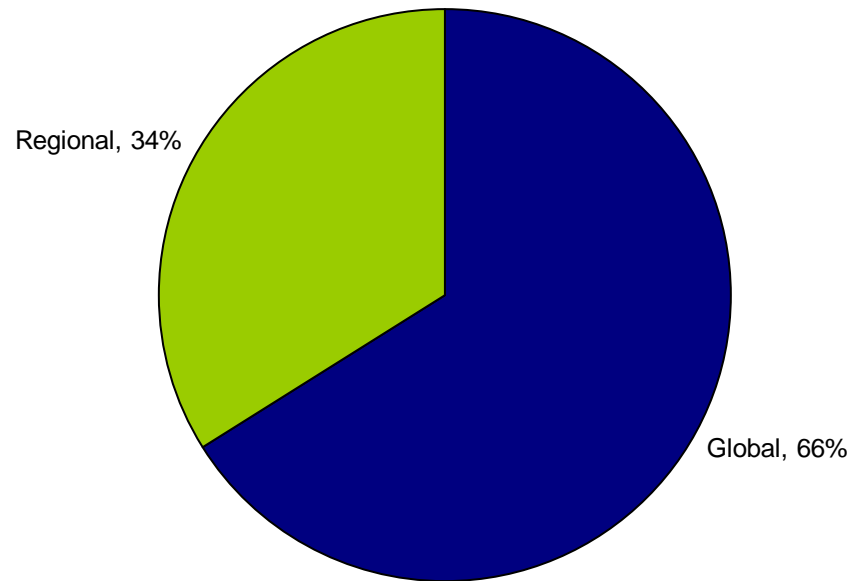


[q53] Do you currently have a hotel program and strategy?

BASE: TOTAL(AI: N=159)



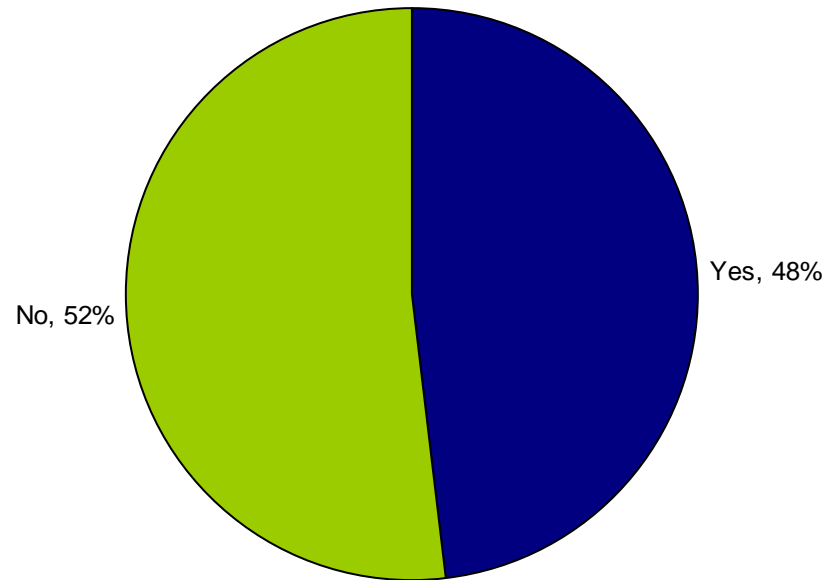
[q54] Is the program



[q54] Is the program

BASE: [q53] Do you currently have a global hotel program and strategy?: Yes(All: N=134)

[q55] Do you use a TMC or third party to negotiate for your hotel program?

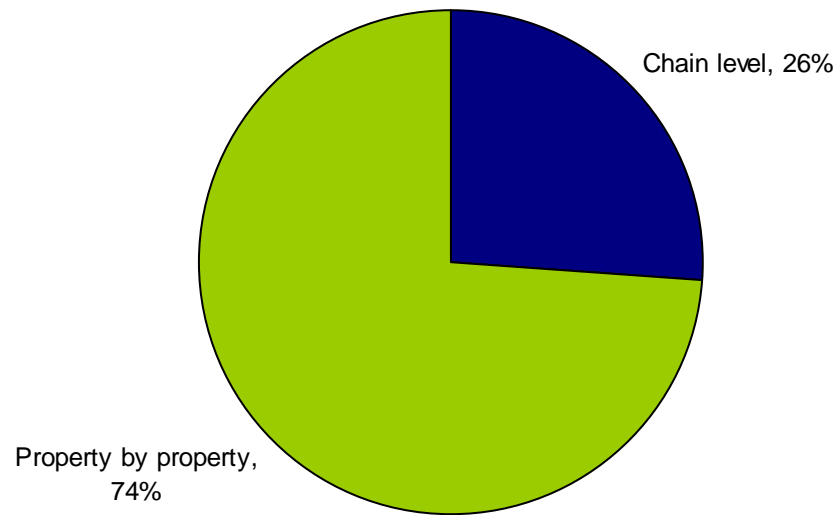


[q55] Do you use a TMC or third party to negotiate for your hotel program?

BASE: [q53] Do you currently have a global hotel program and strategy?: Yes(All: N=134)



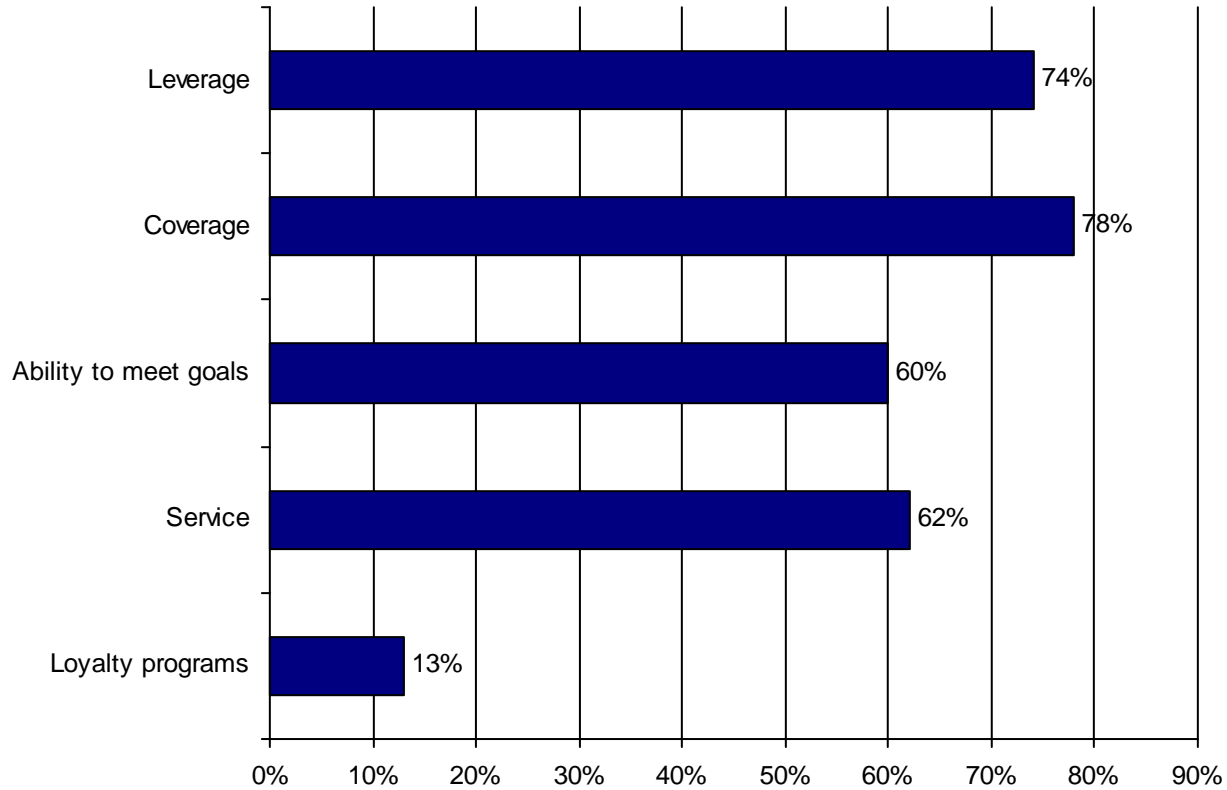
[q56] How do you negotiate your hotel program?



[q56] How do you negotiate your hotel program?

BASE: [q53] Do you currently have a global hotel program and strategy?: Yes(All: N=134)

[q57] Why did you select this strategy?

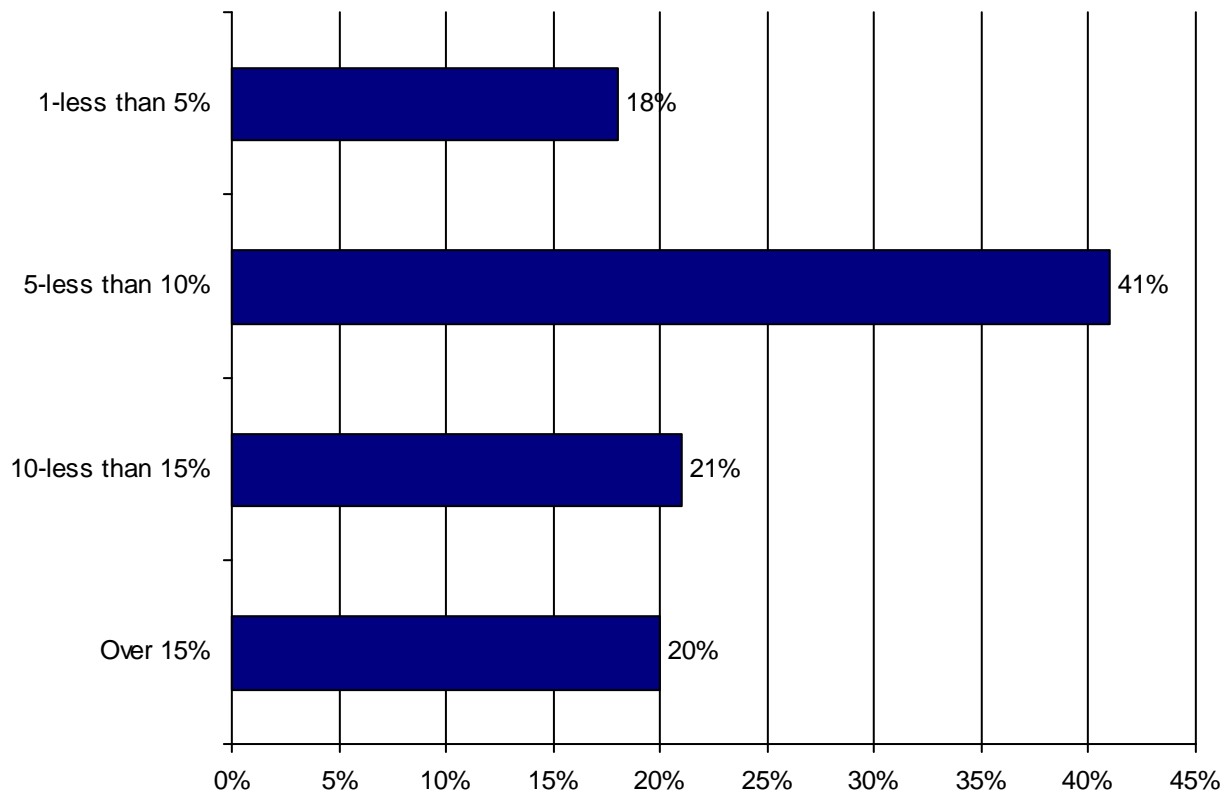


[q57] Why did you select this strategy?

BASE: [q53] Do you currently have a global hotel program and strategy?: Yes(All: N=134)



[q58] What percent of savings did you see in your hotel program in year one?

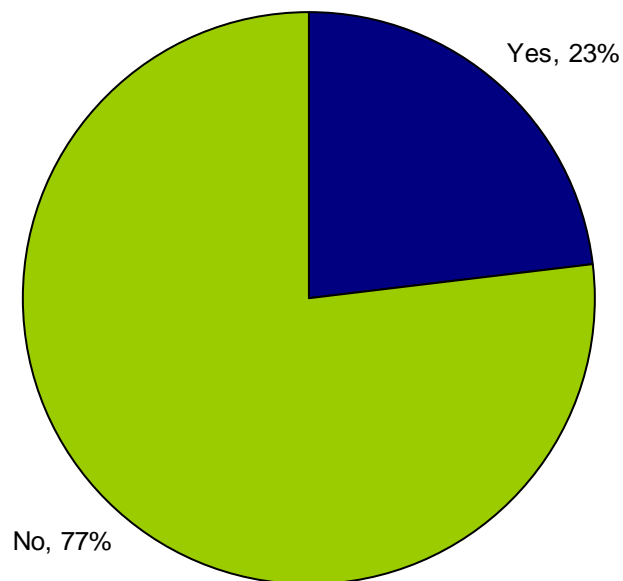


[q58] What percent of savings did you see in your hotel program in year one?

BASE: [q53] Do you currently have a global hotel program and strategy?: Yes(All: N=134)



[q59] Do you currently have a global ground transportation program and strategy?

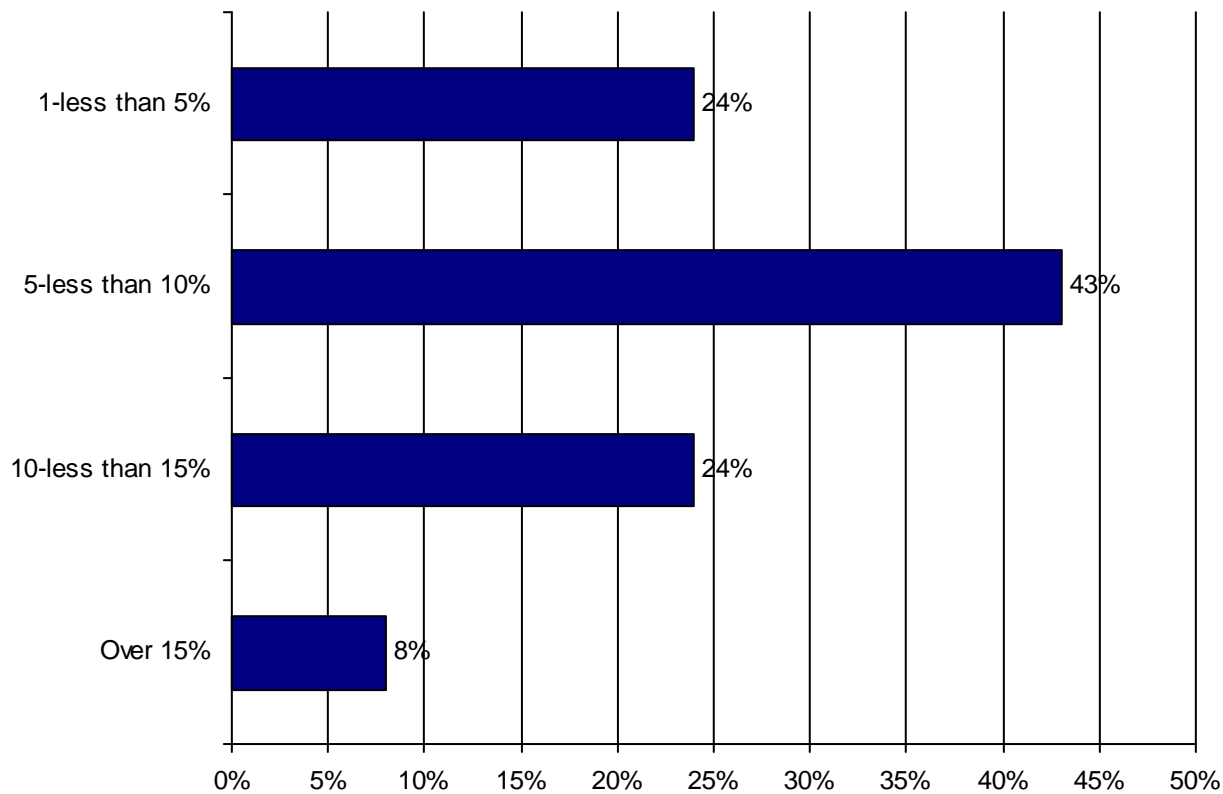


[q59] Do you currently have a global ground transportation program and strategy?

BASE: TOTAL(AII: N=159)



[q60] What percent of savings did you see in your ground transportation program in year one?

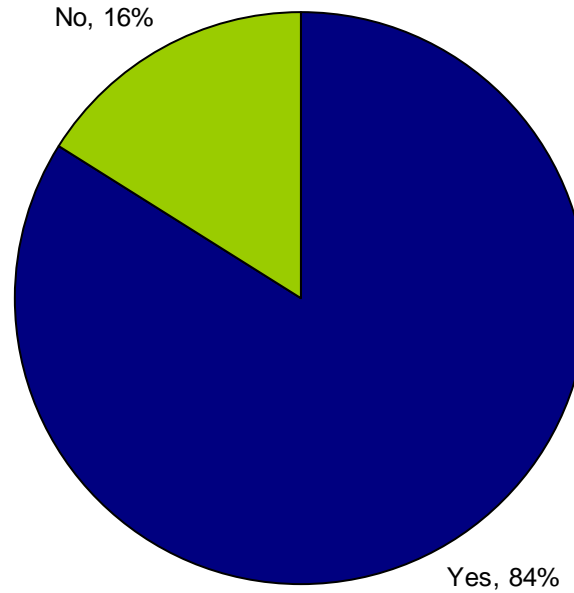


[q60] What percent of savings did you see in your ground transportation program in year one?

BASE: [q59] Do you currently have a global ground transportation program and strategy?: Yes(All: N=37)



[q61] Do you currently have a car rental program and strategy?

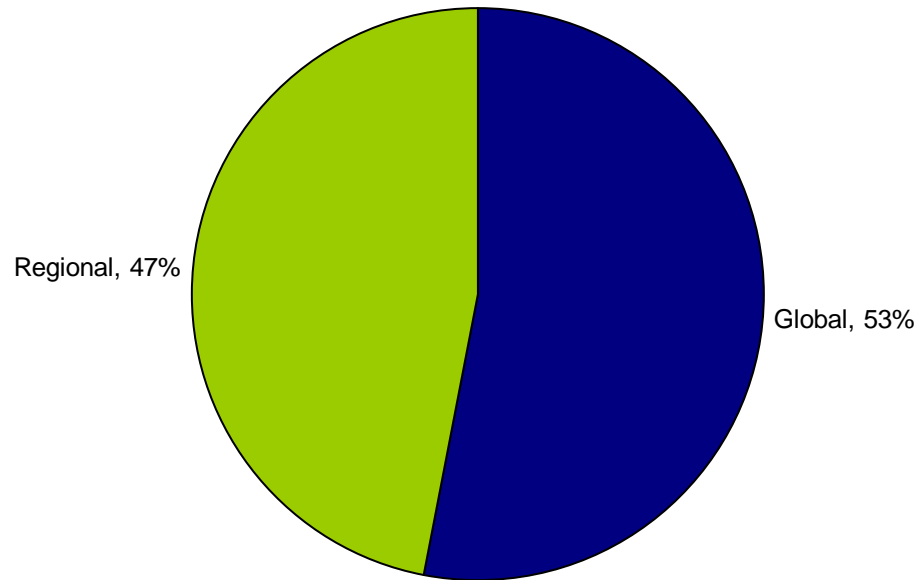


[q61] Do you currently have a car rental program and strategy?

BASE: TOTAL(AII: N=159)



[q62] Is the program

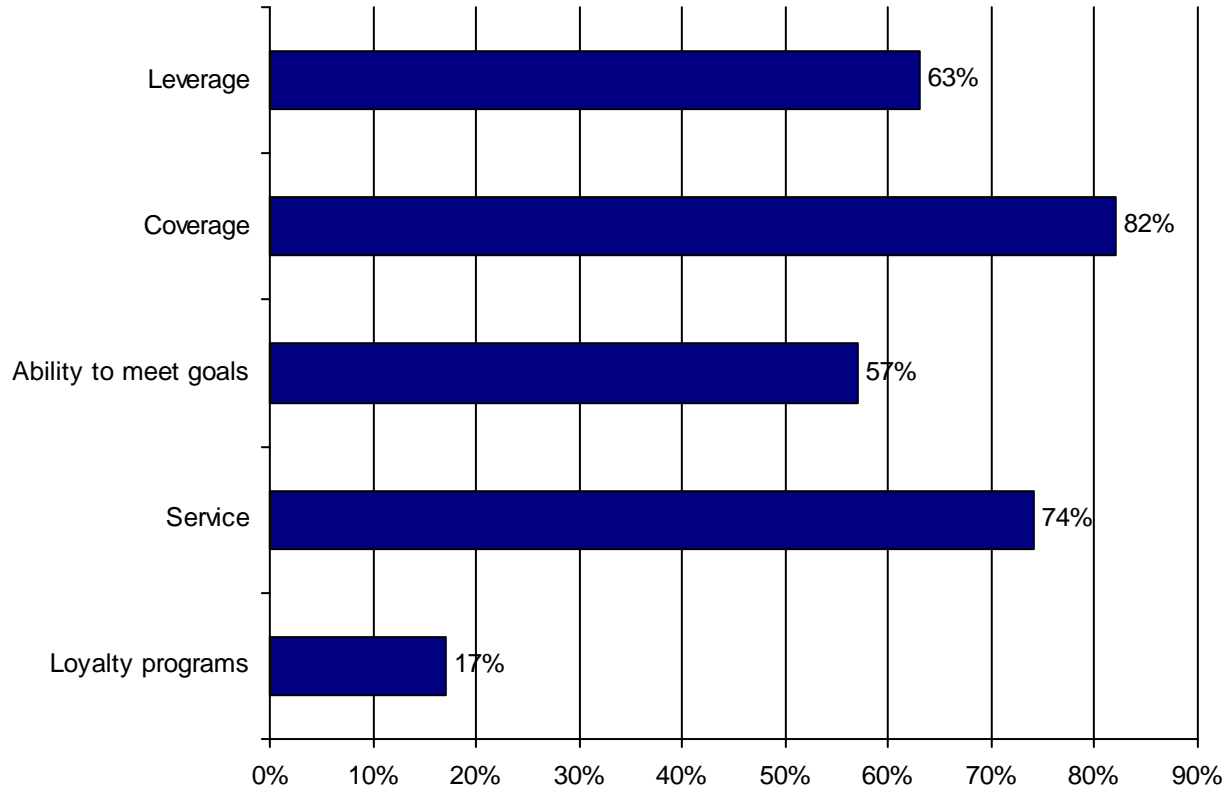


[q62] Is the program

BASE: [q61] Do you currently have a car rental program and strategy?: Yes(All: N=134)



[q63] Why did you select this strategy?

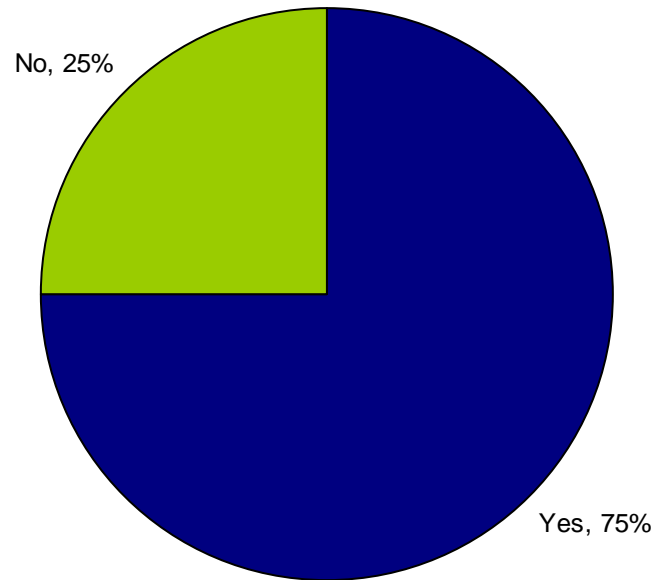


[q63] Why did you select this strategy?

BASE: [q61] Do you currently have a car rental program and strategy?: Yes(All: N=134)



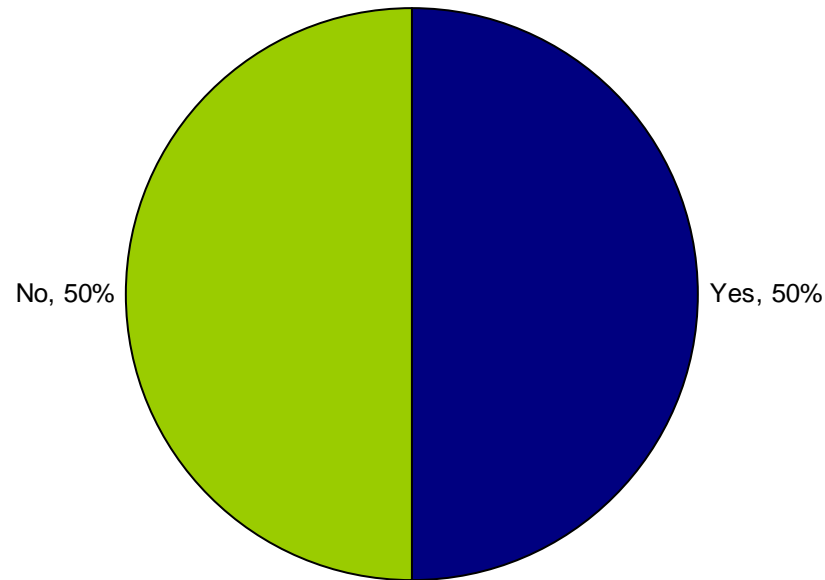
[q64] Did the car rental vendors include insurance in negotiations?



[q64] Did the car rental vendors include insurance in negotiations?

BASE: [q61] Do you currently have a car rental program and strategy?: Yes(All: N=134)

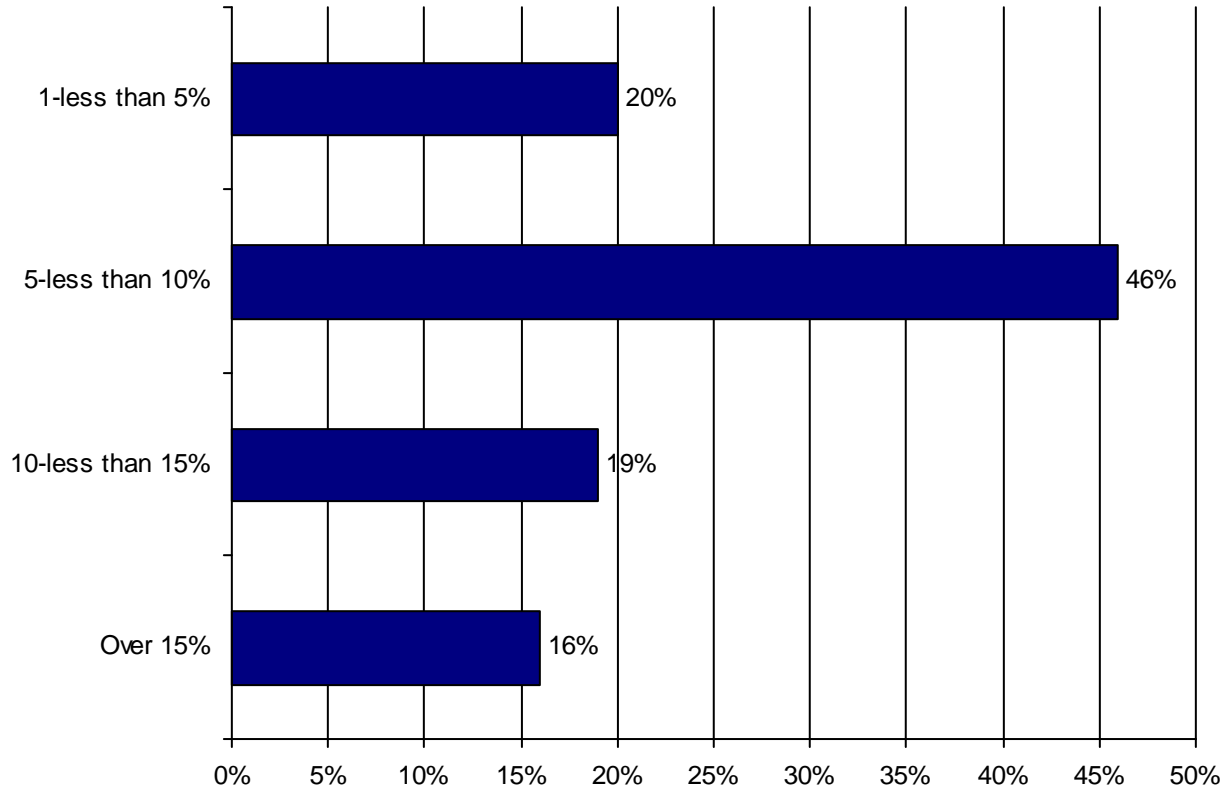
[q65] Did insurance on a global/region basis present challenges in regards to rental car agreements:



[q65] Did insurance on a global/region basis present challenges in regards to rental car agreements:

BASE: [q61] Do you currently have a car rental program and strategy?: Yes(All: N=134)

[q66] What percent of savings did you see in your car rental program in year one?



[q66] What percent of savings did you see in your car rental program in year one?

BASE: [q61] Do you currently have a car rental program and strategy?: Yes(All: N=134)



[q67] On a scale of 1-5 with 1 being strongly disagree and 5 being strongly agree, do you believe your global initiative improved your cost savings with suppliers?

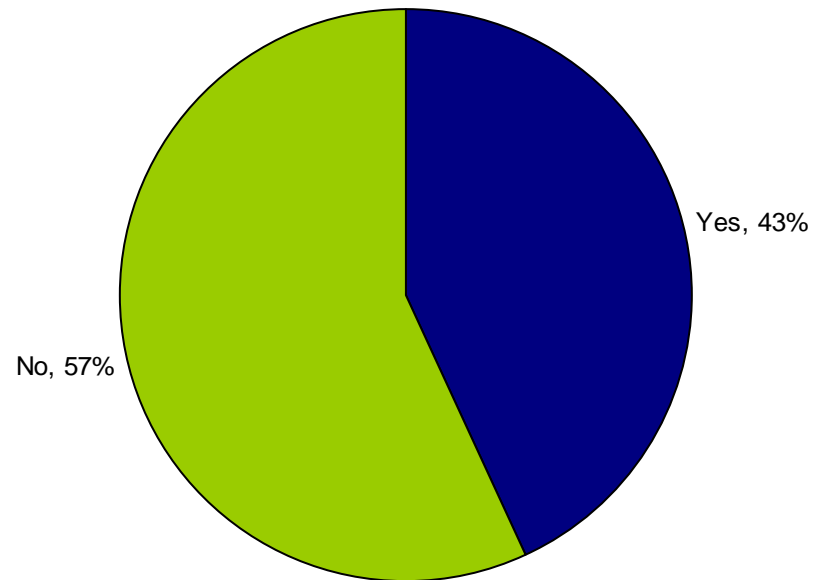
	All
Total	N= 159
Bottom 2	4%
Strongly Disagree1	1%
2	3%
3	23%
4	37%
Strongly Agree5	36%
Top 2	73%
Averages	4.03

[q67] On a scale of 1-5 with 1 being strongly disagree and 5 being strongly agree, do you believe your global initiative improved your cost savings with suppliers?

BASE: TOTAL(All: N=159)



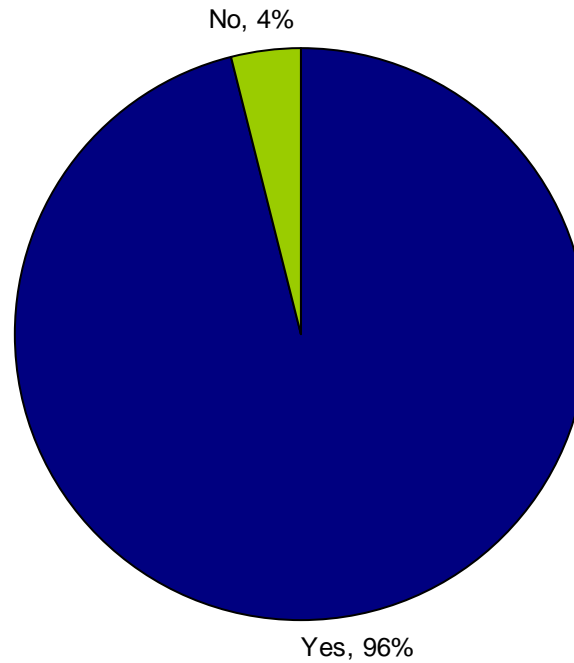
[q68] Do you use a global travel portal?



[q68] Do you use a global travel portal?

BASE: TOTAL(All: N=159)

[q69] Did you create and do you manage an in-house travel home page?

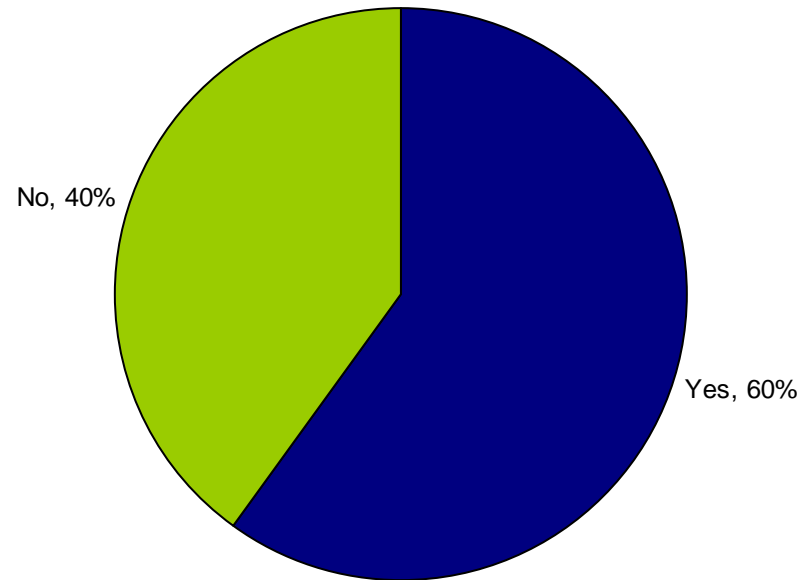


[q69] Did you create and do you manage an in-house travel home page?

BASE: [q68] Do you use a global travel portal?: Yes(All: N=68)



[q70] Do you rely on your global agency to provide traveler advisories?

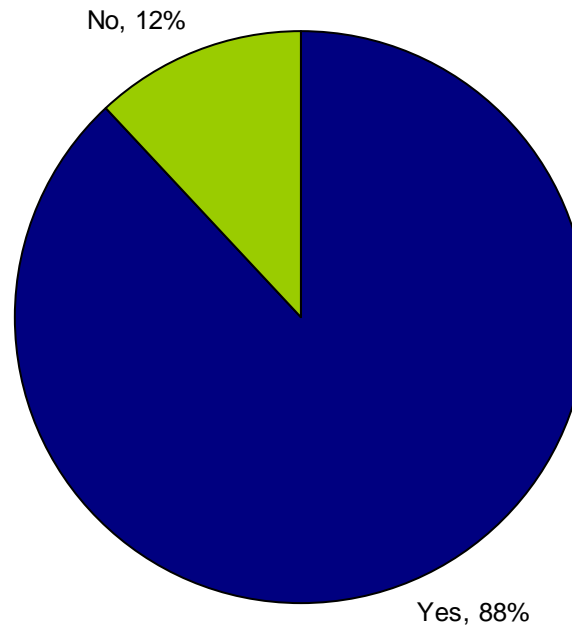


[q70] Do you rely on your global agency to provide traveler advisories?

BASE: [q68] Do you use a global travel portal?: Yes(All: N=68)



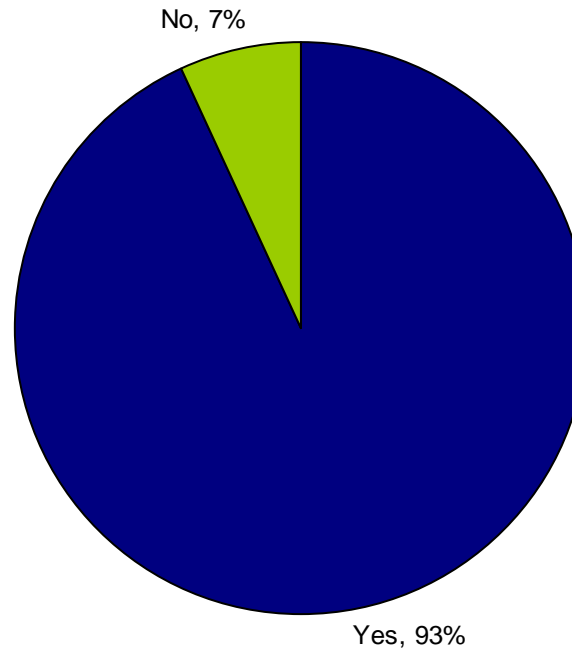
[q71] Do you supplement Travel Management Company communication with your own?



[q71] Do you supplement Travel Management Company communication with your own?

BASE: [q68] Do you use a global travel portal?: Yes(All: N=68)

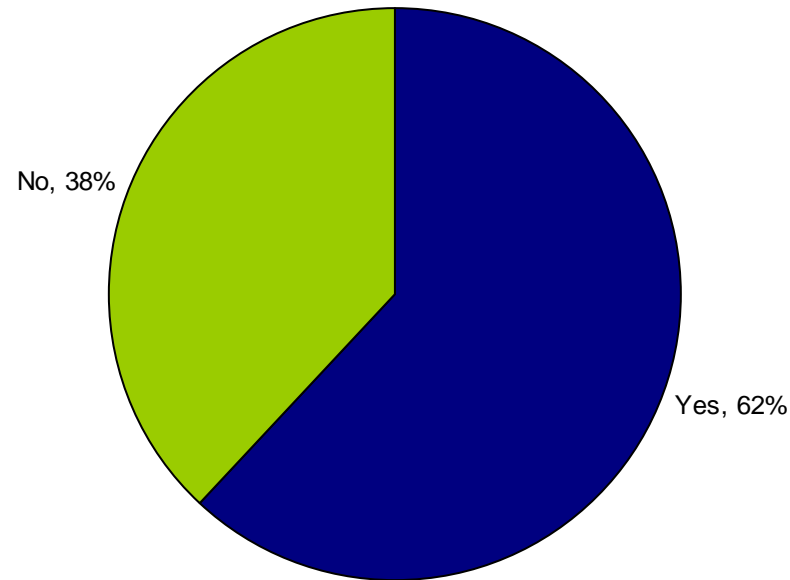
[q72] Is your travel & expense policy posted on your travel portal?



[q72] Is your travel & expense policy posted on your travel portal?

BASE: [q68] Do you use a global travel portal?: Yes(All: N=68)

[q73] Do you have a global Service Level Agreement with your current Travel Management Company?

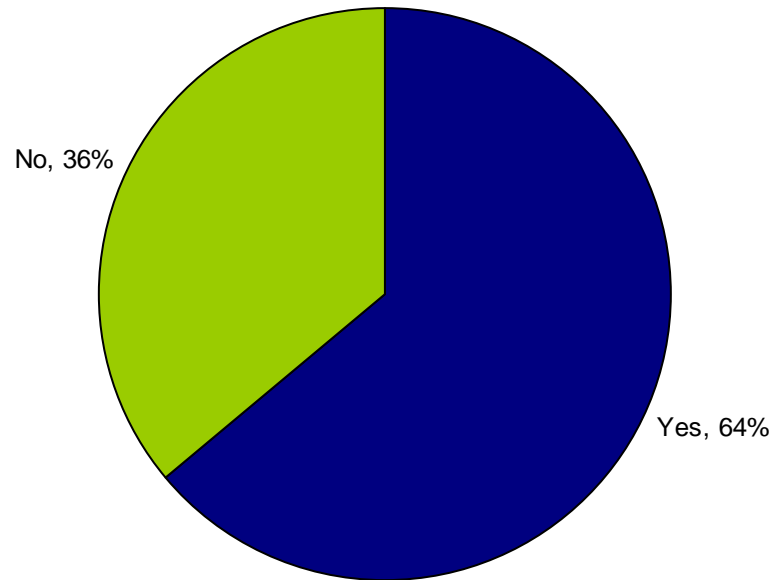


[q73] Do you have a global Service Level Agreement with your current Travel Management Company?

BASE: TOTAL(AII: N=159)



[q74] Does your global Service Level Agreement have sub regional Service Level Agreement metrics?

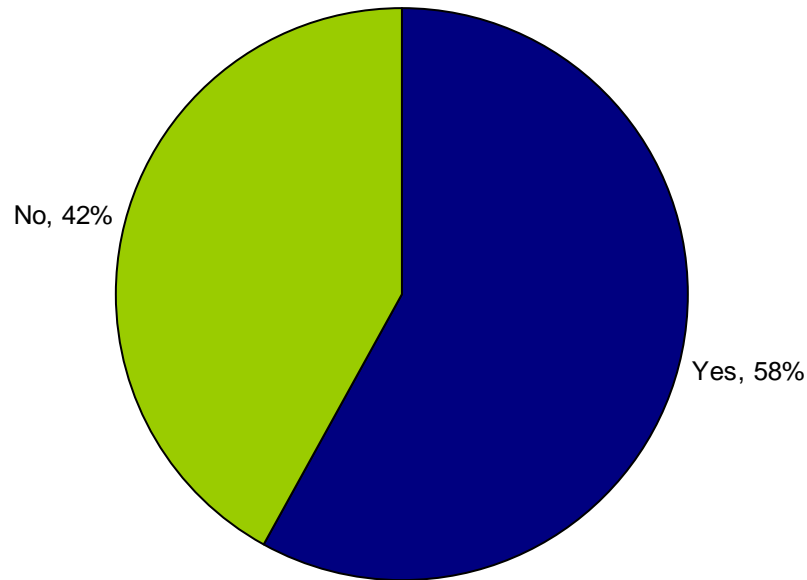


[q74] Does your global Service Level Agreement have sub regional Service Level Agreement metrics?

BASE: [q73] Do you have a global Service Level Agreement with your current Travel Management Company?: Yes(All: N=98)



[q75] Does your regional Service Level Agreement have individual country metrics?

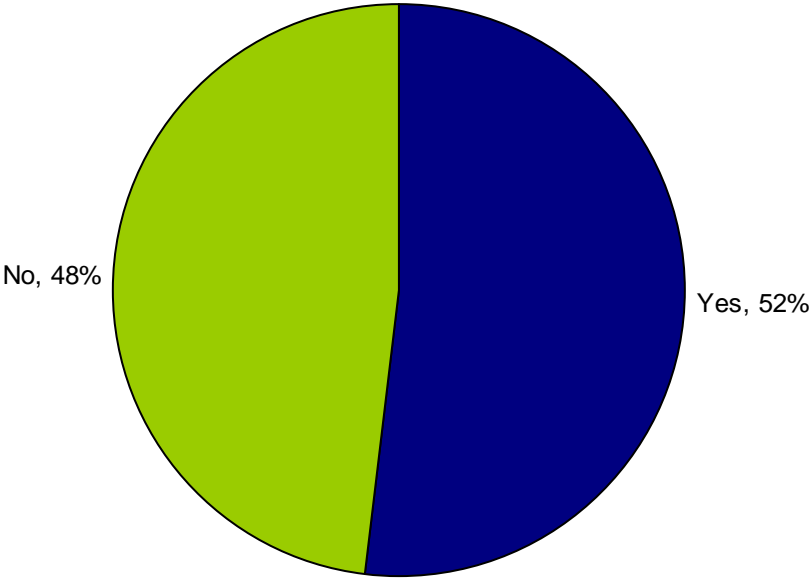


[q75] Does your regional Service Level Agreement have individual country metrics?

BASE: [q73] Do you have a global Service Level Agreement with your current Travel Management Company?: Yes(All: N=98)



[q76] Does your Service Level Agreement have a financial risk/reward component?

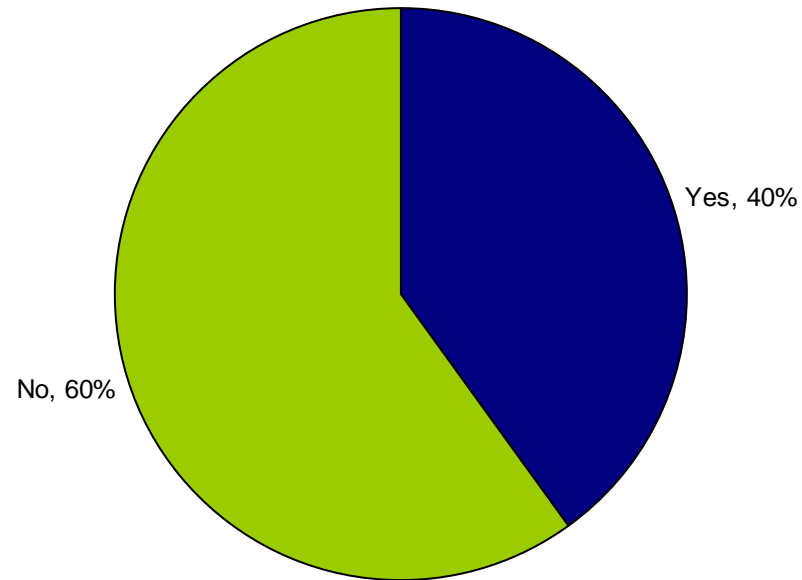


[q76] Does your Service Level Agreement have a financial risk/reward component?

BASE: [q73] Do you have a global Service Level Agreement with your current Travel Management Company?: Yes(All: N=98)



[q78] Would you be willing to participate in a telephone interview regarding this study group?



[q78] Would you be willing to participate in a telephone interview regarding this study group?

BASE: TOTAL(All: N=159)

