BUSINESS TRAVEL SHOW AMERICA 2026

INNOVATION FACEOFF

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MESH



KEESUP CHOE

CEO,
PredictX

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Keesup Choe
CEO



WHERE THE TIME GOES

An ideal travel manager's day

almost all of it on the strategic work



90% Strategic

Keeping travelers safe, costs sensible, and leadership confident.

10% Tactical

Day-to-day execution.

YESTERDAY

A travel manager's day

Idea rich — time and resource poor



90% Tactical

Bookings, exceptions, chasing receipts, reconciling data, fire fighting, answering the same question again.

10% Strategic

What is left for direction, negotiation and judgement.

ORCHESTRA · MONDAY 14 SEPTEMBER

How can I help you today?

Ask a question, set up an alert, or select an area to investigate.

Chief of Staff Answers simple questions · builds standing alerts · routes investigations to the right team

Ask a question, say "create an alert for…", or start a project… Ask →

- Where can we save on air spend this quarter?
- Which hotel rates are out of compliance?
- Summarise traveler risk for the next 30 days
- Alert me when any air contract is within 90 days of expiry
- Warn me if our share on any contracted route drops below the contract commitment

OR SELECT AN AREA

Air

Airline contracts, carrier negotiations, PRISM benchmarking, NDC/GDS strategy

Hotel

Hotel RFPs, rate compliance, LRA/NLRA programs, chain portfolio analysis

Ground

Car rental and rail: vendor mix, rental geography, ground channel leakage, and ground share of

ORCHESTRA · SATURDAY 26 SEPTEMBER

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ACME CORP TRAVEL PROGRAM

Program-Wide Savings Survey

Dec 2024 – Nov 2025 · 12 complete months

PredictX

EXECUTIVE SUMMARY

Program Baseline

$370.18M

Total corporate travel spend across 12 months

27.0%

Channel leakage — $100.08M booked off-program

$23.49M

Annual net achievable savings, modelled across key levers

- Hotel ($149.75M) and Air ($122.57M) represent **73.6%** of total expenditure.
- Inefficiencies span hotel leakage (**$66.52M**) and air advance-purchase breaches (**$13.22M**).

SAVINGS MAP

Identified Inefficiencies

DOMAIN	AXIS	ACTION TYPE	IDENTIFIED VALUE	% OF SPEND
Hotel	Channel Leakage	ENFORCEMENT	**$66,515,100**	17.97%
Air	Channel Leakage	ENFORCEMENT	**$18,925,813**	5.11%
Air	Advance Purchase (22d)	ENFORCEMENT	**$13,223,456**	3.57%
Air	Low Fare Declined	ENFORCEMENT	**$10,236,960**	2.77%
Ground	Channel Leakage	ENFORCEMENT	**$8,576,735**	2.32%
Air	Premium Downgrade	POLICY	**$5,722,454**	1.55%
Hotel	Rate Parity	SOURCING	**$3,977,241**	1.07%
Hotel	Own Rate Cap Breach	ENFORCEMENT	**$1,894,198**	0.51%

SECTION 02

Savings Opportunities

Category Deep-Dives: Air, Hotel, Ground

AIR

Air Programme Inefficiencies & Leakage

$122.57M

Air spend across 255,196 tickets

$18.93M

Channel leakage — 15.4% of air expenditure

42.5%

Tickets booked less than 7 days before departure

74.6%

Online booking adoption, against a peer industry benchmark of **90.1%**

36.7%

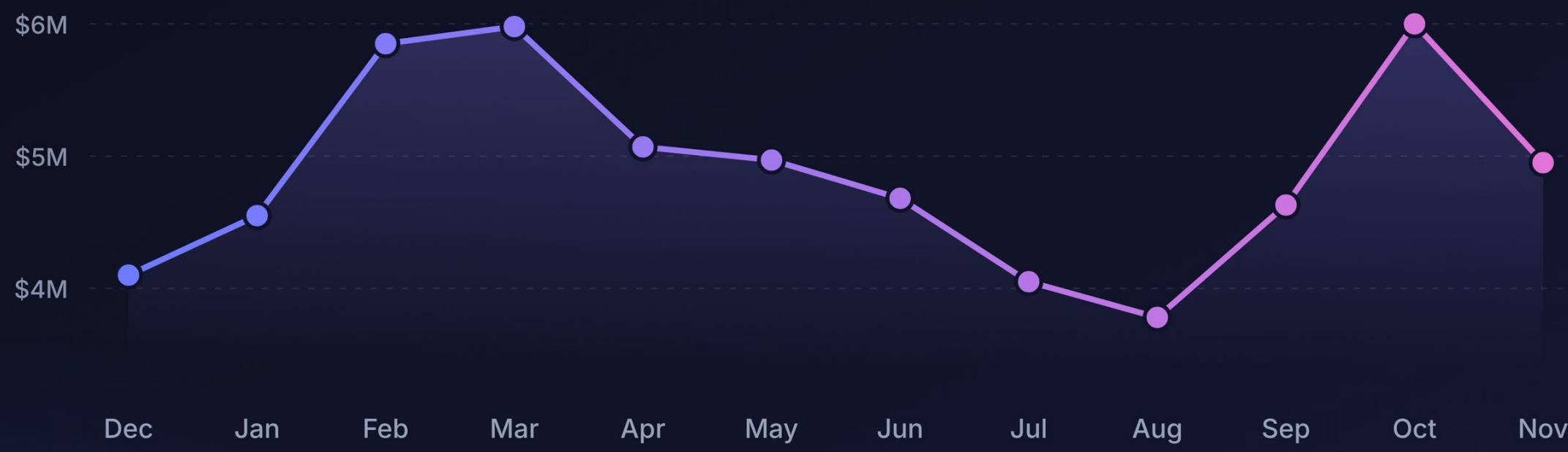
Of off-channel leakage ($4.04M) comes from the worst 10% of leaking trips

HOTEL

Monthly Hotel Channel Leakage Spend

$66.52M

Annual hotel leakage · 17.97% of spend



HOTEL

Preferred Hotel Rate Parity Failures

PROPERTY	CITY	PAID ADR	BENCH ADR	VARIANCE	OVERPAY
Novotel Grenoble Centre	Grenoble, FR	$282.00	$134.06	**+110.4%**	**$442,049**
Holiday Inn Riyadh – Meydan	Riyadh, SA	$623.55	$198.02	**+214.9%**	**$277,442**
Bengaluru Marriott Whitefield	Bengaluru, IN	$215.13	$131.32	**+63.8%**	**$170,293**
Ibis Styles Macon Centre	Macon, FR	$876.30	$144.39	**+506.9%**	**$117,837**
Mercure Angouleme Hotel De France	Angouleme, FR	$469.35	$153.94	**+204.9%**	**$110,079**
Ibis Regensburg Zentrum	Regensburg, DE	$433.27	$110.51	**+292.1%**	**$98,441**
Fertel Etoile	Paris, FR	$379.89	$239.95	**+58.3%**	**$75,430**
Novotel Regensburg Center	Regensburg, DE	$245.94	$109.20	**+125.2%**	**$65,909**

GROUND

Ground Transport & Car Rental Exposure

$22.25M
Car rental expenditure across eight primary suppliers

$8.58M
Off-channel car rental leakage — 38.55% of category spend

46.4%
Of leakage sits with Hertz ($2.69M) and Enterprise ($1.29M)

~100%
Off-channel leakage at field offices in Rome, Trappes and Avrigny

$60.1K
Estimated annual savings from banning premium vehicle classes

POLICY

Missed Policy Savings by Department



SECTION 03

Achievable Savings & Recommendations

Econometric simulation and action plan

ECONOMETRIC SIMULATION

Key Policy Levers

POLICY LEVER	TESTED PARAMETER	ANNUAL SAVINGS	VOLUME AFFECTED	ACTION
Hotel Rate Caps	Enforce current P65 ceilings	**$10,807,440**	465,467 room nights	ENFORCEMENT
Cabin Class Shift	100% Business to Premium Economy	**$6,944,581**	5,014 segments	POLICY
Advance Purchase Mandate	21-day advance booking	**$5,695,899**	245,902 tickets	ENFORCEMENT
Meal Per-Diem Cap	Enforce $100/day per-diem cap	**$103,957**	54,584 days	POLICY
Car Class Ban	Ban Fullsize / Premium / Luxury	**$60,129**	3,523 rentals	POLICY
Hotel Preferred Target	Target 80% preferred share	**−$784,130**	465,642 room nights	ENFORCEMENT

RECOMMENDATIONS

Recommended Action Plan

01	Configure hard rate caps in booking tools to capture hotel savings.	**$10.81M**
02	Enforce 21-day advance purchase workflows to secure air savings.	**$5.70M**
03	Mandate Premium Economy on long-haul flights under 7 hours.	**$1.09M+**
04	Renegotiate inverted preferred hotel contracts in Grenoble, Riyadh and Bengaluru.	Sourcing
05	Deploy direct corporate billing in zero-TMC ground rental locations such as Rome and Trappes.	Enforcement

SUNDAY 13 SEPTEMBER

Air workspace

Airline contracts, carrier negotiations, PRISM benchmarking, NDC/GDS strategy

Ask a question, or start a new project...

PROJECT TYPES

Run a guided method on your live data

+ Project

Air Negotiator

User asks for carrier renewal prep, RFP support, ad-hoc rate-request analysis, volume re-commit analysis, "should we keep carrier X?", "are we getting a fair deal with carrier Y?", "what should we ask for from carrier Z?", or "how is our travel pattern with carrier X shifting?".

Start →

Air Optimizer

User asks about air program health, ATP benchmarking, route savings, carrier-mix/sourcing strategy, RFP preparation, compliance or booking-behaviour performance ("which departments book last-minute?"), or wants the market view of the routes we fly.

Start →

Validate Data

After any investigation run — user says "validate", "check the data", "data quality check", or loads this project after reviewing a report.

Start →

ON THIS TEAM

The specialists that answer here — questions outside their reach get an honest "not from this team" rather than a shallower answer.

Air Spend Analyst

Transactional air spend: route and carrier spend, carrier mix, segment and fare-basis detail

Air Benchmark & Contract Analyst

Benchmarks fares vs. market (ATP, parity, cabin mix) and owns the carrier contract registry: terms, NFD, capture

