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**BUSINESS
TRAVEL
SHOW
EUROPE**

2026

BY NORTHSTAR

BTN ACADEMY:

STRUCTURING A MANAGED TRAVEL PROGRAMME



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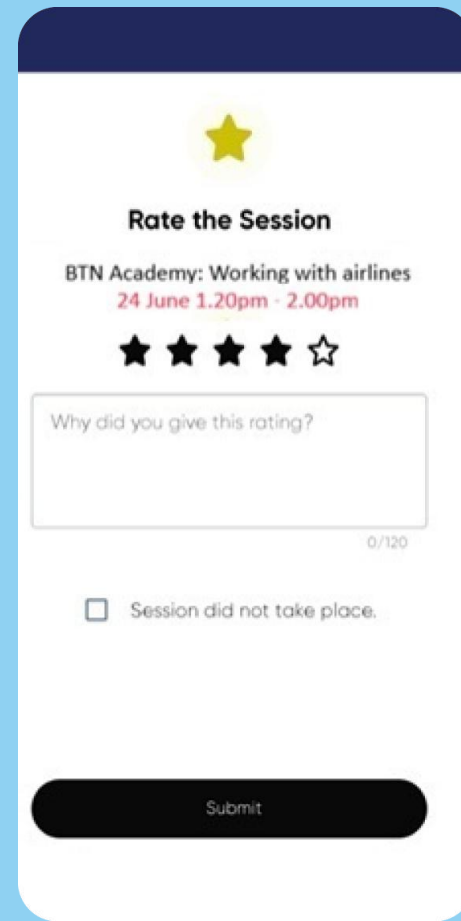
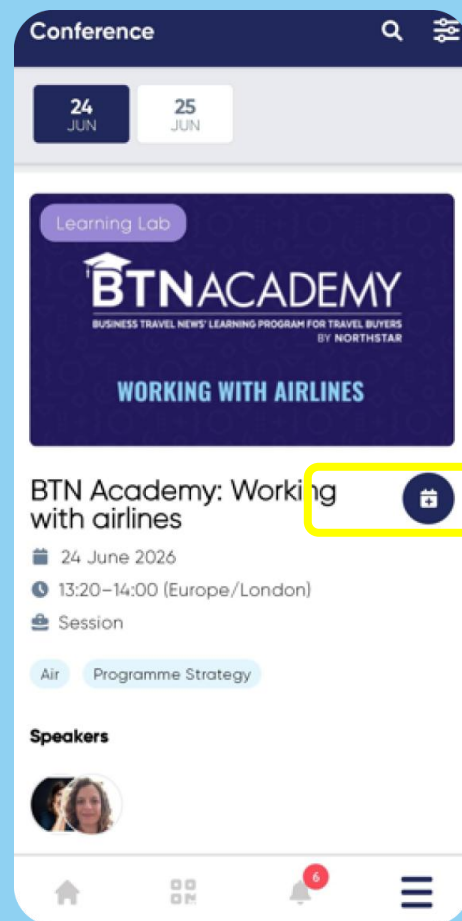
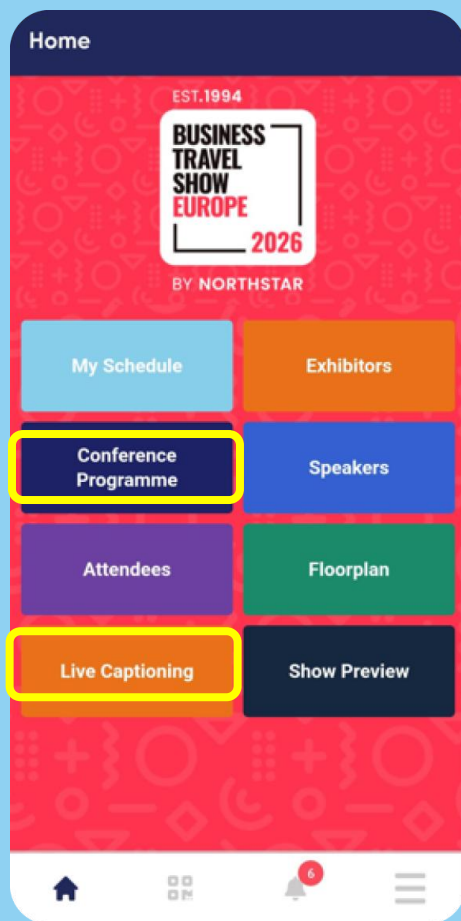
BUSINESS TRAVEL NEWS' LEARNING PROGRAM FOR TRAVEL BUYERS

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SESSION ESSENTIALS

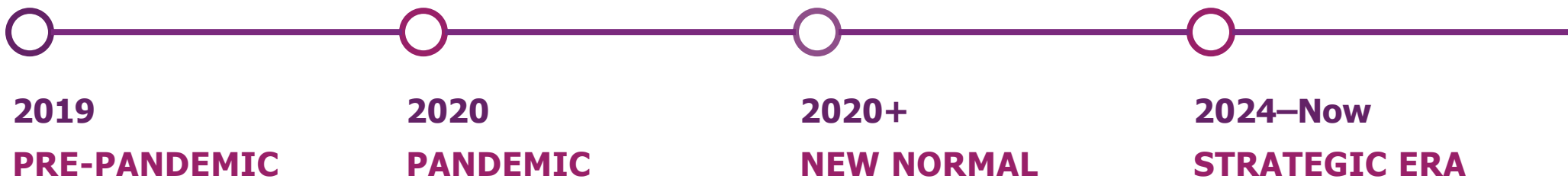


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WHY IT MATTERS MORE THAN EVER

The State of Business Travel Today



Traditional Travel Programme

Books travel

Negotiates rates

Controls cost

Enforces policy

Reports on
spend

Strategic Travel Programme

Revenue
growthOperational
excellenceEmployee
experienceRisk
management

Sustainability

Data &
decisions

Travel programmes should be reviewed regularly — even the mature ones.

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01

Vision & Collaboration



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ALIGN BEFORE YOU DESIGN

Establishing a Vision

Q1 STRATEGIC PURPOSE

Q2 DELIVERY & OUTCOMES

Q3 TRAVELLER EXPERIENCE

Q4 CULTURE & VALUES

Q5 MEASUREMENT

Q6 GOVERNANCE

Q7 CHANGE APPETITE

Q8 TECHNOLOGY & DATA

Q9 SUPPLIER RELATIONSHIPS

INTERNAL & EXTERNAL ENABLERS

Stakeholder Contribution

Vision Setting

Support Resource

Research input

● Exec sponsor	✓	Business Strategy & Leadership priorities
● HR	✓	Employee experience & workforce mobility
● Finance	✓	Travel spend and controls
● Risk & Security	✓	Duty of care & risk management
● Procurement	✓	Supplier strategy and sourcing benchmarks
● IT	✓	Technology enablement
● Travel bookers	✓	Operational process insights
● Travellers	✓	Traveller experience and user feedback
● Travel Programme Lead	✓	Traveller experience and user feedback
● External peers / industry benchmarking	✓	<i>Benchmark & best in class practices</i>

● Vision shapers — core session

● Supporting resources - consulted

● External input — research & benchmarking

START WITH PEOPLE NOT PROCESS

Know Your Travellers



Road Warriors

Frequent travellers who value efficiency, flexibility and support to maximise productivity.



Infrequent Travellers

Need clear guidance and simplified processes to build confidence and compliance.



Domestic Travellers

Focus on cost-effective, simple logistics.



Global Travellers

Enhanced support, complex itineraries and priority duty of care & safety.



Generational & Accessibility

Different preferences around technology, booking channels and support.



Regional & Cultural

Adapt to meet local market, cultural and regulatory requirements.

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02

Designing Your Travel Programme



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MANAGED TRAVEL PROGRAMME

The Core Components

GOVERNANCE

Formal Travel
Policy



Programme
Governance



Duty of Care &
Risk Management

EXTERNAL

Travel
Management
Company



Negotiated
Supplier
Agreements

**Managed Travel
Programme****INTERNAL**

Internal
Management
Resources



Traveller Comms
& Change
Management



Traveller
Support Model

TECHNOLOGY

Travel
Technology



Payment &
Expense
Systems



Data &
Reporting
Platforms

BALANCE CONTROL, COMPLIANCE, EXPERIENCE & FLEXIBILITY

Programme Models

← MOST STRUCTURED / CONTROLLED

MOST FLEXIBLE / OPEN →



GETTING THE BALANCE RIGHT

TMC Structure & Partnerships

● Single TMC

ADVANTAGES

- ✓ Consistent traveller experience and global processes
- ✓ Standard processes and service levels
- ✓ Consolidated reporting and data visibility
- ✓ Simplified supplier and relationship management
- ✓ Stronger compliance and duty of care oversight
- ✓ Easier programme management
- ✓ Simplified administration

CHALLENGES

- May not offer the strongest local capability in each market
- Reliance on a single supplier

● Multi-TMC

ADVANTAGES

- ✓ Access to best-in-market providers by region or country
- ✓ Strong local expertise
- ✓ Reduced dependency on a single supplier
- ✓ Creates competition between providers

CHALLENGES

- More complex governance and supplier management
- Potentially inconsistent traveller experience
- Data consolidation and reporting
- Variations in service level and processes
- Increased internal resource
- Reduced negotiating leverage

TMC Partnership Options

1

TRANSACTIONAL

The TMC provides booking fulfilment and traveller servicing only

2

MANAGED

The TMC provides operational support, traveller servicing and programme management

3

FULLY OUTSOURCED

The TMC manages operational and strategic aspects of the programme

HOW TRAVEL SERVICES ARE DELIVERED

TMC Operational Models

Global & Regional Service Centers

Centralised servicing delivered through dedicated or shared resources, often operating on a follow-the-sun basis to provide seamless global support and 24/7 coverage

Local In-Country Servicing

Travel support delivered by local teams with market expertise, and language capabilities

Onsite Model (*less common today*)

TMC staff located at client premises, typically supporting high-touch or complex travel requirements

INDUSTRY TREND

Most global travel programs have shifted toward centralised service centre models, complemented by local servicing where market expertise or language support is required

INDUSTRY DIRECTION

Digital first, AI enabled, with human support focused on complex and high-touch travel needs

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03

Implementation, Data & Scaling



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A STRUCTURED APPROACH IS CRITICAL TO DRIVING ADOPTION

Travel Programme Implementation

Define Objectives

Establish goals, timelines, responsibilities, and governance

Executive Sponsorship

Secure leadership support and define stakeholder roles

Communicate

Develop communication plans, training and travel engagement activity

Prepare resources

Engage IT support for access to organisation communication platforms

Socialise

Build awareness through internal communication

Pilot

Test the programme with key traveller groups or priority markets

Continuous Review

Monitor performance and meet regularly with the travel council

Data, Measurement & Scaling

Key metrics to track



Booking channel usage

Are contracts delivering value?



Supplier performance

Are travellers using preferred channels?



Contract utilisation

Are preferred suppliers being used?



Travel spend trends

How much are we spending?



Carbon emissions

Are we meeting sustainability targets?

Scaling across the organisation

- Continuous stakeholder engagement at all levels
- Regular reviews & performance monitoring
- Local leadership support in each market
- Track programme maturity across regions
- Identify improvement opportunities as you grow

Successful programmes evolve continuously as business needs, technology and traveller expectations change

IN SUMMARY

Key Takeaways

- 1 Managed travel programmes align travel with company strategy.
- 2 Collaboration across departments is essential from the start.
- 3 Structure must balance control with traveller experience.
- 4 Technology and data enable visibility and continuous improvement.
- 5 Successful programmes are not built once — they evolve.