

Strategic Travel Management: *Bridging the Cost-Value Gap*



ACTE Global Education Conference
22–24 October 2006

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GLOBAL

ASSOCIATION OF
CORPORATE TRAVEL
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Be an Architect of Value

Attend ACTE's Global Education Conference in Barcelona

The fundamental challenge facing both buyers and suppliers of business travel is how to create value in a cost-pressurised environment. The core competencies of strategic travel management—the ability to create value and improve your company's competitive position in the marketplace—are presented through the following interactive and interlinked tracks:

- ❖ **Technology & Data Management**
- ❖ **Relationship Management**
- ❖ **Category Spend Management**
- ❖ **Financial Management**
- ❖ **Global Management**

The role of corporations in society goes far beyond simply meeting obligations to shareholders. ACTE Advisory Committees oversee a variety of initiatives driving the business travel industry towards positive change and advancement. A special education track dedicated to these initiatives offers attendees the opportunity to bring back even greater value to their organisations. Current initiatives include:

- ❖ *Airborne Contagion Containment*
- ❖ *Corporate Productivity*
- ❖ *Corporate Social Responsibility*
- ❖ *Traveller Security*

*English/Spanish Simultaneous
Translation Available!*

Barcelona features English/Spanish simultaneous translation of all of the General Sessions and Keynotes as well as select education sessions.

See www.acte.org for programme updates and sponsorship opportunities.




ACTE Global Profile

Our Mission

ACTE is a not-for-profit international education association providing global and regional leadership to the business travel industry through the exchange of knowledge. ACTE recognises the interdependence between corporate travel purchasers and suppliers and accords both sectors equal membership. **ACTE serves more than 5,000 executives in 48 countries.**

Member Benefits

Whether your responsibilities include travel purchasing, meetings management, or other aspects of business travel, ACTE membership offers critical educational and networking resources.

- ❖ *Benchmarking, White Papers, Surveys, Research Papers and Best Practices*
- ❖ *ACTE Global Membership Directory*
- ❖ *Career Networking*
-  ❖ *Discounts on products & services from partners such as Rosetta Stone, Priority Pass, Global Cellular Rental, Safe Travel Institute, Luggage Express, and many others*
-  ❖ *Access to the ACTE Carbon Calculator provided by CarbonNeutral*
-  ❖ *Subscription to industry magazines (including Business Destinations Magazine for the EMEA Region, PC Today, and T&E Magazine)*
- ❖ *Bi-weekly region-specific Globalink e-newsletters*
- ❖ *Subscription to ACTE's Global Business Journal*
- ❖ *Subscription to the Institute for Global Ethics weekly e-newsletter*
- ❖ *Substantial savings on registration fees for Global & Regional Conferences, Executive Forums, PowerTalks, and Webcasts*
-  ❖ *Complimentary and discounted subscriptions to online procurement and benchmarking tools with eBuyerSolutions.com and Topaz International*

How To Join

Visit ACTE's website (www.acte.org) and click on the Membership button. You can also fax applications to 1-703-683-2720 or mail to:

ACTE Membership Department

515 King Street, Suite 440
Alexandria, VA 22314 USA

Questions? Contact us at info@acte.org

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The Board of Directors are elected by ACTE's international members to provide strategic direction for the association.

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Each ACTE region operates under the direction of an ACTE Regional Chair. ACTE customises the programmes and services offered in each region.

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Onita Dey-Frankian
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National Business
Development Manager
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Richard Case
ACTE United States
Global Accounts Manager
BCD Travel

Upcoming ACTE Education Conferences

Asia-Pacific Regional Education Conference, 23–24 August 2006
The Ritz-Carlton, Millenia Singapore

ACTE Canada National Education Conference, Autumn 2006

ACTE Global Education Conference, 6–8 May 2007
Doral Golf Resort & Spa, A Marriott Resort, Miami, Florida

Register Today: www.acte.org

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Conference Steering Committee

Outsourcing your core competency is rarely a winning proposition. ACTE entrusts the development of the conference curriculum to these thought leaders in the business travel community. The Steering Committee works with ACTE's global education department to design the educational programme.



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PRISM Group



John O'Hagan
Senior Vice President
Diners Club
International



By Special Appointment:

Augusto Pardo

President, Asociación Española De Gestores De Viajes De Empresa (AEGVE)

ACTE gratefully acknowledges the contribution of Augusto Pardo, representing AEGVE, for his assistance in helping to create an agenda relevant to the business travel community in Spain.

Keynote Presentations

ACTE Global Barcelona brings keynote speakers whose expertise includes strategy and execution, future technologies, and globalisation. This year's speakers include:



Daniel Calleja y Crespo

*Director, Air Transport Department
Directorate-General for Energy and Transport
European Commission*

WHAT'S ON THE BLUE HORIZON: THE FUTURE OF AIR TRANSPORT

Over the past twenty years, air travel in the European Union has seen phenomenal growth. In turn, this has created enormous challenges in terms of saturation levels reached at airports, an overloaded air traffic control system, and a permanent emphasis on safety concerns. Airlines complain about the fragmentation of European airspace, which, they say, leads to inefficiency and major delays costing the industry between €1.3 and €1.9 billion a year and limiting access for new entrants. Daniel Calleja y Crespo will address the Commission's current initiatives to contend with these myriad challenges, including the status of Air Service Agreements worldwide and the balance between a regulatory vs free market approach (i.e. EU/U.S., China/Asia, the ASEAN Common Market, Latin American aviation alliances, etc.); improved aircraft positioning and communication technologies such as GALILEO and SESAME; and sustainable mobility initiatives and passenger rights issues in the EU and their impact on the travel and transport industry.



Dr. Frank-Jürgen Richter

*Former Director, World Economic Forum,
Asian Affairs & President, Horasis*

GLOBALISATION: BUSINESS STRATEGIES FOR 2020 & BEYOND

Anticipating and interpreting trends are necessary to develop sustainable corporate strategies. The rise of China and India to global eminence will have enormous repercussions on Europe and North America. What will the world in 2020 (... 2050) look like? How can the 'West' deal with this seismic shift in the economic epicenter? Are win-win constellations imaginable? Dr. Frank-Jürgen Richter paints a vivid portrait of the strategies required for success in this New World Order and how the travel industry must adjust today in order to grasp the opportunities of tomorrow.



Dr. Ricardo Baeza-Yates

Director, Yahoo! Research – Europe and Latin America

IN SEARCH OF...WHAT'S NEXT FOR THE NET?

The Internet, cutting-edge digital technologies and mobile e-commerce are revolutionising business and social life. Travel industry leaders are especially challenged and uniquely positioned to harness the next generation of internet tools to streamline travel procurement and distribution, integrate legacy systems, and add value to service delivery. Renowned Web retrieval and data mining expert Dr. Ricardo Baeza-Yates introduces the next wave of Internet technologies and their impact on the delivery of products, services, and information—highlighting the key travel technology trends that will reshape the business model, from aggregation tools (RSS feeds), u-commerce, accessing content via mobile devices, to metasearch and dashboards.

Sponsor Industry Perspectives

Gain insight on the current issues and challenges facing the business travel industry, their potential impact on your travel programme, and how to best position yourself to manage the ever-changing tides of this dynamic industry.



On behalf of:



Kurt Knackstedt

Senior Director,
International Markets
Cendant Corporate
Travel Solutions



On behalf of:



Bev Heinritz

General Manager
GetThere



On behalf of:



Tom Gleason

President
HRG North America

Additional Perspectives (Experts to be announced):

On behalf of:



On behalf of:



On behalf of:



Solutions Showcase

Sunday, 22 October 16:00 – 18:00

Monday, 23 October 10:15 – 12:15

Compliments of:



ACTE's Solutions Showcase, designed as a hands-on learning experience, is your opportunity to see the latest technology, business products and services in a non trade show environment. Find out which products allow you to optimise your travel spend, increase the value of your corporate travel data, facilitate decision making related to travel purchasing, and more!

Exhibitors at the 2006 Barcelona Solutions Showcase include:

- | | | | |
|---------------------------|-----------------------------------|-------------------------------------|------------------------|
| • AirPlus International | • Diners Club International | • HRG (Hogg Robinson Group) | • SkyTeam |
| • Amadeus | • FCm Travel Solutions | • KDS | • StarCite, Inc. |
| • BCD Travel | • GE Corporate Payment Services | • MasterCard International | • TQ3 Travel Solutions |
| • Carlson Wagonlit Travel | • GetThere & Travelocity Business | • RADIUS: the global travel company | • TRX |
| • Cendant | • Hi-Mark Software | • Rearden Commerce | • VISA Commercial |
| • Cornerstone | | | • Worldspan |

95% of ACTE members indicate technology and business process optimisation are their top priorities. Do not miss the opportunity to showcase your solution in Barcelona – sign up online today at www.acte.org – Space is limited.

Conference Agenda*

SUNDAY, 22 OCTOBER

- 10:00 – 19:30 **Registration**
- 13:00 – 17:30 **ACTE/INSEAD
Workshop: Change
Management**
- 15:00 – 16:00 **New Members
First Time Attendee
Reception**
- 16:00 – 18:00 **Solutions Showcase
& Cocktail Reception**
- 18:00 – 19:30 **GENERAL SESSION**
- 20:00 – 22:00 **Opening Night
Reception**

MONDAY, 23 OCTOBER

- 08:00 – 18:30 **Registration**
- 08:00 – 09:00 **Desayuno de Trabajo**
- 08:30 – 09:00 **Continental Breakfast**
- 09:00 – 10:15 **GENERAL SESSION**
- 10:15 – 12:15 **Solutions Showcase
& Coffee Break**
- 12:15 – 13:30 **Education Sessions**
- 13:45 – 14:45 **Luncheon**
- 15:00 – 16:15 **GENERAL SESSION**
- 16:15 – 16:30 **Coffee Break**
- 16:45 – 18:00 **Education Sessions**

TUESDAY, 24 OCTOBER

- 08:00 – 17:00 **Registration**
- 09:00 – 09:30 **Continental Breakfast**
- 09:30 – 10:45 **GENERAL SESSION**
- 10:45 – 11:15 **Coffee Break**
- 11:15 – 12:30 **Education Sessions**
- 12:45 – 13:45 **Luncheon**
- 14:00 – 15:15 **GENERAL SESSION**
- 15:15 – 15:45 **Coffee Break**
- 15:45 – 17:00 **Education Sessions**
- 17:15 – 18:30 **Closing General
Session**
- 19:30 – 21:30 **Closing Night Reception**



*Times are subject to change. Please visit www.acte.org for updates.

Pre-Conference Workshop

IN PARTNERSHIP WITH **INSEAD**

"LEARNING BY PLAYING" FOR CHANGE MANAGEMENT COMPETENCIES DEVELOPMENT

Overcoming Resistance: New Technology/Business Process Adoption Sunday, 22 October 13:00 – 17:30

Change management is unquestionably a challenge for many organisations. ACTE is pleased to partner with INSEAD, one of the world's most innovative and influential graduate business schools, to introduce the EIS Simulation. Developed by INSEAD's Centre for Advanced Learning (CALT), the EIS Simulation is a multimedia e-learning platform designed to teach the complex competency of change management. In this simulation, participants are projected into a realistic scenario in which they play the role of "change agents" sent into a company with the mission to introduce a major innovation—a new Information and Reporting System. The EIS Simulation has been adopted by top European and U.S. management schools including MIT, Stanford, Carnegie Mellon and many leading multinational companies such as BMW, IKEA and Vodafone



FACILITATOR: Philios Andreou Sphica is currently the Managing Director of BTS in Spain, an international consultancy firm quoted on the Stockholm Stock Exchange, specialising in change management and development services for blue chip clients using custom made simulation solutions such as the EIS Simulation. Sphica completed his PhD in Consumer Psychology and Branding at Southampton University.

Participation in this half-day Workshop is an additional €175 for ACTE Members, €225 for non-Members and is not included in your conference registration fee.

Attendees will receive Certificates of Participation from INSEAD's Centre for Advanced Learning upon completion of the programme. Space is limited to 50 attendees who will work in small, interactive teams.





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Education Sessions & Deliverables

The core competencies of strategic travel management are presented through the following tracks:

Technology & Data Management

Streamlining “procure-to-pay” processes and improving productivity

Relationship Management

Building a customer-based culture and developing effective communications among stakeholders

Category Spend Management

Understanding underlying cost structures and market dynamics

Financial Management

Adding value and contributing to an organisation’s overall goals through advanced sourcing techniques

Global Management

Operating effectively within international cultural, legal, economic and political contexts

ACTE Advisory Committees

Driving the business travel industry towards positive change and advancement

Continuing Education Credits and Certificates

- Several of our sessions may earn you credit towards the Certified Meeting Professional (CMP) education requirements for certification and recertification. See www.conventionindustry.org for more details.
- Attendees in the Pre-Conference Workshop will receive Certificates of Participation from INSEAD’s Centre for Advanced Learning upon completion of the programme.

ACTE White Papers

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ACTE white papers clarify issues, identify trends, and offer potential solutions without promoting specific products or services. Papers are written in collaboration with ACTE staff, outside authorities and ACTE members who have relevant expertise.

ACTE will present five white papers in Barcelona:

- *Going Global: Trends in Travel Management* in partnership with **Amadeus**
- *Expense Management Integration and Optimisation Tools* in partnership with **MasterCard International**
- *Traveller Security – Key Topics from an EMEA Standpoint* developed by ACTE’s **EMEA Traveller Security Task Force**
- *Immigration and Cross Border Management: Challenges For Travel Managers* developed in partnership with **Intel Corporation**
- *Managing Bird Flu: Pandemic Business Continuity Plans* courtesy of **IMA Asia**

Education Sessions At-A-Glance

Day/Time	ACTE Advisory Committees	Technology & Data Management	Relationship Management	Category Spend Management	Financial Management	Global Management	Global Management
Monday 12:15 – 13:30	 M101 Preparation, Not Panic	 M102 De-mystifying End-to-End Solutions	 M103 Road Warriors Speak Out	 M104 Credit Card Merchant Fees	 M105 Best Practices in Contract Management	 M106 India: Low Cost Carriers	 M107 Middle East & Gulf
Monday 16:45 – 18:00	 M201 “Green” RFPs	 M202 End-to-End Solutions: Lessons from the Public Sector	 M203 Roundtable: Client Expectations and The Future of TMCs	M204 Hotel Distribution in a Fragmented Market	M205 Business Value Metrics	M206 Asia-Pacific	M207 Central & Eastern Europe
Tuesday 11:15 – 12:30	 T101 Traveller Security and Data Privacy	 T102 Business Intelligence: Leveraging Your Payment and Travel Data	 T103 Why Achieving Work-Life Balance is Good Business	 T104 IATA Reform: Implications for Managed Travel	 T105 Total Cost of Ownership	T106 Latin America	T107 Going Global
Tuesday 15:45 – 17:00	 T201 Community Air Passenger Reporting System	 T202 Traveller Productivity In the Air – Will it Fly?	 T203 Change Management	 T204 Airline Alliance Deals	 T205 Roundtable: Managed Hotel Programmes Through Compliance <small>(Corporate Only)</small>	T206 China	 T207 Immigration: Are Your Travellers Compliant?

While the most advanced techniques for value creation and cost containment are reflected throughout the Barcelona curriculum, topics presented for the first time or in a new format are denoted as .

Education Sessions

**MONDAY, 23 OCTOBER:
12:15 – 13:30**

 **ACTE Advisory Committee: Airborne Contagion Containment**

M101 Preparation, Not Panic

At ACTE's recent conference in Atlanta, Dr. Julie Gerberding, Director of the Centers for Disease Control and Prevention, outlined how highly connected networks, data exchange and clarity of purpose in protecting human life are the essential components of a successful response to emerging health threats. International and European travel experts and medical consultants advise how to incorporate these elements in to your risk management strategy focusing on:

- ❖ Contingency planning
- ❖ Business continuity planning
- ❖ Steps that individuals can take to protect themselves

Technology & Data Management

M102 De-mystifying End-to-End Solutions

Five years ago, an "off the shelf" technology solution to manage the basic functions of travel management—from booking, planning, expense reimbursement, budget management and rebilling did not exist. Today, numerous suppliers offer "end-to-end solutions" but how many deliver on the marketing promises? Corporate buyers who have wrestled with integration address the:

- ❖ Role of the four key 'links' within the travel value chain—from customer, TMC, ERP system and SBT
- ❖ Optimal configuration of partners, systems and platforms
- ❖ Business case for integration in the first place

Relationship Management

M103 Road Warriors Speak Out

Managed travel programmes typically focus on cost savings for the company, not on your travellers. How can you improve your offerings to gain buy-in from travellers and balance their needs with those of the company? Come and hear what the road warriors—your most frequent travellers and best customers—have to say about:

- ❖ Compliance
- ❖ Elements of an ideal programme
- ❖ Creating successful two-way communication



Category Spend Management

M104 Credit Card Merchant Fees - The Next Frontier in Distribution Cost Cutting

Attention is being given to the debate over rising GDS fees and the role of new entrants. The fact that credit card merchant fees are actually a higher cost and rising just as fast as GDS fees is coming into the foreground. Gain a better understanding of this "hidden" supply chain cost, including:

- ❖ Steps the airlines and other suppliers are undertaking to control this expense
- ❖ Implications for buyers and card companies

Financial Management

M105 Best Practices in Contract Management

Given an uncertain economy and the increased regulatory scrutiny brought about by SOX and IFRS legislation, businesses are under ever-increasing pressures to ensure fiscal accountability. Sound contract management improves financial and operational productivity and risk mitigation for travel management and meeting professionals. Examine best practices for:

- ❖ Effective management of the entire contract lifecycle—from creation, executive and analysis
- ❖ How to conduct an internal audit before investing in contract automation solutions
- ❖ Standardised language, metrics and measurements



Global Management

M106 India: The Impact of Low Cost Carriers

India is witnessing the rise of numerous budget carriers operating domestically in a highly regulated market. With over 20 million Indians taking domestic flights, the penetration of air travel in India is considered to be low, offering more opportunities to new entrants. Analysts and airline executives from low cost airlines, discuss:

- ❖ Impact of increased competition and capacity
- ❖ Airport infrastructure, government protectionism, and the inconsistency between organised Indian labour and the low cost model
- ❖ How travel buyers can leverage LLCs in their managed programmes in the region

Education Sessions

Global Management

M107 Middle East and Gulf Region

Numerous countries in the Middle East and Gulf are making significant investments in private sector development as they continue to diversify and grow their economies. The region is also increasingly engaged on the larger international economic stage as exemplified by Saudi Arabia's recent accession to the WTO. This session examines the top travel management challenges in this growing market, including:

- ❖ Shift to a zero commission environment
- ❖ Trade-offs between "local" and "global" account management
- ❖ SBTs in a market where agencies currently handle over 90% of transactions
- ❖ Security and crisis management challenges unique to the region

**MONDAY, 23 OCTOBER:
16:45 – 18:00**



ACTE Advisory Committee: CSR

M201 Responsible Purchasing: Utilising Green RPFs

A 2006 ACTE survey of travel purchasers and meeting professionals reveals a growing interest in the environmental implications of managed travel programmes. More than one-third of survey respondents indicate that they are currently assessing travel suppliers based on their environmental credentials and are actually changing and/or "de-listing" suppliers based on a poor record. This session explores:

- ❖ Key components of "green" RFPs
- ❖ How suppliers can best answer these new questions
- ❖ Trends in environmentally conscious business practices



Technology & Data Management

M202 End-to-End Solutions: Lessons from the Public Sector

Many practices have emerged in government travel that can be usefully applied to the corporate space. Notably, how federal governments on both sides of the pond have uniquely integrated business processes—from pre-trip budgeting and authorisation, online booking, issuance of travel documents, expense reporting, reimbursement, reconciliation, auditing and supplier management—to achieve a sophisticated but streamlined, effective end-to-end technology solution. Practitioners discuss:

- ❖ Lessons learned
- ❖ Results, including significant reductions in costs
- ❖ Public vs. private travel processes



Relationship Management

M203 Roundtable: Reaching Client Expectations and The Future of TMCs

Compliments of:



Lufthansa

When commission caps, direct connects and online booking tools came into play, the disintermediation of the TMC was hailed as the Next Big Thing...but most TMCs successfully made the transition from

intermediary to direct service provider, and from commissions to fees. Still, this core relationship is continually challenged by the "value add" question. Just what does the customer really want? Share insights with other stakeholders on how to develop:

- ❖ Services that meet the business objectives of clients
- ❖ Appropriate metrics that define "success"
- ❖ Ways to implement a win-win relationship

Category Spend Management

M204 Hotel Distribution in a Fragmented Market

Globally, only 18% of hotels are booked through an agency, 6% via GDS means, with most reservations booked direct to the hotel. This creates enormous challenges in terms of pricing differences through various channels, compliance, and data collection issues, including traveller tracking—just to name a few. Add to this, the segment is undergoing its own cycle of consolidations and re-branding. Analysts, revenue management experts and others share:

- ❖ An overall financial update on the hotel segment
- ❖ Frank commentary on rate loading, LRA and dynamic pricing practices
- ❖ Options and tools available to travel buyers

Education Sessions

Financial Management

M205 Business Value Metrics: Travel Management As a Corporate Asset

Senior management emphasises communication, creativity and focus on enterprise value when defining the role of the "strategic travel manager". Typical travel benchmarks like "cost per mile" are relatively meaningless in the Board Room; C-level executives want business value metrics. This session describes how to:

- ❖ Develop appropriate value metrics, KPIs and dashboards that track success and measure the value of "cost avoidance"
- ❖ Build supplier relationships with clearly delineated roles and responsibilities
- ❖ Answer the question: why have a managed travel programme when you can book it on the web for free?

Global Management

M206 Asia-Pacific

Compliments of:

**Carlson
Wagonlit
Travel**

With business travel growth in Asia-Pacific exploding, can companies manage the tremendous challenge ahead? Is it possible to manage travel in a market comprised of over 20 countries, currencies, business

practices and economic levels? Two travel managers share their experiences on:

- ❖ Realities of managed travel in Asia-Pacific
- ❖ Consolidating globally vs. managing regionally
- ❖ How to leverage best practices across markets where "best" is extremely subjective

Global Management

M207 Central & Eastern Europe (CEE)

With the expansion of the European Union, typical business processes of the West have been adapted and re-invented to fit the needs of the expanding economies of CEE. This session concentrates on the particularities of burgeoning travel management practices highlighting:

- ❖ Introduction of new technologies such as SBTs and ERP systems
- ❖ Pricing trends

TUESDAY, 24 OCTOBER: 11:15 – 12:30

ACTE Advisory Committee: EMEA Traveller Security

T101 Traveller Security and Data Privacy: EU and U.S. Approaches

In the wake of terrorist strikes around the globe, the EU and U.S. assumed new powers in the formation of anti-terror policies regarding the freedom of movement between borders. These policies, however, may be seen as an affront to the concept of an "Open Society": surveillance, access to communications and transaction records, data retention and mining, the transfer of PNR data and biometric registration. Based on findings of the ACTE EMEA Traveller Security Task Force, explore:

- ❖ Implications of current initiatives such as APIS and US-VISIT
- ❖ Perception that the U.S. has pursued these measures more vigorously and with less debate than in the EU



Technology & Data Management

T102 Business Intelligence: Leveraging Your Payment and Travel Data

Compliments of:

**MasterCard
International**



Globalisation, new legislation and macro economic trends have made Business Intelligence mission critical. Many companies are using Business Intelligence to address back office needs such as efficiency,

productivity, travel behaviour, global spend, and potential markets. This session addresses:

- ❖ Differences between "reporting" and "business intelligence" solutions
- ❖ Market consolidation and how you can plan and protect your business from it
- ❖ Metadata difficulties imposed by varying proprietary technologies and regional approaches

Significant experience in expense management systems suggested.

Education Sessions



Relationship Management

T103 The Travel Effect: Why Achieving Work-Life Balance is Good Business

Research shows that frequent air travel can result in a poor work-life balance and stress; stress in turn leads to reduced productivity and more importantly poor health. 25% of long term frequent fliers are estimated to be in the high risk stress category. For individuals, the consequences are obvious, but the impact on corporations is only just being understood. This session looks at:

- ❖ Cause and effect of stress on frequent travellers
- ❖ Ways in which the consequences of travel programmes can be measured
- ❖ What solutions can put in place to reduce the impacts
- ❖ Why it is good for the bottom line



Category Spend Management

T104 IATA Reform: Implications for Managed Travel

In response to the globalisation of the travel industry, IATA has implemented new rules and regulations that have a major positive impact on travel agency operations and airline contracting strategies. At the same time, the EU is challenging a number of existing IATA practices that may have negative effects in terms of pricing. Experts weigh in on the key issues involved, including:

- ❖ Point of origin contracting vs. point of sale contracts as the standard
- ❖ EU's challenge to the IATA block exemption on interlining
- ❖ Bottom line impact for travel managers



Financial Management

T105 Total Cost of Ownership

Total Cost of Ownership (TCO) is a financial estimate to help enterprise managers assess direct and indirect costs related to the procurement of goods and services. By applying TCO calculations to travel spend, procurement and travel managers can more strategically manage their programmes and obtain a clear vision on cost structures throughout the supply chain. Experts illustrate:

- ❖ Principles of TCO as applied to travel
- ❖ How to prepare and present a TCO analysis
- ❖ How TCO provides a cost basis for determining the economic value of travel as a corporate investment and why this is important

Global Management

T106 Latin America

Compliments of:

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This session features case studies illustrating the implementation of travel policies and programmes in the region from two perspectives: a multinational operating in the region and one originating in the region and successfully going global. Presenters offer candid assessments of:

- ❖ Technology integration challenges and solutions
- ❖ Policy development and deployment
- ❖ Savings achieved

Global Management

T107 Going Global

Driven by the appeal of low-cost manufacturing and knowledge centres in China and India, trade liberalisation, and technological and marketing innovations among suppliers, today's push on businesses to globalise has triggered a related push for corporations to implement global travel management programmes. While the benefits, in terms of potential cost savings and better MIS capabilities are often much touted, to what extent are travel management programmes really "going global?" Incorporating findings from an ACTE white paper on trends in this arena, this session offers a reality check on how to:

- ❖ Implement a procurement-oriented approach to global consolidation
- ❖ Develop structures and strategies that support your goals
- ❖ Determine what aspects are better left alone
- ❖ Assess supplier capabilities

**TUESDAY, 24 OCTOBER:
15:45 – 17:00**



ACTE Advisory Committee: Corporate Productivity

T201 CAPRS – Community Air Passenger Reporting System

CAPRS (Community Air Passenger Reporting System) was launched by the European Commission to enable the regular publication of punctuality reports, statistics, and other service quality indicators concerning European Air Carriers. In early 2006, the European Court of Justice ruled on the validity of the EC Regulation 261/2004 which dealt with passenger rights in the case of denied boarding, cancellation, or long delay of flights. This session addresses critical issues such as:

- ❖ Compensation for rights violations
- ❖ Contracting and measurement strategies based on these data
- ❖ Adjusting travel patterns in response to low performance statistics

Education Sessions



Technology & Data Management

T202 Traveller Productivity In the Air – Will It Fly?

In the next few months, technology will allow air passengers to use their mobile phones and PDAs during flights. They will be able to make and receive calls, send and receive text messages and e-mails. However, surveys show that a majority of travel purchases are not in favor of lifting the ban on phone use. This seminar examines all sides of the issues involved, including:

- ❖ Technology—how it works and why it is safe now and not previously
- ❖ How much it will cost
- ❖ Potential benefits – and disadvantages – for business travellers



Relationship Management

T203 Change Management – Everything Flows, Nothing Stands Still

In today's environment of complex challenges and rapid change, the ability to adapt and remain flexible has become a leadership necessity, not an option. Change management is the process of translating vision into action, overcoming resistance and developing and empowering people. Whether you need to implement a new tool, service, policy or process, this session identifies:

- ❖ Key risks, exposures and mitigating controls that should be considered
- ❖ A process for sizing, evaluating, testing, and communicating the elements of a change management strategy



Category Spend Management

T204 Airline Alliance Deals

When airline alliances first emerged, the benefits were hailed mostly by the marketing executives in terms of code sharing, expanded networks, the use of business class lounges and frequent flier points. Today, with changing conditions and regulations, airlines are increasingly putting alliance contracts in the market-place. Early adopters who have successfully leveraged this development discuss:

- ❖ The essentials of true alliance contracting
- ❖ The added benefits to the corporation
- ❖ How alliance contract performance is measured



Financial Management

T205 Roundtable: Optimising Your Managed Hotel Programme Through Compliance

(Corporate Buyers Only)

Compliments of:



Lufthansa

With average daily room rates rising in most major markets worldwide, it is definitely a "sellers market." However, there is tremendous opportunity through your managed programme to offer greater savings, while

maintaining the service and convenience your company demands. This interactive, guided discussion based on an ACTE Benchmarking Study defines:

- ❖ Best-in-class compliance levels for large corporate hotel programmes
- ❖ Best practices for policy content, deployment, and enforcement techniques
- ❖ Appropriate KPIs to measure the ROI of your managed hotel programme

Global Management

T206 China

Compliments of:



China's emergence as an economic powerhouse continues to fuel the extension of managed travel programmes into the region. Standing in contrast to the mature market aspirations of many multi-nationals, however, is a uniquely

"local" and highly regulated infrastructure. Learn about progress being made in establishing managed travel as a practice, including overcoming the challenges of:

- ❖ Confusing payment systems
- ❖ A distribution system with limited and decentralised sources of content
- ❖ Regional and city governance structures and the attendant "red tape"

Global Management

T207 Business Traveller Immigration: Are Your Travellers Compliant?

We are witnessing new tightening of many country borders, multiple changes in immigration law and heightened security at airports across the world. However, the infrastructure supporting cross border movement is still extremely immature with many corporate travel managers and their agency partners not able to determine if their travellers are receiving the right immigration advice or documentation for travel. Based on the findings of a white paper developed in conjunction with Intel Corporation, this session unravels:

- ❖ Challenges to effective cross border management
- ❖ Costs of non-compliance
- ❖ Supplier optimisation
- ❖ Creation of cross-functional units to tackle these issues

ACTE Peer-to-Peer Networking

Through peer-to-peer learning sessions or at social events, an ACTE conference is a wonderful opportunity to build and renew relationships with exceptional people – people who might have a significant impact on your professional or personal success. The following are a sample of options to put you in touch with others in the global business travel community:

NEW MEMBER/FIRST-TIME ATTENDEE RECEPTION

Sunday, 22 October 15:00 – 16:00

If you are a new ACTE member or a first time conference attendee (or both), you will not want to miss this session. ACTE Leaders help you discover how to utilise your ACTE member benefits, answer your questions about the conference and lead discussions on industry issues of importance to you.

OPENING NIGHT RECEPTION

Sunday, 22 October 20:00 – 22:00



Reconnect with old friends, mingle with our industry's leaders and savour the elegance of Barcelona at the Opening Night Reception.



DESAYUNO de TRABAJO

Monday, 23 October 08:00 – 09:00

Especially for Spanish-speaking delegates, this "Working Breakfast" is an opportunity to meet and network with other business travel professionals and conference faculty from around the globe.

CLOSING NIGHT RECEPTION

Tuesday, 24 October 19:30 – 21:30

Cap off your conference experience as you enjoy cocktails and hors d'oeuvres while networking with colleagues at the festive Closing Night Reception.

DIGITAL NETWORKING

Networking opportunities will also be significantly enhanced through the use of cutting-edge technology that allows you to make quality contacts, respond to messages, receive conference updates, and instantly capture your feedback on the programme through audience response devices.

ACTE BENCHMARKING PROGRAMMES

ACTE members cite benchmarking as one of the top 3 "value adds" of membership. ACTE Barcelona will introduce the results of a pilot benchmarking programme, *Delivering Savings Through Managed Hotel Programmes* launched in April 2006. Through a defined benchmarking process improvement methodology, participants in the study identified best practices that can be adapted or adopted to help an organisation improve its performance in this arena.

A special Roundtable session, Optimising Your Managed Hotel Programme Through Compliance, offers corporate buyers the chance to interact and learn from the findings on Tuesday, 24 October from 15:45-17:00.

ACTE GLOBAL EXCHANGE PROGRAMME

APPLICATIONS NOW BEING ACCEPTED!

ACTE is committed to promoting and advancing the business travel management profession worldwide. To demonstrate this commitment, ACTE launched the **ACTE Global Exchange Programme** to foster the sharing of ideas and innovations among ACTE members.

For more details, please visit:

http://www.acte.org/events/global_exchange.shtml

Travel Information

CONFERENCE VENUE



**Centre Convencions
International
Barcelona (CCIB)**
Rambla Prim, 1-17
08019 Barcelona, Spain
Tel.: +34 93 230 10 00
Fax: +34 93 230 10 01
ccib@ccib.es
<http://www.ccib.es>

All plenary and education sessions will be held at the Barcelona International Convention Centre (CCIB), a state-of-the-art Conference facility within easy walking distance to the designated Conference hotels. The CCIB, situated on the sea, is a modern facility featuring over 100,000 sqm of meeting space and the latest in technology services. Over 500 meters of beach, a business and shipping centre, sports marina, promenades and parks provide an attractive leisure area where delegates may enjoy their free time.

FLIGHT INFORMATION

The following carriers are offering special discounts on airfare to Barcelona for ACTE Global Education Conference attendees. Please check the ACTE Barcelona website for details and updated offers at www.acte.org.

AIR CANADA 

BRITISH AIRWAYS 

IBERIA 

HOTEL RESERVATION INFORMATION & FORMS

Discounted room rates are available through **20 September** at three designated Conference hotels, all within the immediate vicinity of the CCIB. Visit the ACTE Barcelona website at www.acte.org for detailed information on ACTE rates and to access the reservation forms.



Hotel AC Barcelona
Rates from €160

Paseo Taulat, 278.
08019 Barcelona
<http://www.ac-hotels.com>



**Barcelona Princess
Hotel**
Rates from €160

Av. Diagonal, 1
E-08019 Barcelona
<http://www.princess-hotels.com>



**Hilton Diagonal
Mar Barcelona**
Rates from €190

Passeig del Taulat, 262-264
08019 Barcelona - Spain
<http://www.diagonalmar-barcelona.hilton.com>

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Sponsors as of 18 May 2006; for an updated list of sponsors, please visit: <http://www.acte.org/events/Barcelona/sponsors.shtml>



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Contact Information

FIRST NAME	LAST NAME	INFORMAL NAME	
BUSINESS TITLE	ORGANISATION		
ADDRESS 1	ADDRESS 2		
CITY	STATE/PROVINCE	ZIP/POSTAL CODE	COUNTRY
TELEPHONE	FACSIMILE	E-MAIL	

Are you currently a member of ACTE? ☐ Yes ☐ No

Is this your first ACTE Global Education Conference? ☐ Yes ☐ No

SPECIAL NEEDS: If you require special attention, please specify:

Industry Category (select one)

- ☐ Corporate Buyer
 ☐ Supplier
 ☐ Travel Management Company
☐ Consultant
 ☐ Other _____

Registration Fees/Payment Options

† PRE-CONFERENCE WORKSHOP FEE: CHANGE MANAGEMENT

ACTE Member ☐ €175
 Non Member ☐ €225

CONFERENCE FEES

ATTENDEE TYPE	Before 25 August	After 25 August
ACTE Member	<input type="checkbox"/> €850	<input type="checkbox"/> €925
Non Member Corporate	<input type="checkbox"/> €1200	<input type="checkbox"/> €1300
Non Member Supplier	<input type="checkbox"/> €1500	<input type="checkbox"/> €1600

☐ Guest** €225 USD: Guest Name _____

PAYMENT

☐ CHECK: Check #
☐ CREDIT CARD: ☐ Diners Club ☐ Eurocard/MasterCard ☐ Visa ☐ American Express

Cardholder Name _____

Card Number _____ Exp Date _____

Priority Code/Comments: **BCNRB06**

CANCELLATION/TRANSFER POLICY

All transferred registrations will be charged a €125 transfer fee. Full refunds, less €125 processing fee per registrant will be given when cancellation is received in writing by 22 September 2006. No refunds will be given after that date. Refunds will not be given for no-shows. If this event is cancelled due to reasons beyond ACTE's control, ACTE reserves the right to retain a €210 processing fee for all conference registrations. Please send refund requests in writing to:

ACTE Registration Office • 111 South Pine Street • Burlington, WI, 53105 • United States or fax to **1-262-763-7037**.

*In order to qualify for the member rate, an individual must be a member at least through the dates of the conference. Any member expiring prior to the conference and not renewing their membership will be charged the non-member rate.

**A guest is a spouse/significant other, friend or an adult child (18 and over) who is not in an industry-related occupation. A co-worker or an associate within the industry may not use the guest registration category. Registered guests may participate in all official social events, meal functions and general sessions. Registered guests are not eligible to attend education sessions.

†To enroll in the Pre-Conference Workshop, you must be registered for the entire conference.

Event Attendance

(Please indicate which events you plan to attend)

SUNDAY, 22 OCTOBER

15:00 – 16:00

☐ New Member/First Time Attendee Reception

20:00 – 22:00

☐ Opening Night Reception

MONDAY, 23 OCTOBER

08:00 – 09:00

☐ Desayuno de Trabajo

08:30 – 09:00

☐ Continental Breakfast

12:15 – 13:30

- ☐ **M101** Preparation, Not Panic
☐ **M102** End-to-End Solutions
☐ **M103** Road Warriors Speak Out
☐ **M104** Credit Card Merchant Fees
☐ **M105** Contract Management
☐ **M106** India
☐ **M107** Middle East & Gulf

13:45 – 14:45

☐ Luncheon

16:45 – 18:00

- ☐ **M201** Green RFPs
☐ **M202** End-to-End Solutions: Public Sector
☐ **M203** Roundtable: Client Expectations and TMCs
☐ **M204** Hotel Distribution
☐ **M205** Business Value Metrics
☐ **M206** Asia-Pacific
☐ **M207** Central & Eastern Europe

TUESDAY, 24 OCTOBER

09:00 – 09:30

☐ Continental Breakfast

11:15 – 12:30

- ☐ **T101** Traveller Security & Data Privacy
☐ **T102** Business Intelligence
☐ **T103** Work-Life Balance
☐ **T104** IATA Reform
☐ **T105** Total Cost of Ownership
☐ **T106** Latin America
☐ **T107** Going Global

12:45 – 13:45

☐ Luncheon

15:45 – 17:00

- ☐ **T201** Community Air Passenger Reporting System
☐ **T202** Traveller Productivity in the Air
☐ **T203** Change Management
☐ **T204** Airline Alliance Deals
☐ **T205** Roundtable: Hotel Programmes (Corporate Buyers Only)
☐ **T206** China
☐ **T207** Immigration: Are Your Travellers Compliant?

19:30 – 21:30

☐ Closing Night Reception

3 Easy Ways to Register

1. Fax completed form to 1-262-763-7037
2. Register online at www.acte.org
3. Mail completed form to

ACTE Registration Office

111 South Pine Street
 Burlington, WI 53105 United States
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