

# FUTURE OF BUSINESS TRAVEL

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PERSONALISATION

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# Chatbots offer the 'personal touch'

Business travel is being transformed by technology as chatbots increasingly provide travellers with a personalised service

MARK FRARY

In the year that Stanley Kubrick's film *2001: A Space Odyssey* turns 50, you could be forgiven for asking where is the space-age future we were promised?

Many still choose to travel to meetings in favour of using videophones and we don't have a permanent colony on the Moon, let alone Jupiter. Teleconferencing technology is improving though as just a few weeks ago Canadian researchers unveiled the TeleHuman 2, a 3D holographic projection system that smacks of the *Star Trek* holodeck.

The system is based on a ring of intelligent projectors mounted above and around a reflective, human-sized cylindrical pod. The display projects a light field composed of many images, one for every degree of angle, so users need not wear a headset or 3D glasses to see each other.

Yet the reality is personal encounters work, although they are increasingly being arranged by chatbots. Research published in the *Journal of Experimental Social Psychology* shows that face-to-face meetings are 34 times more likely to elicit a desired response than an email.

It is for this reason that business travel is booming. A 2017 report by the World Travel and Tourism Council, and Travelport, *Maximising Opportunities for Business Travel Growth*, forecasts global business travel to grow by 3.7 per cent a year until 2027.

However, what is emerging now and will become more prevalent in the future is a generation of business travellers who want to do things differently.

The smartphone has achieved near-universal penetration and the world is far more connected than ever. Business travellers used to be out of office and out of reach for days in the past, but now the world is their office.

Gordon Wilson, chief executive of traveltech company Travelport, says: "Technology is changing every aspect of how people travel. We are now part of an 'experience culture' that did not exist five years ago, with a constant flow of new emerging technologies, including wearable devices, mobile payment solutions, virtual reality, augmented reality (AR) and artificial intelligence (AI). The ever-connected digital consumer



design/Getty Images

now expects a travel experience that is immediate, seamless, personal, reliable and engaging."

The business traveller is far more likely to be making their own bookings and changes to itineraries themselves, either on their laptop or increasingly on their smartphone via a dedicated app, rather than relying on a personal assistant back at the office.

One interesting upshot is that travellers expect the same sort of personalised service they have come to expect from consumer apps such as Amazon.

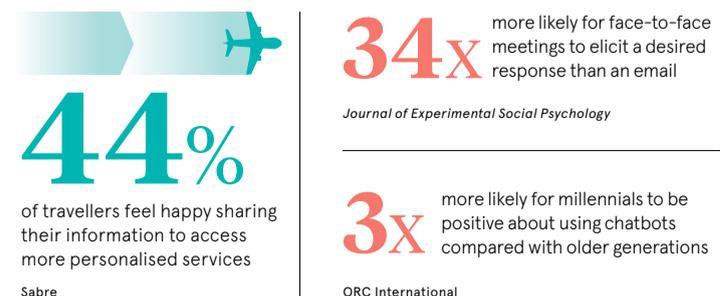
According to a survey of 1,500 travellers from 20 countries by technology company Sabre, 44 per cent of travellers in Europe feel happy sharing their information to access more personalised services. European travellers told the company they were looking for extra leg room or

preferred seating, cabin upgrades and personalised on-board food.

"The millennial traveller wants only the information that is relevant and contextual to their situation and needs [to be shared], and the travel technology companies are placing significant bets on developments such as AI, AR, chatbots and blockchain," says Scott Davies, chief executive of the Institute of Travel Management, which represents 3,500 corporate buyers of business travel.

"The explosion of data around business travel means that individuals are as concerned about their data safety as they are their physical safety, but progress in deploying big data to enhance the travel experience is quickening."

This personalised service may well be delivered by a bot in the future. A survey by market research company ORC International found



that millennials are far more aware of chatbot technology and are more than three times more likely to be positive about the idea of using the technology compared with older generations. It also found that two out of five millennials believe chatbots give better service than humans, double the number of older people who do.

Last year, travel management company FCM, the corporate arm of Flight Centre group, launched Sam, a chatbot developed in-house. The company's chief technology officer Michel Rouse says: "FCM's whole philosophy around the development of Sam was the need to support business travellers and give them an enjoyable experience on the move, making the whole process of business travel as stress free as possible."

Sam can research and book flights and hotels, offer driving directions, visa advice, local city and country information as well as local weather and restaurant suggestions. The AI behind the chatbot means that Sam becomes better at anticipating the traveller's needs, the more it is used.

ITM's Scott Davies says organisations are asking more of their employees than ever in terms of productivity and many are placing increased emphasis on optimising the traveller experience to mitigate this.

"In industries like professional services, where competition for talent is extreme, there is evidence that some firms are seeing the quality of their travel programmes as a differentiator and an opportunity to engage better with their people," he says.

But there is still demand for human delivery of good service. The Sabre traveller survey found that one third of people in Europe felt it was important to be able to speak with a real person when planning and booking travel.

Andy Hampshire, group strategy director for The Appointment Group, a travel management company specialising in high-end sectors, such as music touring and hedge funds, says: "We have been expecting for some time to start seeing an increasing switch by our clients from offline to online, however we find that travellers still like to pick up the phone. We put this down to the fact that many people still value informed opinion, particularly in these days of increased travel risk management." ♦

# On the dot – doubled

**Yoshitaka Ihokibe**, Japan Airlines senior vice president for Europe, the Middle East and Africa, discusses the service ethos behind the launch of the airline's second daily flight on its London-Tokyo route

Business travellers familiar with Japanese culture will be well acquainted with *omotenashi*, the Japanese approach to delivering the highest standards of hospitality. In fact, "hospitality" is an inadequate translation, for *omotenashi* is much more than that. It's really a philosophy which combines altruism, attentiveness and anticipation, putting your guest in their comfort zone.

Since the inception of Japan Airlines in the early-1950s, *omotenashi* has been at the heart of the airline's customer service ethos, influencing every meticulous detail of the product and every respectful interaction the crew have with the customers.

It's a philosophy that's timeless, because observing and listening to customers enables us to constantly adapt and improve the inflight experience

## Japan Airlines operation data March 2018

# 30,380

International and domestic flights

# 98.4%

Actual operation rate

# 89.0%

On-time departure rate

# 85.5%

On-time arrival rate

in line with the changing needs of the busy business traveller.

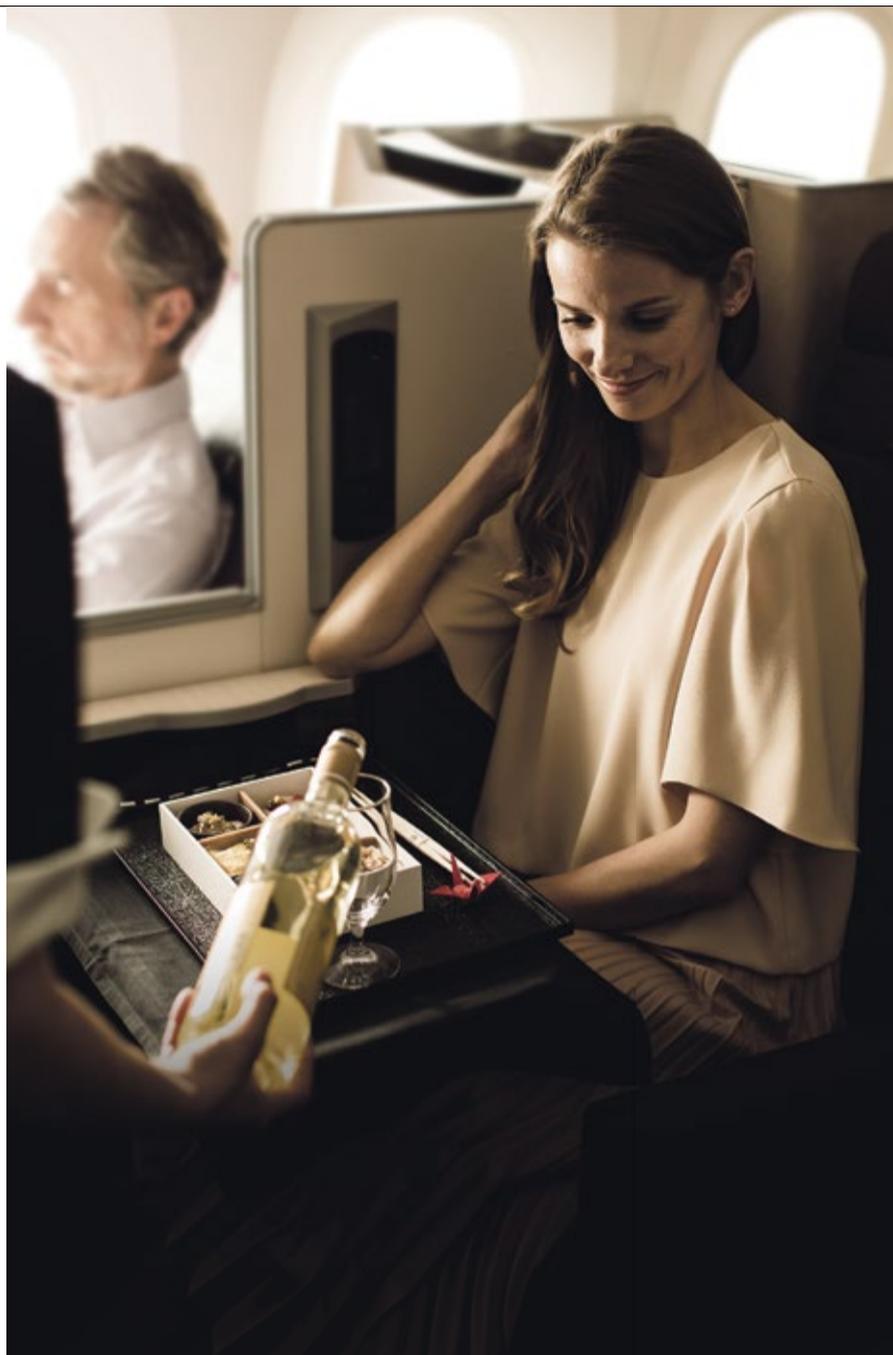
In today's frantically paced world, it's more important than ever to anticipate and address those needs, and enable customers to make effective use of their time to maintain that all-important work-life balance. To realise that equilibrium we combined the *omotenashi* service concept with another well-known aspect of Japanese culture, that of fastidious timekeeping, and the result is "JAL, the airline on the dot".

This brand message is part of the reasoning behind our recent launch of a second direct Japan Airlines flight between London Heathrow and Tokyo Haneda aboard our Boeing 787-8 Dreamliner.

We wanted to provide an additional convenient schedule that optimises the customer's time, and builds on JAL's award-winning reputation for punctuality. JAL was ranked number one for on-time performance in the "mega airline" category in last year's OAG awards. Additionally, earlier this year we were named Best on-time Asia-Pacific major airline for the sixth consecutive year in the FlightStats On-time Performance Service Awards, which recognises airlines that deliver the highest percentage of flights to their arrival gates within 15 minutes of scheduled arrival time.

For our summer schedule, flight JL042 departs London daily at 09:30 and arrives in Tokyo at 05:15 the next day, enabling the business passenger to arrive relaxed and ready for a fully productive day, and at a convenient time for onward flight connections if required. At Heathrow's Terminal 3, we have a dedicated check-in counter for business class and first class passengers who are welcome to use our joint business partner British Airways' Galleries lounges.

Feedback and comments from customers – we regularly send out surveys to gather insights from our valued customers based on their flight experiences with us – has helped shape many



**Deeply respectful and diligent crew behaviour, scrupulous attention to product details and relentlessly striving to deliver a quality service come as standard**

of the subtle touches of the JAL customer journey. These include the central feature of the business class cabin: our JAL SKY SUITE, winner of the Best business class airline seat in the Skytrax 2013 World Airline Awards, which offers unimpeded aisle access to every seat, a 23-inch LCD monitor, retractable privacy screen plus a host of convenient amenities. Each fully reclining seat is equipped with a fatigue-relieving Airweave mattress.

Cuisine is, of course, a significant element of JAL's on-board service proposition and our gastronomic team comprises the pinnacle of talent as many of our chefs are Michelin starred.

Menus are changed every three months and are aligned with the seasons to ensure the use of nourishing in-season fresh ingredients to satisfy the most discerning connoisseurs.

Currently on the London-Tokyo route we are serving a menu designed by

Daisuke Hayashi, deputy chairman of the Japanese Culinary Academy UK and executive chef of Japanese restaurant TOKIMEITE in London. Frequent flyers will be aware that not all wine travels well, so we've enlisted the expertise of master of wine Kenichi Ohashi as well as wine taster Motohiro Okoshi to choose a selection of wine options that complement each season's menu.

Conversely, from Tokyo to London, we offer flight JL041, which departs from Haneda at 01:55 and arrives at Heathrow at 06:25 the same day. We are the only airline out of Tokyo to London that early in the morning, and it means the customer can make full use of the preceding day in Tokyo and head out late in the evening at a leisurely pace to the airport.

To optimise the customer's time, we serve food and drinks before boarding in the Sakura Lounge at Haneda. The lounge is equipped with shower rooms for business and premium economy class passengers.

Soon after take-off, we dim the lights so that customers can get the maximum amount of sleep. We serve food after seven hours, which means you can really sleep during the flight. But for business class travellers with the "midnight munchies", there's an any-time-you-wish à la carte menu comprising a variety of Western and Japanese options.

Beyond the all-important etiquette



**Yoshitaka Ihokibe**  
Senior vice president for Europe, the Middle East and Africa  
Japan Airlines

and attention to detail, there are a couple of uniquely Japanese quirks on board for your travelling comfort and entertainment. The first is a rather delicate matter, but the thing is that at some point during a long-haul flight, passengers are likely to pay a visit to the restroom. JAL's 787s are equipped with the famous TOTO-designed WASHLETs – toilet seats with a bidet-like warm water cleansing system.

The second detail is in the realm of in-flight entertainment, for complementing the vast array of blockbusters, music and video you would expect from any major airline, we also offer a selection of "Sky Manga" on your private seat monitor, using technology from the eBook Initiative Japan, in line with the growing interest among adults in graphic novels.

Deeply respectful and diligent crew behaviour, scrupulous attention to product details and relentlessly striving to deliver a quality service come as standard. They're intrinsic to our dedication to show how much we care for our customers.

But don't just take our word for it. Last month, Japan Airlines received two accolades for Best cabin service and Best wifi in Asia and Australia at the 2018 APEX Regional Passenger Choice Awards, based on passenger ratings from more than 500,000 flights.

In addition, JAL was named Best trans-Pacific airline and Best airline to Japan by readers of *Global Traveler*, the monthly and AAM-audited magazine written exclusively for frequent, luxury business and leisure travellers.

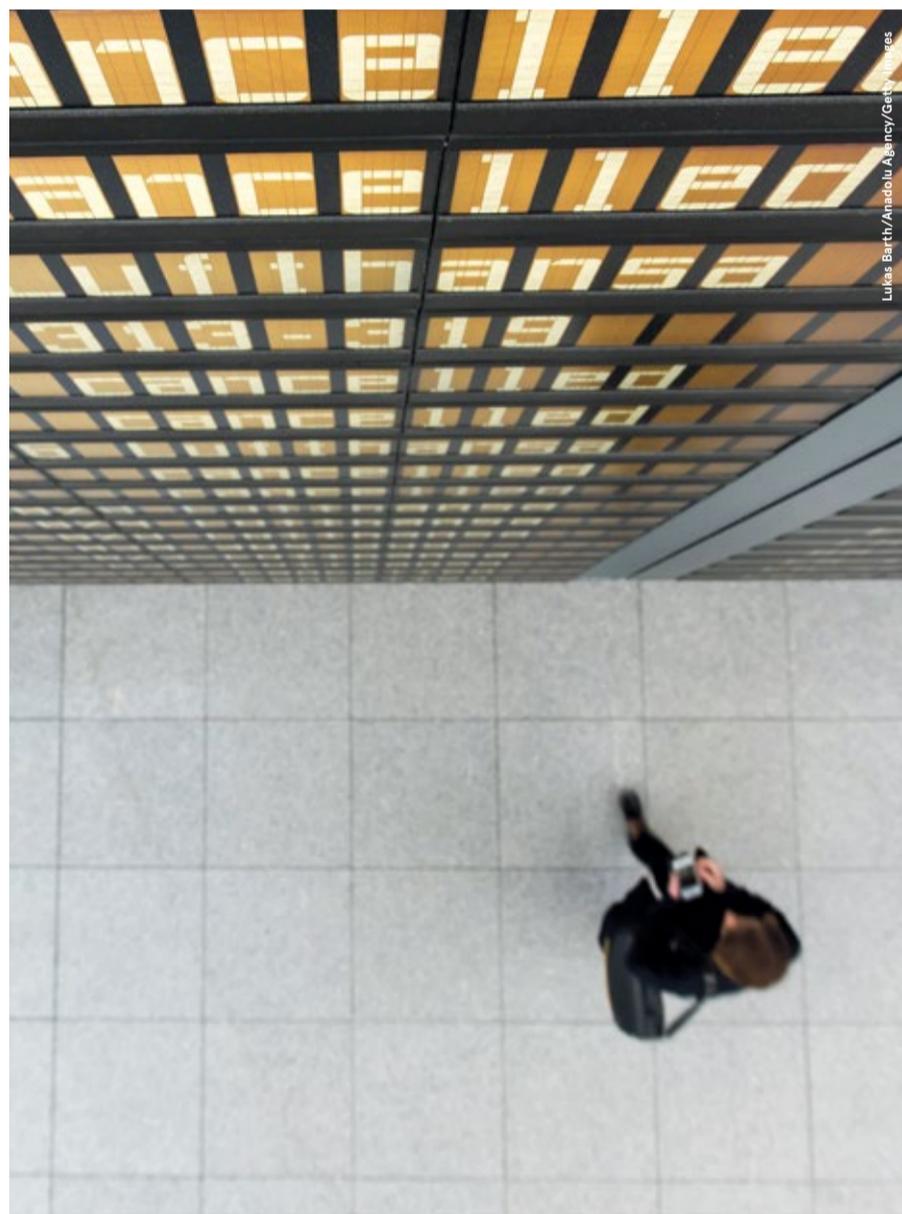
Finally, one other endorsement recently came from TripAdvisor®, the world's largest travel website renowned for its reviews from millions of travellers, naming Japan Airlines as Best airline in Japan in its 2018 Travelers' Choice Awards for Airlines. Combined with on-the-dot devotion to punctuality and making effective use of our customer's time, we look forward to welcoming you aboard our fleet and sharing with you JAL's unique interpretation of *omotenashi*.

For more information please visit  
[www.jal.com](http://www.jal.com)

 **JAPAN AIRLINES**

# Keeping staff safe in an unsafe world

Companies must use a combination of planning and technology to protect business travellers from the increased risks they face



Lukas Barth/Anadolu Agency/Getty Images

JOEL CLARK

Statistically, the chances of being caught up in an act of terror or natural disaster remain remote, but widespread political instability and a spate of recent terrorist attacks in European cities have naturally led to greater vigilance. Many individuals are now more anxious, exercising precautions to keep themselves out of harm's way.

Companies must protect their business travellers from the same risks, making sure they take appropriate steps to reduce risk and are fully prepared to deal with any emergency that may arise. Both travel management companies and risk management organisations are playing their part in helping to manage travel risk.

"Our role is to outline the security protocols and controls organisations should have in place, but critically also to support them in communicating and tracking staff should an incident occur. The need to have clear controls and governance in place around traveller safety and security continues to increase," says Russell Hurst, head of client management for the UK and Ireland at American Express Global Business Travel (GBT).

In a recent survey of 2000 business travellers, GBT found that roughly one in five travellers from the UK, Germany, France, India and Singapore have had to reschedule or postpone business trips due to concerns over travel safety. And while more than eight out of ten travellers say they would know who to contact in the event of an incident, there were mixed feelings over whether employers should have greater powers to track employees' movements.

In other words, travellers clearly acknowledge that the risks they face are rising and this is beginning to impact on their travel. But there is not yet a unified call to change the way in which businesses communicate and monitor their employees' movements as an additional layer of protection.

Nevertheless, companies need the right procedures and systems to manage risk both proactively and reactively. Proactive measures would address what can be done to avoid having employees caught up in dangerous situations, while reactive measures ensure a company is ready to deal with any incident that may occur.

Bruce McIndoe, president of US-based risk management company iJET International, says: "Logically a programme would look at proactive measures first, but when you're sitting down with a company that has people travelling today, the highest priority is to make sure they have in place a clear incident response policy for what will happen if a person is injured, kidnapped or detained while abroad."

There is no set formula for what an incident response policy should look like and different companies will inevitably need different types of policy, but certain essential ingredients are generally agreed to be paramount.

## Business travel challenges

Percentage of UK business travellers who are concerned about the following



American Express Global Business Travel 2018

It may seem obvious, but business travellers need to know how to call for help. The number for emergency services tends to be drilled into the psyche from an early age, but step outside the home country and people often don't know what number to dial for help.

Mr McIndoe says: "This is the most fundamental piece of any response plan – how to communicate that you need help. The number should be ubiquitous on every itinerary and communication so that employees know who to call."

Arming the business traveller with key contact information is only part of the battle, however. Companies also need to be able to track down their staff as quickly as possible if there is any perceived or real threat to their safety.

## Companies must seek to understand their exposure and calculate the risk in advance

This should be easy enough when someone is known to be at a specific location, such as an airport, office or hotel, but if an incident occurs in a location where an employee might have been, the business needs to ascertain quickly that he or she is safe and make arrangements to get them out of harm's way.

It is here that advanced digital technology such as GPS tracking can play its part in keeping travellers connected into the network rather than having to rely on unreliable mobile phone signals or flighty employees who might look to protect themselves independently

rather than checking in with their line managers.

Matthew Pancaldi, global sales and client management director at London-based travel management company Hogg Robinson Group, believes travel alerts that can be accessed either via an online portal or a mobile device are a good way of delivering information and instructions in real time.

"If there is news of political unrest in a particular country, we will track that closely and travellers will receive regular notifications of the escalation of risk. We work with the company itself to determine how the situation should be addressed and, if evacuation or repatriation is needed, we would work with a travel risk management company to do this," Mr Pancaldi explains.

Some companies have invested in real-time tracking devices so they can immediately establish whether their people are in a danger zone. But this only enables companies to react to changing circumstances; smarter systems will be a step ahead, monitoring traveller movements and keeping them away from emerging threats.

For this more proactive approach to work, a combination of technology and risk management expertise is needed. Companies may use apps, alerts, webchat or mobile phones to communicate with their staff, but they also need robust checklists and principles to guide pre-trip risk assessments.

"Companies must seek to understand their exposure and calculate the risk in advance. This will range from understanding an individual's medical conditions and putting appropriate risk mitigants in place, to dealing with the security risks associated with specific destinations," says Matthew Judge, group managing director at Anvil Group, a travel risk management company. ♦

## BREXIT

# Uncertainty hangs over UK aviation

Britain's exit from the European Union remains up in the air as negotiations seem to have stalled, but the business travel sector is optimistic despite fears of cumbersome new impositions

MAGDA IBRAHIM

In ten months, Britain's divorce from the European Union will be final, ending 46 years of economic alliance.

Yet the terms of exit are far from clear, with no defined agreements on the critical issues, among others, of aviation rights and visas for travellers.

While the negotiations gained something of a reprieve in the form of the transition period that will last from the Brexit date on March 29, 2019 to the official split on January 1, 2021, this lack of clarity is undeniably a challenge.

"Uncertainty is never good for business and the true impact of Brexit on the business travel sector will only be fully revealed as time passes," says Michael McCormick, executive director of the Global Business Travel Association (GBTA).

Any obstacles for UK airlines to operate in the EU and worldwide could "reduce connectivity, travel choices and business travel opportunities", he points out, while the possibility of changes to trade and immigration rules could cause postponement or cancellations.

"Whether it's a queue or a fee, which by themselves don't seem that big a deal, when rolled out by hundreds of thousands of business travellers, that really starts to add up," says Greeley Koch, executive director of the Association of Corporate Travel Executives Global.

"We hope the free flowing of business travel is recognised as important to the UK and

European economies, and rationality will prevail."

Schemes such as the proposed European Travel Information and Authorisation System could see visitors from outside the EU charged a €7 fee to gain online authorisation before travel.

The proposal could add up to €38.5 million (£34 million) in fees for the 5.5 million UK business travellers to Europe each year, as well as creating a barrier to their smooth transit.

"It will be a one-off hassle factor, but it is the cumulative impact of impediments to ease movement that we are keen to see avoided," says Jason Geall, American Express Global Business Travel's vice president and general manager for Northern Europe.

However, any additional visa burdens for EU business travellers into the UK could bring an unexpected benefit to the UK's tourism and hospitality sectors.

Research last year by VisitBritain found 33 per cent of those visiting the UK for work from outside Europe extended their stay beyond the business purpose, compared to 12 per cent from within Europe.

One of the factors was when there was a visa requirement, it made sense to capitalise on a business trip by adding a leisure element.

**Business travel is going to happen anyway and the world will not end with Brexit**

While negotiations are still at a sensitive stage, the Department for Exiting the European Union (DExEU) says it is committed to agreeing a "reciprocal labour mobility framework" and a "comprehensive deal on air services".

"Business travel is of vital economic importance both for the UK and the EU, and it is mutually beneficial for this to remain as frictionless as possible after Brexit," DExEU says.

The UK's business travel spend grew 7 per cent to almost £39 billion in 2016, according to latest GBTA research and Carlson Wagonlit Travel UK and Ireland country director Johan Wilson believes any impacts will be operationally, rather than on growth.

Indeed, the top five UK travel management companies, which include CWT, Amex, HRG, FCM and BCD Travel, saw their combined UK sales grow 6.6 per cent from £4.348 billion in 2016 to £4.635 billion in 2017.

"Business travel is going to happen anyway and the world will not end

with Brexit," says Mr Wilson. "The question is how much more cumbersome that will be."

Deloitte risk advisory director Bob Judson says Brexit is a "business risk like any other and it can be planned for and managed", but adds the outlook for the aviation sector is unclear.

"Key issues such as ongoing membership of the European Aviation Safety Authority remain in flux," he points out.

A lack of agreement on aviation, including flying rights with the EU and other countries, could have multiple implications, including duplication of safety certification, disruption to the framework for aircraft flying between markets, tariff-related costs on airport and airline supply chains, and cost and time to change technology systems, says Mr Judson.

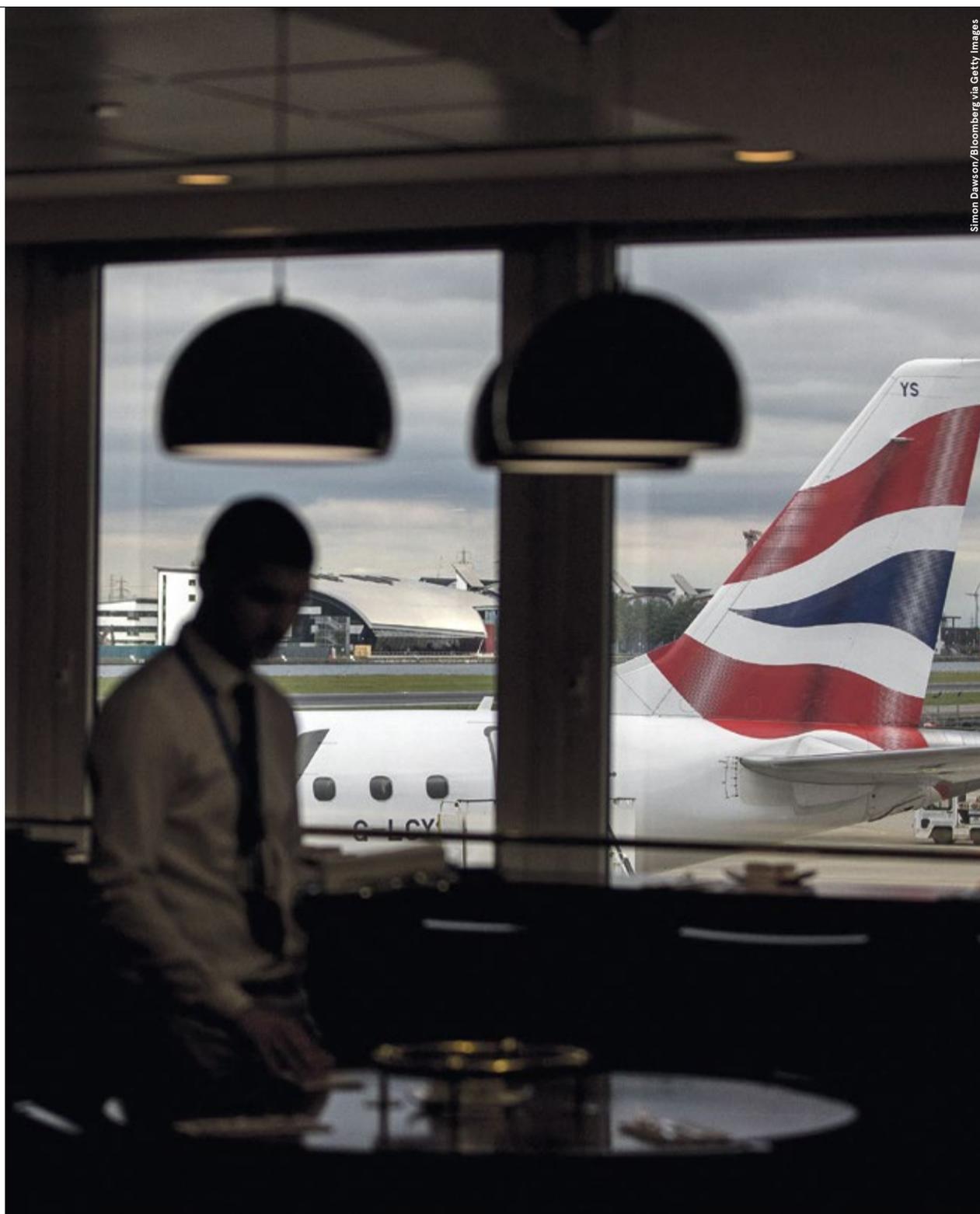
While in 2017 the UK was the top destination for European business travel, according to BCD Travel's *Cities and Trends* report, a recent survey by *Reuters* revealed 76

financial services companies with UK operations have plans to relocate staff or restructure their business post-Brexit.

Business Visits and Events Partnership vice chair Simon Hughes adds the organisation has anecdotal reports of major European congresses considering moving their large-scale conferences out of the UK to mainland Europe.

But despite predictions of a mass migration to the EU in preparation for Brexit, many companies are holding steady, with big hitter Google committing to a £1-billion London super headquarters and Bloomberg opening its own £1-billion European HQ in the capital last year.

"For many companies, it is business as usual, but now the challenge is in making sure that government recognises Brexit could also be an opportunity to make significant changes to areas such as air passenger duty that currently limit the UK's competitiveness," says Mr Hughes. ♦



AIRLINES

Insight  
**Bid to keep skies open after Brexit**

Under current aviation rules, the European Union Open Skies Agreement allows EU member airlines, including those registered in the UK, to operate in each other's countries.

But Brexit is set to remove those flying rights from UK-operated airlines, so a deal is an urgent priority for the aviation industry, and ultimately the business travel sector and wider economy.

Tim Alderslade, chief executive of trade body Airlines UK, points out there's a "very strong mutual interest on both sides to avoid the consequences of a 'no-deal' for aviation".

"Securing existing market access for aviation and continuing the UK's membership of the European Aviation Safety Agency are the two areas of greatest priority for UK airlines in the Brexit negotiations," he adds.

But the precarity of a favourable deal on air travel became clear following talks earlier this year, as it emerged the United States is offering the UK a worse open skies deal after Brexit.

The issue derives from ownership, as standard bilateral agreements typically require airlines to be majority owned and controlled by parties from the country of origin, which could hit companies such as IAG, which owns British Airways, and Virgin Atlantic, which is due to finalise a deal to sell a substantial stake to Air France-KLM in early-2019.

UK-based airlines are currently covered by the Open Skies Agreement requiring they are majority EU-owned.

Despite predictions of a complete aviation grounding post-Brexit from Ryanair chief executive Michael O'Leary, others in the industry are less apocalyptic.

"We're confident that a comprehensive air transport agreement between the UK and both the EU and US will be reached," says IAG. "It's in everyone's interest to have a fully liberalised aviation agreement."

Some airlines are taking precautionary measures however, with EasyJet planning a new company, EasyJet Europe, in Austria to protect its European business.

Meanwhile, no-frills Hungarian airline Wizz Air has won permission to set up a UK-based subsidiary as part of its Brexit insurance policy.

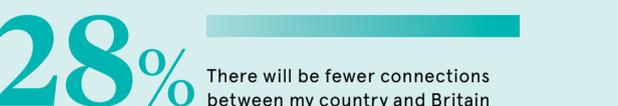
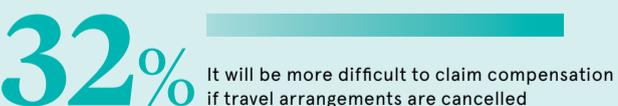
And Flybe chief executive Christine Ourmières-Widener adds: "As a UK company flying to and from Europe, as well as employing both UK and EU nationals, Brexit is an important issue for Flybe, as it is for all airlines. We are actively monitoring developments, but there is still a real sense of urgency for [an agreement] to happen as soon as possible and that is what we are pushing for."

Mr Alderslade says: "Airlines will play a critical role in delivering the post-Brexit vision of a 'global Britain', facilitating new trade links, enabling international exports to grow and bringing new businesses to the UK.

"While we guard against complacency, we are confident that the government fully understands the importance of aviation and the specific needs of UK airlines in the Brexit negotiations."

**Concerns about potential policy changes as a result of Brexit**

Percentage of international travellers from seven major EU nations who are very or fairly concerned with the following



VisitBritain 2018

Commercial feature



# Extraordinary service for extraordinary business travellers

How **Reed & Mackay** is making the business traveller experience more personal

If you travel regularly on business, there are a couple of things you crave more than anything – not the comfort of your own bed, but ease and convenience.

The success of Netflix and Amazon Prime shows we value experiences that make life easier and more convenient, giving us more time to do the things we want to do.

Business travel is no different. If you are on the road regularly, you want a slick consumer experience, and expect it wherever you are and whenever you need it.

Inevitably, in a demanding and competitive professional world, business travel sometimes eats into your personal time. Yet there is no reason why your business travel experience should not match or exceed your personal one.

It is all about attaining work-life balance – something that you are prepared to change jobs for to achieve.<sup>1</sup> It is also why trips that blend business and leisure are growing in popularity, meaning consumer expectations are increasingly influencing business travel decisions.

Reed & Mackay has been helping business travellers achieve just this balance for more than five decades, delivering extraordinary service to those working

in law, finance, professional services and other demanding sectors.

"We look to alleviate the pressures faced by business travellers. We hone in on the friction points – delays, dead time, payment concerns, cancellations. We make it easy to travel, so our clients can focus on getting their job done instead of worrying about how they are going to get there," says group chief executive Fred Stratford.

"Our travellers aren't new to this. Improving experience is about really understanding why they are there in the first place. Lounge access to complete a presentation last minute, fast tracked security because they've been held up, a familiar seat on the plane because it's the only chance they will get to rest and a really slick app that means all they need to remember is their passport."

Employers value this focus on keeping you happy too, not just for your own wellbeing and productivity, but because it is good for business. It helps them recruit and retain the best talent. The GBTA Foundation says half of European travellers look at travel policy when changing jobs.<sup>2</sup>

Reed and Mackay's extraordinary service does not happen by itself; it leverages a suite of integrated technology, from online booking tools to mobile apps.

The company has reimaged its R&M/mobile app for tomorrow's business travellers, integrating booking, itinerary management, traveller-tracking and trip approval.

Product development director Fahim Khan says: "We wanted to deliver the go-to app for business travellers and to do that we spent a lot of time understanding what makes an app great. The

intelligence to share the right information with the traveller at critical points in their trip, in addition to the ability to make a booking, were key."

The app also brings positive news to the traveller, letting them know when Reed & Mackay has secured an upgrade or saved them the cost of a hotel cancellation penalty.

Cutting-edge, convenient-to-use technology that helps you maintain your work-life balance and be productive for your company is one thing, but not enough to deliver extraordinary service.

Mr Stratford says: "Business travel is personal. Technology is fantastic, but it can't replace the value of a human being at the end of the telephone when you really need them. Our out-of-hours team are there to deal with any travel crisis at any hour with empathy, experience and speed."

Ease and convenience are at a premium in our ever-busy lives. By providing consumer-grade technology and personalised support, companies can empower their travellers with choice while protecting their safety, and personal and data privacy without affecting the bottom line.

<sup>1</sup>UK Salary and Recruiting Trends 2018, Hays  
<sup>2</sup>Creating a Frictionless Travel Experience, GBTA Foundation

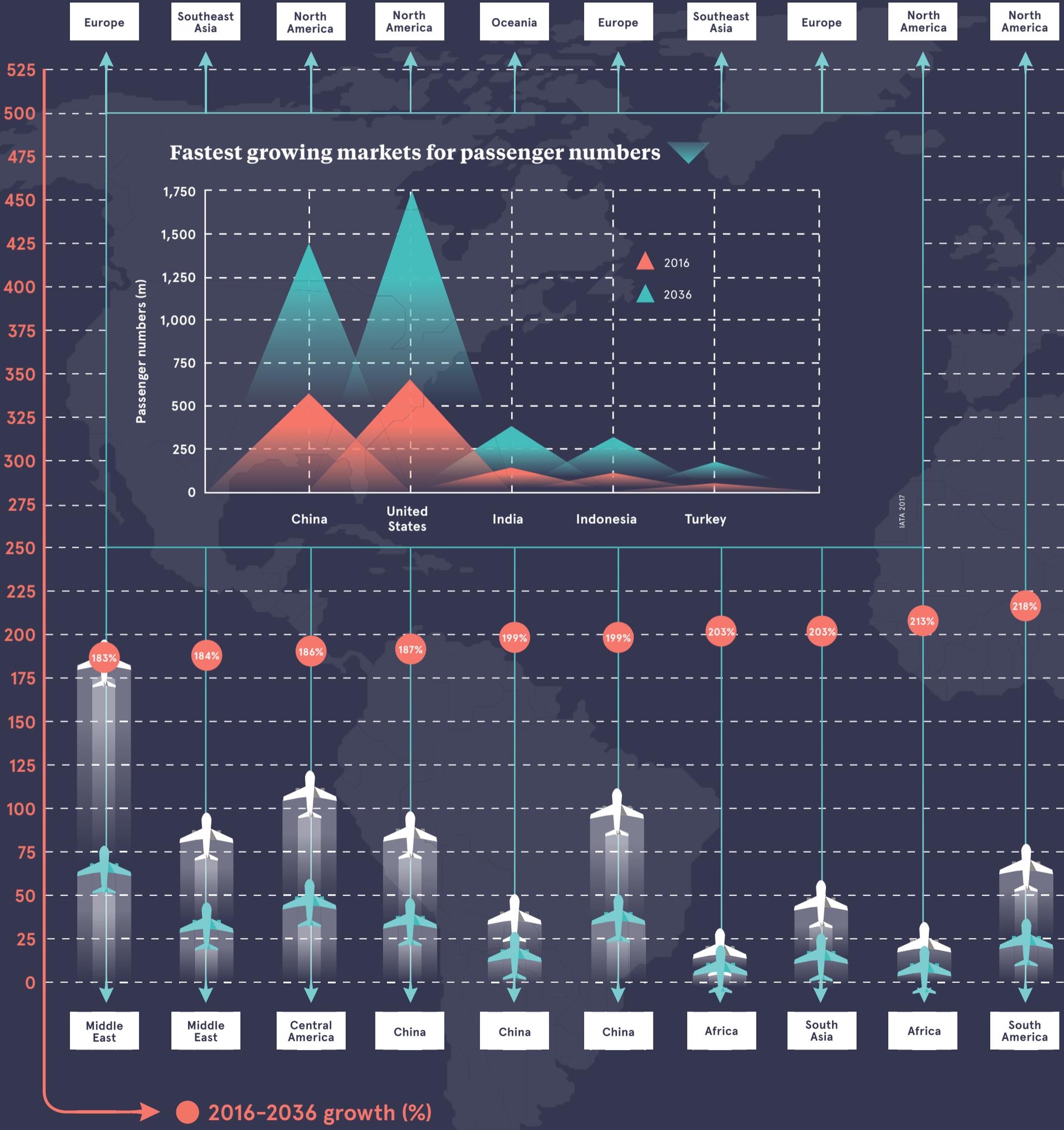
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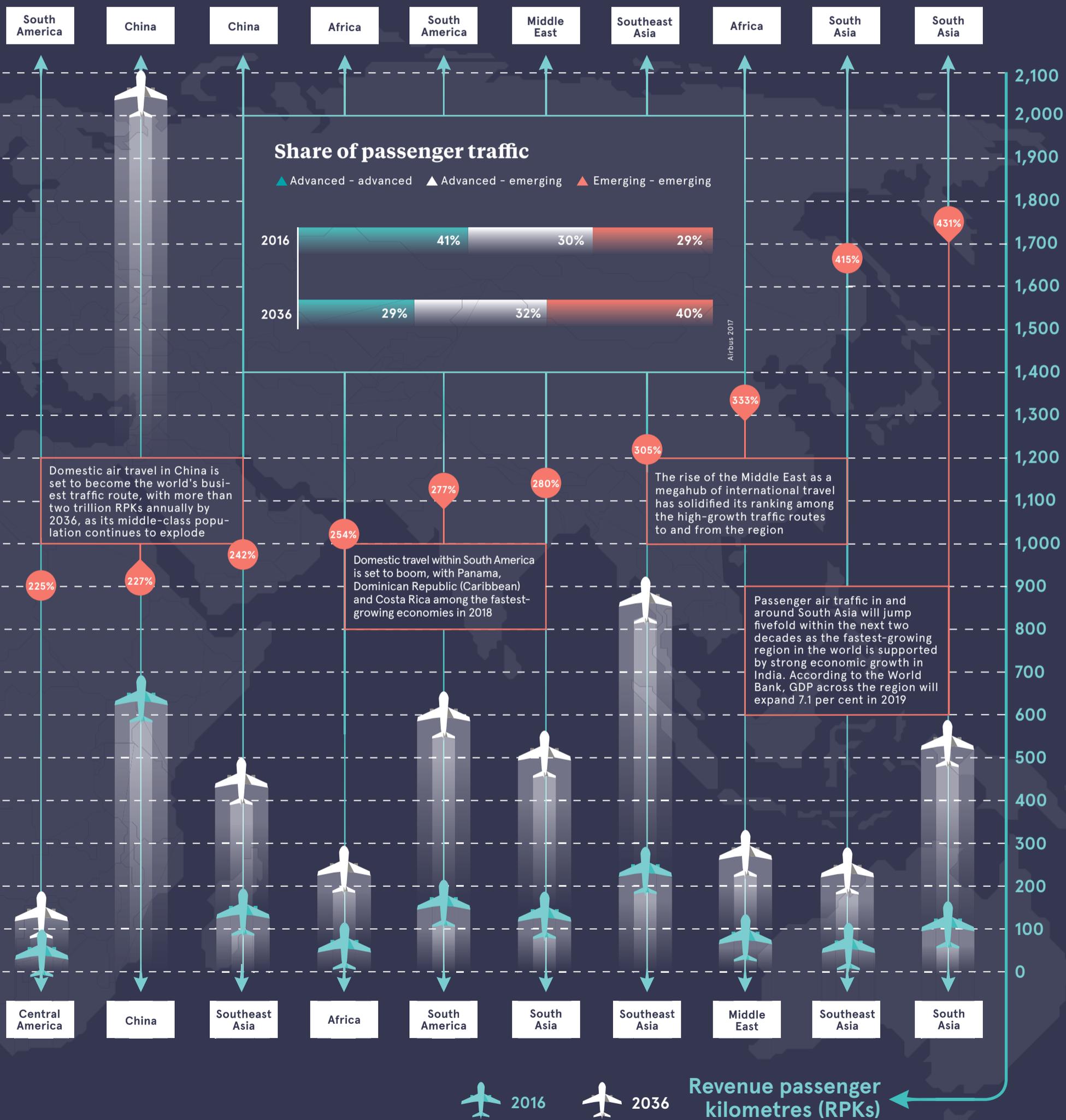
**“We make it easy to travel, so our clients can focus on getting their job done**

# HIGH FLIERS



# Fastest growing flight routes by 2036

Boeing 2017



## FLYING TAXIS



Terrafugia / Barcroft Cars / Barcroft Media via Getty Images

01

01 Artist's impression of Terrafugia's TF-X plug-in hybrid electric flying car with semi-autonomous flight

02 The five-seater Lilium Jet has an estimated top speed of 300km/h and promises to be faster than any widely available mass transit system



Lilium

02

# Gridlocked travellers set to take to the sky

A number of innovative small business aircraft are on the drawing board, but the future of these projects depends on investors and their propensity for risk

PAUL SILLERS

We're on the cusp of the genesis of a new category of business travel, the ultra-short-haul market. Urban congestion is driving innovators to reach for the stars or at least as high as the layer of underutilised airspace sandwiched between the rooftops and the altitude beneath commercial airline traffic.

The premise is that to alleviate gridlocked city traffic there's going to be a growing need for on-demand

airborne vehicles so business travellers can get around quickly, summoning a ride with a tap on their smartphones.

Flying taxis will take off and land vertically from skyports dotted around town, on top of office buildings and at publicly accessible spaces. Sure, helicopters have been around for decades, but they're noisy, pricey and devour tons of fossil fuel. What's about to take off promises to transform the economics of urban business travel while ticking the environmental boxes too.

There are more than 40 small-ish vertical take-off and landing

aircraft, most of them electrically powered, known as eVTOLs, at various stages of development. Some are the progeny of major aircraft makers. Airbus, for example, has been designing and testing flying taxi prototypes including its self-piloted, or autonomous, Vahana and the four-seater CityAirbus.

But most of what's happening in this innovative skyscape is outside the conventional aircraft manufacturing hubs. The startling thing is that you no longer need to be an established planemaker to develop urban flying taxis. What you do need, however, are investors.

"From an investor's perspective, I can offer what we're experiencing in XTI. This is mainly a realisation that things are indeed changing in aviation – that barriers to entry are coming down," says Robert LaBelle, chief executive of XTI Aircraft Company. The firm is bringing to market the Tri-Fan 600, the world's first hybrid-electric commercial VTOL aircraft, which will have a 670-nautical-mile range and travel at 300 knots, with capacity for a pilot and five passengers.

"Advancements in electric motors, generators, controllers, batteries and other components that facilitate new propulsion systems preclude the need to develop bespoke machinery, which then must be certified," says Mr LaBelle. This results in a faster, less expensive path to new aircraft design and production claims.

"With so many new companies cropping up to validate this fact, smart investors are seeking opportunity to get in early and place bets on the ones they believe have the best overall chance of success," he says. XTI has taken deposits for 60 early production aircraft and expects to have at least 200 orders by the time production begins.

Other contenders in this space include Terrafugia with its TF-X plug-in hybrid electric flying car with semi-autonomous flight, and the TF-2 with detachable passenger and cargo pods. Terrafugia was set up by five award-winning Massachusetts Institute of Technology graduates in 2006 and generated much media attention when it was acquired last November by Zhejiang Geely Holding Group, owners of Volvo Cars and also the London Taxi Company.

Another challenger in the eVTOL arena is Germany's Lilium, whose five-seat Lilium Jet promises to "bring low-cost air travel to a mass audience at a price comparable to ground transport". The company claims its aircraft will make the 19km hop from Manhattan to JFK Airport in as little as five minutes.

Lilium hit the headlines with the announcement last September of a \$90-million Series B funding round. One of its investors, Atomico's chief executive Niklas Zennström, says: "With this latest investment round, Lilium has the capital and resources to speed ahead with the development of a commercially successful commuter aircraft that will transform the way we travel."

Investor appetite for vertical eVTOLs is being turbocharged by a specific initiative from urban mobility's biggest disruptor, Uber.

Earlier this month, Uber hosted its second annual Elevate Summit in Los Angeles, where vehicle manufacturers, regulators, investors, suppliers, and federal and

**Flying taxis will take off and land vertically from skyports dotted around town**

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Insight  
**Destination uncertain**

With only Uber currently nurturing the evolution of electric vertical take-off and landing aircraft (eVTOLs), the question is where in the world will all this come to fruition? Eyeballs are focused on the United States, but despite its heritage in aircraft manufacturing as well as being home to Silicon Valley, which is the hub of many of the prerequisite technologies of eVTOLs such as batteries, artificial intelligence, automation and robotics, actual deployment of flying taxis might occur elsewhere.

Adam Twidell, chief executive of private charter flight-booking service PrivateFly, believes urban business travel in eVTOLs might first materialise outside America and Europe.

"Places like Brazil need it more and their appetite for innovation is greater. São Paulo is one of the busiest cities in the world with terrible traffic. Anyone with a C-level job travels to work by helicopter and lands on the roof of the building because it just takes too long by road,"

he says. "The scalability and size of the ultra-short-haul market is so significant that investors are using that as their reasoning to invest."

Another factor, says Mr Twidell, is the allure of aviation itself: "Investors have a template they use when looking at any proposition – market size, scalability and so on – but there's an 'X factor' brought in with aviation that gets everybody's attention. Aviation adds sex appeal that investors will add into the mix during their decision to invest."

The formula seems to be working. During May's Uber Elevate Summit, Brazilian planemaker Embraer, famous for its regional and business jets, announced the set-up of Embraer X, which will see the manufacturer collaborating with Uber on its own eVTOL concept.

"We're developing solutions to bring on-demand air transportation to urban areas to improve quality of life for millions of people. Our collaboration with key stakeholders will accelerate the arrival of this new ecosystem," says Antonio Campello, president and chief executive of Embraer X.

technology is so nascent? Do investors need a doctorate in aeronautical design or autonomous control systems before they have the confidence to reach into their pockets?

At the Uber summit's panel session on investment opportunities in urban air mobility, a cadre of investment dragons from the worlds of global private equity, venture capital and institutional investment pondered this and other conundrums.

**On-demand ultra-short-haul flights are a logical progression in the evolution of urban business travel**

"The questions are what is the operational cost of the vehicle? Does it fit a mission profile that makes sense? How do you intend to build it and service it? What's the regulatory landscape and why are people trying to build these vehicles?" says Maryanna Saenko, venture investor at Draper Fisher Jurvetson.

Ms Saenko says investors really want to work with teams where you can understand their form of logic and how they're going to work through future issues. "One of the frustrations I have is not that there's an expectation that whatever model a startup company presents has all the correct numbers, it's what are the assumptions and therefore can I follow your sense of rationale," she says.

Another expert on the summit's panel believes on-demand ultra-short-haul flights are a logical progression in the evolution of urban business travel. "We believe in the sharing economy and the development of dense transportation networks that will include eVTOL technology, so we're a huge believer behind the macro-trend that drives this ecosystem," says Michael Ronen, managing partner at Softbank Investment Advisers.

"What we're trying to do, in partnership with Uber, is find places to deploy capital to accelerate the inevitable. The inevitable is that within our lifetimes we'll see this become an incredibly dense transportation network that is synergistic with the ground transportation network that Uber is building and we would like to put our capital to work behind that."

Until recently, flying taxis might have seemed like the stuff of science fiction. But as long as getting across town becomes more burdensome, and with investors entranced by the prospect of being early to market in backing the right bits of the eVTOL ecosystem, the skylines of our cities could soon look very different. ♦

local policy-makers convened to explore the exciting future of urban aviation.

The summit follows Uber's *Elevate* report, published in October 2016, which set out a blueprint for an on-demand urban mobility ecosystem, outlining the market feasibility, certification processes, technologies, air traffic control, safety and environmental criteria – just some of the challenges ahead. It has certainly

captured investors' attention, but will they jump aboard?

According to Uber, in the last year "over \$1 billion of private sector investment has already been made in the on-demand aviation ecosystem, supporting several high-profile VTOL fundraising events and aerospace M&A activity".

But with dozens of eVTOL startups competing for the attention of speculators, how much of an expert do prospectors need to be when the

**Most congested cities in the world**

Congestion level percentages represent the amount of extra travel time experienced compared with uncongested conditions



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# Travelling towards saving planet Earth

Business travellers, airlines and hotels are among those striving to cut corporate carbon emissions

OLIVIA GAGAN

The tradition of doing business in person – attending meetings, closing company deals over a handshake or meeting a potential customer for lunch – can be a burden not just to jet-lagged business travellers themselves, but to the environment.

Each trip, whether it is a transatlantic flight to a conference or a day spent in cabs meeting clients, generates CO<sub>2</sub> and can therefore swiftly ramp up a company's carbon footprint. Businesses which consistently pump out high levels of greenhouse gases are falling under growing state and public scrutiny: since 2013, UK companies listed on the London Stock Exchange have been required to declare their carbon emissions to the government.

It makes sense to review corporate travel, then. But shifting towards carefully managed, low-carbon travel requires changes in behaviour not just from businesses, but from airlines, hotels, travel management companies (TMCs) and travellers themselves.

One big opportunity to decarbonise corporate travel lies with TMCs that arrange travel on behalf of businesses. With responsibility for the travel plans of potentially millions of travellers, these firms are in a unique position to influence the corporate carbon footprint.

Yorkshire-based TMC Good Travel Management has overseen business travel since the 1940s. Head of sales Wayne Durkin estimates business travel typically represents 50 per cent of a company's greenhouse gas emissions and notes that in recent years he "has noticed a much greater demand from our clients regarding understanding the impact that their business travel activity has on the environment".

Changing attitudes to corporate travel may sound like a threat to this kind of company, but Mr Durkin says their work has simply evolved as a result of requests for greater carbon data and transparency. "We're providing analysis on the CO<sub>2</sub> emissions generated from a company's travel programme and we also initiate relationships with carbon-offsetting companies," he says.

They are educating travellers to make smarter choices too. Good Travel Management's travel booking



Skylar Smith/Unsplash

## Shifting towards carefully managed, low-carbon travel requires changes in behaviour

system now suggests the alternative of a webinar whenever a one-day trip is requested and flags up alternative, lower-carbon travel methods, such as taking the train rather than booking a flight from London to Glasgow.

Flights are by far the biggest corporate travel carbon culprit, with the already mentioned London to Glasgow return flight generating an estimated 160kg of CO<sub>2</sub> per traveller. To meet tightening government legislation and to retain business, airlines are responding with lower-carbon fuels.

British Airways, which has committed to cutting its net CO<sub>2</sub> emissions by 50 per cent by 2050, has partnered with renewables company Velocys to build a plant to produce fuel from household waste, which it says will emit 60 per cent less carbon than traditional jet fuel. Rival Virgin Atlantic has paired with tech firm LanzTech to create an aviation fuel which it says will generate 50 per cent less carbon than fossil fuels.

Improving your company's carbon footprint doesn't stop at the airport or train station though as travelling staff will need somewhere

to stay. The hotel industry is adapting by installing technology such as low-flow toilets and shower heads, rainwater harvesting systems and motion-sensing lighting. Such moves are a bid to attract not just environmentally conscious tourists, but also to win lucrative preferred-provider status among corporates and TMCs with carbon-reduction targets to hit.

Another CO<sub>2</sub>-intensive travel activity falling under increased scrutiny is laundry. Typically, hotels use a huge amount of water as well as high amounts of energy to meet their laundry demands. To tackle this, companies such as UK firm Xeros are introducing a process for the hotel industry called bead cleaning. The technology uses millions of tiny polymer beads to remove stains from fabrics rather than water, which Xeros claims cuts water consumption by up to 75 per cent.

There is also the option of simply not travelling; surely the lowest carbon option of all. Mr Durkin warns, however, that companies will ultimately choose profit over their carbon footprint. "Business travel to drive company profits and growth will take priority over environmental impact," he says.

Some multinationals are already working to try and unpick this perceived relationship between travel and business growth. Global accountant PwC estimates business travel is the single biggest contributor to its carbon emissions, at 53 per cent. Bridget Jackson, head of corporate sustainability at the firm, which has offices in 157 countries, says

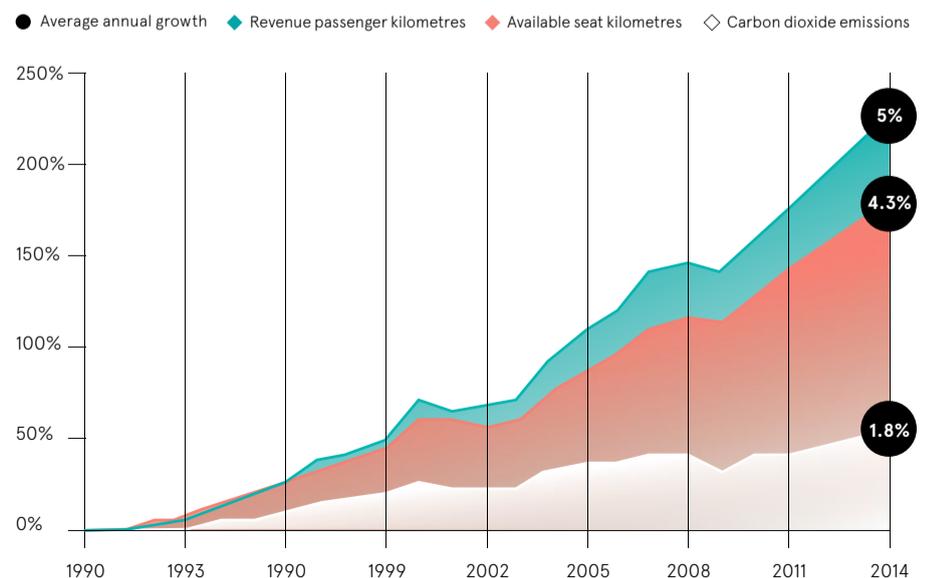
travel and business growth should no longer have to go hand in hand.

Ms Jackson says: "By equipping our people to use technology to collaborate from anywhere, at any time, we've been able to decouple our business growth from our environmental impacts." Efforts to reduce corporate travel have not hit company income. "From 2007 to 2017, our revenues grew 44 per cent while greenhouse gases related to our business travel dropped 4 per cent," she says.

Mr Durkin predicts that even if corporates are slow to adapt, change may soon be led by business travellers themselves, particularly the young people who will grow up to become the next cohort of corporate travellers. He concludes: "It will be interesting to see if the next generation of business travellers, who are much more environmentally aware, will start to look at ways to reduce their companies' carbon emissions." ♦

## Aviation carbon emissions growth compared with air traffic

Percentage change since 1990 (per year)



## 'Travel management companies are essentially your travel requirement outsource and partners'

If you are the owner or manager of a business, the chances are you are familiar with the idea of calling in outside help.

You'd never think to tackle complicated legal issues without a lawyer and your accountant is on speed-dial to ensure you minimise your tax liability at year-end.

Managing how your employees move around for work is another area of your operation that needs the exact same help and that's where the services of a travel management company (TMC) can prove invaluable.

It's a subject that can be overlooked. As companies grow, staff are often required to move further afield, whether it's in search of new deals or for meetings with existing clients. And as a result, costs can spiral.

TMCs are essentially your travel requirement outsource and partners for business travel, and come in all shapes and sizes to handle the travel needs of everything from small and medium-sized enterprises to giant multinational corporations. Having a TMC in charge of your travel can ensure it is managed efficiently and in the most cost-effective way.

The most obvious of these is savings. In a world with so much choice at our fingertips, everyone thinks they can use the internet to find the best deal. In reality, letting staff book costly elements such as flights and hotels can be a huge financial risk.

TMCs leverage their buying power to negotiate the best rates and fares for clients. Staff will take over the whole procurement process to get the best price and build the most convenient schedule for your travellers, which in turn stops them wasting time on the task at hand and gets them where they need to be in the most efficient way.

At the start of your relationship, a TMC can help design the best procurement policy for you. This will set rules on types, cost and class of travel available. Each time a trip is planned, travellers will be offered a range of itineraries that meet the criteria to choose from.

At the same time, TMCs lead the way in automated payment for travel services such as hotels. Options such as virtual cards and hotel billback means travellers do not have to pay on departure, which

saves on expenses-claim administration or the headache of dealing with petty cash.

Another key concern for TMCs is helping clients with duty of care. Employers are legally bound to look after workers and travelling for business can throw up a range of issues.

TMCs will sort practicalities, such as visas and inoculations, and typically offer risk assessments for travel to destinations worldwide – a vital service in today's uncertain landscape of political upheaval, global health scares and natural disasters.

The recent visit from the Beast from the East demonstrated how issues outside your control, such as extreme weather, can play havoc with travel plans. TMCs offer a comprehensive support function globally, so they can locate travellers at all times and take steps to rebook flights and accommodation in the event of emergency.

As well as staying the right side of the law, looking after staff is proven to increase productivity and reduce turnover – another great saving for your business. It is also worth considering the wealth of data that can be supplied to develop your travel programme.

TMCs provide comprehensive management information which can be used to monitor spend, establish savings made, judge the effectiveness of trips and help with expense handling. These reports mean managers can also identify trends – perhaps staff are travelling to a particular region, for example – helping you prioritise where the growth areas of your business may be.



**Adrian Parkes**  
Chief executive  
GTMC

# Reducing the risks of corporate travel costs

Company executives are exposing themselves to additional costs and the risk of fraud by not embracing new payment systems for corporate travel

Executives face being unable to calculate the full cost of business trips, left open to fraud or unable to reclaim domestic taxes, such as VAT, by not adopting a joined-up payment system for corporate travel.

That's the warning from travel payment group AirPlus International, which is seeing increasing numbers of companies embrace invisible or mobile and virtual payments.

Invisible payments are already widely used by consumers, but research from AirPlus International suggests this trend is becoming the norm in corporate payments too.

The company is overhauling its entire infrastructure in anticipation of this surge from corporate travel managers, following a huge rise in demand globally.

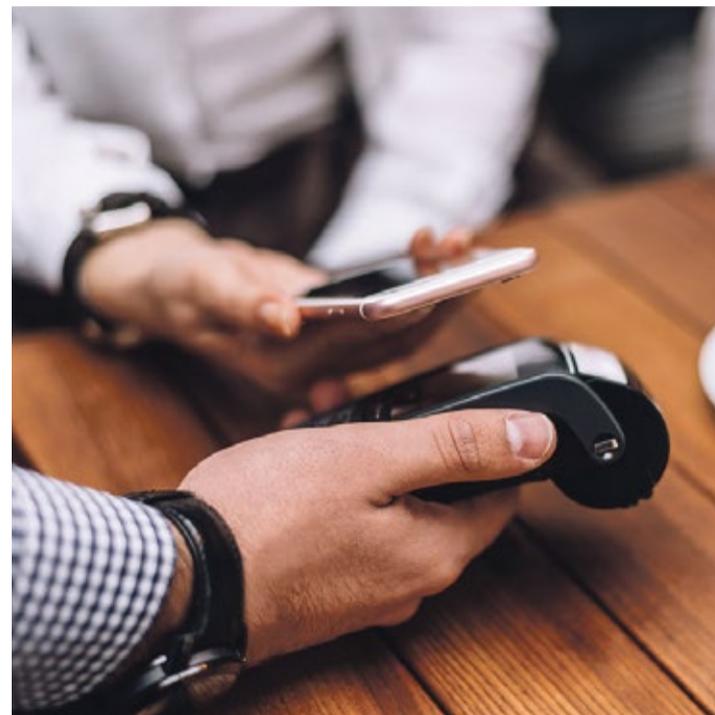
According to the company's *2018 International Travel Management Study*, 95 per cent of clients in China now make mobile payments, compared with 84 per cent in India and 59 per cent in the United States. The company's research also found that virtual payments were growing in Europe, with 39 per cent of respondents now making mobile payments in Germany and 27 per cent in the UK.

Paul Spelman, managing director of AirPlus International in the UK and Ireland, says the company has responded to the widespread adoption of virtual payments with its A.I.D.A. virtual payment solution.

"A.I.D.A. has become one of our most compelling products. It is a virtual payment card for corporate travellers that runs on the Mastercard platform," he says.

This virtual card allows businesses to generate a unique virtual card for each trip, reducing the risk of fraud and giving complete oversight of all expenses during the trip.

Of course, AirPlus International's service goes beyond purely offering a virtual payment card. It runs centralised company accounts on behalf of companies for big-ticket items, such as airline tickets, to enable businesses



to keep travel spending within corporate policies and fully integrated within their expense systems.

According to the company study, 20 per cent of companies surveyed said they have implemented end-to-end mobility, where employee spend is automatically tracked and logged on the central company account system.

Mr Spelman says that companies should expect invisible payments to become mainstream for all aspects of business travel.

"Whether dining in a restaurant (dine+go), taking a taxi (myTaxi) or leaving a parking lot (Corporate Parking), invisible payment will become the norm, all without the use of physical cards," he says.

The study shows that the use of virtual cards is growing rapidly, with worldwide use now at 16 per cent. But some are yet to embrace the technology.

For those companies that still have a preference for physical plastic, AirPlus International's award-winning UK Corporate Card offering is set to expand to a pan-European programme from September. The launch will start in France and roll out to 19 countries over the following 18 months. This plastic card is to be issued in eight currencies including sterling and euros.

Asked what was the ultimate trigger for the company deciding to begin a business transformation programme, Mr Spelman says: "It was a simple matter of timing. We saw increased demand from our customers to deliver more innovative products across our global footprint."

# 95%

of clients in China now make mobile payments, compared with...

# 84% 59%

in India

in the US

# 39% 27%

in Germany

in the UK

"To enable faster, more streamlined services, AirPlus International is embarking on the biggest, innovative transformation in the company's history.

"We need to be able to adapt and change, and we are doing that based on technology designed for the future, bringing agile working to our business and to meet all the trends we have seen globally."

For more information please visit [airplus.com](http://airplus.com)

**AirPlus**  
INTERNATIONAL

We saw increased demand from our customers to deliver more innovative products across our global footprint

# Sci-fi is fast becoming science fact in travel

Futuristic developments in the transport sector are transforming travel, improving journey times, passenger comfort and safety as well as safeguarding the environment



FINBARR TOESLAND

## Hyperloop

The Hyperloop concept was introduced by prolific inventor and entrepreneur Elon Musk in 2012, when he announced engineers from his Tesla and SpaceX companies would begin work on a demonstrator. This promising, high-speed innovation is comprised of reduced-pressure tubes that contain pressurised capsules with the ability to transport passengers from San Francisco to Los Angeles in a mere 35 minutes at speeds of up to 700mph.

The entrepreneur decided to open source the concept to allow others to build on his work, which led to the creation of new businesses and groups dedicated to the advancement of this technology. Richard Branson-backed Virgin Hyperloop One successfully trialled a full-scale prototype of the system in 2017 and hopes to deploy a fully operational system within three years.

As current systems have been designed to offer an on-demand service for travellers, capsules will be able to depart every couple of minutes, which is much more regularly than other high-speed rail networks and will reduce waiting times.

## Autonomous helicopters

Road testing of self-driving cars in a number of countries has been much publicised, but autonomous aircraft are set to play a major role in the future of transport. Aerospace firm Airbus successfully completed a test flight of its Vahana electric vertical take-off and landing (eVTOL) aircraft earlier this year, with the flying taxi spending 53 seconds in the air.

The company hopes to create a fleet of eVTOL aircraft and position them on rooftops in major cities, enabling commuters to get around densely populated areas where road traffic is deadlocked. If all goes

to plan, a fully operational aircraft will be ready within two years.

Last year, aviation research company Aurora Flight Sciences showcased a fully autonomous military helicopter that can also be operated remotely. By making use of advanced camera sensors and on-board LIDAR technology – a surveying method that measures the distance to an object by illuminating it with pulsed laser light and measuring the reflected pulses with a sensor – the aircraft is able to avoid any obstacles and independently select the most appropriate route to the destination. Competition in the autonomous aircraft sector is growing, with Uber and a number of Chinese companies investing heavily in this burgeoning technology.



## Super-trains

Implementing magnetic levitation (maglev) technology into transportation networks across the world may sound like a futuristic idea, yet trains running on maglev systems have been in operation since 1984. A 2015 Japanese maglev train reached speeds of just over 600km/h, but researchers at China's Southwest Jiaotong University are testing an ultra-fast bullet train prototype, based on maglev technology, that could potentially reach speeds of up to 1,000km/h.

Super-maglev trains use the same underlying technology as previous versions, except this next-generation transport innovation utilises a vacuum tube to reduce air friction and allows for increased speeds. These trains are not expected to be brought into service in the next few years, as traditional maglev projects are still under consideration in a number of primarily American and Asian cities.



A proposed multi-billion-dollar maglev train system from Washington to New York is close to receiving approval and would cut the travel time between these two cities to one hour, down from three hours. However, introducing super-maglev trains to this route could theoretically bring the journey time down to around 30 minutes.

## Elevated cycle paths

Creation of a network of elevated cycle paths towering above city streets would not only make cycling less dangerous and more convenient, but could reduce congestion



on highways, with the southeast Chinese city of Xiamen constructing the world's longest elevated cycling path last year. At 17 feet above the road, the 7.6km track offers connections to public transport at 13 points.

Although there are currently only a handful of these ambitious networks elsewhere in the world, German car-maker BMW wants to change this. The automaker, in collaboration with Tingyi University in China, recently unveiled a proposal to build elevated cycle paths for e-bikes and electric scooters in Shanghai.

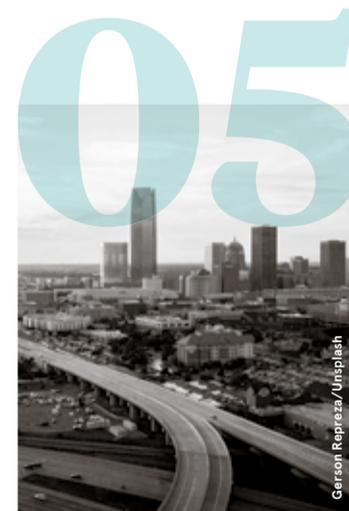
This futuristic route would be made up of an enclosed, elevated tube, enabling cyclists to ride all year round in comfort thanks to full climate control. There are already hundreds of millions of e-bikes in China that could use these paths and this number is rapidly growing as the country contends with severe air pollution.

## Smart roads

Over a million people a year are killed in road traffic accidents, with tens of millions more injured. The emergence of smart roads connected to the internet of things (IoT) can significantly help to reduce road deaths, as IoT-enabled road sensors can instantly communicate with smart cars about the best ways to avoid hazards or adverse road conditions.

A Portuguese scheme, co-funded by the European Union, is set to create around 1,000 kilometres of smart roads in the country. This programme will see a series of cutting-edge transportation technologies installed on the route, facilitating wireless communication between road-based infrastructure nodes and smart cars.

It's not just safety issues that technologically enabled roads can help address, with Sweden recently completing a pilot project that saw two kilometres of road transformed into



an electrified track that recharges electric cars and trucks while they drive. In the future, wireless battery chargers will be found underneath roads, helping to reduce the level of air pollution and virtually eliminating the need for fossil fuels to power cars. ♦

# Q&A E-hail Cab Guru

The UK's local cab operators came together to create a single booking service, for consumers and businesses. **Marc Rozendal**, chief executive of Cab Guru, explains the logic behind the app

### What's the pitch of Cab Guru?

We make it easy to book a cab from the UK's independent operators. The smartphone app lets you compare prices between operators and then book a ride. The interface is similar to Uber. Use a map to set your pick-up point, or enter your own address, and a destination. Add extra stops along the way, if you need to pick up friends. You can choose vehicle type, if you need a specific car, MPV or minibus. Click and it's booked. We are now a very popular app in the UK cab market and growing incredibly fast.

### How is it better than Uber?

In terms of convenience, it's a tight contest. We have 25,000 vehicles across the UK, with 12,000 in London. Our network includes executive, eco-friendly and wheelchair-accessible vehicles. On price, there is close competition. And our technology is world class. But Cab Guru has a long list of advantages over rivals. The main one is who we are and what we stand for. Cab Guru is owned by 34 UK cab companies. Each one is a local business, some of which have been around for decades. They care about the communities they serve. Their drivers know the local areas. And their service is better. You can ring our cab operators directly if you

need to, which is impossible on Uber. We are seen by users as the friendly, ethical alternative.

### What do you mean by ethical alternative?

There is a feeling that huge tech companies, across a variety of sectors, are focused on growth at all costs to please their venture-capital backers. That can lead to some unfriendly, and at times dubious, behaviour. By contrast, we take ethics and transparency very, very seriously. All our local operators and drivers are fully licensed and vetted. And logistics managers can track booked vehicles, upholding the duty of care owed to staff. Also, we are ethical regarding corporate behaviour. Take tax. Cab Guru is a UK-registered company and we pay full UK tax. No holding company in a tax haven for us. When you use Cab Guru your money stays in the UK and ends up in your local economy. Consumers care more and more about corporate behaviour and our ethics are one reason our user numbers are exploding.

### Is Cab Guru also for businesses?

It's our fastest growing segment. We've created an enterprise-grade interface, so businesses of all sizes can manage their Cab Guru account on desktop, tablet and mobile. A personal assistant can book a ride to the airport on our



25k

cars in UK and more than 12,000 in London

8mins

average ETA

1.5m+

quotes processed

### 16 advantages of Cab Guru

- ◆ Rapid cab-booking by app
- ◆ Competitive prices
- ◆ Add extra stops along the way
- ◆ Choose departure time, now or later
- ◆ Available in more than 100 towns and cities
- ◆ Choose between many vehicle types
- ◆ Run by local operators who care about customers
- ◆ 25,000 vehicles for hire
- ◆ Pay by card, cash or on account
- ◆ Cab Guru is a UK company
- ◆ It pays full UK tax
- ◆ Speak to a human, if needed
- ◆ World-class technology
- ◆ Function-rich business application
- ◆ Rate your ride
- ◆ Receive an electronic receipt

Pay by cash or card, which not all services offer. For businesses, there is the option of flexible payment terms. And the price comparison service is a core service of Cab Guru. You can see all the options and make your choice based on the information. When you see what you can save, maybe you'll upgrade to an executive vehicle for a long trip. Our goal was to create the ultimate user-friendly booking app and that's what we've done.

### What is the future for Cab Guru?

We will become the default app for booking a cab. Consumers will use us for price, speed and service. Our ethical positioning will continue to give us a unique reputation. And businesses will adopt our enterprise application, because of the variety of functions it offers. We can become the dominant player in the UK business ground transportation sector. Cab Guru is uniting the vast infrastructure of licensed taxi and local private hire operators into a single integrated network. Our technology is world class and is set to keep evolving. It's a powerful proposition and I am delighted to be at the helm of Cab Guru as it grows market share.

desktop application and the booking information is seamlessly shared with the executive doing the travelling on their Cab Guru app on smartphone or tablet. Our business application is function rich. It has a dashboard, so procurement, logistics or travel managers can monitor activity. There is analytics on budgets compared with expenditure, punctuality, spend, breakdown by departments and individuals, miles covered, car types used, employee current location, and other metrics, in real time. Expenses are processed in a seamless and paperless manner. No more fiddling about with paper receipts. This is a big deal for businesses. At the last London Travel Show, the burden of administration was one of the key issues. Our product helps businesses streamline their travel operations.

### Do you supply environmental data?

We do. More and more businesses are committed to measuring, reporting and reducing their carbon emissions. Our fleets offer electric and hybrid cars, and our service provides full CO<sub>2</sub> emission reporting. This helps businesses fulfil their environmental obligations and be as green as they can be.

### People could simply book a cab directly with the operator?

They could. But we provide so many benefits. We provide 24/7 support. You get live tracking on the app. Our coverage is UK wide, whereas individual cab operators stick to narrow regions. Cab Guru was created to unify the offerings of the leading ground transport providers, giving consumers national coverage. We provide SMS notification.

### Marc Rozendal Chief executive, Cab Guru

"I've been chief executive of Cab Guru for more than a year now. Before I worked as managing director of many enterprises across the global transportation industry, including public transport, taxis and autonomous vehicles, and was delighted to come to the UK. Minicab and private hire companies, including the drivers, work incredibly hard and Cab Guru's technology gives local firms the chance to be part of a national, unified network, so they compete on a level playing field with all competitors."



Install the Cab Guru app via the Google Play or Apple App Store

For business inquiries please contact corporate@cabguru.com or telephone 0207 953 8921





# First & Business Class? pay less than the passenger next to you †

## North America

City	Business	First
Atlanta	£1449	£2689
Austin	£1498	£2839
Boston	£1298	£2449
Calgary	£1419	£CALL
Chicago	£1398	£2429
Dallas	£1439	£2789
Denver	£1449	£2889
Houston	£1439	£2839
Las Vegas	£1639	£3319
Los Angeles	£1498	£3219

## Latin America & Caribbean

City	Business	First
Bermuda	£2249	£4369
Bridgetown	£1889	£3149
Grenada	£1898	£3169
Mexico City	£1938	£3269

City	Business	First
Miami	£1498	£2349
New York	£1298	£2489
Philadelphia	£1298	£2489
Phoenix	£1489	£3299
San Diego	£1449	£2969
San Francisco	£1439	£3178
San Jose	£1439	£3178
Seattle	£1439	£2849
Tampa	£1469	£2749
Toronto	£1389	£2539

City	Business	First
Port of Spain	£2468	£CALL
Rio de Janeiro	£2189	£3398
Santiago	£1998	£CALL
St Lucia	£1949	£3179

## Middle East & Africa

City	Business	First
Abu Dhabi	£1548	£2649
Abuja	£1569	£CALL
Accra	£1519	£3489
Addis Ababa	£1719	£4949
Bahrain	£1519	£3298
Cape Town	£2339	£3998
Doha	£1529	£CALL
Dubai	£1239	£2429
Durban	£3198	£4259
Harare	£1969	£4419

City	Business	First
Jeddah	£1598	£3319
Johannesburg	£1898	£3948
Kuwait	£1419	£4129
Lagos	£1849	£3998
Mombasa	£1869	£CALL
Muscat	£1569	£3539
Nairobi	£1819	£2629
Riyadh	£1319	£3469
Tel Aviv	£1089	£1489
Windhoek	£2119	£3869

## Asia, Far East & Australia

City	Business	First
Beijing	£1629	£3839
Hong Kong	£1879	£3998
Kuala Lumpur	£1698	£3329
Mumbai	£1389	£2548

City	Business	First
New Delhi	£1369	£2498
Shanghai	£1629	£3389
Singapore	£1698	£3529
Sydney	£2529	£4760

FIRST & BUSINESS RESERVATIONS TEAM

**0207 255 1234**

Weekdays 9am-7pm / Weekends 10am-5pm



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