Insider Tips for Effective Management of a Mobile Workforce
Despite the rapid growth of conference calls being made in today’s workplace environment, you can’t beat a face-to-face encounter with a potential customer for business success. This can be true for any company, but it is especially true for departments that are customer facing—such as sales and product management.

In a recent Oxford Economics study, the executives surveyed estimated that 28 percent of current business agreements would be lost without in-person meetings. They also reported that around 40 percent of
prospective customers were converted by face-to-face meetings. That’s a whopping 24 percent increase when compared to the 16 percent of customers that they would have landed after a phone call or email exchange alone.

Business travel isn’t just good for business, it’s essential.

Whether you travel for business yourself, or manage a team of traveling employees, you know that the face-to-face interactions that business travel allows for are priceless.

“Business travel is economic stimulus.”

ROGER DOW², PRESIDENT AND CEO OF THE US TRAVEL ASSOCIATION

“Every $ invested in business travel generates an average of $9.50 in revenue and produces $2.90 in profits.”

MEETINGS MEAN BUSINESS³
YOUR BUSINESS NEEDS TRAVEL...

Given the data that shows the importance of face-to-face contact with clients, it is undeniable that there are considerable gains to be had from sending employees to meet with potential and existing customers. The trade off is that travel can be costly in terms of time and expenditure. In order to make sure that your business travel gains outweigh the costs, you need to strategize to optimize.

SO, LET’S MAKE TRAVEL WORK FOR YOUR BUSINESS!

At MobileDay, we are all about helping you make your workday easier. We interviewed experts and surveyed customers to unearth the toughest obstacles facing team leaders today so that we could learn from their experiences and solutions. In this eBook, we are going to present you with some simple tools to help you get the most out of business travel.
Introduction: Changing Times
As new technologies dominate the workforce, team management is changing too. This chapter introduces the challenges of managing a mobile workforce.

Chapter One: Profiling the Mobile Workforce
Who travels? Where do they go? What does the changing face of the mobile workforce mean for managers?

Chapter Two: Travel Connections
Discover how the human-to-human connection that business travel allows for can be your company’s biggest asset.

Chapter Three: Cost and Communication
How can you overcome the problems presented by diverse mobile devices and online tool usage to achieve consistent communication and data analysis?

Chapter Four: Business Travel Policy
Why an established travel policy is important and how to create and deliver an effective strategy.

Chapter Five: Economizing Business Travel
How to use the available technologies to increase efficiency and save both time and money.

Chapter Six: Words from the Wise
Insights and top recommendations from experienced business respondents.
Dylan’s words are as true today for the business world and global society as they were in 1964.

TECHNOLOGY

Fifty years ago, when the legendary musician wrote those lyrics, business travelers carried paper airline tickets and made long-distance calls from airport payphones. They worried about hotel phone charges that made the cost of communicating with the home office prohibitive, and sought out fax machines to send timely documents.
Early versions of mobile phones began to circulate in the 1980s, and despite being thought of as radical and revolutionary at the time, these days you’d be a laughing stock if you owned one. They were large, heavy, and expensive: Motorola’s DynaTAC, the first of this kind of portable telephone, released on March 13, 1984, weighed almost 2lbs (about the same as a litre of soda) and cost $3,995—the 2015 equivalent of that is over $9,000. It was also not particularly mobile—at least not for any prolonged period of time—as it could only be used for 30 minutes before the battery had to be recharged.

And as for carrying all those paper files around? In 1981 the Osborne 1 computer hit the market at a fighting weight of 23.5 lbs, which is about the same as a bowling ball—a shocking heavyweight in comparison to today’s 2.5lb Mac Air.

These days our electronic devices are small, light and affordable. More and more, devices are becoming wearable so that they inconvenience the user as little as possible. While consumers want unintrusive and lightweight units, they also want to be able to do more with their devices than ever before.

According to aviation history expert Guillaume de Syon, in the golden years of Pan Am and Concorde there was no in-flight entertainment. Imagine staring at the headrest in front of you and listening to the engine drone for hours and hours on end. Travel might have been considered new and for the privileged,
but it was mind-numbingly boring. It was also smelly; cigarettes were allowed on planes, and it was not until 2000 that smoking was banned on all United States domestic flights.

Nowadays we expect newly-released films, documentaries, clear audio, something to eat (with gluten-free, vegan, dairy-free, nut-free, vegetarian and paleo options of course), a well-stocked beverage cart—and that’s not even only in first class.

According to the United States Travel Association (USTA\textsuperscript{5}), Americans took 452 million business trips in 2013. That breaks down to a startling 1.2 million trips every single day.

A 2013 Traveler Survey by Tripadvisor\textsuperscript{19} revealed that:

- **We want more space:** Insufficient legroom is the number one traveler complaint.

- **We want Wi-Fi:** 25 percent of people will choose an airline offering Wi-Fi over one that doesn’t, but 90 percent admit this is not a service they feel they should have to pay extra for.

- **We want mobile conveniences:** A growing number of travelers expect to be able to check in via their smartphones, and 56 percent of travelers like to be able to check on flight status via a mobile device.

The way we travel has changed.

Air travel has become remarkably less expensive; in the 1950s you could expect to pay almost double of what you would pay today for the same flight.
Example: A ticket from Boston to Los Angeles on TWA in 1955 cost $106. Adjusted for inflation that’s $943 in 2015; if you look today, you can book a flight over the same route for under $300.

And when you finally reach your destination . . .

In 1964 there were no smartphones and Google Maps wasn’t a thing. Navigating unfamiliar cities, therefore, was much more difficult. You’d have to unfold a physical map if you wanted to know how to get somewhere, or actually ask a real person—not Siri.

You’d also have had a ton of stuff to lug with you—heavy laptops and paper-laden files. Getting around a city with all that baggage meant that a taxi was the only feasible option, and those were pricey.

Not any more!

These days we just get an Uber.
In their 2015 report, CWT Travel Management Institute saw “The Sharing Economy” as an emerging theme that is here to stay, and one that will alter many aspects of travel, both in the leisure and the business travel industries. As sharing economy brands evolve their business models, the barriers to adoption in managed travel are beginning to crumble. The impact will be sizable, as companies such as Uber and Airbnb are able to offer increased safety, security, and convenience—all at a much lower price point.

According to data from Certify, a vendor of expense-reporting software, the cost saving of using Uber over traditional taxis is up to 40 percent per trip. It is no wonder therefore that 70 percent of business travelers are choosing Uber over rental cars and other taxis. Uber can work out at almost half the cost to go the same distance, and this adds up to substantial savings for businesses.

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Airbnb have recently vamped up their Business Traveler suite program—which has seen a substantial amount of growth in the past year—and it is looking likely that they are set to be big players in the corporate market. Millennials (people born between the 1980s and the early 2000s) in particular seem to value social contact with hosts and less formal travel accommodations. Certify\(^8\) data concludes that the use of Airbnb for business travel is rocketing—stays more than doubled between Q1 and Q2 of 2015.

**The bottom line:** According to travelers, staying with Airbnb is simply a better experience. This is backed by Certify data, which shows the average rating for Airbnb was 4.72 stars, as opposed to a 4.04 star average for traditional hotels.

**Our expectations have changed:** We travel in greater comfort for less cost, have higher expectations of in-transit accommodations, expect seamless connections between different modes of travel, but most of all we want to arrive at our destinations on time and unflustered.

*Getting employees out there is not a problem anymore . . . but staying connected is.*
The increased ease of moving employees around the world, coupled with the knowledge that business travel leads to business profits, means that the mobile workforce is growing. The 2015 report from Global Business Travel Association (GBTA) forecasts that business trip volume will increase 2.5 percent in 2016.

So how can managers ensure that they are not losing track of employees who are on the move?

In the next section, we will highlight the movement towards mobile devices as a means of communication between you and your traveling employees as well as inter-team relationships.
Chapter One

WHO TRAVELS?

“The biggest challenge for most managers is maintaining communication and connection — offering the latest mobile technology and allowing the sharing of real-time data so workers can be as productive as possible”

CATHY VOSS, EXECUTIVE VICE PRESIDENT, GLOBAL PROGRAM SOLUTIONS AT CARLSON WAGONLIT TRAVEL (CWT)
WHo are all these business travelers anyway?

Business travelers are big fans of mobile devices as they depend upon being able to communicate with colleagues and get work done while they are on the move.

According to data compiled by PC Housing¹⁰, the average business traveler is:

**+240**

**A Workaholic:**
The business traveler plugs in 240 hours more than the national average.

**Well Connected:**
Most business travelers expect to be able to use Wi-Fi in hotels and airports.

**Loaded with Devices:**
Most business travelers carry three to four devices with smartphones and tablets being the most common.

**Smartphone Dependent:**
Over half of business travelers admit that they would feel distraught or lonely without their smartphone for a week.
Further traveler profiling by Virgin Atlantic Airways has revealed that the average business traveler actually enjoys her time at the airport. She ignores jet lag and has a habit of networking at 35,000 feet because she sees all these experiences as having the potential to boost her career.

“Our research shows that there is a new mindset in today’s business traveler. They’re not just a business person on their way to a meeting, but an individual thinking about making the most of every opportunity they find themselves in.”

CHRIS ROSSI, SENIOR VICE PRESIDENT, NORTH AMERICA, VIRGIN ATLANTIC.

Today’s Business Traveler:

Enjoys time at the airport
According to Virgin Atlantic, 56 percent of business travelers like the airport so much that they purposefully get there early so that they can spend some time in the lounge. While there, 42 percent use wait time to get work done—more than 3TBs of data are used in Virgin Atlantic’s US clubhouses per month, which equates to over two billion pages of text.
While they obviously like to work, the majority (81 percent) also like to dine, and 21 percent will indulge in a massage.

**Finds inspiration in the air**
One in four business travelers admit to having had some of their best ideas while in the clouds. Despite this brainstorming activity, more than half take time off from working and check out the in-flight entertainment.

**Loves the job**
Sixty-one percent of those surveyed believe that they have the best job in the world. Because they love what they do, business travel never seems like a chore.

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**TOMORROW’S BUSINESS TRAVELER:**

**Demands Greater Connection**
It is expected that by 2020, half of all business travelers will be Millennials—the most tech savvy, spontaneous, and experience-hungry generation of all time.

As a result of the Millennial rise, hotels are beginning to offer more communal areas to accommodate the changing preferences of their guests. In recent years, Marriott has made aggressive moves to appeal to the younger traveler who wants to be able to work and play with the newest technology in well-designed social lobbies.
**Travel connections?** We’re not talking about stopover flights or King’s Cross Station this time.

We’re talking about your business representative meeting with your client. Regardless of what the meeting agenda is, or who is talking about what, or whether it is a B2B or B2C interaction, the ability to travel and meet a person face to face naturally transforms that business meeting into a H2H connection: human to human.
In today’s professional environment where products and services are competing for customer attention and loyalty, the human connection is the one thing that will keep your clients with you. When you take the time and make the effort to build a long-lasting, trust-based relationship with your customers, they won’t feel the urge to seek out a more competitive quote or look elsewhere for whatever it is that they get from you. They’ll stay because they like you.

Let’s face it: your product is probably not that unique, your competitors are close on your heels at every development, and staying ahead of customers expectations and demands based on what they see available in the market is tough. As far as your client is concerned, loyalty to any one brand is irrational, and good sense will tell them that they should be shopping around for a better deal; but they will stick with you regardless if they feel a personal connection and have established trust.

What’s the major advantage that business travel allows you: trust and connection.

As a manager of a mobile workforce, you’ll want your team to fully understand the H2H benefits that face2face allows for. By building a people first strategy, you can share with them the more subtle benefits of in-person meetings, and help them develop skills for making the most out of business travel. Below are some pointers to share with your team:
HOW TO BUILD A PEOPLE-FIRST STRATEGY:

- **Continuously strive to get to know your customers better**
  Ask questions about them that will enlighten you as to what the person you are speaking to feels is important in life. Are they family focused? Animal rights activist? Big into sports? Being inquisitive not only tells your client that you actually care about their needs, but you will learn something about them that will act as an instant ice-breaker in future conversations.

- **Find the common thread**
  Listen for cues that will give you a common thread to build from. Maybe you discover that you and your client both support the Broncos, or maybe they just got back from a hiking vacation similar to one you once went on. Humans connect over shared experiences, and you’ll find that customer loyalty is much higher when your client sees you as a human being rather than just another meeting in their busy work day.

- **Work with individuals**
  When you travel and meet with clients physically there is a shift that occurs, and it’s so natural that you probably don’t even notice it: you are no longer dealing with “that person from X company,” instead you are dealing with Mike—that really cool guy who likes to wear blue shirts, has a tiny tattoo on his wrist that he says most people don’t even notice, and has a kid in the same grade as yours.
When you physically go and meet Mike, he morphs from being an email address or a voice on the phone to an individual, and the same thing happens for Mike when he meets you.

**Remember the details**
Most of us are much better at remembering faces than we are names, and you will probably remember certain things about a person and forget others. So how do you make the most of these H2H meetings without forgetting some of the personal information that your visit allowed for? This is all the more challenging when you have a business trip full with meetings. You might do your very best to remember the details about each person, but you are only human right?

**The good news is, that there is an app for that:**
FullContact helps you to connect more fully and build long-term value into your professional network by continuously syncing your contacts with changes to social profiles, photos, email signatures, company information, and more. You can also create tags, notes, and custom fields—so contact insights are always up to date. With the most recent information about your contacts at your fingertips, you’ll never be short of a conversation starter.
If you oversee a team of mobile employees or a remote workforce, it is likely that the costs associated with business travel are frequently on your mind.
According to GBTA\textsuperscript{9}, business travel expenses for US companies are expected to top \$310 billion this year. That’s roughly equivalent to the GDP of Malaysia.

The most regularly reported expenditures for business travelers include: airfare; hotels; other transportation such as taxi cabs; fuel; conference and event entry fees; and food. There are also costs associated with mobile devices: tools and apps used by employees so that they can report and communicate while they are away.

GBTA estimates that business travel spending will \textbf{increase 8.6 percent in 2015} and that prices of the elements associated with travel will rise across the board.

According to Certify\textsuperscript{8}, the average domestic business traveler spends $949 per trip on airfare fees, hotel rooms and other expenses. The most obvious expenses are planes (average of $470 per trip) and hotels (average $155 per trip). But the additional smaller costs all add up too.

\textbf{Certify estimates that the following are the average expenses per trip:}

- $28.34 Meals
- $182.61 Car
- $32.66 Parking
- $34.86 Shipping
- $49.06 Tolls
- $98.30 Office Supplies
- $51.70 Taxi
- $74.26 Gas
- $68.52 Cell Phone
Yet travel cost is not typically the main problem for companies with mobile employees ... productivity and communication concerns top the list.

COMMUNICATION

Between interacting with clients who use different devices and communication platforms; ensuring data security; collaborating on projects; and maintaining a corporate culture, as a manager it is also your job to ensure that your team stays motivated, productive, and efficient on the road.

In fact, MobileDay’s survey respondents revealed that while 32 percent of workforce teams spent more than $100,000 a year on travel and 23 percent spent between $50,000 and $100,000, the biggest concerns for managers of mobile workforces were:

- Having a productive workforce (68 percent).
- Maintaining easy communication with team members and clients (66 percent).
Saving money on business travel was only a concern for 48 percent of respondents . . .

Q13 The biggest concerns I have about business travel are (check all that apply):

- Saving money
- Tracking expenses
- Being productive
- Maintaining
- Making travel enjoyable
- Other

The biggest concerns for managers of mobile workforces were having a productive workforce and maintaining easy communication with team members and clients.

. . . and travel was one of the largest expenses for many.

Q14 My team spent the following on business travel last year:

- Less than $10,000
- $10,000 to $25,000
- $25,000 to $50,000
- $50,000 to $100,000
- More than $100,000

Our data show that more than 30 percent of respondents estimated their business teams spent over $100,000 on travel in 2014.
Advances in mobile technologies—smartphones, tablets, travel booking apps, e-tickets, and audio or video conferencing systems—are shaping the way mobile workers operate.

Yet it is often the case that any two employees may use different devices, platforms, and apps. We all have our individual preferences, and that’s not just true for food and drink choice.

When it comes to technology, employee preferences can differ from anything from desktop computer right down to method of communication: do you text, email, or call?

This lack of uniform tool usage can be a tough challenge when it comes to managing consistent communication and data analysis. It stands to reason that allowing employees to choose their preferred means of communication will ultimately lend them towards being more inclined to relay information, but sometimes this can lead to problems with integration of that input.

We are always on the go!

Forrester Research\textsuperscript{13} reports that 29\% of the global workforce identify as anytime, anywhere information workers—those who use three or more devices, work from multiple locations, and use a variety of apps.
And that’s not all, as device diversity is likely to grow in time; a recent global survey of CIOs found that 38 percent of companies expect to stop providing corporate sanctioned devices to workers by 2016—meaning Bring Your Own Device (BYOD) is no longer a concept just for the technologically liberal employer.

BYOD is popular — and growing

Device diversity brings up a range of new complications for managers seeking a consistent way to track job performance and communicate, as well as ensure data security.

38% of US CIO’s were expected to support BYOD by the end of 2012.

82% of surveyed companies in 2013 allow some or all workers to use employee-owned devices.
Tools that aid communication are ranked highly by managers...

MobileDay’s survey respondents reported that audio conferencing tools and online meeting tools were ranked equally as the most useful. Online collaborative tools ranked third, followed by business instant messaging tools.

Q15 Which of the following types of tools do you find MOST useful in helping manage business travelers:

Audio conferencing
Video conferencing
Online meeting tools
SMS/Text
Online collaboration tools
Business instant messaging tools
Other

...but device diversity can make streamlining communication a challenge.

Without the consistency of company-sanctioned tools, the frustration of navigating multiple technologies could outweigh the benefits these solutions provide.
The rapid change in the corporate landscape and the proliferation of available technologies requires a new approach to employee management.

In the next chapter we will provide ideas and tips gleaned from experienced insiders and our surveyed customers to help you take your mobile workforce—and your company’s business performance—to the next level.

Armed with information on the latest technologies and business travel trends, you can manage your mobile workforce to be efficient and productive, and make their time on the road more enjoyable.
A clear Business Travel Policy helps employees understand what is expected of them when they are on the road. Furthermore, it can be a tool for communicating core company values and showing how these translate to effective use of travel time. Having something solid that employees can refer back when they need to helps bypass confusion.
“A fit-for-purpose travel policy can change traveller behavior through greater understanding, leading to a more efficient booking and decision making process.”

ADAM KNIGHTS, MANAGING DIRECTOR, THE ATIP GROUP

Give Employees Clear Direction

It’s one thing to have a Business Travel Policy all drawn up, but quite another to effectively implement it—don’t let yours wane by regularly reviewing and updating it. Your policy can include elements that stress the importance of fluid communication with team members and the office headquarters, as well as reinforcing the value of company-approved tools.

Streamlining technologies and making company-preferred apps, carriers, and accommodations easily accessible can be a major money-saver while making expectations for communication and collaboration clear.

Our industry insiders all agreed:
If you set a travel policy, both executives and employees should follow it.
“Negotiate rates with hotels.”

MOBILEDAY SURVEY RESPONDENT

Executives should set an example by traveling frugally and/or reasonably. Seeing managers abide by the policies set out for everyone else will motivate employees to do the same.

“It is vitally important for a manager to walk the ‘company culture walk,’ whatever that is.”

BILL ADKINS, CEO, 12LOCKS
TRAVEL POLICY CHECKLIST
So you know you need a travel policy, but what do you need in it?

☑ Required scheduling parameters: Give guidelines for the amount of notice required when scheduling trips, meetings, and events.

☑ Preferred travel partners: These can include airline carriers, hotel chains, and rental car agencies determined by managers based on cost and company participation in rewards programs.

☑ Preferred/required technologies: List communication and productivity technologies such as booking services or travel agents; conferencing systems such as WebEx; collaboration programs such as Google Docs; preferred electronic devices (if applicable); calendars such as Outlook or Google Calendar; and call-in apps such as MobileDay.

☑ Company credit card use policy.

☑ Per diem policy.

☑ Communication policy: State here what is expected of employees in terms of status updates when they are traveling.

☑ Requirements for expense reports: Make a clear policy for recording expenses, submitting receipts, reimbursement guidelines and timelines.

☑ F.A.Q. section: Answer basic questions such as: policies for taking family members along on work travel trips; trip cancellation policy; and covered costs such as meals/alcohol/taxis, etc.
Industry data from Certify suggests that **445 million business trips are made every year**, creating a $251 billion industry. Of this, $111.7 billion is spent on domestic travel, and $31.6 billion on international travel.

Certify® data also shows that on average, a domestic business trip will cost a company **$949 per person**. This jumps up to $2,600 per traveler if the trip is international.
Further breakdowns:
$470 = the average cost of domestic airfare.
$155 = each night in a hotel.

Meals, car rental, office supplies, gas and taxi fares as outlined in Chapter Two all add up on top of these basics, and that’s not to mention the entry costs associated with attending events and conferences.

Business managers have been monitoring travel costs for years, but with today’s technologies and travel solutions, there are more ways than ever to keep your team connected without breaking the company bank.

Frugality can be achieved, and it needn’t always come at the cost of comfort.

In this chapter we'll present some of the best tips we’ve gleaned from surveying travel and mobile workforce experts.

**COST CUTTING TACTICS**

Advance booking, software tools and business culture setting were frequently mentioned by our survey respondents as practices they use in order to lower travel expenditure. The trick for most of them, would be succeeding in cutting costs without forfeiting employee comfort or forgoing travel altogether.
“Book well in advance!”

MOBILEDAY SURVEY RESPONDENT

“Set expectations on expenditures, and find a software tool to flag exceptions on a real-time basis.”

MOBILEDAY SURVEY RESPONDENT

“Teach employees to treat travel money as if it is their own (it is).”

MOBILEDAY SURVEY RESPONDENT

**1 JOIN CORPORATE LOYALTY PROGRAMS**

**Double-edged Benefits**

There are a number of financial benefits to be had within corporate loyalty programs. These can be attractive for businesses looking to cut costs, but they can also be appealing to employees. Take for example, the Starwood Preferred Guest program; business travelers are offered personal rewards: stay with us on business and you can stay for less on vacation. This is a win/win scheme: employees feel like they have been personally rewarded, and the hotel gets return customers. Furthermore, leisure-time redemptions are usually taken at the weekends—when hotels are naturally quieter. Be sure to make
employees aware of preferred travel partners if they are to make their own travel arrangements.

**Small Businesses Benefit Too**
Most corporate loyalty programs don’t just cater to large companies that send a lot of employees away on business. Virgin Atlantic’s Flying Co. is available to any business that has two or more employees who regularly travel.

> “When used correctly, airline and hotel loyalty programs can provide benefits and savings both to a traveler and to a business. Frequent travelers will enjoy priority services and upgraded amenities, sometimes at no additional cost, while companies can earn rewards on top of the points their employees earn simply by joining loyalty programs designed for businesses, such as American Airlines’ Business Extra program.”

RYAN LILE, FOUNDER, FREQUENT FLYER ACADEMY
Make it easy. Make sure that accessing a list of preferred travel partners as well as membership information, usernames and logins is easy so that employees are not rushed at the time of booking. This is the type of information that can be included in or an appendix to your Travel Policy.

“For hotels I go with Starwood Preferred Guest for a few reasons. First, Gold and Platinum members get late checkout... a really valuable benefit if you have a late flight. Second, the SPG program has extremely valuable points that can be used for hotel bookings of course, but also can be transferred to about two dozen airlines at a very favorable rate, making ‘Starpoints’ extremely flexible.”

RYAN LILE, FOUNDER, FREQUENT FLYER ACADEMY
Get Organized
A shared and detailed itinerary means that not only will travel time be optimized to get the most out of the trip, but that everyone can see where an employee is and where they are due to be next. Lucky for you, there are apps out there to help you do just this.

**TripIt from Concur pulls all your travel information into one app.**

1. Forward your hotel, flight, car rental, and restaurant confirmation emails to plans@tripit.com.
2. TripIt automatically transforms your emails into a master itinerary so all your plans are in one place.
3. View your itinerary anytime, on any device—even when you're offline. The free mobile app gives you 24/7 access to your important travel plans.

**Itinerary Planning Tips:**

- **Think forward.** Managers and employees should sit down and plan the itinerary well ahead of the scheduled travel departure. These meetings can cover logistics such as those outlined in the Business Travel Policy, but they are also where trip outcomes should be detailed and meeting purposes established.

- **Give buffer time.** Allow time for potential airport delays when booking client meetings. While it may be tempting to pack as much into a trip as possible, you stand the risk of letting
a potential client down if weather conditions mean that an employee has to spend longer in the air than anticipated.

- **Double check.** Make sure that all dates, addresses and times in the itinerary are double checked and coincide with the calendar entries that employees use on their smartphones.
- **Be weather savvy.** For employees visiting places that they have never been to before, make sure they are prepared for any weather or climate changes that might disrupt their comfort.
- **Mind time zones.** Check that everyone involved is aware of time-zone differences.

### 3 BOOK AHEAD

Book travel as far in advance as possible for a number of reasons. The most obvious is that you will be able to budget for travel costs in plenty of time, but there are peace-of-mind advantages for employees also. Being able to trust that set travel plans are unlikely to change will allow employees to concentrate fully on the task in hand. They will also have an increased sense of security about the upcoming travel and arrive more rested and settled.

It is important therefore, that once booked, changes are kept minimal.

“**Utilize online tools like Travelocity to make travel cost-effective.”**

MOBILEDAY SURVEY RESPONDENT
Effective Technology Tip: If you are a fan of Hipmunk’s “Agony” rating—which compiles the variables of flight duration, cost, number of layovers and overall comfort into one value—then you are going to love Routehappy. Each route is scored on age and type of plane; in-flight entertainment options; legroom; traveler feedback; Wi-Fi availability; cabin layout; and more—all in a slick interface that runs on iOS.

Pre-planning tickets leads to cost savings
According to Egencia¹⁴, a business travel app, securing travel tickets in advance is one of the most influential variables on airline ticket prices. Their own studies, however, show that up to 74 percent of travelers fail to maximize possible advance purchase windows. In some markets this leads to a forfeited price reduction of over 40 percent.

A study by Cheapair.com¹⁶ based on 1.9 million trips that took place in 2014 recommends that domestic airline flights in the United States or Canada should be booked 47 days in advance in order for the best savings to be achieved. For international travel, they suggest booking a lot earlier—as many as four months in advance if possible. Interestingly, flights to just about any other country need to be booked much further out, with lowest fares to Asia being found 318 days in advance.
Season or time of travel is also a consideration for booking flights. Summertime months are generally the busiest for airports, so flights tend to fill up faster. This is especially true if booking travel to European countries according to Cheapair’s study.

**Effective Technology Tip:** Concur for mobile streamlines business travel and gives travelers the flexibility to manage itineraries on the go. Companies can enforce policies with a customizable pre-trip planning process that enables managers to approve, reject, and request changes.

**Booking Flights Summary:**
- Use Routehappy or Hipmunk to find the best in terms of economy and comfort.
- Book in advance where possible.
- Consider the seasonal effects on flight costs.
- Consider using a business booking agent such as Concur.

**4 RECOMMEND SPECIFIC TECHNOLOGIES**

Make it very clear to your employees which apps, platforms and other technologies that you prefer them to use. Doing so lends to simplicity, consistency, and savings in terms of time and money.

Make cost- and time-saving technologies an integrated part of your company culture. If employees are accustomed to using mobile apps and other tools designed specifically to help them work effectively in the office, then they will automatically do so when they travel too.
Effective Technology Tip: With just one tap, the MobileDay app launches your employees into any call or online meeting. This means that the dreaded dial-in process that can often lead to frustrating and time wasting connection problems is completely avoided. MobileDay syncs with online calendars for conference call entry ease, and it is compatible with any type of conference bridge meaning that regardless of the user’s preferred communication system, they are guaranteed easy access to virtual meetings.

When the right tools are utilized, efficiency is gained in terms of time, energy, and costs.

MobileDay is just one of the powerful new technologies improving communication for remote corporate teams. Managers should stay up to date with the latest applications that support audio, video, and online conferencing; fast and easy access to mobile meetings; secure data sharing; and creative collaboration. The best mobile applications enable field workers, telecommuters, and other off-site employees to boost effectiveness, reduce business costs, and improve responsiveness.

Utilizing technologies that are designed to cut down on wasted time and energy leads to a more efficient experience for everyone involved.

5. KNOW WHAT'S AVAILABLE

In order to ensure the best tools for the job are being used, managers need to stay up to date on the technologies available. When you know what is out there, you are in a better situation to optimize your team’s travel needs with your business goals.
And above all, keep it simple!
Work with your colleagues to keep up with the changing products on the market. Make sure that you ask employees for their opinions on a regular basis to find out what new technologies they might be using and to see if these solutions could be relevant and adopted for your business. Remember, if it is easy to use, they are more likely to use it.

**Effective Technology Tip:** CWT To Go is an award-winning travel app that acts as a one-stop-shop for business travelers, giving them the latest information at their fingertips. On top of saving all your travel details, including loyalty points and passport information, it also has smart extras such as weather checks, a currency converter, a tip calculator, flight schedules, and hotel booking.

“Any technology has to be easy. And I’m talking one-button, my-grandmother-can-use-this easy. This is why I love MobileDay. Show it to a person once and have them download it. They never stop using it. No learning curve.”

STEVE RICHARD, FOUNDER, VORSIGHT
Making expense reporting easy helps you avoid mistakes and forgotten tickets.

**Effective Technology Tip:** 12Locks is as easy way to manage mobile expenses. Simply upload your receipts and the app takes care of the rest by building a report to help users get reimbursed faster.

Expense reporting apps are more efficient in the short term as travelers don’t have to waste time writing costs down and fiddling with receipts. In the longer run there is less risk of receipts being forgotten about and processes at a much later date, which saves time and keeps the bank account balance up to date.

“Expense reports: There are tons of tools available that can automate the entire process. I’ve just started using 12locks, but before was a heavy Expensify user. All of these tools let you take pictures of receipts on your phone to build your expense report.”

MICHAEL FICCO, FORMER VP OF SALES, STANDING CLOUD
AVOID PRE-SET TRAVEL SPENDING LIMITS

Whoa, why would you not set a spending limit? They give your team a spending ceiling to stay below, right? Our experts say: think again.

Spending limits can have the opposite effect than intended; instead of encouraging employees to spend less, pre-set limits can actually prompt them to spend more.

A better idea, is to use some of the expense reporting tools that we have outlined to make processing receipts easier for everyone involved.

Expensify provides hassle-free reporting for employees—and its loved by admins. Mobile workers can quickly add cash expenses, automatically import all card transactions, and capture reimbursable expenses. Because they always have their cell phones with them, they can process expenses at the time of purchase. No lost receipts, no forgotten fares, just straightforward transparency.
“A pre-set travel spending limit has the opposite effect. It almost begs for an employee to spend the entire amount, which can actually be more than is necessary in certain locations. Suppose an employee has a $250 max allowance for hotels and has to go to Baton Rouge for a sales meeting—there is no reason not to blow the entire $250 splurging on a super-nice hotel room, even though it’s easy to find a hotel room in Baton Rouge for much less.”

SID LIPSEY, in “HOW TO SAVE BIG MONEY ON BUSINESS TRAVEL”

7 GIVE INCENTIVES
Introduce employee incentives for saving money ...
By rewarding employees for frugality while traveling, you are showing them that cost saving can benefit them directly. . . . such as a percentage back on any budget they don’t use.
Have frank discussions on the subject of travel.

Talking to your employees about frugality and why it is important can yield surprising results. Gearing discussion around travel costs will give you insight into how your employees feel on the subject and any ideas they have about cost-cutting practices. You might find more people making an effort to stay with friends or relatives rather than hotels as a result of being open about how travel costs impact revenue.

“Support your team with incentives, and inspire them to pay it forward. You will create a ripple effect that will show up in things like increased efficiencies in the supply chain and high levels of customer satisfaction. This chain reaction ultimately leads to a culture of gratification with many more dollars in the bank!”

JENNIFER LOVE, CEO, THE ENTREPRENEURIST
Try Non-Standard Methods

If possible and applicable, consider cost-saving options such as Uber and Airbnb. These may not be the standard way that your company operates, but branching out can save resources and, in some cases, actually be more time efficient too.

“Sharing economy” companies such as these have radically changed the options available to travelers. Their astronomical success has proven that people—and business professionals—appreciate the lower price point, but also that innovation is welcome.

VALUE + CONVENIENCE =

Uber’s Magic

According to Robert Neveu, CEO of Certify, in reference to the data that shows Uber’s success, ridesharing services are paving a way into corporate budgets because they combine value and convenience.

Taxi e-hail app Uber enables users to tap their smartphones to set a pickup location, request a ride, and enter the address and name of the destination. After pickup, Uber shows the driver where you’re going and shows the user the route and ETA. Also, tip is included, and you pay directly from your smartphone.
**Airbnb’s Attraction**

Another travel industry disruptor, Airbnb, has changed the way we think about accommodations by presenting options that are not only lower priced, but bring a completely different atmosphere to the travel scene.

The Airbnb Mobile App enables users to find, save, and share places to stay from their smartphones, book a listing using a secure payment platform, check itineraries, communicate with hosts, and locate listing information on the go.

For people who find discomfort in the formal environment of a hotel, more relaxed accommodation options can put them at greater ease. Employees who are relaxed and have slept well after while traveling are in a better place to perform well in meetings.
“Airbnb connects travelers with the ability to rent a room or an entire apartment, condo, or home, with full kitchen, parking, and other amenities, usually for much less than you would pay for a hotel room. You won’t find wake up service or a bellman, but feeling like you can relax at the end of the day and make your own dinner, turn on the TV, or get caught up on e-mail (without paying extra for Internet service) might be exactly what you had in mind.”

JENNIFER MARTIN, BUSINESS CONSULTANT AT ZEST BUSINESS CONSULTING

✅ Room  ✅ Apartment  ✅ Condo  ✅ Home
✅ Full Kitchen
✅ Parking
✅ Relax at the end of the day
✅ Make your own dinner
✅ Watch TV
✅ Check email without extra cost
✅ Cheaper than a hotel
“We built Concur TripLink with the goal of helping customers encourage what we call ‘effortless compliance’.”

MICHAEL HILTON, EXECUTIVE VICE PRESIDENT AND GENERAL MANAGER, CONCUR TRAVEL AND EXPENSE

Millennials are rising as business travelers, but they are not the only generation that likes to play games. Mobile technology means that employers can use the gaming culture to incentify compliance with company policies. For example:

1. Employee travels for work.
2. Employer deploys a distance vs. cost tracker game in which employee logs expenses against miles traveled.
3. Employee gets rewarded with points.
4. Points are tallied on a company-wide leader board.
5. Employee is rewarded with recognition.
The best thing about surveying top-level business executives is that we garner all sorts of valuable material and experienced-based advice. The opportunities created by a mobile workforce are many, but as our experts and survey respondents noted, managing teams from a distance can be challenging. Here are a couple of tips that stood out to us as words from wise and experienced mobile workforce managers.

Managers must coordinate employees whose schedules and daily workflows they don’t control—and without in-office conversations.

Which can be rather like herding cats.
MAKE TRAVEL NECESSARY

“Always conduct a needs analysis to identify if travel is even necessary. For building relationships and/or sales, travel is necessary. For meetings and collaboration, remote attending capabilities are cost effective.”

MOBILEDAY SURVEY RESPONDENT

The average business travel trip lasts three days and the average business traveler goes out five times a year. That equates to an average of 15 days a year that your mobile employee will be out of the office. In order to make travel work, you have to make sure it is relevant.

Working together for increased satisfaction all round. According to research from the ATIP Group, reducing cost is one of the top concerns for senior decision makers in the business travel sector. Interestingly, in 2015 traveler satisfaction made it into the top five for the first time. ATIP Group concluded from this that managers should develop travel policies in consultation with their travelers. It seems the employees and employers both want business travel to be cost effective and relevant in order to be satisfied.
Many of our survey respondents believe managers should avoid sending employees on the road unless they are sure that doing so results in a gain.

“We found that the best predictor of a successful trip is the number of meetings taking place at destination—the more meetings the better the trip.”

CATHY VOSS, EXECUTIVE VICE PRESIDENT, GLOBAL PROGRAM SOLUTIONS AT CARLSON WAGONLIT TRAVEL (CWT)

In order to make the most out of business travel, managers should assess the potential gains associated with each and every trip each time, rather than send employees off on business as a default.

For example, just because your company has been an attendee at a conference for the past ten years doesn’t mean that you should automatically do the same this year. Maybe there are other events that you have overlooked that might lead to new sales and networking opportunities. Or, maybe your business has moved in values and offerings, making your old haunts less applicable to you now.

Don’t stagnate. Stay relevant and stay on top. What stood out among our respondents, was that while travel for sales and relationship building with clients is most effective,
travel for internal meetings is often unnecessary—especially now that there are such efficient conferencing tools and even apps that help employees reduce the friction often associated with dialing into a virtual meeting. Managers who give their teams such resources can often reduce employee travel time, cut costs, and still achieve great inter-team communication.

“MobileDay is a game changing mobile application that’s ROI is recognized the first time you use it. It saves me precious time and allows me to seamlessly connect to meetings safely & securely.”

ERIC MARTERELLA VP ENTERPRISE SALES @SPRINKLR

Top Tip: Cancelled Meeting? Try FullContact.
It is every sales professionals nightmare that a meeting is cancelled after they have already flown out to attend it. Teach your sales team to make the most of lost opportunities by creating new ones! Full Contact is an app that syncs up with your gmail account and will let you know if any of your contacts are close by. You never know, you might catch someone serendipitously.
Do you actively encourage your team to take time off? Did you take all your vacation time last year?

95% = number of senior business leaders respect the need for proper vacation. (Project: Time Off)

Data from Project: Time Off\(^9\) shows that the majority of Americans are more scared of losing their jobs than they are losing a spouse, and this results in a culture of overworking. In the last couple of years the average number of days off taken by American employees has fallen from 20 to 16.

85% = the number of employees who agree that taking time off helps them focus and work better.

In fact, most research shows that when employees are overloaded and overworked, the quality of the work that they produce diminishes. Likewise, when employees are not given sufficient time to recharge after work, decision fatigue kicks in and they become stale, communicate poorly and are more prone to make mistakes.
In times when employees are never without a mobile phone and can work from anywhere, the manager’s mindset has to shift from a place of enabling anytime, anywhere working, to actively encouraging employees to take time out. In the long run, this will benefit the bottom line when employees work with greater enthusiasm and energy.

“Generally speaking, the more integrated your mobile team is to the company, the more seasoned the professionals, and if hiring is done correctly, direct control can be very little since the team will be self-managed and employee: manager communication/goals will be aligned.”

BILL ADKINS, CEO, 12LOCKS.COM
“As a manager, the quick litmus test is to determine if you have an ‘out of sight, out of mind’ issue with employees who are traveling. If that is indeed the case, then you need to implement better communications processes.”

BILL ADKINS, CEO, 12LOCKS.COM

Part of what makes you good manager is your ability to communicate well. This helps you stay abreast of changes or problems, and to assess performance, programs, and policies. Communication is a tool in its own right, as it allows you invaluable insight into the conversations and outcomes of interactions that you were not present for. With a mobile workforce, good communication is arguably more vital.

It works both ways
Communication helps managers relay company strategies, motivate, be a source of general work information, improve
employee attitudes, and control business outcomes. On the flip side, it helps employees understand what is expected of them, what the business needs for success, and gives them a sense of greater connection.

**Takeaway**
Tools that aid communication are essential for all managers, and even more so for those managing mobile workforces.

“As a manager, I care somewhat about where a person is and what she is doing, but more about her maintaining a sense of ‘connectedness’ with the mothership. Connectedness matters because it impacts productivity and turnover on the team.”

MICHAEL FICCO, FORMER VP OF SALES, STANDING CLOUD
Takeaway: BE PART OF THE SOLUTION

By staying up to date on the latest technologies, relinquishing over-control, communicating regularly, and leading by example, as a manager of a mobile workforce you can build efficient, hard-working, results-driven teams. This becomes all the more feasible if you are open to embracing the advantages of modern business tools in a global business environment.

About the Author:

MobileDay

One-touch conference call dialing app. With a commitment to removing barriers to communication and enhancing mobile workforce success, MobileDay created a mobile app that allows for a smoother entrance to virtual meetings and conference calls.

To see what MobileDay can do to enhance your communication experience sign up for a free 14-day trial of MobileDay Business.
References: