

The Evolution of Managed Hotel Programs

June 2025

Made Possible by:



Introduction

In today's dynamic corporate travel environment, managed hotel programs are undergoing rapid transformation. As organizations recalibrate their travel strategies to balance cost, care, and sustainability, the need for relevant data and actionable insights has never been greater.

To shed light on how companies are adapting their hotel programs, Radisson Hotel Group partnered with the Global Business Travel Association (GBTA) to conduct a comprehensive industry survey.

The result is this whitepaper: ***The Evolution of Managed Hotel Programs*** - a data-driven exploration of current trends, emerging best practices, and strategic opportunities in corporate hotel program management.

Drawing on responses from travel managers and industry professionals worldwide, this research captures how the hotel sourcing landscape is changing, how buyer expectations are evolving, and what the future holds for corporate lodging programs.



A message from GBTA

GBTA is excited to partner with Radisson Hotel Group on this pivotal research initiative focused on the evolving landscape of managed hotel programs. Through a comprehensive survey of GBTA travel buyers across North America and Europe, we've gathered valuable insights into how today's travel managers are navigating hotel sourcing, RFP strategies, and rate management.

This study dives deep into emerging practices—like the integration of TMC consortia rates, the shift from fixed to dynamic pricing, and innovative RFP models such as multiyear agreements and evergreen dynamic rates. It also explores the rise of “direct hotel distribution,” often likened to “NDC for hotels,” and what it means for the future of managed travel.

We hope the findings spark ideas and offer practical guidance to elevate your travel program. A special thank you to Radisson Hotel Group for sponsoring this research and to all GBTA members who shared their insights. Access this study and more on the GBTA Member Hub.

Chris Ely

Director, Research
GBTA



A message from Radisson Hotel Group

We understand our partners' requirements to deliver **value, compliance, and traveler satisfaction**—all while adapting to disruptive market forces.

Corporate travel is increasingly being shaped by dynamic pricing models, heightened expectations for personalization, and the accelerated adoption of smart technologies. At the same time, travel governance is under the spotlight, with growing demand for **greater visibility, policy compliance, cost control, and data-driven decision-making**.

To support travel managers in navigating this new reality, **Radisson Hotel Group** has partnered with the **Global Business Travel Association (GBTA)** to produce this whitepaper, exploring the key trends redefining the future of corporate travel.

This report is designed to:

- Provide **strategic insights** to help optimize program governance and traveler engagement
- Offer **benchmarking data** to evaluate your program's performance against peers
- Highlight opportunities to **enhance the service and support** we provide as a trusted partner

At Radisson Hotel Group, we are committed to helping you build smarter, more resilient travel programs that meet your business goals and traveler expectations alike.

We hope you find this whitepaper a valuable guide in shaping the future of your travel program.

Johanna Wessman Fresnel,
Senior Director & Head of Global Accounts
Radisson Hotel Group



Summary of key findings

1. Business travel spend is trending up, but pressure remains

Nearly 4 in 10 travel managers (39%) anticipate an increase in business travel spending in 2025 compared to 2024.

The drivers behind this growth include:

- Rising hotel prices (67%)
- Company expansion (55%)
- More frequent employee travel (54%)

Takeaway:

Be prepared for higher travel costs and consider adjusting your budget and sourcing strategies to account for both internal growth and external pricing pressures

2. Opportunity for stronger partnership and compliance to achieve savings

On average, travel managers report that:

- 57% of hotel room bookings are made at properties with negotiated rates
- 37% of bookings are still happening at non-negotiated properties.

Encouragingly, 37% of travel managers say bookings at negotiated rate properties have increased over the past year.

Takeaway:

There's a clear opportunity to drive greater savings and consistency by boosting compliance and visibility into negotiated rate properties.

Summary of key findings

3. Rate Strategies Are Shifting Toward Flexibility

- **Dynamic discounts** (77%) and chain-wide discounts (74%) are also widely adopted
- 50% of travel managers report that **dynamic rates are growing faster** than fixed
- Despite the growth of dynamic pricing, 60% of travel managers still prefer a **hybrid** approach—leveraging both fixed and dynamic rates at individual property level.

Takeaway:

Flexibility is key. To maintain control and maximize value, travel programs should blend rate types based on market conditions, traveler behavior, and hotel partner relationships.

4. Travel Buyers Are Eager for RFP Innovation

Travel managers are signalling a strong interest in evolving the traditional RFP process, with growing support for more flexible and strategic rate agreements:

- **64%** have or are interested in **multi-year fixed rate agreements**
- **60%** favor **spend-based targets**
- **52%** are exploring or using **evergreen dynamic rates**
- **50%** show interest in **share-based targets**

Takeaway:

As sourcing strategies evolve, travel programs can unlock more value and efficiency by moving beyond the traditional annual RFP cycle and exploring performance-based or longer-term partnerships with key hotel suppliers.

Summary of key findings

5. Rate Integrity Audits Are Often Overlooked

Despite the importance of ensuring negotiated rates are prioritized: 25% of travel programs do not conduct any audits of their TMC or OBT/OBE.

- Another 25% conduct audits only once a year or less
- Just 39% perform these audits multiple times annually

Takeaway:

Gaps in auditing practices could result in missed savings and policy non-compliance. Regular rate integrity checks are a key lever to ensure negotiated hotel rates are displayed correctly and utilized consistently.

6. The Rise Of Online Booking Tool For Corporate Travel

- 42% of travel managers have seen an increase in hotel bookings via corporate OBT/OBE platforms over the past year.
- Most report a decline in bookings made directly or via online travel agencies (OTAs).
- Looking ahead, 74% expect bookings via OBT/OBE to increase further in the next 3 years

Takeaway:

OBTs adoption is increasing due to time and budget savings benefits for the business. For the traveler, booking via OBT can cut booking times significantly, whilst giving more flexibility of choice, leading to higher satisfaction.

Summary of key findings

7. Non-GDS Channels Offer New Opportunities

Travel managers are increasingly recognizing the value of non-GDS distribution channels.

Key perceived benefits include:

- Lower prices, more booking options (62% each)
- Greater rate accuracy (36%)
- Improved shopping experiences (31%)
- More flexible booking capabilities (31%)

Takeaway:

As hotel content becomes more fragmented, evaluating non-GDS sources can help programs access better rates and broader inventory.

8. Growing need for Sustainability Standards

While 44% of travel managers see gaps in the hotel procurement landscape, the biggest areas needing improvement are:

- Sustainability standards (57%)
- Spending standards (55%)
- Carbon measurement (51%)

Takeaway:

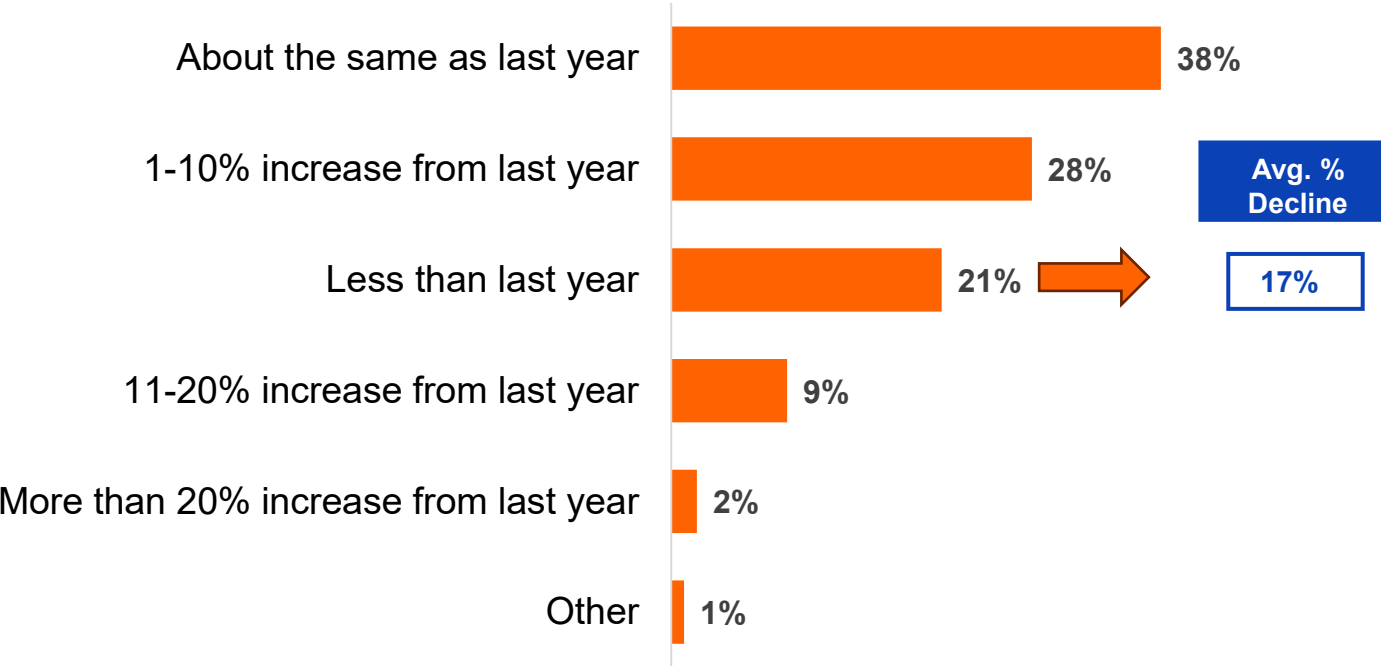
As expectations rise, corporate travel programs should seek out hotel partners that provide transparent, verifiable data—and consider building sustainability KPIs into sourcing and traveler communication strategies.

Hotel Sourcing, RFPs, & Rate Strategy



A Majority Of Travel Programs Expect 2025 Travel Spend To Be Higher Or The Same As 2024

How Travel Managers Expect 2025 Travel Spending Will Compare vs. 2024



Sentiment about 2025 spending is optimistic.

Three in four (77%) buyers expect 2025 spending to be higher or the same as 2024 levels.

Q. Thinking about this year (2025), how do you expect your company's travel spend will compare to last year (2024)? (n=196)

Higher Prices, Company Expansion and Increased Travel Frequency Account For Increased Travel Spending In 2025

Why Travel Spend Will Increase in 2025



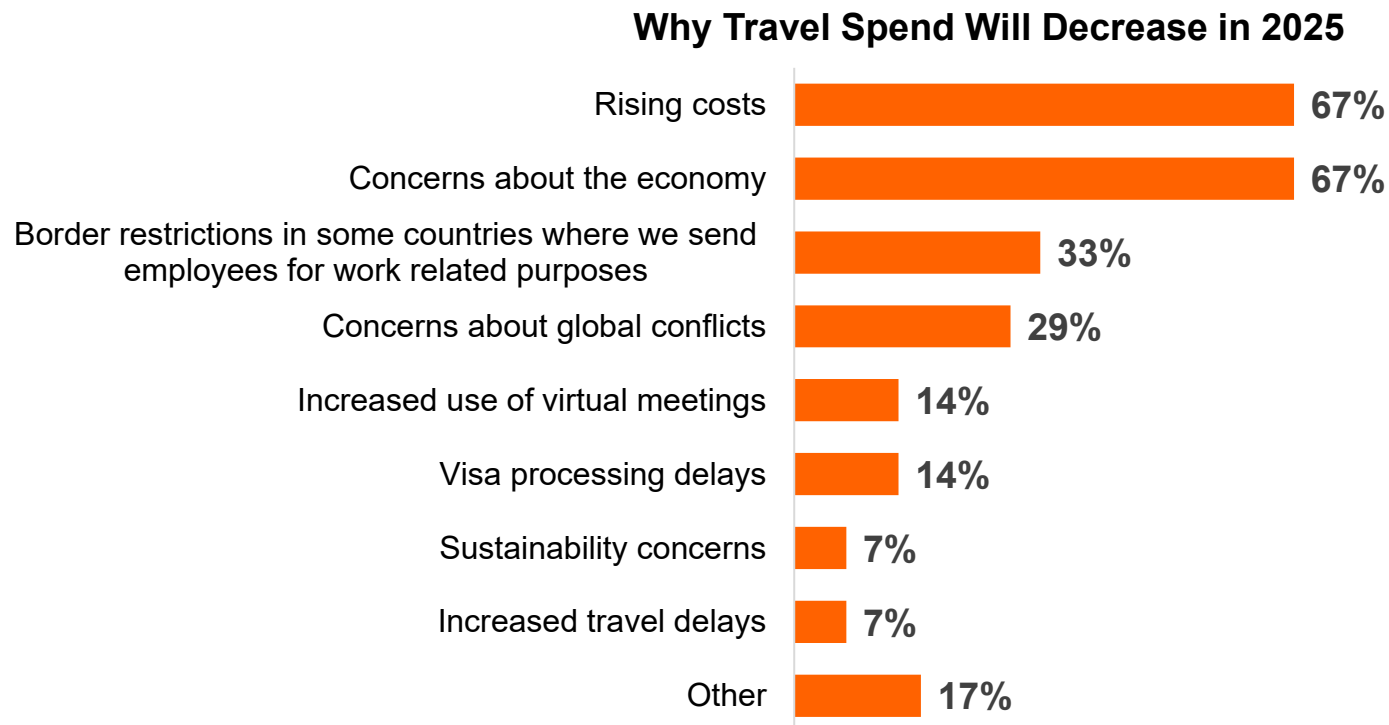
Two-thirds (67%) of travel managers cite higher travel prices for increased travel spending.

In addition, company expansion (55%) and increased employee travel (54%) drives increased travel in 2025 by half of all travel managers.

Q. You mentioned you expect your company's travel spend will increase this year. Which of the following are reasons why?
Please select all that apply.(n=76)

Note: question only displayed to respondents who expect 2025 travel spending at their company will increase

Increased Costs and Economic Concerns Cited As Main Reasons For Decreased 2025 Travel Spending



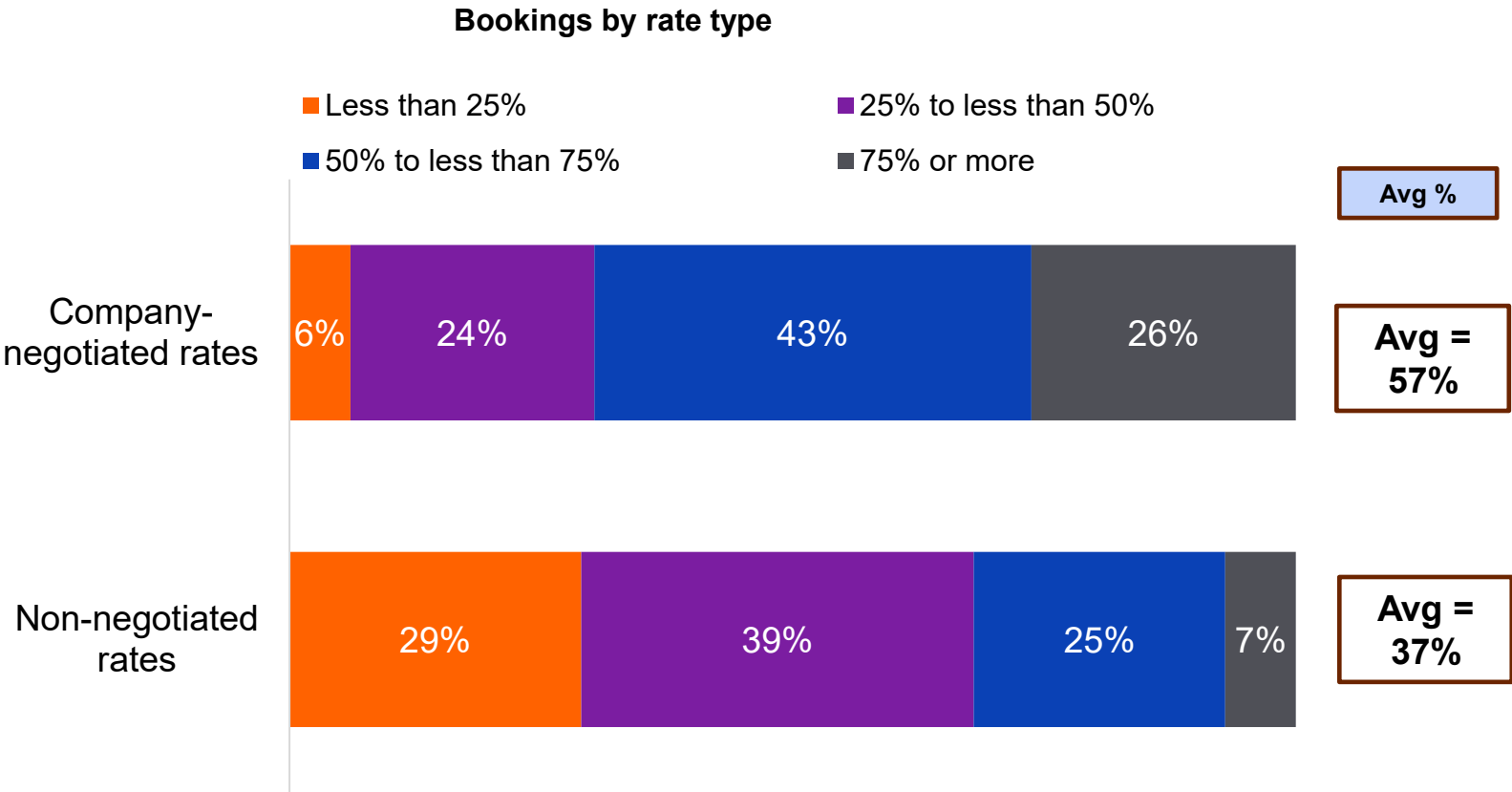
Two-thirds (67%) of travel managers cite rising costs and concerns about the economy for decreased travel spending.

Border restrictions (33%) and global conflicts (29%) are also cited as reasons for decreased 2025 spending. Fewer cite increased virtual meetings and visa processing delays as reasons for decreased spending.

Q. You mentioned you expect your company's travel spend will decrease this year. Which of the following are reasons why? Please select all that apply (n=42)

Note: question only displayed to respondents who expect 2025 travel spending at their company will decrease

Compliance Remains Strong Focus Driven By Negotiated Rates and Partnerships

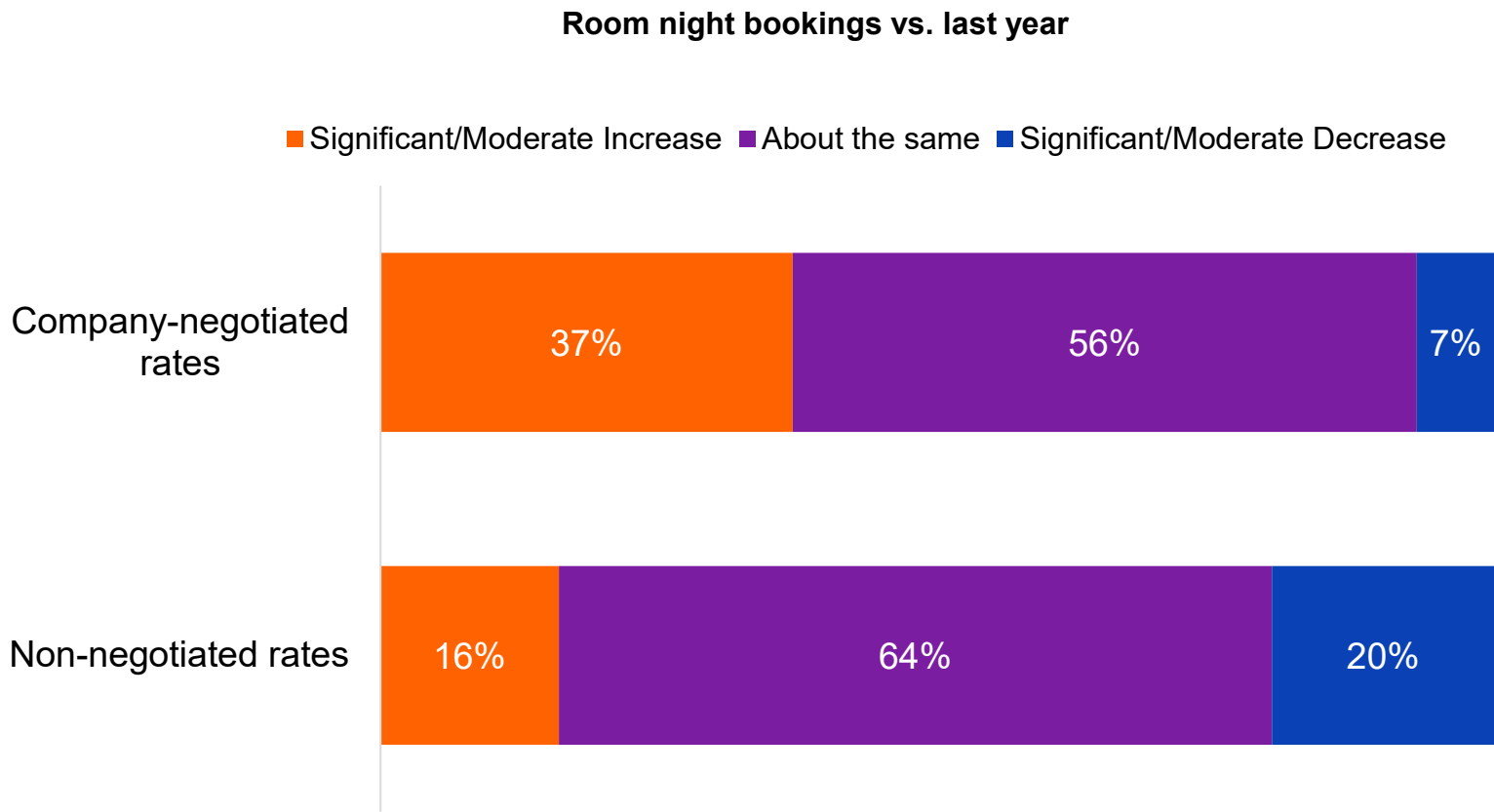


Q. Thinking about the hotel room nights booked by employees at your company, approximately what percentage are made at...?
(n=161)

Room nights are more typically booked at hotels that have company-negotiated rates compared to non-negotiated rates.

Travel managers report on average, approximately 57% of room bookings are made at properties that their company has negotiated rates whereas approximately 37% are booked at properties where their company has not negotiated rates.

Value Of RFP Remains, Demonstrated By Increase Of Company-Negotiated Rates

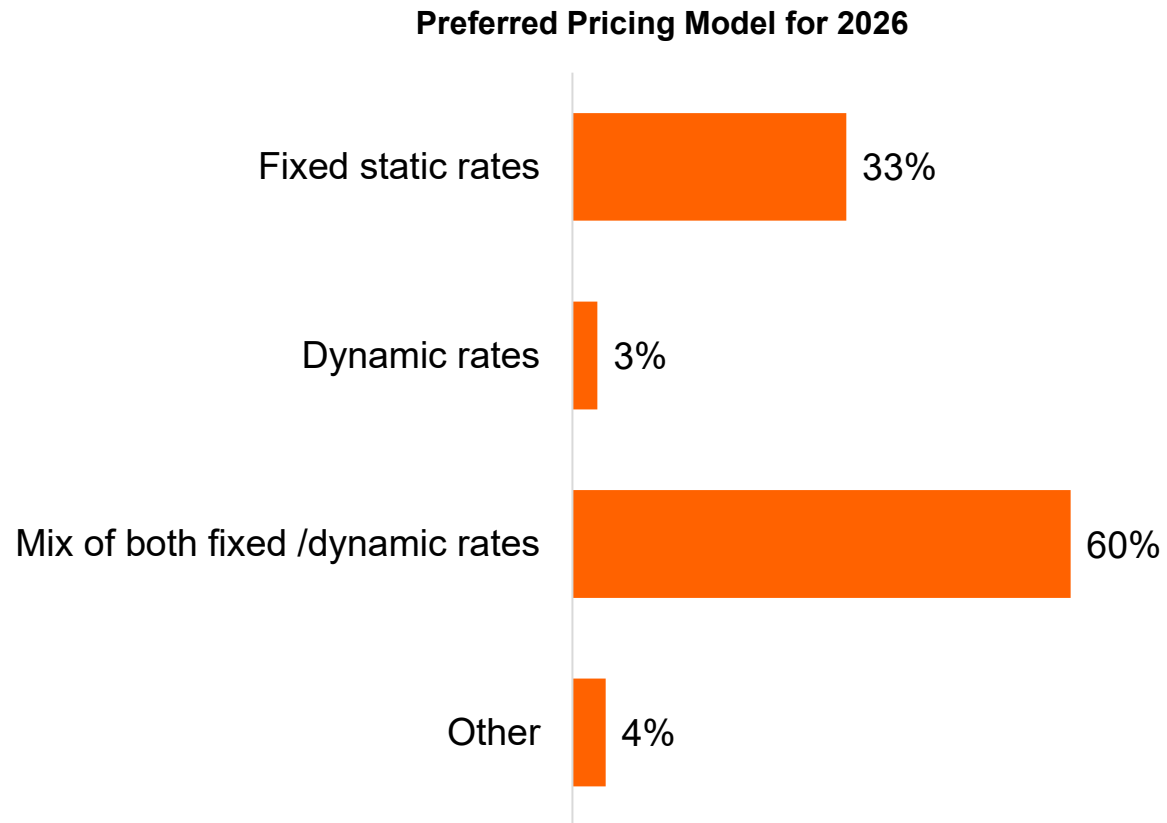


Travel managers report an increase in bookings at properties with company-negotiated rates vs. properties with non-negotiated rates.

Bookings at company-negotiated properties are more likely to have increased compared to bookings at non-negotiated properties.

Q. Compared to one year ago, how has the following changed at your company: Hotel room nights booked at company-negotiated rates | non-negotiated rates? (n=171)

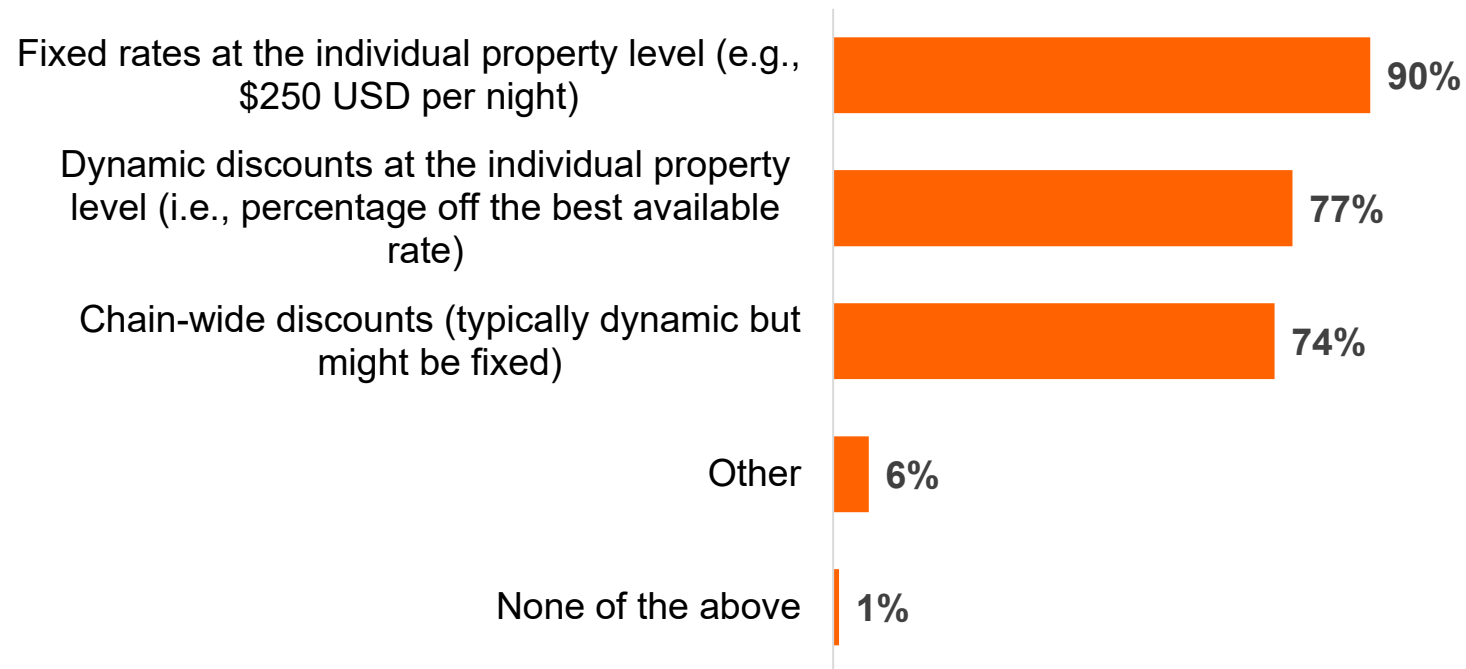
Travel Managers Largely Prefer A Mix Of Fixed/Dynamic Models In 2026



Travel managers are more likely to seek a combination of fixed and dynamic rates (60%), followed by fixed static rates only (33%) in their upcoming 2026 negotiations.

Travel Programs Want Rate Options Given Variances In Markets

Rate programs currently utilized

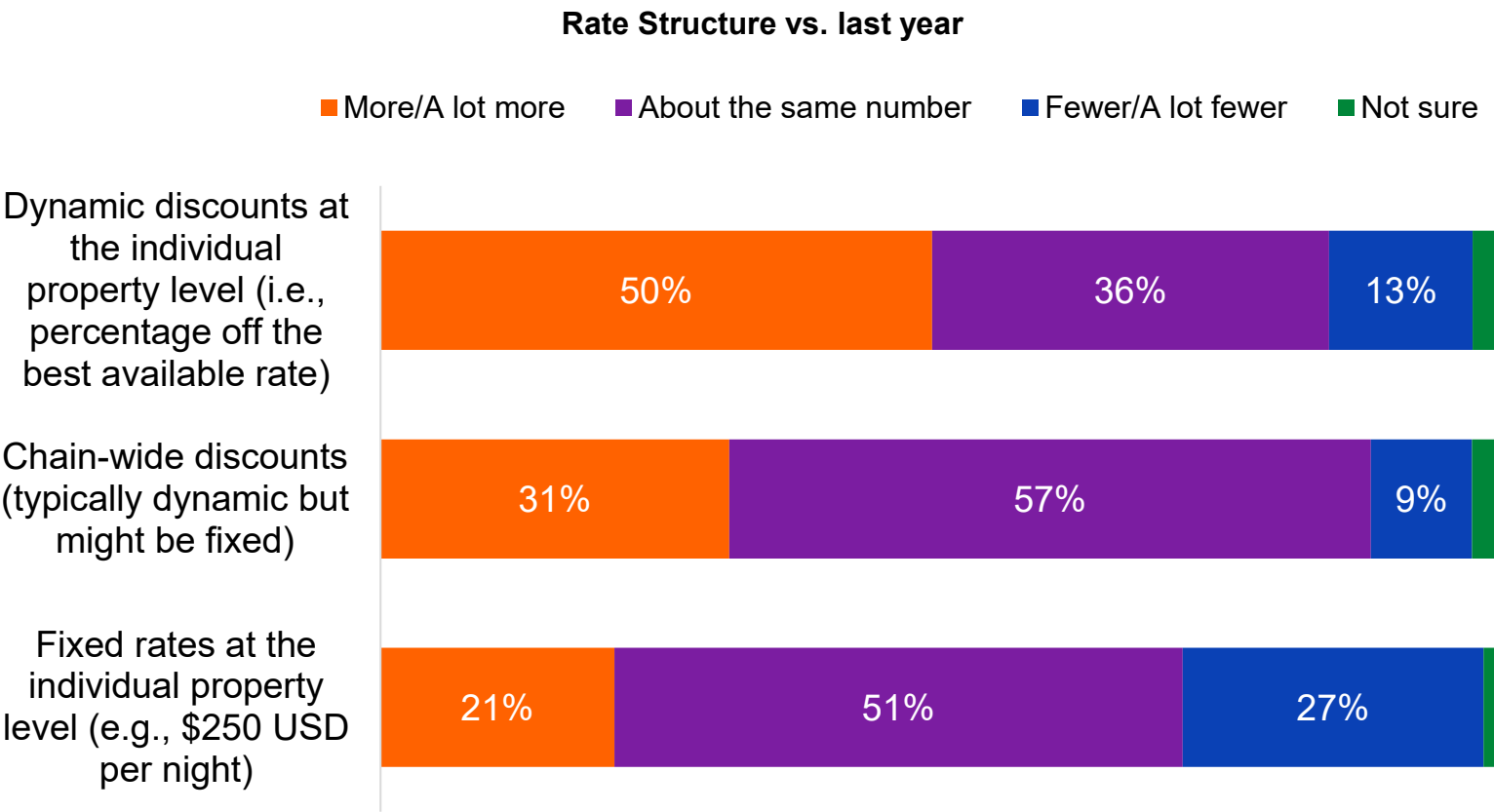


While fixed rates are utilized the most by travel programs (90%), other rate structures are frequently used as well.

Dynamic (77%) and chain-wide (74%) discounts are also common in travel programs, demonstrating managed travel programs are not committed to one discount approach.

Q. Thinking about your travel program, which of following types of company-negotiated rates/discounts with hotels does it currently have in place? Please select all that apply. (n=171)

Dynamic Rates Growing Faster Than Other Rate Agreements



Compared to a year ago, travel managers say dynamic discounts are growing faster than chain-wide discounts or fixed rates.

Half of travel managers say dynamic discounts are growing “more” or “a lot more” compared to last year, while a third (36%) characterize chain-wide discounts as growing “more” or “a lot more.” In addition, one in five (27%) travel managers say their program has “fewer” or “a lot fewer” fixed rates compared to a year ago.

Q. Compared to one year ago, does your travel program have more or fewer of the following today? (n=127-154)

Business Travelers Largely Book At Properties With Company-Negotiated Fixed Rates

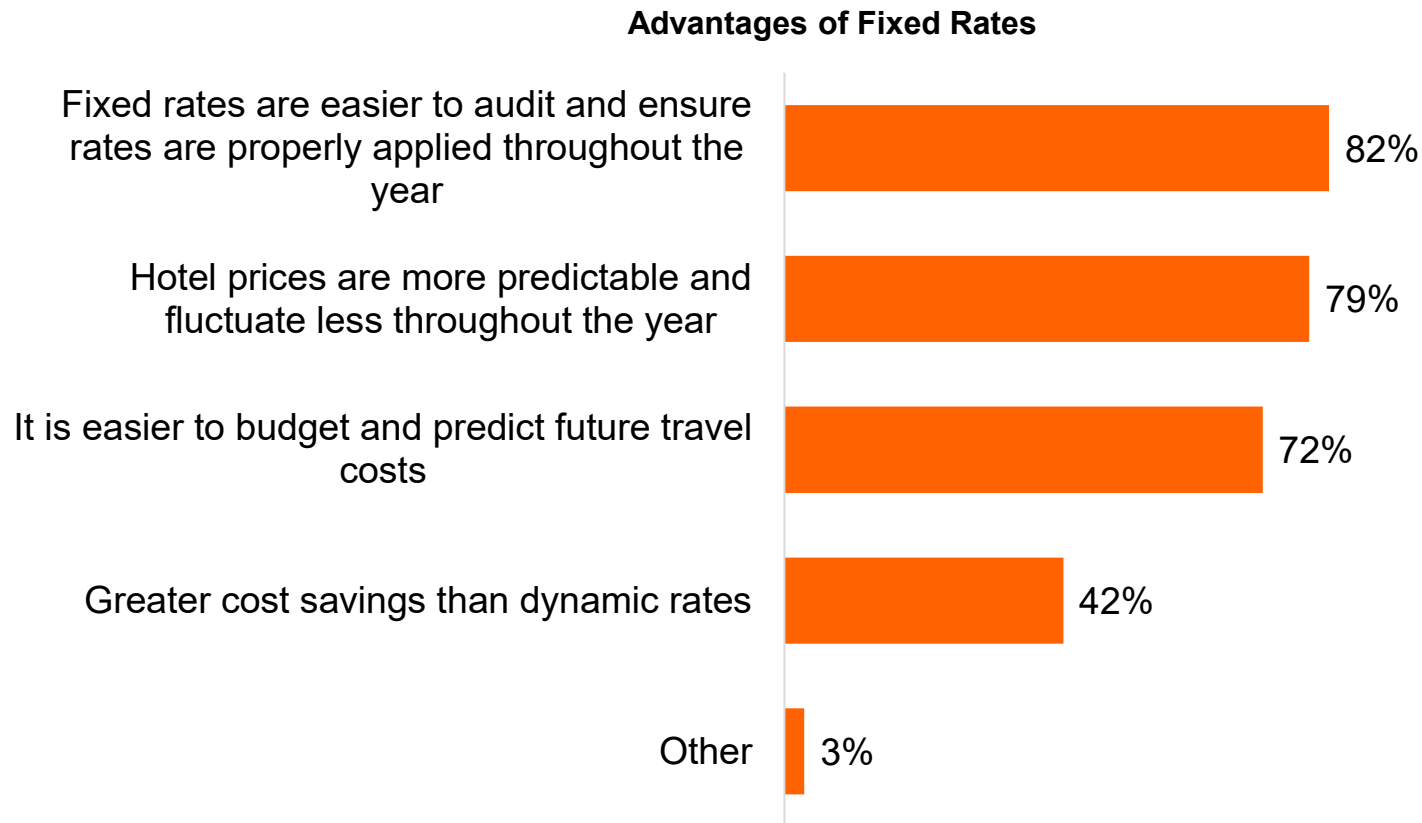


About half of the negotiated rates booked by business travelers are fixed rates.

On average, buyers estimate that 52% of the company-negotiated rates their employees book are fixed rates. The rest are dynamic discounts at the individual property level (24%) or chain-wide discounts (18%).

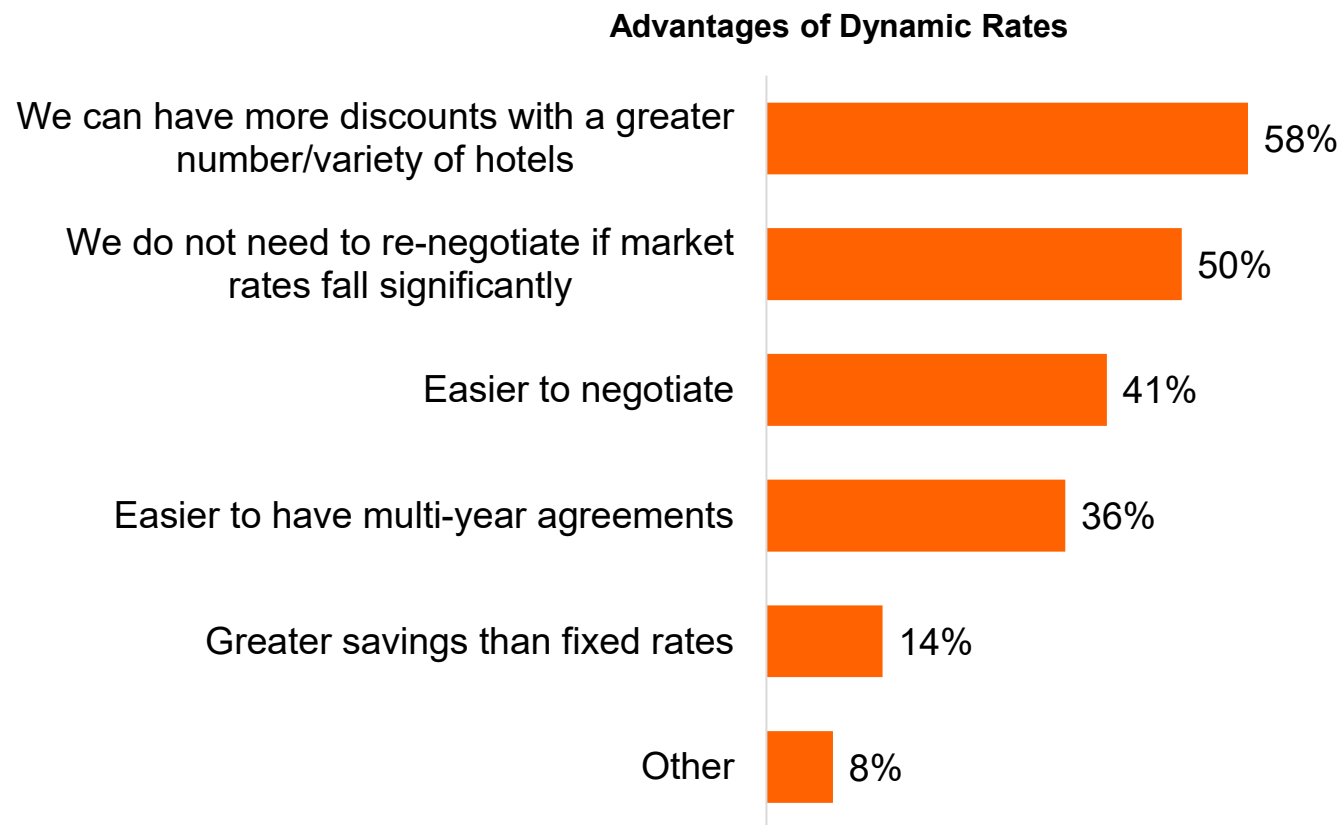
Q. Thinking about the company-negotiated rates booked by travelers within your hotel program, what percentage are...? (n=138)

Travel Managers See Many Advantages To Fixed Rates



Fixed rates are perceived to be easier to audit (82%), are more predictable (79%) and easier to budget and predict future costs (72%).

Dynamic Rates Perceived As Offering More Hotel Choices And Easier To Negotiate

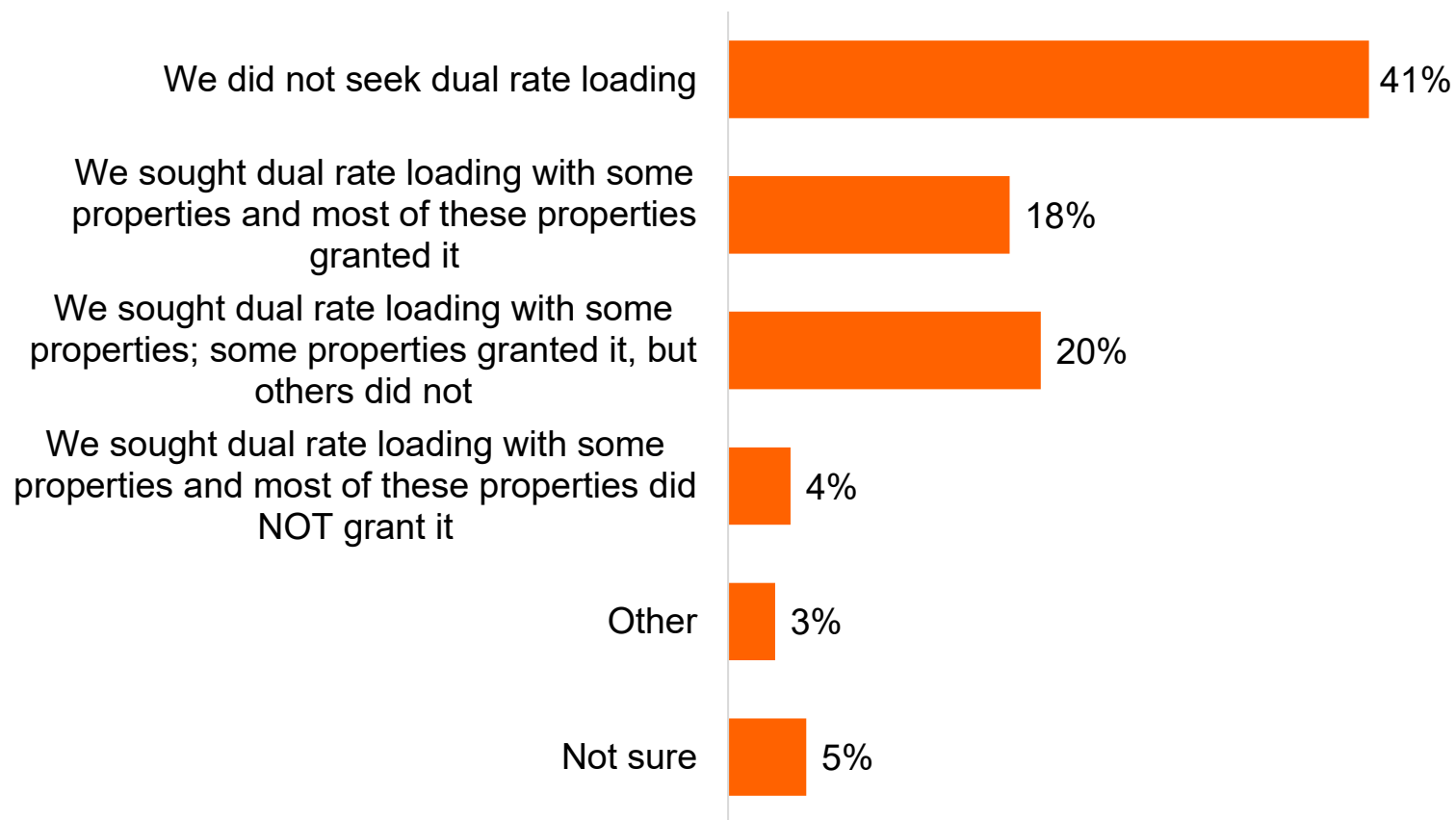


Travel managers see advantages with dynamic rates as well.

Increased variety of properties (58%) and avoiding re-negotiations due to changing market conditions (50%) are perceived as the top benefits of dynamic rates. Fewer managers (14%) feel dynamic rates offer greater savings than fixed rates.

Dual Rate Loading Not Too Common

Dual rate loading in recent RFP cycle

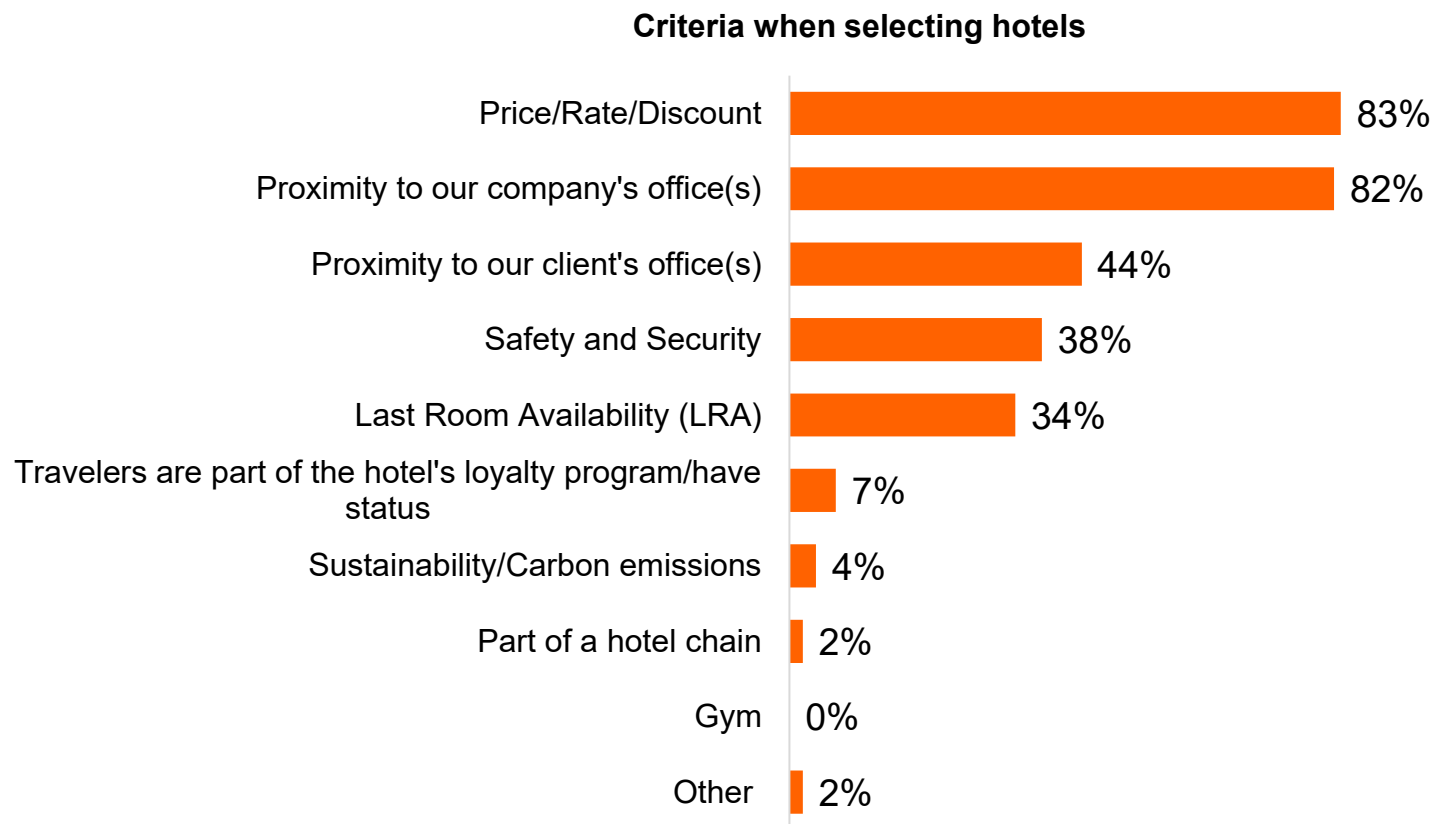


Q. Thinking about your travel program, which of the following best describes its approach to dual rate loading in the most recent hotel RFP cycle? Dual rate loading involves negotiating a fixed rate and dynamic discount with the same property and loading. (n=164)

Even after the COVID pandemic, dual rate loading persists.

More than two in five buyers (42%) sought dual rate loading in their most recent RFP negotiations. A good number say some (20%) or most properties (18%) that they sought dual rates from granted them.

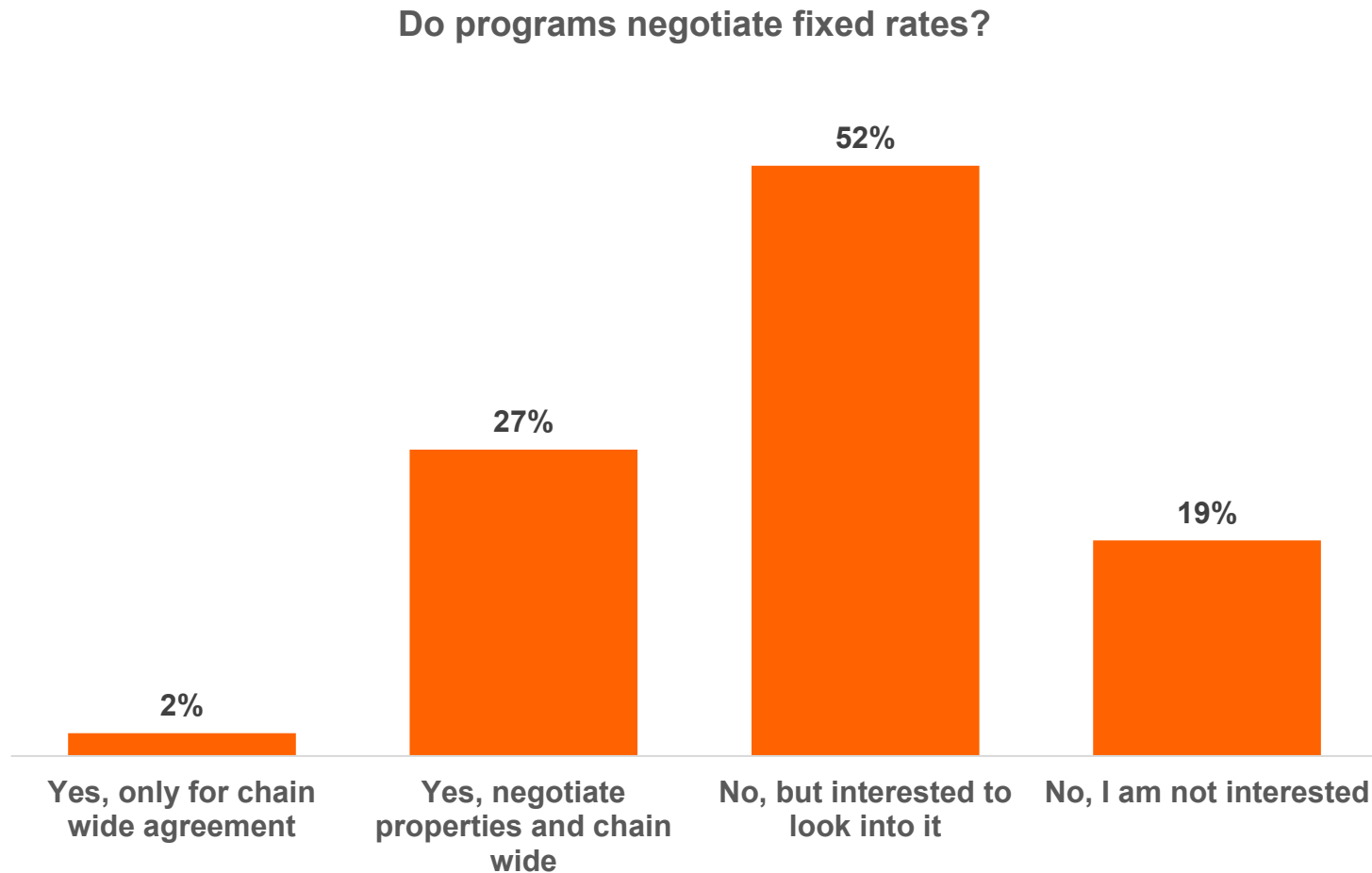
Rates and Convenience Top Criteria When Selecting Hotels For Preferred Program



Price/Rates (83%) and proximity to company offices (82%) are the top criteria when selecting program hotels.

Other factors not largely considered including loyalty program (7%), sustainability (4%), hotel chain (2%) or gyms (0%).

Interest In Negotiating Fixed Rate Ranges Is High

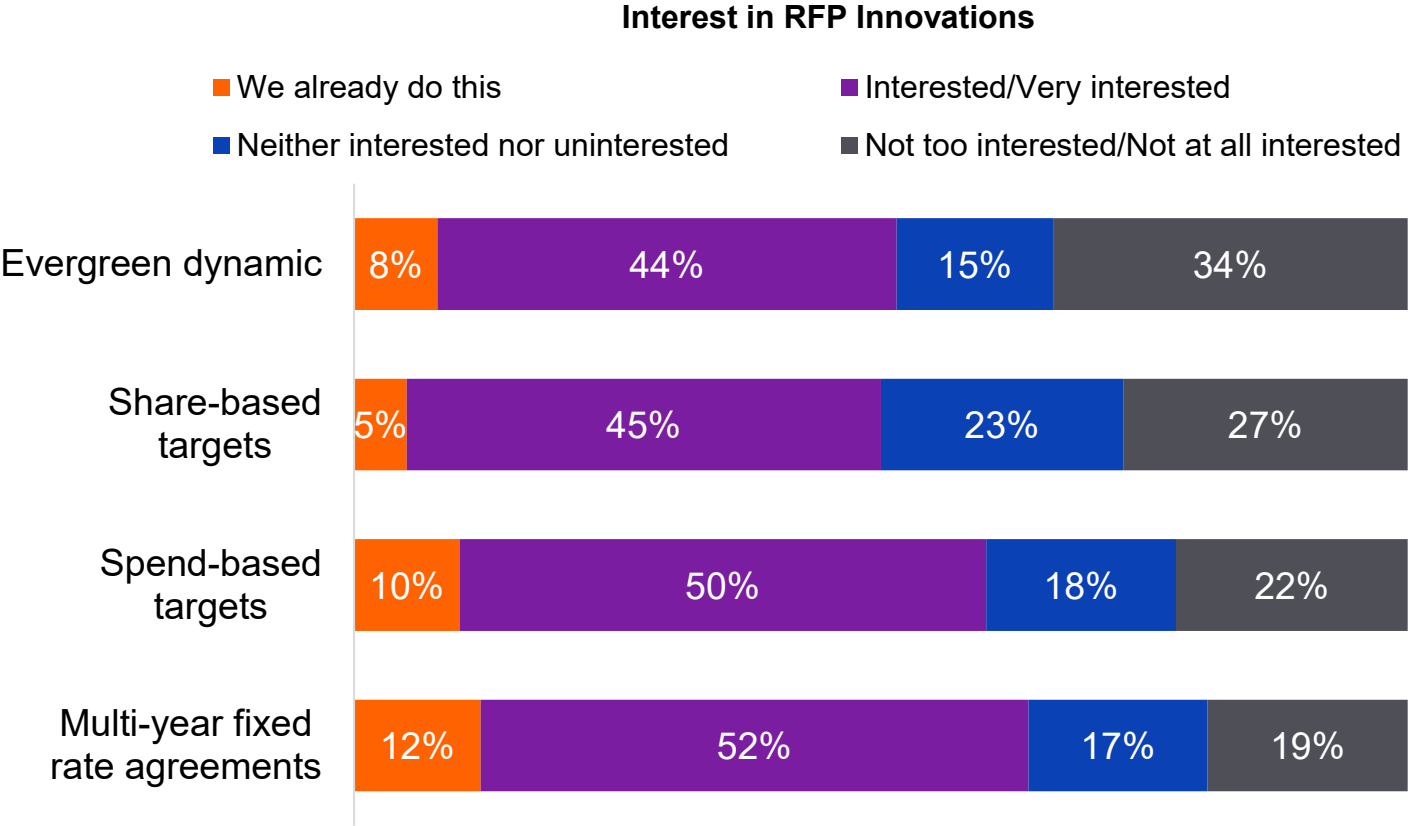


Q. Thinking about your travel program, are you currently negotiating "fixed rate ranges" with hotel properties or chains? For instance, a hotel might provide your company a rate that fluctuates between \$150-\$170 USD over the course of a year.(n=162)

Regardless of whether they are currently negotiating fixed rate ranges, travel managers are interested in this approach.

Only one in ten (19%) of travel managers are not interested in negotiating fixed rate ranges.

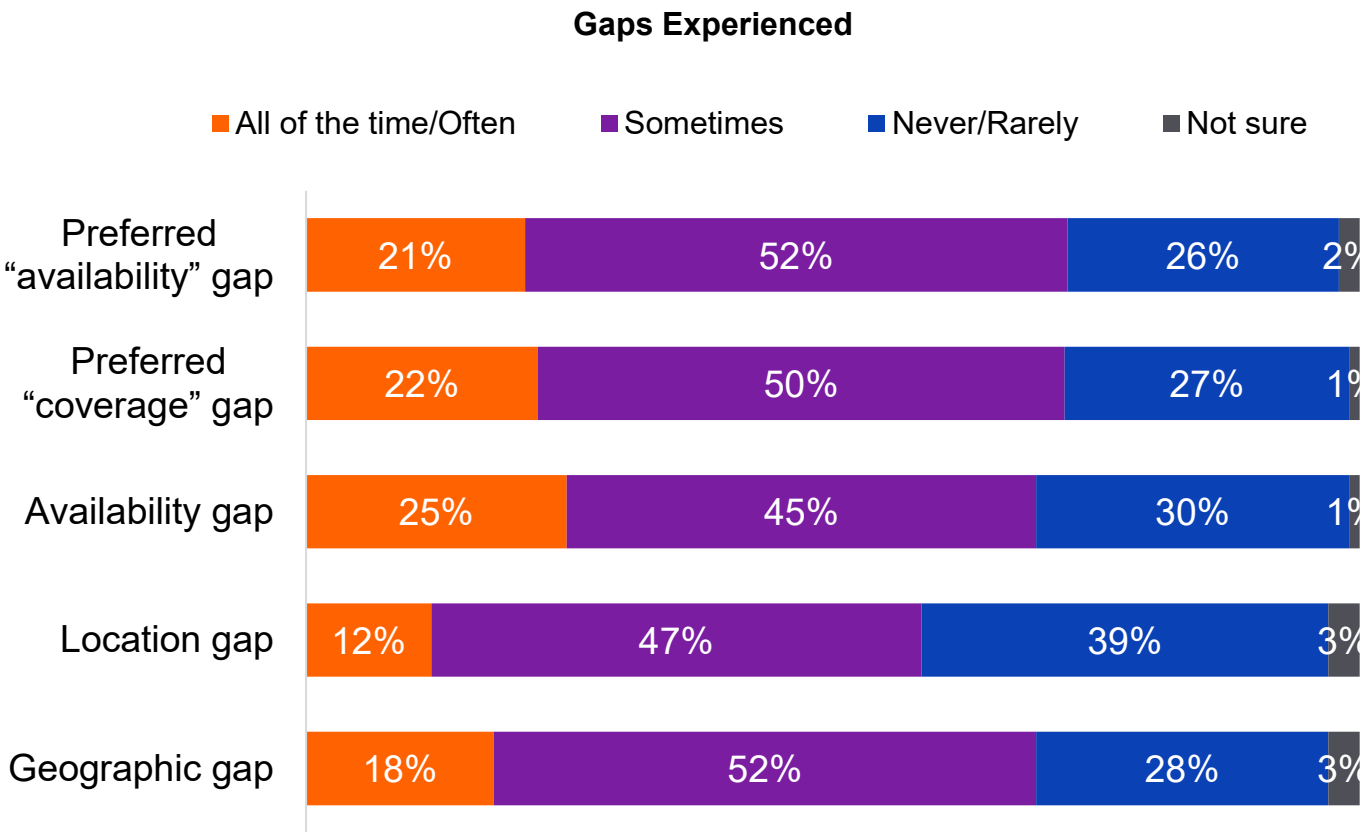
Interest In Multi-Year Fixed Rates And Spend-Based Targets Is Strong



Q. Please rate your interest in the following hotel RFP innovations. (n=154)

Travel managers are interested in a host of RFP innovations, particularly multi-year fixed rate agreements (64% interested or already have such an arrangement), spend-based targets (60%), share-based targets (50%) and evergreen dynamic arrangements (52%).

Travel Programs Regularly Experience Gaps in Certain Cities On Some Level



Travel managers say their program experiences gaps in certain cities, with availability gaps (25%) and preferred coverage gaps (21%) being more frequent.

Location gaps are less frequent with two in five (39%) travel managers.

Q. How often does your company experience the following gaps with hotels in particular cities? (n=159)

Top European Cities With Programs Experience Gaps



Q. You mentioned your company experiences gaps with hotels. Thinking about the different regions of the world, please provide the primary cities with the biggest gaps? (n=69)

* **Other European cities (number of mentions):** Frankfurt (2), Dublin (2), Madrid (2), Barcelona (2), Hamburg (2), Zurich (1), Milan (1), Lisbon (1), Nuremberg (1), Mannheim (1), Buc (France) (1), Bensheim (1), Rotterdam (1), Essen (1), Belluno (1), Geneva (1)

* **North American cities (number of mentions):** San Francisco (2), Chicago (2), Dallas (2), Atlanta (2), Austin (2), Vancouver (2), Miami (2), Montreal (2), Los Angeles (2), Seattle (1), rural Kansas (1), Washington, DC (1), Telluride (1), Anchorage (1), Elizabeth City, NC (1), Houston (1), Charlotte (1), Las Vegas (1), Orlando (1), Chandler, AZ (1), Ottawa (1)

Top APAC And Middle East Cities With Programs Experience Gaps



Q. You mentioned your company experiences gaps with hotels. Thinking about the different regions of the world, please provide the primary cities with the biggest gaps? (n=69)

* **Other Middle East/African cities (number of mentions):** Accra (1), All (1), Bombay (1), Delhi (1), Hyderabad (1), Doha (1), Johannesburg (1), Nairobi (1), Nigeria (1), Riyadh (1), Senegal (1), Kenya (1)

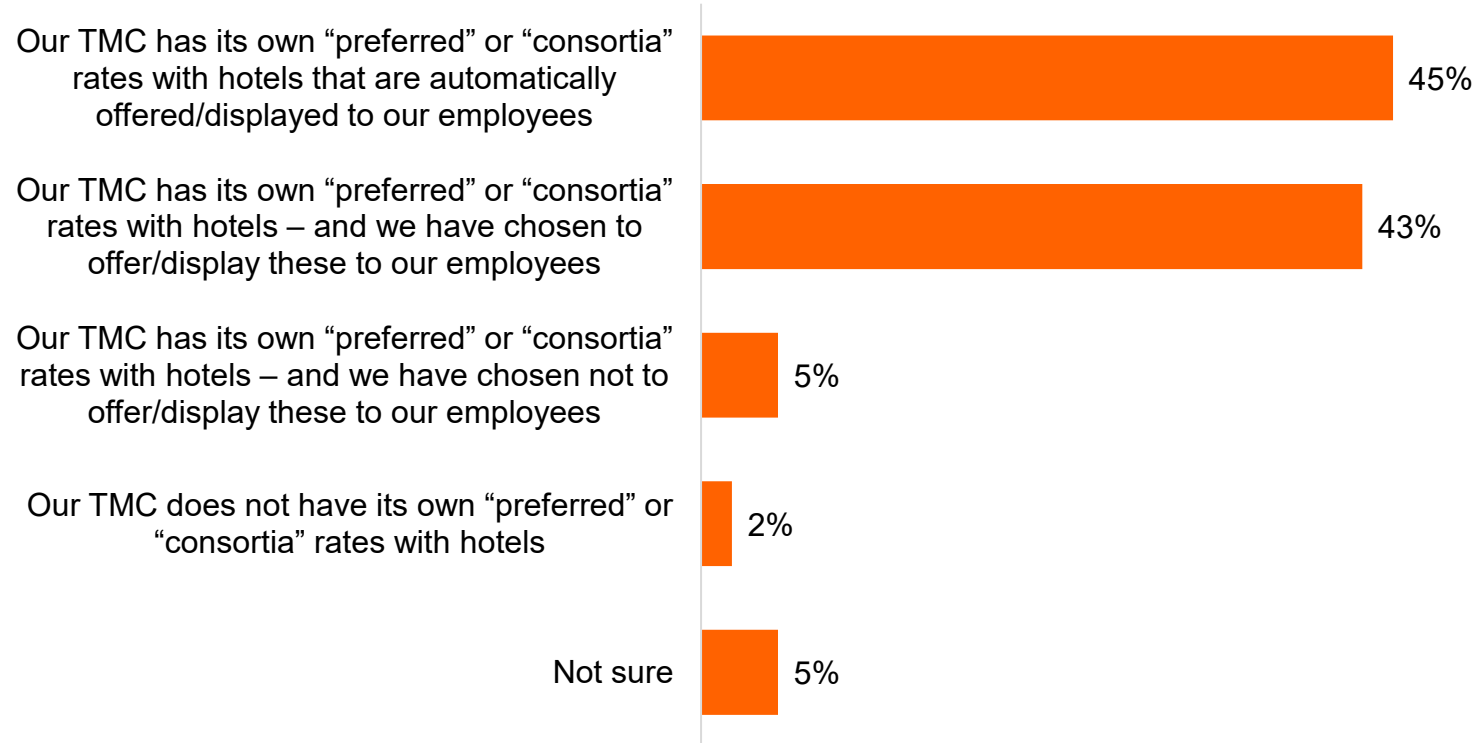
* **Other Asia-Pacific cities (number of mentions):** Australia (2), New Delhi (2), Cambodia (1), Jakarta (1), Sydney (1), Korea (1), Putrajaya (1), Pune (1), Mumbai (1), Kuala Lumpur (1), Hyderabad (1), Beijing (1), Melbourne (1), Manila (1), Ho Chi Minh City (1), Dhaka (1)

Distribution



Most TMCs Offer Preferred / Consortia Rates Which Are Available To Employees

TMC and Preferred / Consortia Rates



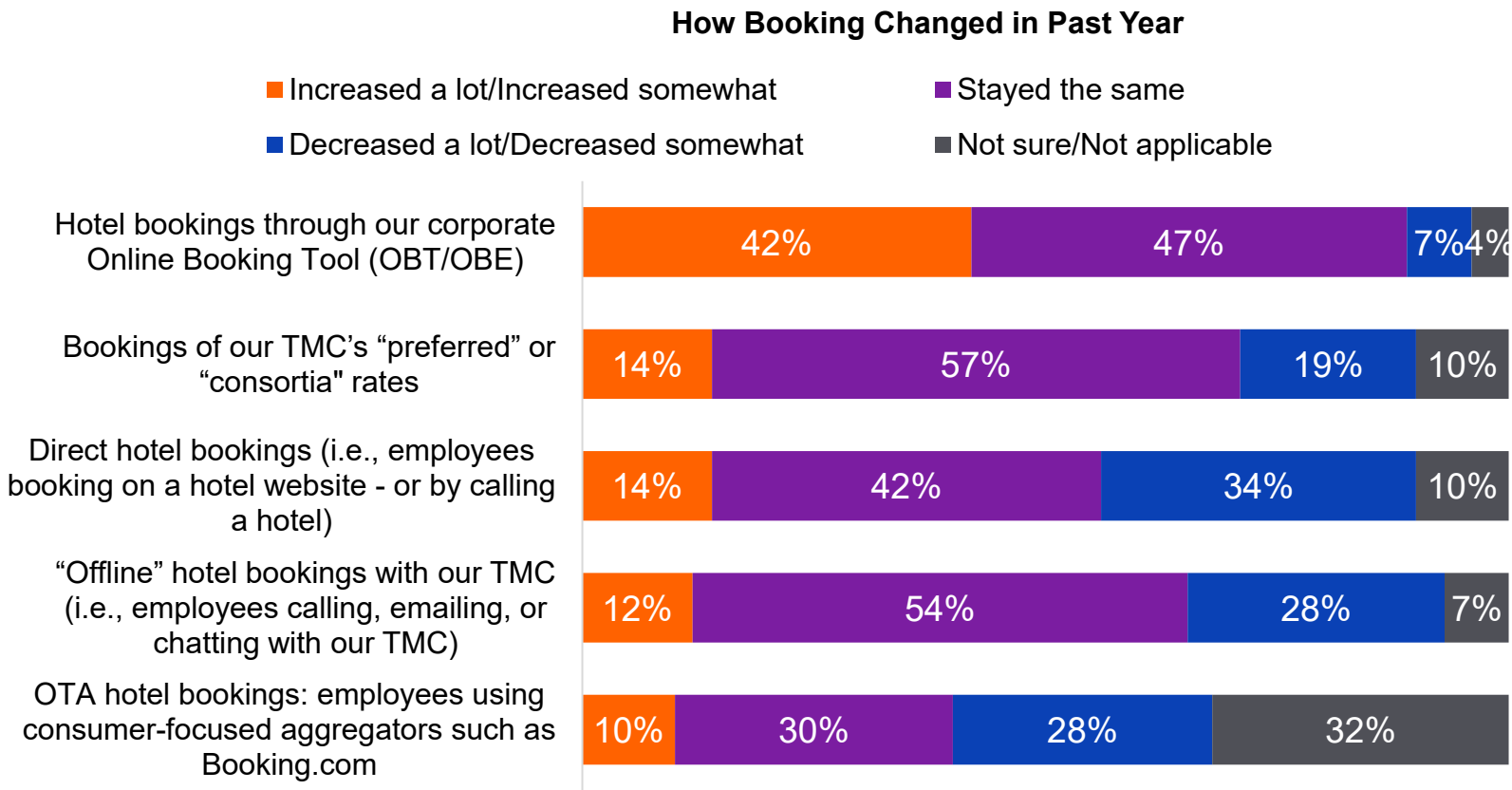
Q. Thinking about your travel program, which of the following best describes its position on TMC “preferred” or “consortia” hotel rates?

Note: These are special rates or discounts that your TMC has with hotels. These might be cheaper than the “Best Available Rate.” In many cases, the TMC receives special commissions or incentives for these bookings. (n=159)

Four in five travel managers say their TMC preferred, or consortia rates are available to employees.

Few travel managers (5%) say their program does not offer TMC preferred, or consortia rates to their employees.

Bookings Via OBT/OBE Increasing; Other Booking Types Largely Stay The Same Over Past Year



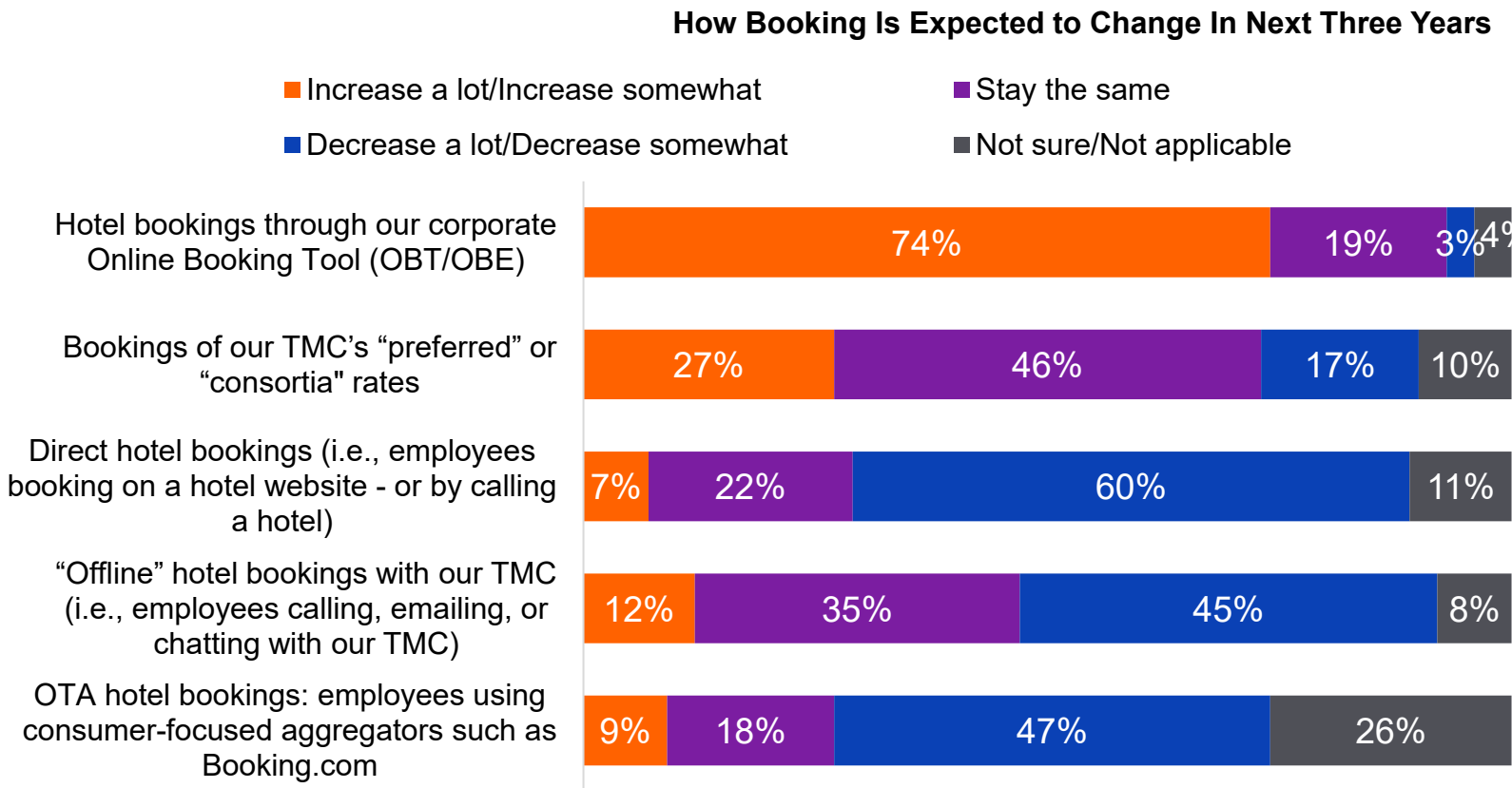
Q. Thinking about your travel program, how have the following types of hotel bookings changed over the past year? (n=155)

Is hotel compliance increasing? Buyers say bookings within the managed program increased over the past year while “leakage” (i.e., bookings outside of the program) decreased.

Two in five (42%) travel managers say hotel bookings via corporate OBT/OBE have increased in the past year. A larger number of buyers say direct and OTA bookings are decreasing than increasing.

One in three (32%) travel managers do not know how employee use of aggregators has changed in the past year.

Travel Managers Expect OBT/OBE Bookings To Notably Increase In Next Three Years

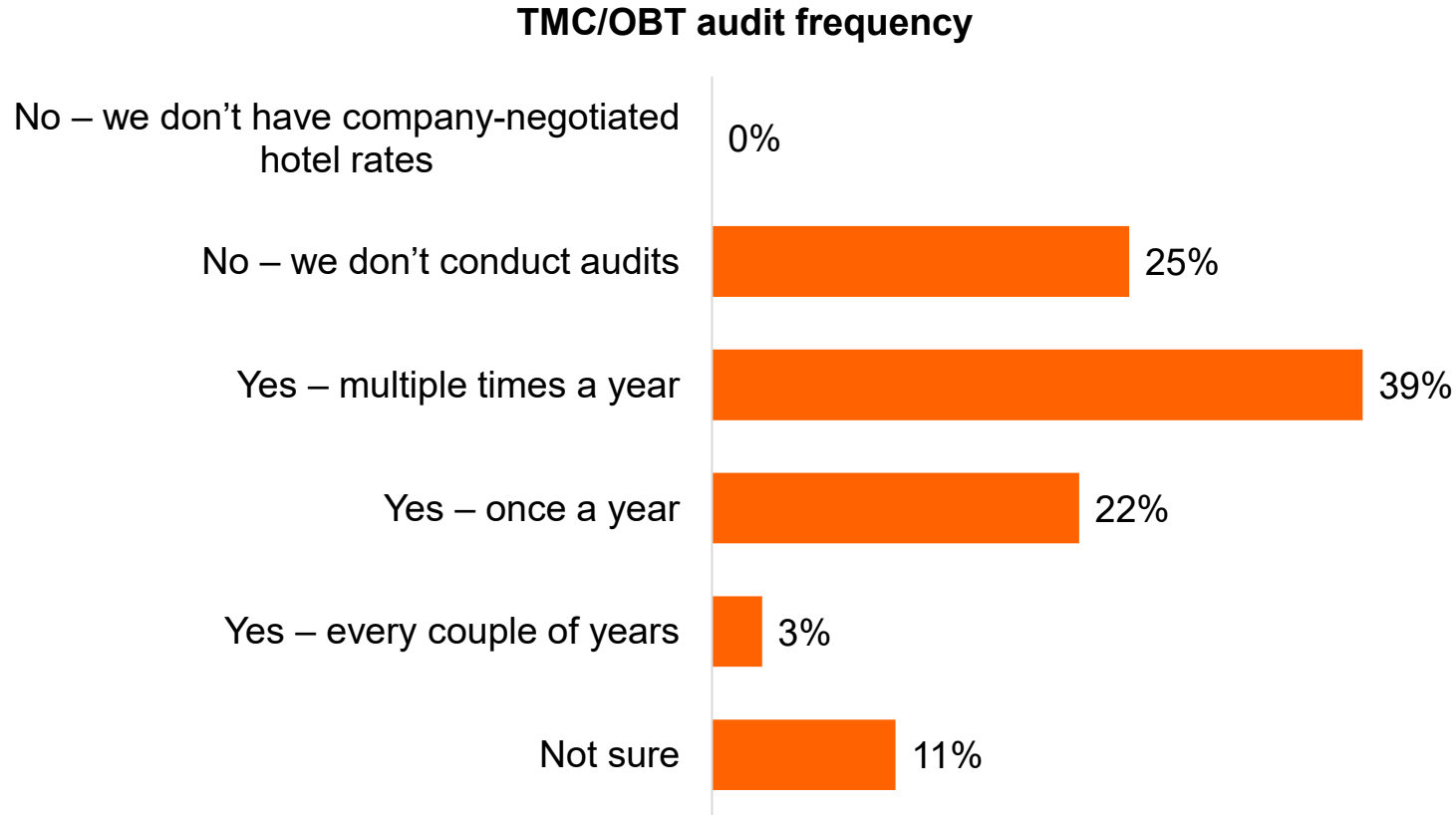


Q. Thinking about your travel program, how do you expect the following types of bookings to change in the next three years?
(n=1568)

Three in four (74%) travel managers expect OBT/OBE bookings to increase in the next three years.

Three in five (60%) managers anticipate direct bookings will decrease in the next three years and almost half expect offline bookings (45%) and OTA bookings (47%) will decrease over the same time period as well.

Gaps Exist In Controlling Consortia/TMC-Preferred Rates



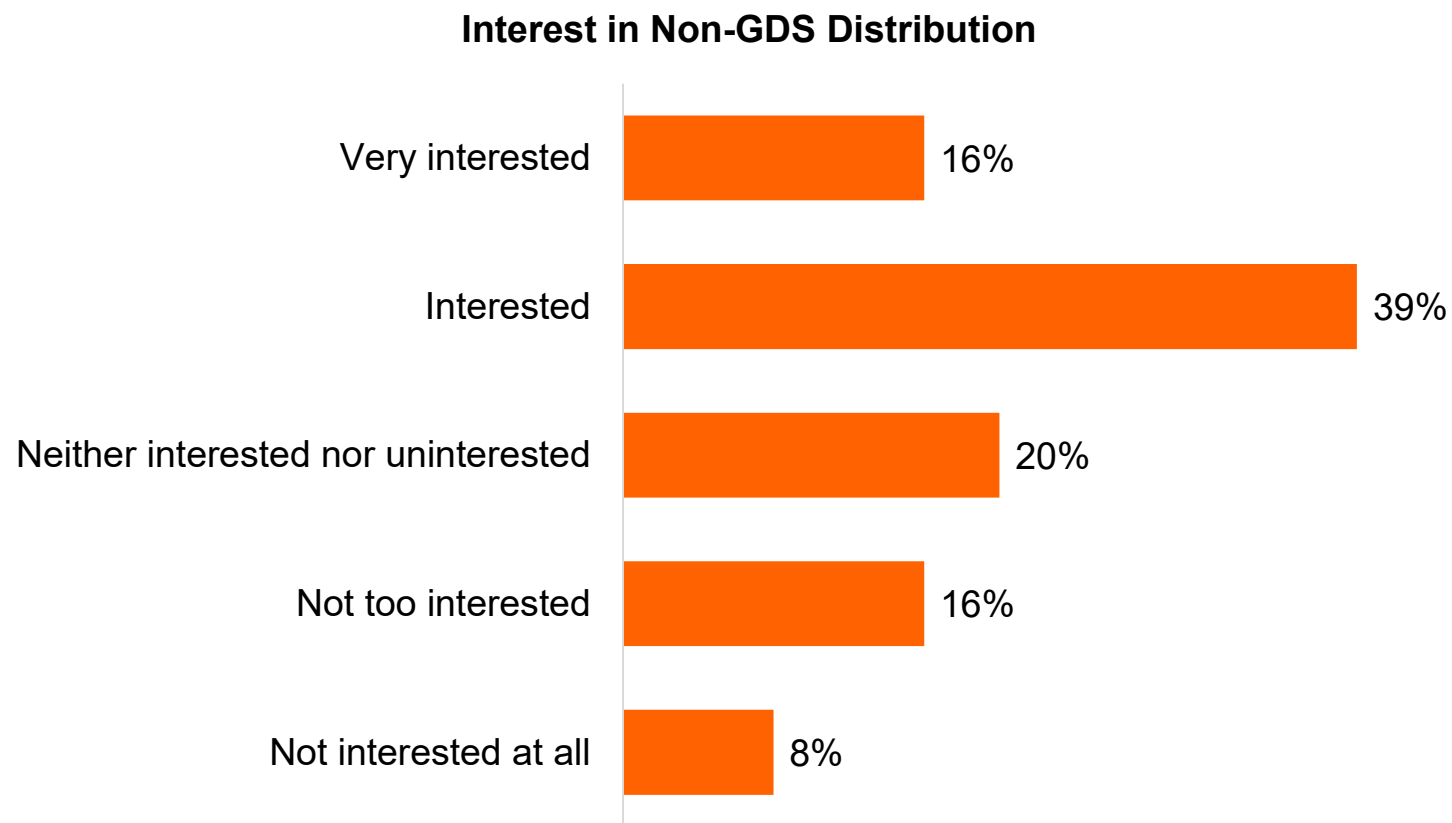
Q. You mentioned your TMC has its own preferred or consortia hotel rates. Thinking about your travel program, does it conduct regular audits of its TMC or Online Booking Tool (OBT/OBE) to ensure that company-negotiated rates are prioritized over the TMC's preferred or consortia rates? (n=147)

Note: question only displayed to those who said their TMC has its own preferred or consortia rates

Virtually all travel managers (93%) say their TMC has its own “preferred” or “consortia” hotel rates (see slide 25). Travel programs can conduct regular audits to ensure their own company-negotiated rates are prioritized over these TMC consortia rates.

Only four in ten (39%) travel programs conduct TMC or OBT audits multiple times a year and have strong governance in place to see all content is in place. Six in ten (61%) of programs do not conduct audits at all, conduct them rarely or do not know.

Travel Mangers Are Interested In Non-GDS Methods Of Distribution



Q. Today, TMCs and Online Booking Tools typically access hotel inventory through Global Distribution Systems (GDSs). Please rate your interest in non-GDS methods of distribution.

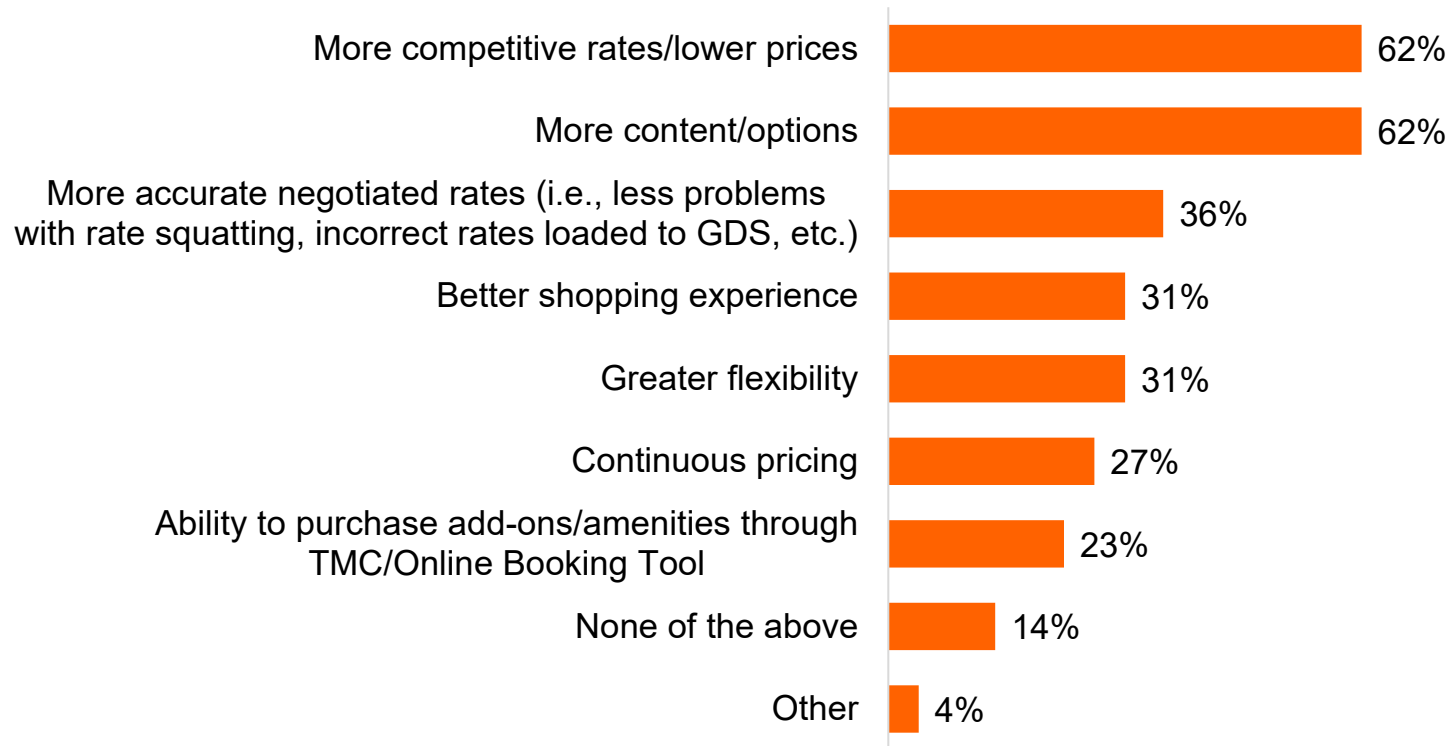
Informally called “NDC for hotels,” these might include “direct connections” whereby TMCs and Online Booking Tools feed data directly from hotel systems – or non-GDS aggregators such as DerbySoft or Katanox. (n=158)

Will “NDC for hotels” arrive in the near future? New models of distribution allow TMCs and OBTs to feed content directly from hotel systems - or non-GDS aggregators such as Derbysoft or Katanox. This could allow more personalized offerings and lower distribution costs.

More than half of buyers (55%) are interested in non-GDS methods of hotel distribution, which could lead to the adoption of less restrictive content.

Travel Managers Perceive Non-GDS Distribution Methods Can Provide Lower Rates And More Options

Benefits of Non-GDS Distribution



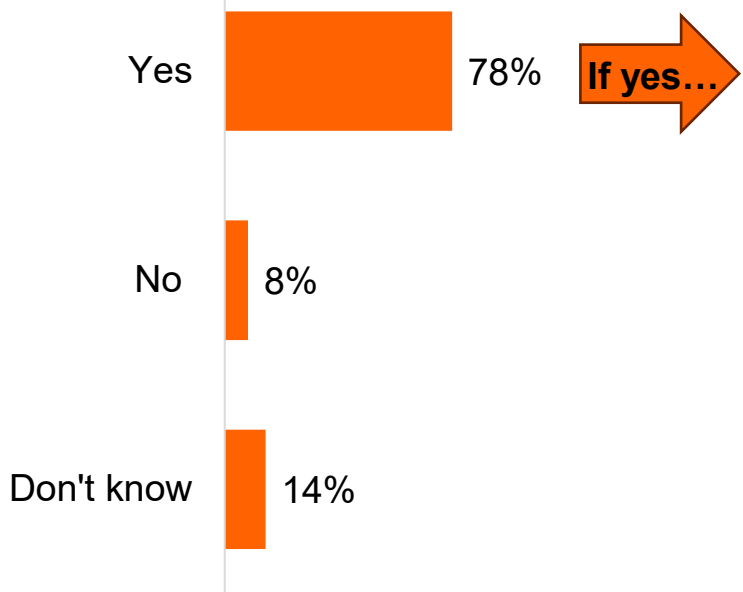
Q. What potential benefits do you think non-GDS methods of hotel distribution might bring to your company and travelers? Please select all that apply. (n=154)

Travel managers see benefits with non-GDS distribution including lower prices and greater options (62% each).

Greater rate accuracy (36%), better shopping experiences (31%) and greater flexibility (31%) are also cited as key benefits of non-GDS distribution.

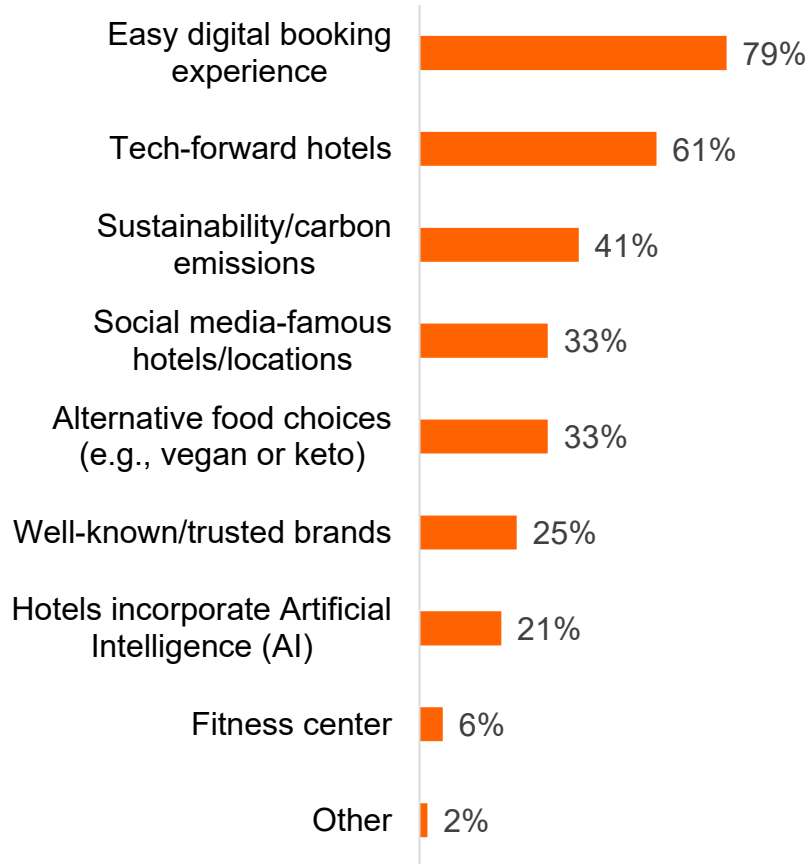
Travel Managers Believe Younger Generational Cohorts Will Influence (Especially Digital) Booking Experiences

Will younger cohorts influence booking choices?



Q. As Millennials reach middle age, new generations are entering the workforce. These include Generation Z and Generation Alpha. Do you think these younger generations have different expectations that will influence the choices they make when booking hotels? (n=158)

What might younger travelers value?



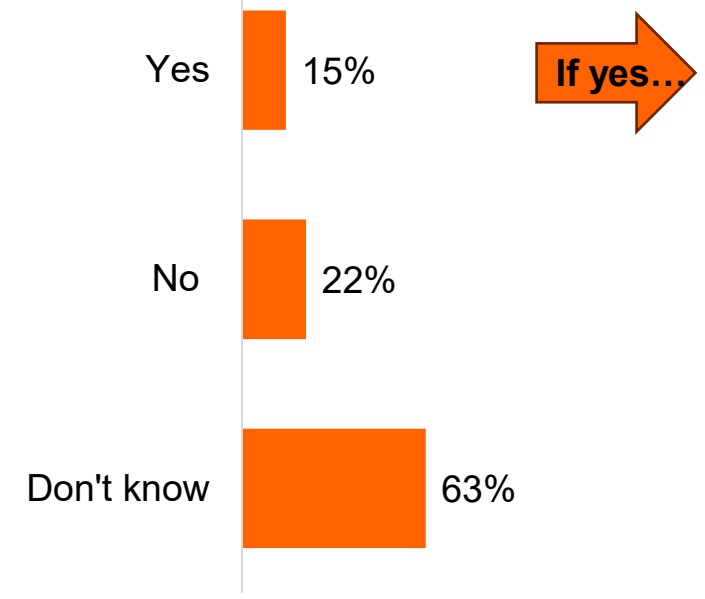
Q. You mentioned you expect younger generations have different expectations when booking hotels. Which of the following features do you think will be most important to younger travelers? (n=116)

Three in four (78%) travel managers expect younger cohorts (Gen Z and Gen Alpha) will influence booking choices.

Among managers who expect different expectations among generational cohorts in terms of hotel bookings, ease of booking (79%) and tech-forward hotels (61%) are expected to be most important to newer business travelers.

Travel Managers Are Largely Unsure If Hotel Sourcing Will Adapt To Changing Expectations

Will programs adapt to changing traveler expectations?



Summary of Responses

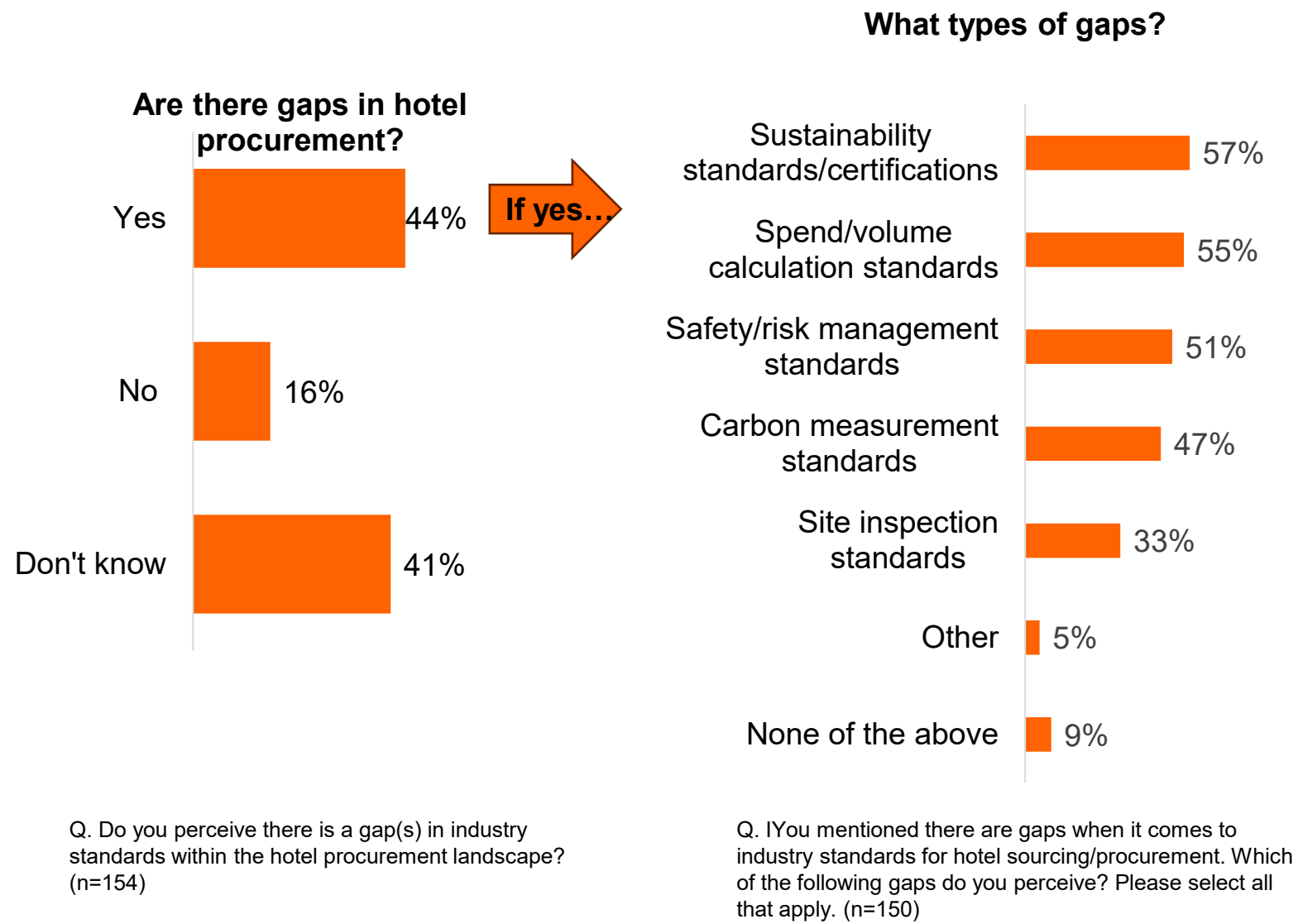
1. Traveler Feedback and Surveys
2. Program Adaptation Based on Insights
3. Collaboration and Partnership
4. Budget Considerations

Q. You mentioned you expect younger generations have different expectations when booking hotels. Do you expect to adapt your hotel sourcing based on these changes? (n=119)

Q. If yes, please explain how ? (n=15)

One in ten (15%) travel managers say they expect hotel sourcing to change based on changing expectations of younger generations.

Travel Managers See Some Industry Gaps Within Hotel Procurement



Two in five (44%) travel managers feel there are gaps with the hotel procurement landscape, including sustainability standards (57%), spending standards (55%) and carbon measurement (51%).

Travel Managers See Areas For Opportunity In Terms Of Automation: A Summary

1. Modernization of the RFP Process

- The traditional annual RFP process is seen as outdated, expensive, and inefficient.
- Preference for continuous or automated sourcing and rate negotiations.
- There is interest in centralized and standardized RFP procedures, possibly using tools like Cvent or AI automation.
- Many managers are interested in a global RFP standard and centralized platforms to avoid managing multiple hotel systems.


2. Enhanced Use of Technology and Automation

- There is strong interest in AI tools for sourcing, rate audits, traveler profiling, and data crunching.
- Many manager identify a need for automated booking and auditing tools, better rate loading, and improved booking platforms (OBTs, GDS).
- Demand for direct system integration and inventory access via AI-enabled tools.

3. Pricing Strategy and Rate Management

- Clear tension between static vs. dynamic pricing:
 - Static pricing is preferred for budgeting, consistency, and performance tracking.
 - Dynamic pricing is viewed as reducing control and eroding supplier relationships.
- Request for multi-year agreements, rate comparison tools, and continuous auditing

Q. When it comes to your hotel program, which areas or initiatives do you foresee would bring more simplicity opportunities for automation? (n=54)



Travel managers were asked to cite areas or initiatives that would simplify automation.

A summary of their feedback is provided. Full verbatim comments are included in the Appendix.

Travel Managers See Areas For Opportunity In Terms Of Automation: A Summary (continued)

4. Data Visibility and Reporting

- Demand for better tracking of KPIs, room type availability, rate application, and usage.
- Need for standardized reporting across hotel chains—especially for sustainability, carbon footprint, and rate transparency.
- Interest in sustainable measurement and visibility into MI and carbon metrics.


5. Guest Experience and Operational Efficiency

- Desire for improved check-in/out processes (e.g., mobile, contactless, smart locks).
- Enhanced use of smart technologies like AI-powered concierge, dynamic pricing alerts, and personalized service based on past behavior.
- Centralized, user-friendly portals for hotel selection and payment

6. Supplier and TMC Engagement

- Frustration with TMC resistance to innovation; a call for greater openness to NDC and modern tools.
- Push for stronger collaboration between buyers, hotels, and tech providers to streamline procurement and improve outcomes.

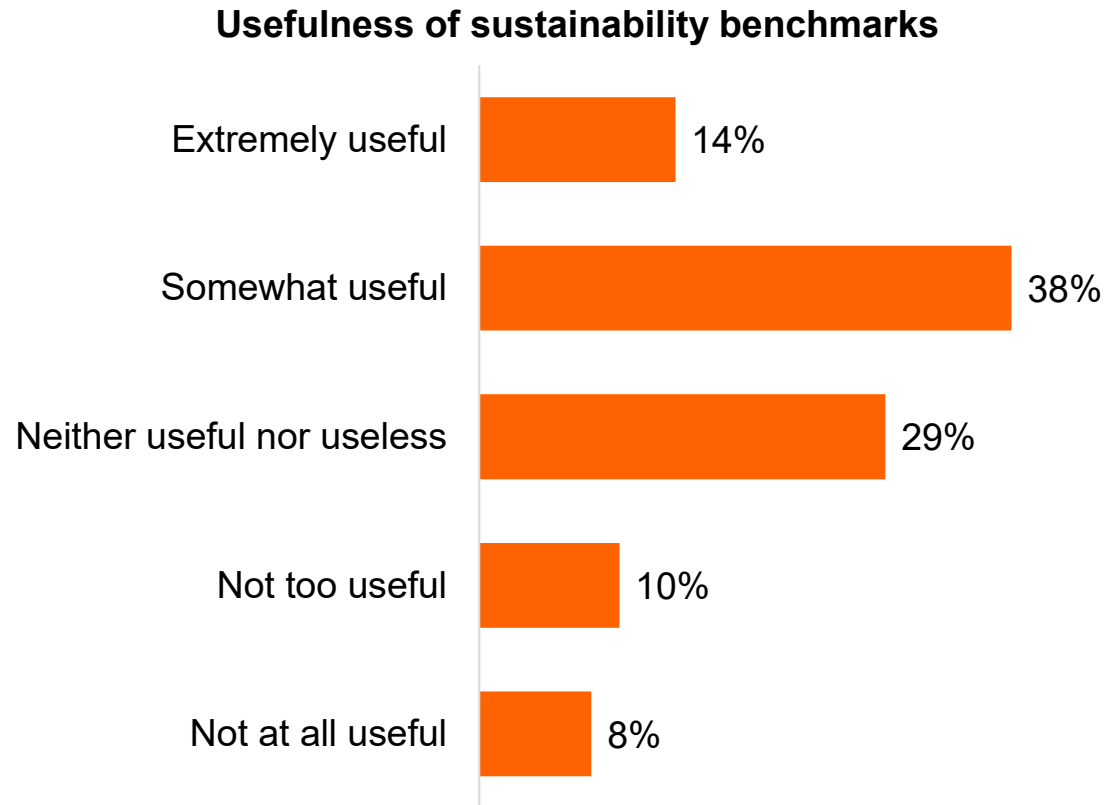
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Sentiment About Sustainability Benchmark Usefulness Is Mixed



Q. Do you find sustainability benchmarks across the accommodation sector useful in your work? (n=153)

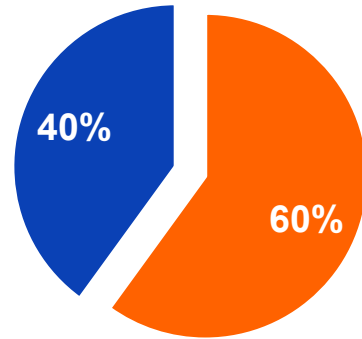
Half (52%) of travel managers see feel sustainability benchmarks are useful.

However, a third (29%) do not have a sense on whether benchmarks are useful and one in five (18%) do not feel benchmarks are useful.

Respondent Profile

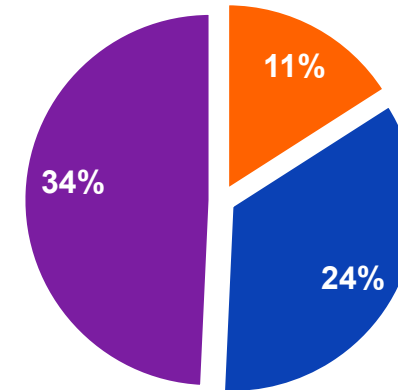


Region



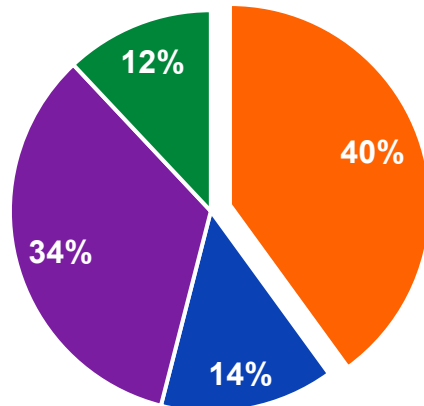
■ North America ■ Europe

Number of Employees



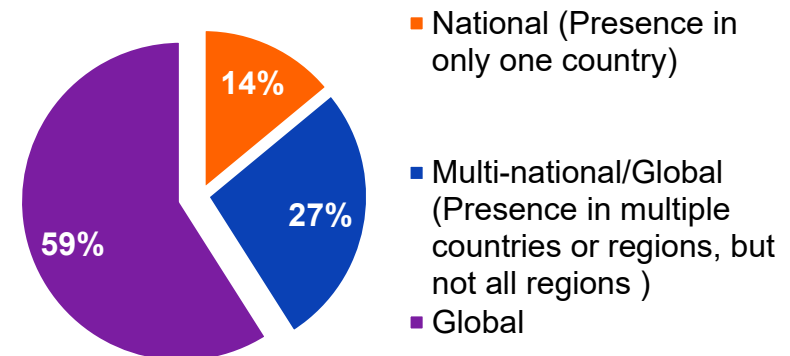
■ 1,000 or fewer ■ 1,001 - 5,000 ■ 5,000+

Department



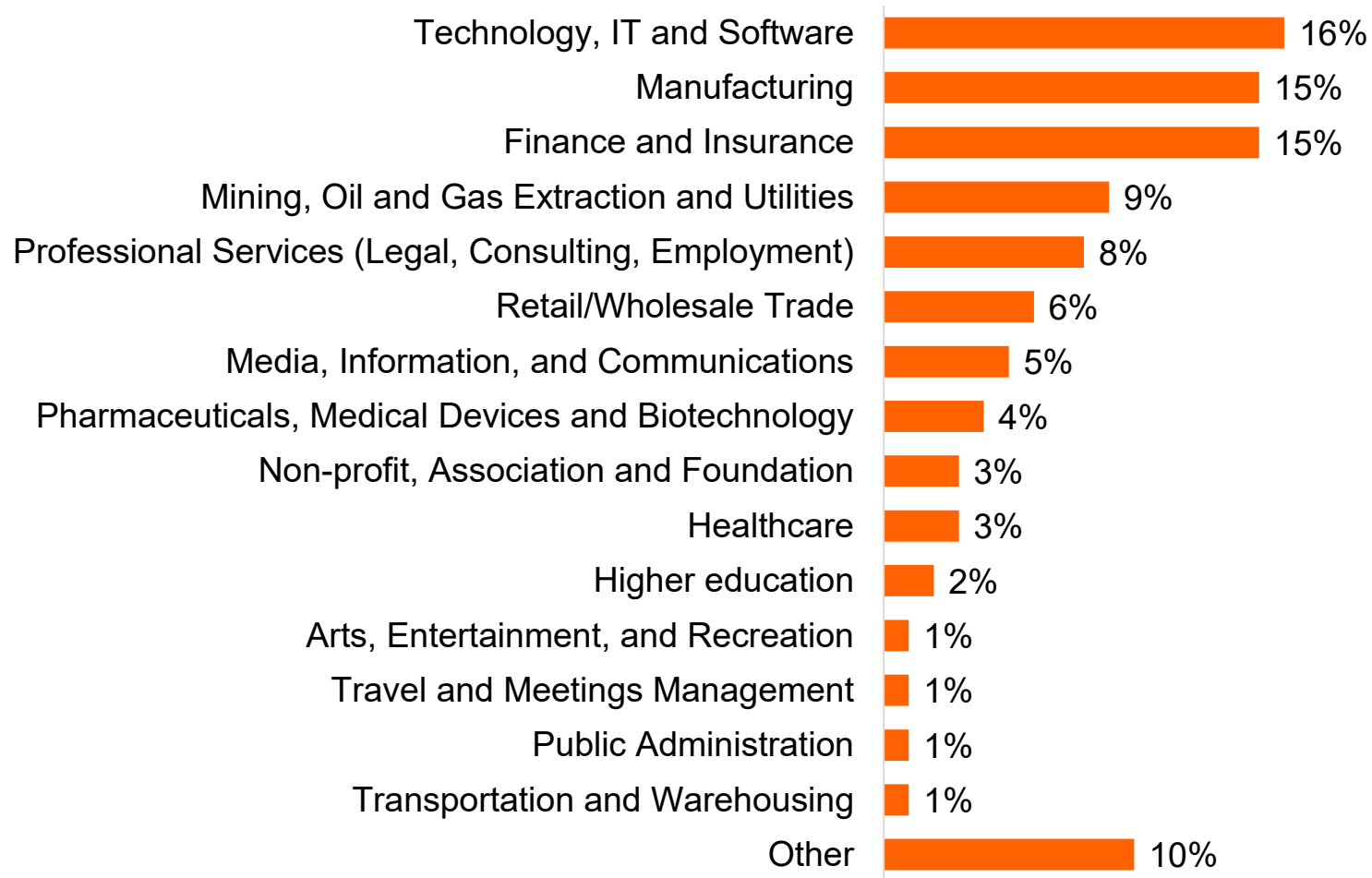
■ Travel department ■ Finance ■ Procurement ■ Other

How would you define your company's reach?



■ National (Presence in only one country)
■ Multi-national/Global (Presence in multiple countries or regions, but not all regions)
■ Global

Which of the following industries best describes your organization?



Appendix



Methodology

Online survey of U.S and European-based travel managers

- Data collection from April 29– May 9, 2025
- An email invitation was sent to 4,783 GBTA member travel managers
- In total, 234 travel managers completed at least one question, for a response rate of 4.9%.
- Of those who responded, 154 completed the entire survey



When it comes to your hotel program, which areas or initiatives do you foresee would bring more simplicity opportunities for automation?

- Tracking and reporting of hotel rates applied and other KPIs
- A set hotel RFP form
- A standardization between all chains on how they report information out its guests and to companies - carbon footprint, pricing by customer type, region, usage of services and amenities
- A.I. for hotel sourcing and rate/rate availability audits
- Ability for hotel yield managers to track room type availability and ensure corporate rates are opened up for whole week, when closed out for just one of the nights. They are losing multiple room night bookings
- Accurate pricing; ease of using OBT
- AI automation, e.g. identifying traveler booked with rebate code 123, he is coming from US, therefore the system is taking the stored US entity address.
- Automated booking tools
- Automation in hotel sourcing. It must take out the friction points and reduce the need for "RFP"
- better accurate data and easier rate negotiations rather than annual RFP. new booking technology rather than GDS which need modernisation.
- Better booking tool
- "Better identification of sustainability criteria"
- Better rate loading, more user-friendly overview of hotels for OBT.
- Booking process and check-in.
- Chance to lock in 2 yr rates.

When it comes to your hotel program, which areas or initiatives do you foresee would bring more simplicity opportunities for automation?

- Check in/ check out
- Contact less check in/out, AI powered concierge, smart room technology, dynamic pricing, automated messaging, real time tracking, smart locks, efficiency, etc.
- Credit card authorizations
- Direct connect access to inventory via OBT's. Also, book using AI
- Direct/central payment
- Doing a long-term contract just like airlines
- Dynamic pricing
- Efficient and always up-to-date tools
- Ensuring that the best rate is booked each time
- For Cvent to "auto send" all previously sent RFP's, to all previously sent hotel requests. We will always negotiate every year, It is in my opinion the best way to guarantee the lowest possible negotiated rates.
- GDS and OBT's being able to allow for loading of a great number of negotiated agreements.
- GDS hotel descriptions
- Geographic mapping with amenity listing
- Global RFP standards and hotel technology that allows us to book corporate rates direct very easy.
- Having a centralized RFP procedure sending requests simultaneously to the global account managers of the various chains/hotels
- Hotel portals for easier purchase.

When it comes to your hotel program, which areas or initiatives do you foresee would bring more simplicity opportunities for automation?

- I have a peer that manages our hotel program
- Integration of each hotel "book via their own corporate program website" to one centralized booking platform. Can't have 16 different booking platforms to participate in.
- Key less check-in
- Method of payment
- Mobile check in, understanding the guest and anticipating their needs (room type, food) by past requests.
- More involvement of AI in data crunching and make the procurement process simpler
- multi-year agreements
- Rate auditing throughout the year.
- Rate loading
- Rate Loading, Audits, RFP
- RFP process, rate comparison tools
- Selection with AI
- Self-rate audits
- Single source of booking

When it comes to your hotel program, which areas or initiatives do you foresee would bring more simplicity opportunities for automation?

- Standardizing reporting for major brands and hotels for general MI and carbon. Data to show room bookings booked vi corporates rate, chainwide, dynamic. There doesn't seem to be much visibility of this on most suppliers, they are unable to break these categories down. This would prove useful to us as we will then be able to identify if our corporates rates are being utilized, if not why? Or would it showcase that we should move to a dynamic set up?
- Static pricing
- Static pricing is critical; it allows a corporation to measure contract performance and spend. Pushing Dynamic pricing means we will not have the true ability with confidence to manage our travel spend and contract performance. Dynamic pricing works for leisure travel and takes away the relationship with the property. If we are forced to buy at consumer street rate with a discount, then we will be using the least expensive option offered in the marketplace and not have preferred relationships with hotels. No more need to have hotel RFPs. Market rates will prevail without a preferred status attached to the hotel. As Travel managers we need to be able to manage a budget and dynamic pricing takes away the precision of static pricing in budget management. We do not have the AI that hotels are using to establish rates for us to manage those moving target rates and surge pricing. There is zero value to the corporate travel relationship except for increased incremental revenue growth for the hotel.
- Static rates make automation and auditing more accurate and efficient to check.
- Sustainable measurement
- The annual RFP process.

When it comes to your hotel program, which areas or initiatives do you foresee would bring more simplicity opportunities for automation?

- The process of getting rates loaded for visibility into OBT is painful, particularly when working with hotels in Asia.
- The RFP process is very outdated and needs to be more modernized. doing the annual RFP is expensive and time consuming and needs to be re-evaluated.
- TMCs have a legacy way of thinking and can be resistant to change. They need to be open to new ways of thinking and be ready to adapt to the future. Their resistance to NDC content with airfare was for nothing so it would be nice to see them not be the same with NDC content for hotels.