

From Recovery to Resilience

Innovative strategies and solutions
for reimagining business travel, spend
management and employee experience



Adapting to unprecedented change requires new ways of connecting with employees, data and technology. As we return to our offices and business travel, what will it take to not only re-emerge, but reimagine the future together?

With powerful business intelligence, and an ecosystem of best-in-class technology partners, organizations can navigate the new normal successfully and help position themselves for long-term resilience.

“In addition to planning for a physical return to work, organizations will need to transform how they operate to see growth and navigate the now, next and beyond. This means putting people at the center, deploying technology for speed and developing innovation at scale. Companies operating with these priorities will be more resilient in these challenging times and will be able to adapt even faster during the pandemic and beyond.”

Kate Barton
EY Global Vice Chair – Tax

The Return to Travel:

How to Ready and Strengthen Programs and Policies



Not surprisingly, returning business travelers are primarily concerned with keeping apprised of health and safety measures en route and at their destination.

According to a BCD Survey,

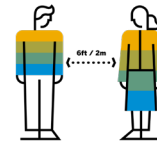
“For travelers, the top three worries around future travel relate to post-travel quarantine measures **(67%)**, social distancing while traveling **(67%)** and cleanliness of their environment during trips **(66%)**.”

Fortunately, a wealth of information is available to help corporate travelers make informed decisions, and travel management companies (TMCs) are a conduit to that information.

“Use this time as an opportunity to reshape your travel program and overhaul areas that are not driving efficiency, cost savings and duty of care,” advises Bill McDonough, President of FCM Americas. “Compliance to policy should be at the forefront of any travel program and will play a key role in ensuring the ability to effectively track and communicate with travelers in the future. Having a strong partnership with your TMC who can help to identify these areas of improvement and work with you to enhance your program will really pay dividends in the long term.”



Quarantine Measures



Social Distancing

Working with her TMC, BCD Travel, Cecile Mutch, Senior Director of Corporate Services at Kellogg Company, **identified 100 frequent travelers** with previously booked trips where a refund was available. Together, they also implemented a new pre-booking training module that teaches employees how to travel safely to avoid the virus.

Integrate Critical Travel Data for Cross-Border Mobility

Governments around the world have responded to the COVID-19 pandemic by closing borders, restricting travel within their countries and requiring quarantines. As a result, they are making significant changes to payroll, tax and social security laws to address the economic and logistical challenges of these actions. “Seamless, minimal risk and hassle-free business travel allows clients to respond quickly to market shifts and changing business needs and demands, such as the COVID-19 pandemic, that the world is currently working through,” says Michael Bertolino, Global Leader, EY People Advisory Services. “As organizations begin to navigate the return to business travel, critical travel data and intelligence is essential to prioritize the safety of their employees.”

The **Mobility Tracker from EY** is regularly updated to monitor developments for 70 jurisdictions around the world, including temporary exemptions, and changes to the tax treatment of paid sick leave and emergency medical leave. Other SAP® Concur® partners have also expanded their features to empower business travelers with actionable data:

- Responding to travelers' concerns about the cleanliness of their environment during trips, Rocketrip has embedded links to **hotel and airline sanitation protocols** in the Concur® Travel booking workflow.
- SpotHero, the parking reservation app, features a filter to help travelers quickly identify self-park facilities that offer **touchless parking**.

FCM's Data Modeling Helps Forecast Travel Patterns

If you could map out your travel program recovery, what would it look like? FCM Travel Solutions, an SAP Concur travel management partner, set out to help customers answer that question. “In the short term you can probably get away with not holding internal company conferences and meetings,” FCM’s Bill McDonough says. “However, travel to generate revenue can impact the bottom line. The need to be able to forecast future travel patterns is critical as it is often tied to future revenue determinations for the business.”

FCM uses advanced data modeling to help business travel programs forecast future travel patterns and plan for recovery. The COVID-19 Recovery Analytics Dashboard provides:

- **Country-specific** COVID curve tracking from WHO data
- **Predictive ticketing** numbers based on historical volume
- **Estimated spend return** based on 25%-50%-75% increments

Spend Strategy:

Technology Investments for Change and Growth



According to IDC,

“Organizations are turning to innovative technology to bring more autonomy into the workflows of spend management, buyer/supplier interactions, procurement governance processes, and supply base management.”¹

Despite global disruption, the same still holds true today. Four months into the pandemic, SAP Concur partner AvidXchange conducted a survey of finance teams and found that “three out of four businesses have implemented at least one new technology or system to enable work, reduce pressures and provide agility as they navigate a rapidly changing work environment.”²

Where should finance teams invest their tech spend? Artificial intelligence and machine learning, real-time payments and automation are the top three choices for technology adoption this year.



Machine Learning



Real-Time Payments



Automation

Reimburse Drivers Accurately with an Automated 6-Way Calculator

The latest mileage trends report from SAP Concur partner Motus shows a gradual uptick in cars returning to the roadways, with business mileage activity at around **54%** of “normal” pre-pandemic levels – making it a good time to assess your mileage reimbursement program.³ Not only do the costs associated with driving and maintaining vehicles vary widely (the American Automobile Association reports as much as a **175%** difference between the lowest and highest fuel prices across all 50 states)⁴, but in 2018, mileage reporting fraud cost U.S. companies roughly **\$665M**.⁵ Concur® FAVR by Motus factors six distinct elements **to calculate precise reimbursement amounts for individual drivers.**



Use Real-Time Payments to Reduce Costs and Improve Visibility

By automating the accounts payable (AP) process, payers benefit from a streamlined workflow and cost savings, while payees gain visibility into the payment process for more certainty in cashflow planning as well as faster, digitized payments. AvidXchange's suite of AP and payment automation tools provides **cost reductions in AP processing**, while also giving businesses the data and insight needed to make informed vendor and purchase requisition decisions. TransferMate Global also suggests automating invoice reconciliation to create efficiencies in the payments chain — reducing the company's days sales outstanding (DSO) while improving control and **visibility over cross-border receipts and global cash position**.



Protect Your Company from Shadow IT

Do you know the total cost of SaaS spend at your organization? Most companies don't, and juggle an average 600 applications, according to Zylo, an enterprise SaaS management platform and SAP Concur partner. "The average company spends about \$4,000 per year provisioning each employee with SaaS applications," says Zylo CEO Eric Christopher. "And 38% of those SaaS licenses go unused in a typical 30-day period."

For a 1,000 person company spending \$4M on SaaS, that could lead to upwards of \$1.5M of wasted spend.

The good news is you can eliminate shadow IT (IT systems bought or built within an organization without organizational approval) without slowing down business. Zylo's SaaS Management Roadmap speeds the journey to visibility and proactive management of all applications, which could save an average 30% annually.

4 Phases of Zylo's SaaS Management Roadmap

- **Discover:** Uncover and monitor all usage and spend for managed IT and shadow IT apps.
- **Optimize:** Eliminating redundant apps, underutilized licenses, and reactive renewals saves companies hundreds of thousands, if not millions, of dollars.
- **Plan:** Proactively manage SaaS renewals and forecast future SaaS spend with data-driven insights.
- **Govern:** As SaaS continues to grow, provide the right level of visibility and control across the organization to accurately manage all SaaS applications. With **70%** of all application spending occurring outside IT, the need for visibility and governance for all applications has never been greater.

Employee Experience – Preparing to Thrive in a New Normal



“Even before COVID-19, research showed that nearly half of travelers would leave a job because of a poor travel policy. In this new world, it’s going to be even more important to give travelers flexibility, choices, and — perhaps more important — appreciation for the value they are bringing the company with their travel.”

Dan Ruch, CEO Rocketrip

According to Deloitte, the choices and policies adopted during recovery are an opportunity for organizations to make the shift toward **purpose, potential and perspective**. Organizations that embrace purpose embed well-being and meaning into every aspect of work every day, optimizing the power of individuals by harnessing workers’ complementary strengths in the service of a common goal.⁶

For many, this requires a new way of working. For SAP Concur partner Okta, however, new was normal even before the pandemic. The San Francisco-based company implemented a remote work concept they call dynamic work, and realized that flexibility increased empowerment, satisfaction, and productivity. CEO Todd McKinnon says, “It isn’t just about allowing employees to work from home once or twice a week, or even indefinitely. Companies will need to create an equal experience for remote employees in terms of benefits, access to fitness facilities, volunteering and corporate culture.”



Fitness Facilities



Volunteering



Corporate Culture

Enabling Secure Access for a Remote Workforce

Supporting a dynamic workforce is possible given the proliferation of cloud technology that provides organizations with more flexibility to meet their employee and customer needs from anywhere. Having the right technologies in place, however, is critical for the success of the entire employee base – whether employees are connecting in an office space, hotel room, from a coffee shop, or from their homes. Getting these new apps in the hands of users can be done quickly and efficiently if rolled out through a single sign-on (SSO) solution.

For added security in a distributed environment – to protect against a bad actor accessing sensitive corporate data on a lost or stolen device – Okta suggests adding a supplementary layer of security to all user accounts in the form of multi-factor authentication (MFA). Additional factors can take many forms, like security questions and SMS one-time passwords, but Okta prefers to use strong factors like mobile authenticator apps and biometrics.

Rewarding Remote Work

Rocketrip, whose program motivates and rewards employees for spending less on business travel, has collected valuable insights into traveler behavior through its integration with Concur® Travel. For instance, **34% of travelers who are eligible for business class would choose to downgrade if they were offered an incentive, which could lead to significant, critical savings as travel returns.**

The rewards program is also influential in helping a company culture thrive, as seen through employees redeeming their rewards points to travel and support charitable programs. Given the current work environment, Rocketrip has added new rewards partners relevant to shelter-in-place and recovery priorities, including CVS and Uber Eats. Employees can also outfit their home office through a new Business Redemption option offering tax-free rewards for relevant business expenses.

Sustainability: Renewed Purpose for All

The environmental impact of air travel is top of mind for employees, as stay-at-home directives have unveiled improvements in air quality, temporary reductions in global carbon emissions, and more flourishing wildlife.

“We’re hearing from our partners and customers that the alignment of personal sustainability values and corporate culture matters to employees,” says Anna Ford, CEO of Jet-Set Offset, a donation-based carbon offsetting tool for air travel, and recent SAP.io startup. “No one wants to be a different person at home than they are at work anymore, or turn off their environmental mindfulness when they pack their suitcase. The massive shift to remote work will lead to long lasting changes in how and when we travel for work in the future.”

According to Jet-Set Offset, **business travel can account for 50% or more of a (non-manufacturing) company’s carbon footprint.**⁷ To alleviate this, Ford suggests following these steps to develop a sustainability strategy that will stick:

1. Understand your organization’s baseline for employee travel and the impact all of those flights have on the environment. Thanks to the partnership with Jet-Set Offset, your SAP Concur account executive can run an analysis of your air travel from 2019 to date, including the number of miles employees flew and what that carbon output means for the environment.

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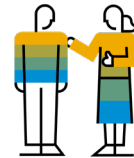
Anna Ford
CEO of Jet-Set Offset

2. Put a sustainability travel plan into action now so you are ready when travel returns. Jet-Set Offset's integration with Concur Travel helps by:

- **Providing real-time tracking** to measure avoided travel and greener transportation choices.
 - **Encouraging employees** to select greener modes of travel at point of booking. Choosing to travel by train instead of flying, for instance, **can reduce carbon emissions by 45%.**
 - **Facilitating donations** to climate-focused nonprofit organizations to offset carbon emissions on the company's behalf. Jet-Set Offset's donation platform allows companies to donate 1 cent per mile toward planting trees, powering houses with wind energy, or conserving acres of land.
3. Don't underestimate the power of your workforce to inspire and enable cultural change! Allow employees to take part in planning sustainable travel and reaching corporate sustainability goals. Share green travel tips and meaningful ways employees can make more sustainable choices when they book their business travel, such as selecting direct flights and more fuel-efficient routes that can save over **20%** in carbon emissions.



Real-Time Tracking



Encouragement



Donations

Conclusion

As economies and geographies reopen, companies are preparing to return to work and business travel. The speed of recovery relies heavily on integrations and applications that supply critical data, whether that's real-time intelligence around employee safety, spend management automation, or novel ways to engage and reward employees working remotely.

The ability to thrive will also be driven by partnership. To date, over 200 of the most innovative companies have built integrated services to SAP Concur solutions – making the SAP Concur partner ecosystem a valuable resource for reimagining how companies manage their travel programs, make informed spend decisions, and care for their employees and the world.

To learn more about how SAP Concur partners can support your organization's recovery and resilience, visit our [SAP Concur Partner Directory](#) and the [SAP Concur App Center](#).

“Resilience — the ability to deliver on your mission and vision regardless of any kind of crisis or disruption, be it extreme weather, political upheaval, cyberattack, or the next disease outbreak — will become a competitive advantage for those that embrace it as a core principle.”

Stephanie Balaouras
VP, Group Director, Forrester⁸



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