

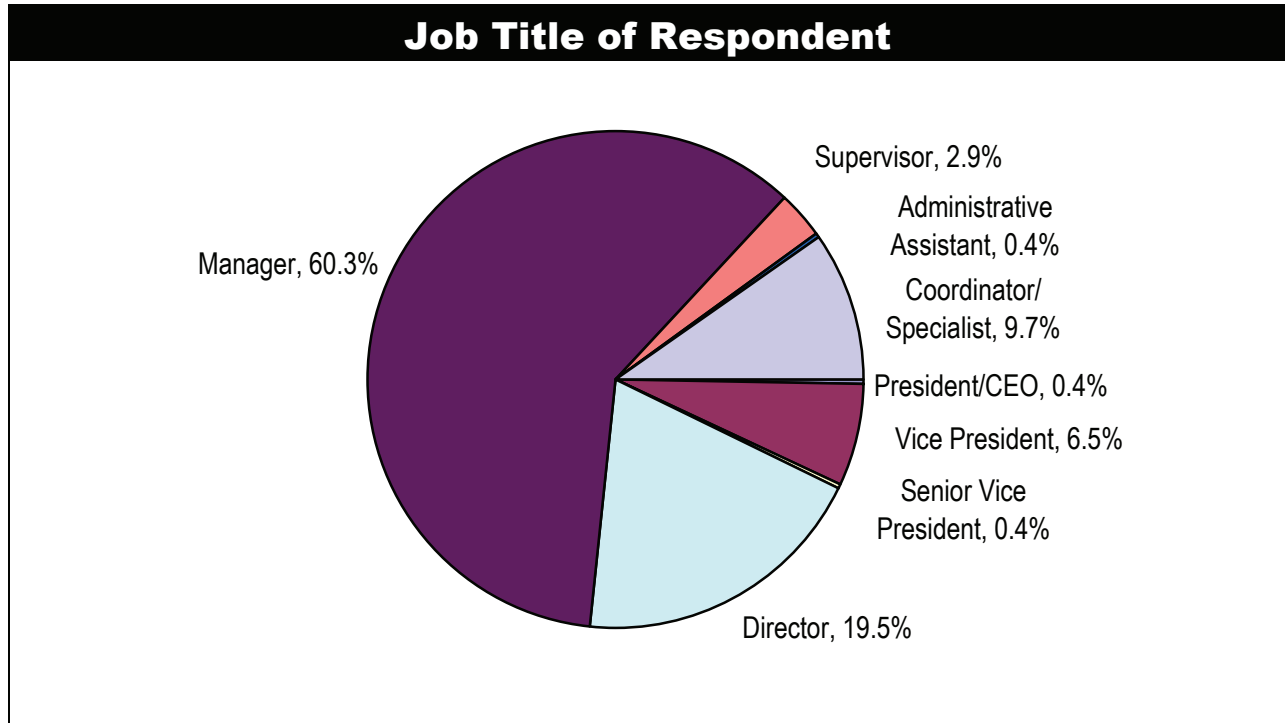


**Travel Management
Compensation and Benefits Survey
2008**

The mission of the NBTA Foundation is to provide on-going financial resources to conduct research initiatives beneficial to the entire business travel industry; to support educational and research offerings for business travel industry professionals; and to provide scholarship opportunities for business travel professionals.

RESPONDENT PROFILE

More than half of the respondents were Travel Managers (60.3%). Other common job titles responding were Directors and Coordinators/Specialists at 19.5% and 9.7%, respectively.



One-quarter of the respondents (25%) reported to the Finance department, followed by Purchasing (23%) and Administration (13%).

Job Title	Finance	Purchasing	Administration	Human Resources	Strategic Sourcing	Operations	Other
All Respondents	25%	23%	13%	12%	9%	4%	15%
Vice President	18%	35%	12%	12%	6%	0%	18%
Director	33%	8%	16%	12%	14%	4%	12%
Manager	26%	28%	12%	10%	8%	4%	13%
Supervisor	25%	13%	25%	13%	0%	25%	0%
Coordinator/Specialist	12%	19%	12%	23%	8%	0%	27%

*Other departments included Supply Chain Management and Facilities/Support Services.

The average respondent reported 15.9 years experience in travel management including an average of 7.2 years in their current position. Directors had the most experience (20.4 years, on average) followed by the Vice Presidents (19.7 years, on average) and Managers (15.3 years, on average).

Years of Travel Management Experience and Years in Current Position				
Job Title	Years of Experience		Years in Current Position	
	Average Number of Years	Median Number of Years	Average Number of Years	Median Number of Years
All Respondents	15.9	15.0	7.2	6.0
Vice President	19.7	22.0	9.6	8.5
Director	20.4	20.0	6.8	5.0
Manager	15.3	14.0	7.2	6.0
Supervisor	10.2	9.3	5.3	3.5
Coordinator/Specialist	9.7	8.0	6.6	3.5

Over half (59.7%) of the respondents had a Bachelor's or Master's degree.

Level of Education Completed						
Job Title	High School	Associate Degree	Bachelor's Degree	Master's Degree	Ph.D./ Doctorate	Other
All Respondents	16.5%	14.7%	47.5%	12.2%	0.4%	8.6%
Vice President	11.1%	16.7%	55.6%	16.7%	0.0%	0.0%
Director	18.5%	14.8%	37.0%	24.1%	0.0%	5.6%
Manager	15.0%	13.8%	50.3%	10.8%	0.6%	9.6%
Supervisor	0.0%	37.5%	50.0%	0.0%	0.0%	12.5%
Coordinator/Specialist	29.6%	11.1%	44.4%	0.0%	0.0%	14.8%

The most common designation held by respondents was Certified Corporate Travel Executive (CCTE). The CCTE was the most common designation for all job levels except for the Coordinator/Specialist position.

Designations Held									
Job Title	Certified Corporate Travel Executive (CCTE)	Corporate Travel Expert (CTE)	Certified Travel Counselor (CTC)	Certified Meeting Planner (CMP)	Global Leadership Professional (GLP)	Certified Purchasing Manager (CPM)	Certified Travel Associate (CTA)	Certification for Meeting Mgmt. (CMM)	Other
All Respondents	26.9%	11.5%	6.8%	5.0%	4.3%	3.9%	1.1%	0.7%	3.2%
Vice President	27.8%	0.0%	11.1%	11.1%	0.0%	5.6%	0.0%	5.6%	5.6%
Director	33.3%	0.0%	14.8%	5.6%	14.8%	5.6%	1.9%	1.9%	3.7%
Manager	26.3%	12.6%	4.8%	4.8%	2.4%	3.6%	0.6%	0.0%	3.0%
Supervisor	37.5%	25.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Coordinator/Specialist	14.8%	33.3%	3.7%	3.7%	0.0%	3.7%	3.7%	0.0%	3.7%

Nearly all of the respondents (98.2%) reported being a member of NBTA and more than half have an affiliation with an NBTA chapter (55.6%).

Professional Affiliations										
Job Title	NBTA	NBTA Chapter	MPI	ISM	ASTA	PCMA	ICTA	SITE	SGMP	Other
All Respondents	98.2%	55.6%	11.8%	11.1%	3.2%	2.2%	1.8%	0.7%	0.4%	5.0%
Vice President	100.0%	38.9%	27.8%	11.1%	0.0%	5.6%	0.0%	0.0%	0.0%	0.0%
Director	98.1%	44.4%	16.7%	11.1%	5.6%	3.7%	1.9%	3.7%	0.0%	5.6%
Manager	98.2%	60.5%	9.6%	10.8%	2.4%	1.8%	2.4%	0.0%	0.6%	4.8%
Supervisor	100.0%	75.0%	12.5%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Coordinator/Specialist	100.0%	59.3%	3.7%	18.5%	3.7%	0.0%	0.0%	0.0%	0.0%	3.7%

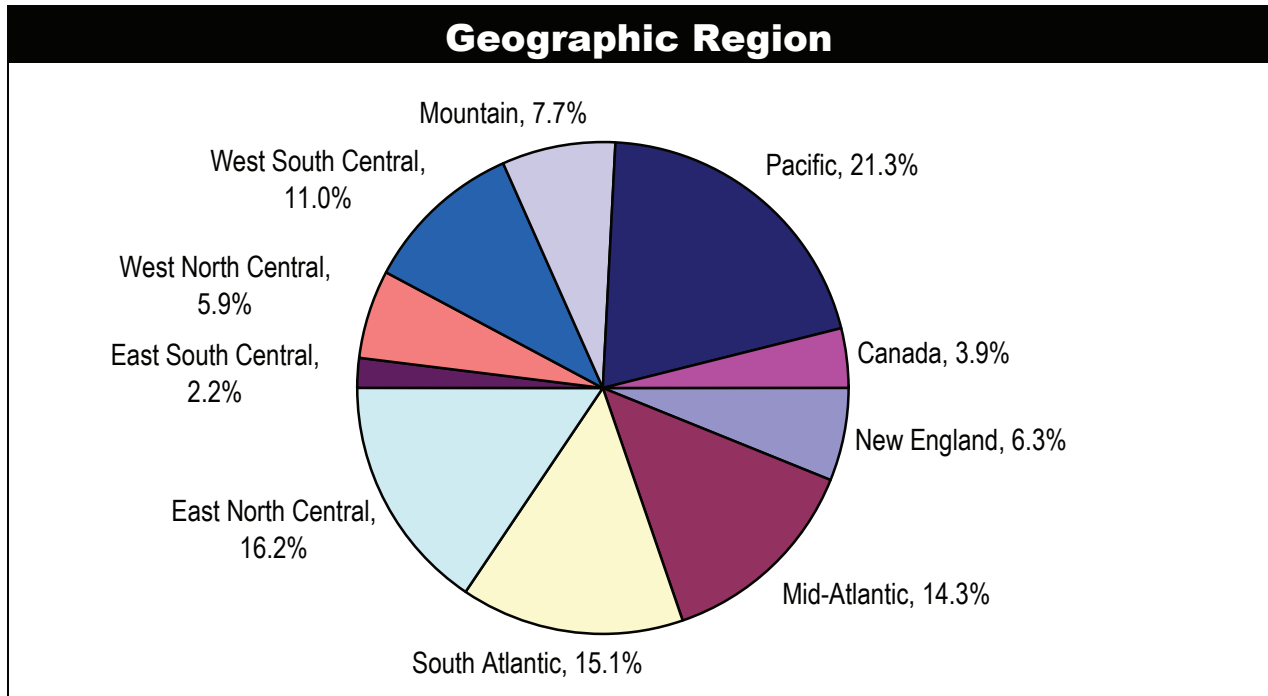
The median age of all respondents was approximately 47. Very few were younger than 30 (2.2%) or 60 and over (6.6%).

Age of Respondent							
Job Title	18 to 24	25 to 29	30 to 34	35 to 40	41 to 49	50 to 59	60 or Over
All Respondents	0.7%	1.5%	4.1%	11.4%	41.7%	33.9%	6.6%
Vice President	0.0%	0.0%	0.0%	11.1%	50.0%	38.9%	0.0%
Director	0.0%	0.0%	0.0%	9.8%	49.0%	29.4%	11.8%
Manager	0.0%	1.8%	4.9%	12.9%	39.3%	35.0%	6.1%
Supervisor	0.0%	0.0%	0.0%	12.5%	50.0%	37.5%	0.0%
Coordinator/Specialist	7.4%	3.7%	11.1%	7.4%	37.0%	29.6%	3.7%

More than three out of four respondents (77.8%) were female.

Gender of Respondent		
Job Title	Male	Female
All Respondents	22.2%	77.8%
Vice President	16.7%	83.3%
Director	30.2%	69.8%
Manager	21.7%	78.3%
Supervisor	12.5%	87.5%
Coordinator/Specialist	15.4%	84.6%

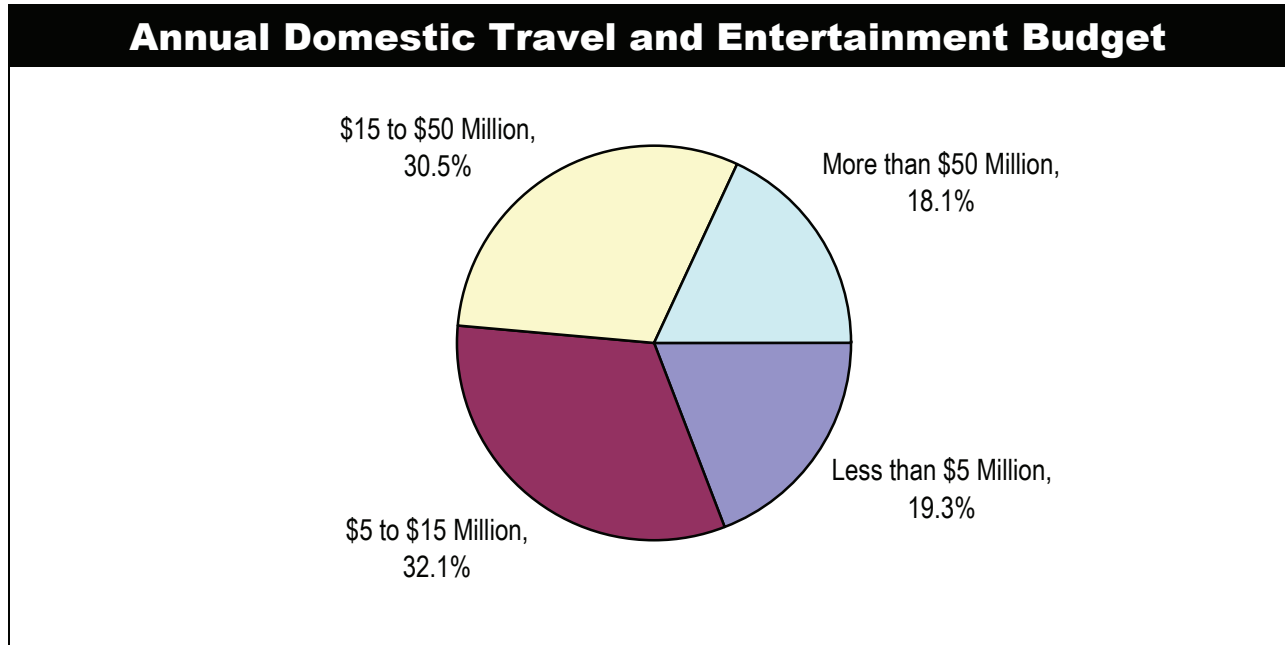
Regionally, the respondents were most commonly located in the Pacific (21.3%), East North Central (16.2%) and South Atlantic (15.1%) regions.



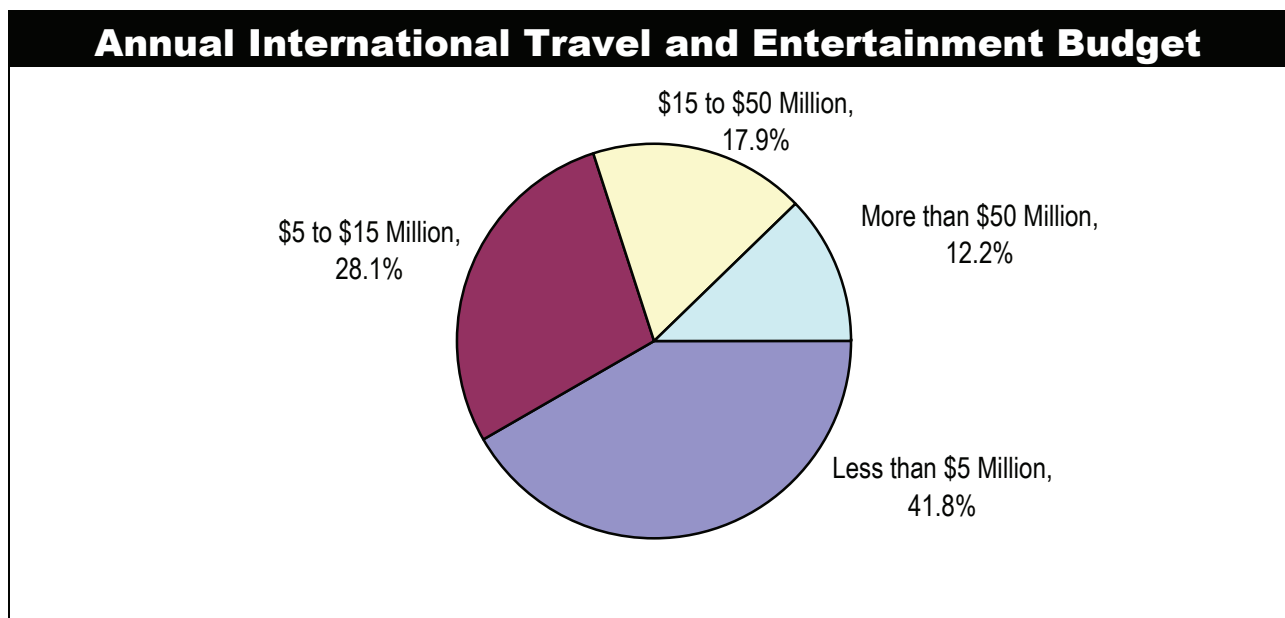
Geographic Region Definitions

New England—CT, ME, MA, NH, RI, VT
Mid-Atlantic—DC, DE, MD, NJ, NY, PA, VA, WV
South Atlantic—FL, GA, NC, SC
East North Central—IL, IN, MI, OH, WI
East South Central—AL, KY, MS, TN
West North Central—IA, KS, MN, MO, NE, ND, SD
West South Central—AR, LA, OK, TX
Mountain—AZ, CO, ID, MT, NV, NM, UT, WY
Pacific—AK, CA, HI, OR, WA
Canada

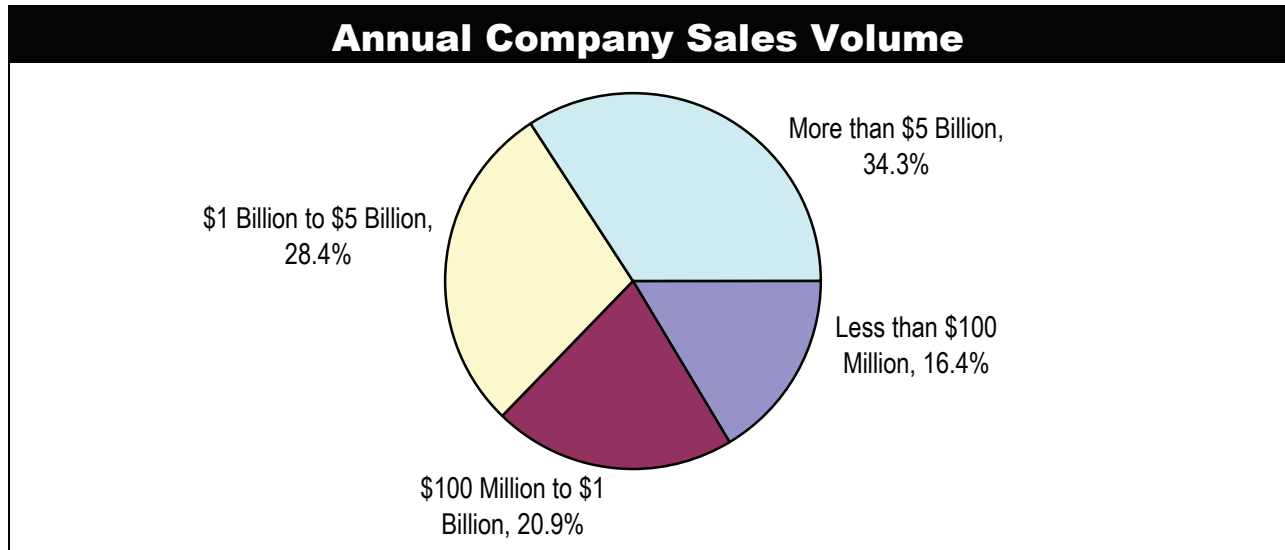
Nearly half (48.6%) of the respondents reported annual domestic travel and entertainment budgets in excess of \$15 million. Nearly one out of five respondents reported domestic budgets in excess of \$50 million. The median annual domestic travel and entertainment budget was \$15 million.



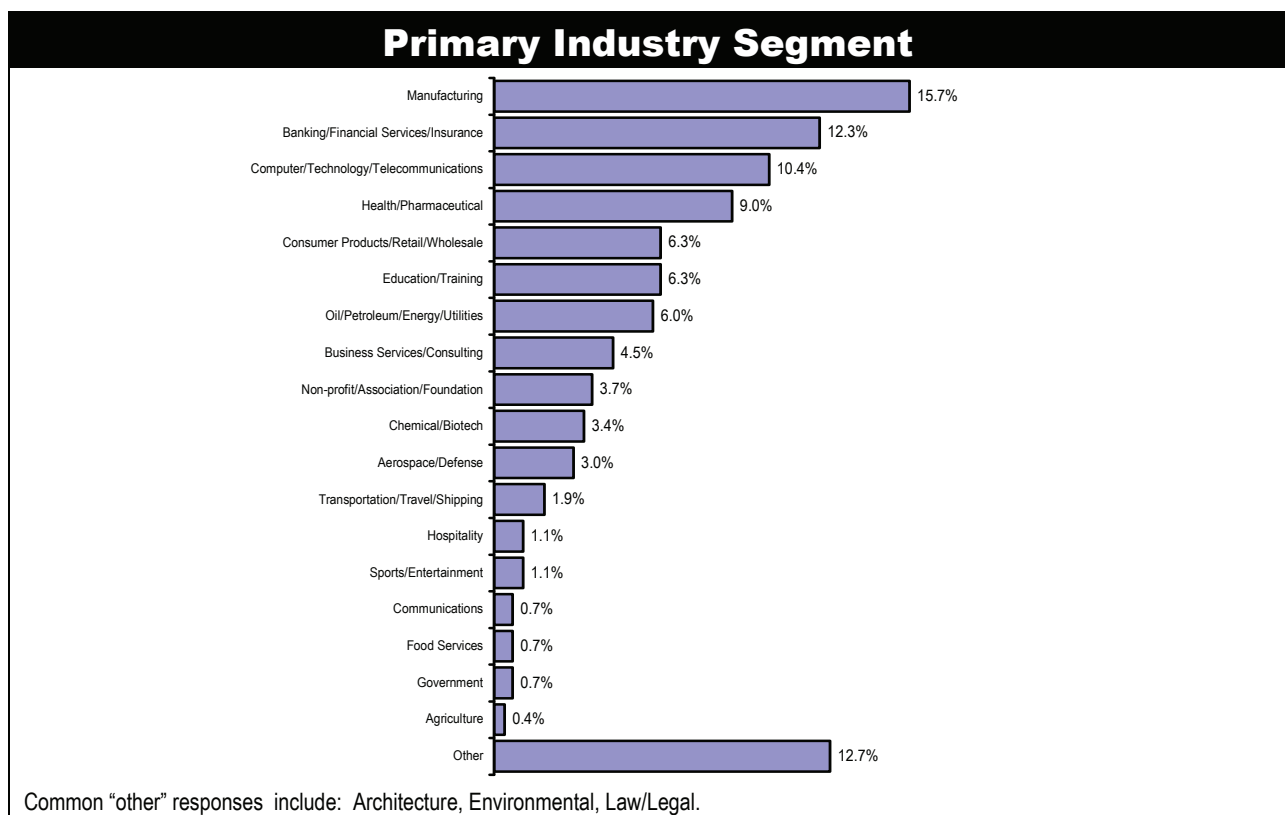
Nearly six out of ten respondents reported international travel and entertainment budgets of \$5 million or more. The median annual international travel and entertainment budget was \$6 million.



Large companies, those with sales in excess of \$5 billion, represented about one-third (34.3%) of the respondents. Median annual company sales volume was \$2.8 billion.



The table below shows the distribution of respondents by primary industry segment. Manufacturing (15.7%) was the most well represented industry.



SURVEY HIGHLIGHTS

The 2008 Travel Management Compensation and Benefits Survey results are based on 279 responses from individuals in the business travel industry. The survey covers three primary areas: responsibilities; compensation; and employee benefits. Below is a summary of each of these areas.

Responsibilities

- The average travel department contains seven staff members.
- Nearly half (48%) reported that their program was global.
- More than half of the respondents (58%) reported spending between 76% and 100% of their time on travel management.
- The vast majority of respondents reported spending their time on a variety of strategic responsibilities, including:
 - Negotiate with travel vendors 92%
 - Strategic development of travel program 92%
 - Administer corporate travel program 91%
 - Develop and administer travel policy 89%
 - Evaluate and apply new technology applicable to travel management 89%
 - Benchmark travel operations 82%
 - Develop, control, analyze and report corporate travel budget 66%
- They are also likely to have other responsibilities, including managing and supervising relationships with corporate travel agencies (84%), investigating travel complaints (73%) and administering corporate credit card programs (45%).
- Among areas of non-travel responsibility, 47% of the respondents reported managing the meeting planning function.

Compensation

The average compensation for all respondents was \$97,383. The most highly compensated job title was Director at \$139,472, on average, followed by Vice President (\$112,146, on average), and Manager (\$89,656, on average). Please note that the Vice President position received only seventeen responses. Caution should be used when comparing compensation by job title due to the varying sample sizes.

Total Compensation* by Job Title		
Job Title	Average	Median
All Respondents	\$97,383	\$90,443
Vice President	\$112,146	\$110,000
Director	\$139,472	\$132,000
Manager	\$89,656	\$88,295
Supervisor	\$60,214	\$59,786
Coordinator/Specialist	\$59,823	\$54,000

*Includes salary, bonus and commission.

Compensation showed a clear correlation with sales volume of the employing company. Compensation levels tended to increase as company sales volume increased. Respondents working for companies with annual sales of less than \$100 million made 33% less on average than those working for companies with more than \$5 billion in sales.

Total Compensation* by Annual Sales Volume		
Sales Volume	Average	Median
More than \$5 Billion	\$123,125	\$110,000
\$1 to \$5 Billion	\$106,432	\$103,700
\$100 Million to \$1 Billion	\$90,094	\$84,000
Less than \$100 Million	\$82,957	\$78,000

*Includes salary, bonus and commission.

In addition, compensation tended to:

- Increase with additional years of travel management experience.
- Be higher for those with advanced academic degrees.
- Increase with age.
- Be higher for males than females.
- Increase as travel and entertainment budgets increased.
- Be higher in the Mid-Atlantic and Pacific regions.
- Be higher for travel professionals with GLP certification.

Overall, 63% of the respondents were either satisfied (45%) or very satisfied (18%) with their compensation. Fourteen percent expressed dissatisfaction.

Compensation Trends

The table below looks at average compensation from the current study versus the study conducted in 2007. Caution should be used when analyzing these results because each study represents a different set of respondents. Also, in the cases of the Vice President and Supervisor position, the data are based on small sample sizes.

Average Total Compensation 2007 vs. 2008			
	2007	2008	Percent Change
All Respondents	\$91,059	\$97,383	6.9%
Vice President	\$159,325	\$112,146	-29.6%
Director	\$123,882	\$139,472	12.6%
Manager	\$88,354	\$89,656	1.5%
Supervisor	\$75,717	\$60,214	-20.5%
Coordinator/Specialist	\$58,765	\$59,823	1.8%

Employee Benefits

Insurance

- Eighty percent or more of the respondents reported that their employer offered all of the major types of insurance (health, dental, short-term disability, long-term disability, vision, term life and accidental death/travel). The only exceptions being long-term care and professional liability insurance.
- Preferred Provider Organizations (PPO) were the most popular health plan type (94% provided).
- For most insurance types a joint contribution by the employee and the employer was required.

Professional Development/Personal Benefits

- The vast majority of respondents were offered professional association dues (97%), convention attendance (95%), continuing education (92%), professional publications (92%), mileage reimbursement (91%), and tuition reimbursement (90%) by their employer.
- Fewer respondents were offered child/day care (12%), automobile (9%), and/or a monthly auto allowance (5%).

Paid Leave

The average respondent reported receiving about three weeks (19 days) vacation and eight days sick leave. Those with a Paid Time Off (PTO) plan provided an average of 22 days per year.

Paid Days per Year		
Type of Leave	Average	Median
Vacation	19	17
Personal	3	2
Sick	8	6
Maternity	36	30
Paternity	29	14
Emergency Medical	14	0
Bereavement	3	3
Holiday	10	10
PTO (combined vacation, sick and personal leave)	22	24

Company Stock

- About one-fourth (24%) of the respondents reported receiving shares of stock as part of their annual compensation.
- Nearly half (42%) of the employers offered a stock option plan. Of those, 72% reported that they were eligible for the plan.

Retirement Plans

- One-third (33%) of the respondents were offered a pension plan by their employer. Of those, 97% report that they were enrolled.
- 401(k)/403(b) plans were the most popular retirement plan offered by employers (76%). Nearly all (97%) of the respondents with a 401(k)/403(b) plan were enrolled. The average respondent reported contributing 10% of their salary to the plan, while their employer contributed 4% on average.
- Eight percent of the companies offered an Employee Stock Ownership Plan (ESOP).

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