



**GBTA GTP**

A GBTA Academy Program

# GTP<sup>®</sup> Content Outline

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## DOMAIN 01 Strategic Business Planning (23% of exam)

- 101** Meet with internal and external stakeholders from various functional areas (including business unit leaders/department managers in human resources, risk management, finance/accounting, marketing, sales, procurement, research and development, information technology, training; Country leaders, business development/strategic planners, executive team, administration team, operational team, and buyers/suppliers) to determine organizational culture, goals, and objectives and get buy-in from those stakeholders.
- 102** Perform program evaluation to identify opportunities for program optimization (including but not limited to gap analysis, data management, spend, travel experience, tools/technology, cost to manage, travel and expense process, travel and expense policies, safety and risk management, sustainability, duty of care, etc.)
- 103** Utilize the results of business analytics [e.g., Strengths Weaknesses Opportunities Threats (SWOT), cost analysis, market share analysis, internal and peer benchmarking, traveler surveys, etc.] for program optimization and create the travel program strategy
- 104** Create communication strategies for organizational management and other stakeholders to ensure their support
- 105** Develop and/or assess travel program contracting strategies to ensure that program goals align with overall organizational objectives, including contracts, policy, budget, risk management, compliance, etc.
- 106** Contribute to risk management program and processes, to include business continuity plans within the organization, and establish responsibilities and accountability of travel department and travel suppliers

### Tasks in Domain 01 are supported by the following Knowledge Areas:

Overall Knowledge	K02
Strategic/Business Planning	K04, K05, K06, K07, K08
Account/Program Management	K09, K17, K18
Supplier Management	K23
Data Analysis	K25
Communications	K31, K34
Technology/Tools	K36



## DOMAIN 02 Buyer/Supplier Engagement (22% of exam)

- 201** Identify, cultivate, and manage relationships with current and potential buyers and/or suppliers that support the goals and objectives of the travel program(s)
- 202** Establish and prioritize strategic travel program goals that are mutually beneficial to buyers and suppliers
- 203** Conduct due diligence (i.e., assess risk, security, financial viability, stakeholder feedback) with respect to potential buyer or supplier.
- 204** Prepare and issue/respond to Requests for Information (RFIs)/ Requests for Quotations (RFQs)/ Requests for Proposals (RFPs) for services related to the travel program that align with organizational processes
- 205** Evaluate and select supplier(s)/customers based on qualitative and quantitative responses to Requests for Information (RFIs)/ Requests for Quotations (RFQs)/ Requests for Proposals (RFPs) and their technology platforms
- 206** Mutually develop measurable service level agreements (SLAs) and measurable key performance indicators (KPIs) for inclusion in buyer/supplier contracts
- 207** Evaluate status and content of travel-related contracts
- 208** Monitor and ensure buyer/supplier compliance with organizational policies (e.g., sustainability initiatives, health and safety, security, ethics, etc.)
- 209** Negotiate terms and conditions of contracts
- 210** Communicate contract/details and action items with appropriate stakeholders
- 211** Identify and execute supplier and/or customer process improvements (e.g., automation, innovation, formal programs, quality programs, etc.)
- 212** Conduct and/or participate in account reviews (e.g., to monitor progress, service levels, compliance, etc.)
- 213** Conduct periodic internal audits of supplier contracts (e.g., safety, security, internal expense, etc.) as needed
- 214** Develop and implement communication plans (e.g., product placement, internal promotion, etc.) if applicable

### Tasks in Domain 02 are supported by the following Knowledge Areas:

Overall Knowledge	K01, KO3
Strategic/Business Planning	
Account/Program Management	K12, K15, K16
Supplier Management	K20, K21, K22, K23, K24
Data Analysis	
Communications	
Technology/Tools	K36, K38



## DOMAIN 03 Travel Program Administration (34% of exam)

- 301** Contribute to development and ongoing review of organizational policies (e.g., corporate social responsibility, travel and expense, duty of care, etc.)
- 302** Identify, monitor, and evaluate compliance with organizational policies related to the travel program
- 303** Allocate resources (e.g., staff, budget, soft dollar benefits) for travel program activities
- 304** Develop, execute and maintain the internal stakeholder communication plan addressing travel program procedures and updates
- 305** Train/educate relevant stakeholders (travel arrangers, TMCs, travelers, accounting/finance, human resources) on travel-related policies, procedures, travel restrictions/requirements, insurance, and tools, and work with human resources to train new employees during onboarding and to establish clear processes for employees departing the company
- 306** Collaborate with relevant internal groups, (e.g., travelers, finance, Human Resources, Information Technology, revenue management, employee representatives/workers councils, corporate security, etc.) to accomplish travel program initiatives
- 307** Identify and execute internal travel program related process improvements
- 308** Participate in travel industry activities to maintain and increase industry knowledge and support the advancement of organizational initiatives
- 309** Support the development and implementation of travel risk management, crisis management, and business continuity plans
- 310** Support the continual development, implementation, and communication of appropriate travel applications and technologies

### Tasks in Domain 03 are supported by the following Knowledge Areas:

Overall Knowledge	K01, K02, K03
Strategic/Business Planning	K05, K06 K08
Account/Program Management	K09, K10, K11, K12, K13, K14, K18
Supplier Management	K24
Data Analysis	
Communications	K31, K32, K33, K34, K35
Technology/Tools	K36, K37, K38



## DOMAIN 04 Data/Analytics/Finance (21% of exam)

- 401** Identify appropriate data sources required to support decision-making process [e.g., Return on Investment (ROI), cost analysis, program compliance, benchmarking, etc.]
- 402** Gather, consolidate, and validate accuracy of data from identified sources (including from TMCs) on a regular basis
- 403** Create and analyze relevant, actionable data reports for various internal and external stakeholder groups to identify trends, benchmark, and communicate travel program performance
- 404** Analyze and report travel spend in relation to program strategies
- 405** Automate reporting process and produce dashboards for internal and external stakeholder groups (including the use of business intelligence tools)
- 406** Collect and analyze feedback (via survey, direct communication, etc.) from customers on a regular basis to evaluate the quality of the program and recommend actionable improvements

### Tasks in Domain 01 are supported by the following Knowledge Areas:

Overall Knowledge	
Strategic/Business Planning	K07
Account/Program Management	K15, K16, K19
Supplier Management	
Data Analysis	K25, K26, K27, K28, K29, K30
Communications	
Technology/Tools	



# Knowledge Areas

## Overall Knowledge

- K01** Industry sector products and services (e.g., air, rail, hotel/long stay, ground transportation services, shared economy services, travel management company, traveler mobility options, payment solutions, expense management, technologies, etc.)
- K02** Regional and cultural differences
- K03** Travel industry terminology

## Strategic/Business Planning

- K04** Goal setting process and methods
- K05** Principles of project management (e.g., planning scheduling, tracking, execution, reporting, change management, etc.)
- K06** Continuous process improvement
- K07** Strategic and business planning processes and techniques (e.g., SWOT, gap analysis process, etc.)
- K08** Travel risk management/duty of care processes, policies and procedures, and tools (including ISO 31030)

## Account/Program Management

- K09** Business continuity planning
- K10** Components of a managed travel program
- K11** Components of travel and expense policies (“bleisure,” insurance, vaccinations status, frequent flyers, preferred suppliers, sustainable travel, purposeful travel, duty of care, approvals, etc.)
- K12** Customer relationship management
- K13** Sources of updated information about immigration (visa) requirements and border control regulations (including medical status) for short term and long-term business travelers and assignees
- K14** Government regulations in regard to compliance of travel program (e.g., anti-trust, collusion, anti-competitive behavior, etc.)
- K15** Internal and external program audits (e.g., air/hotel/car rate audit, policy compliance audit, contract audit, etc.)
- K16** Key performance indicators (KPIs)
- K17** Organizational goals and models, objectives, cultures, policies, and procedures
- K18** Strategic meetings management principles
- K19** Travel and expense reporting and analytics



## Supplier Management

- K20** Request for information (RFI)/ quotation (RFQ)/ proposal (RFP) presentation
- K21** Service level agreements (SLAs)
- K22** Basic procurement practices (e.g., non-disclosure agreement, terms and conditions, due diligence, strategic sourcing, supplier contracting scenario models, negotiation techniques, third party assessments, etc.)
- K23** Marketplace/competitive landscape
- K24** Site inspections and audits (e.g., airports, car rentals, hotels, etc.)

## Data Analysis

- K25** Basic financial/accounting concepts [e.g., budget preparation, internal forecasting, market share reporting, supplier pricing and invoicing, return on investment (ROI) principles, business case evaluation, cost-benefit evaluation, etc.]
- K26** Business travel metrics and models (e.g., travel reporting metrics, market share analysis techniques, etc.)
- K27** Data management (including data consolidation, privacy requirements such as GDPR law, etc.)
- K28** Industry trends and forecasts
- K29** Revenue/yield management techniques
- K30** Spend analysis tools and techniques

## Communications

- K31** Communication strategies and techniques
- K32** Marketing techniques
- K33** Persuasion and influencing techniques
- K34** Presentation techniques
- K35** Teamwork and group dynamics

## Technology/Tools

- K36** Technology products used in travel industry (e.g., reservation and online booking tools and processes, aggregators, new distribution channels, reporting tools, traveler tracking tools, mobile applications, machine learning, artificial intelligence, etc.)
- K37** Travel approval processes
- K38** Third party tools (e.g., fare shopping tools, aggregators, etc.)