


WHITE PAPER

The hotel program wake-up call

Confronting the disconnect between data, policy, and performance

Christopherson

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Introduction: Hotel programs at a turning point

Hotel spend is back—but visibility and control haven't caught up. Corporate travel teams are managing higher volumes with fewer tools and leaner resources, exposing outdated processes that can't sustain modern program demands.

Our 2025 hotel program survey reveals the extent of these pressures across 109 U.S. companies with respondents spanning travel management, procurement, finance, and operations roles. While most organizations report returning to pre-pandemic travel volume, they also cite persistent pain around manual processes, rate audits, accounting issues, and limited contract visibility.

Industry data tells the same story. GBTA's Evolution of Managed Hotel Programs (2025) reports that 77% of buyers expect 2025 hotel spend to meet or exceed 2024—yet 61% say they rarely or never audit rates, leaving negotiated value unverified.

That gap shows up in day-to-day workload and priorities. BCD's Sourcing: Travel Buyers' Priorities Snapshot reveals that 52% of buyers call negotiating and managing contracts their most time-consuming tasks, and 86% rank cost control as the top sourcing focus. Compounding the pressure, 67% of travel managers say their role is undervalued even as responsibilities expand to safety, sustainability, and technology oversight (SAP Concur's Global Business Traveler Report, 2025).

Why does it matter?

Hotel programs may be back in volume, but without automation and expert guidance, they remain administratively heavy, leaving measurable savings unrealized and strategic capacity untapped.

By the numbers: Hotel programs under pressure

Industry benchmarks echo our survey findings, showing a hotel sector where recovery has outpaced modernization, leaving programs to manage rising spend with outdated methods.

- **77%** — *77% of buyers expect 2025 hotel spend to meet or exceed 2024 levels (GBTA 2025).*
- **61%** — *61% rarely or never audit rates, leaving negotiated value unverified (GBTA 2025).*
- **86%** — *86% rank cost control as the top sourcing priority (BCD 2025).*
- **52%** — *52% say negotiating/managing contracts is most time-consuming (BCD 2025).*
- **67%** — *67% feel their role is undervalued despite expanding responsibilities (SAP Concur 2025).*

Key findings summary: Obstacles and opportunities

Our 2025 hotel program survey reveals a consistent pattern across more than 100 U.S. companies: most travel programs are still managed with yesterday's methods. While each organization faces unique constraints, the data shows an industry stuck between recovery and reinvention—aware of its challenges but constrained by time, visibility, and technology.

Manual work dominates.

Two-thirds of respondents say hotel administration consumes most of their time, particularly managing reservation changes and accounting issues. In many cases, travel teams spend more effort maintaining than improving their programs—keeping them reactive instead of strategic.

Contract discipline is inconsistent.

One in five organizations never review their hotel agreements, and more than a third have no active contracts at all. Even among those with negotiated rates, few have systems to audit rate accuracy or monitor compliance, leaving negotiated value unseen at the point of sale.

Technology gaps widen the problem.

As organizations scale, manual workflows and patchwork tools buckle. Data backs it: half lack an RFP tool, and 16% still make travelers use personal cards. Without modern tooling, managers can't turn volume into leverage, bleeding savings and capping performance.

Confidence and satisfaction diverge.

While most travel managers express satisfaction with their service levels, fewer than half are satisfied with their negotiated discounts. Many lack confidence in rate negotiations and visibility into whether travelers actually book contracted rates—evidence of programs still driven by process, not strategy.

Policy and traveler alignment remain elusive.

Compliance challenges often stem from data blind spots. Without reliable insight into traveler behavior or preferences, managers can't easily refine policies or make preferred rates intuitive to find and book.

Taken together, these findings describe an ecosystem in distress: hotel programs that are administratively heavy, technologically light, and strategically underpowered. Yet the same data highlights opportunity. Organizations that standardize sourcing, automate audits, and pair those tools with expert support move from reactive management to proactive control.

Key finding #1: Travel managers are drowning in manual work.

For many travel managers, each day feels like triage: extending contracts, reconciling invoices, chasing missing rates, and managing endless reservation changes. As hotel spend rebounds to pre-pandemic levels, workloads have returned in full— often with smaller teams and fewer tools. Every task is urgent; too few are strategic.

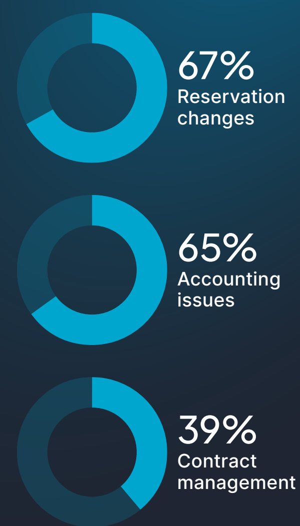
Our research confirms the strain. When asked to identify their top three pain points, reservation changes (67%) and accounting issues (65%) ranked as the top frustrations, with contract management (39%) following behind. Most respondents still manage hotel updates manually with spreadsheets and email follow-ups that keep programs reactive.

Administrative work consumes most of a travel manager's day. With automation and expert support, programs reclaim time for strategy, protect savings, and elevate supplier performance.

This dependency on manual processes isn't just inefficiency but a lack of strong infrastructure. Leaner post-pandemic teams now shoulder sourcing, policy, and accounting duties with limited support and minimal automation. The cost is cumulative: longer resolution times, missed rate corrections, and renewal cycles managed by default instead of design.

The solution is two-layered. Automation turns routine checks (rate accuracy, expirations, booking visibility) into always-on safeguards. Expert support adds human leverage: applying market intelligence, engaging brand-level contacts when issues arise, assertively negotiating on behalf of clients, and driving outcomes that tools alone can't deliver. Together, they shift programs from firefighting to foresight.

Top three pain points of hotel program management



Why does it matter?

Manual work doesn't just consume time— it conceals opportunity and obscures savings. Pairing automation and expert support frees capacity for strategy, improves supplier performance, and converts daily activity into verified savings.

Key finding #2: Critical gaps persist in hotel program execution.

Even the best hotel sourcing strategy can falter in execution. Our research shows that the greatest obstacles aren't in negotiating rates—they're in maintaining, auditing, and optimizing them. Respondents most frequently cited rate auditing (45%) and rate re-shopping (41%) as areas where they need the most help, followed closely by GDS rate loading (33%), hotel selection (33%), and RFP tool adoption (27%). Together, these gaps reveal a weak link between negotiated intent and operational delivery.

Rate management tasks may seem routine, but they determine whether savings are realized or lost. When rates aren't verified, re-shopped, or loaded consistently, negotiated value erodes quietly over time. Misloaded or missing content leads travelers to book outside policy, hotels to charge inconsistent rates, and companies to pay more than contracted.

Savings aren't secured when contracts are signed—they're earned through continuous validation and diligent follow-through.

The real challenge is scale, even with plenty of effort. Managing numerous properties across multiple systems is impossible to do manually and difficult even with basic reporting tools. Automation and expert oversight close this gap by providing real-time detection of top hotel properties, program-specific negotiations, end-to-end rate loading, and audits that keep negotiated content accurate, visible, and active.

Why does it matter?

Execution is where strategy succeeds or fails. Continual rate auditing, re-shopping, and content loading protects negotiated value and ensures that the rates companies secure are the rates travelers actually use.

CASE STUDY | NIELSEN

How Nielsen turned a reactive hotel program into a real-time, data-driven advantage

By combining real-time booking data with insights from SAP Concur, Motor City Travel and its technology partner, Christopherson, empowered Nielsen to shift from guesswork to targeted negotiations, fix hidden rate-loading issues, and start adding the right hotels where travelers actually stay.

Key outcomes

- **Real-time visibility:** Provided a live view of room nights by location, revealing true volume and traveler behavior.
- **Targeted preferred expansion:** Added preferred hotels based on where travelers already stayed.
- **Broader chainwide coverage:** Expanded brand agreements, strengthening leverage and choice.
- **Rate-loading audit and fixes:** Surfaced and corrected hidden rate issues globally.
- **Early adoption and rate assurance:** Drove strong uptake of negotiated codes and tighter rate validation.

CASE STUDY | NIELSEN

Background

As a global data and analytics leader, Nielsen manages a complex, year-round travel footprint spanning the U.S., Europe, and India. With a lean team, the goal was to replace delayed reporting and manual sourcing with real-time data visibility and proactive negotiations.

“Before, it was very hard to get any understanding of volume,” said Emily Pickell, Nielsen’s global travel manager.

Yet when translated into daily operations, the gaps became clear.

Challenges

Sourcing was reactive and vendor-led, based on limited or lagging data. Off-channel bookings created travel leakage, making it difficult to see where travelers stayed or to justify new rate negotiations midyear. Nielsen also lacked a consistent audit process to verify rate loading, inclusions, and fees, which often distorted true cost.

Solution

Christopherson integrated Nielsen’s SAP Concur data stream into its sourcing workflow, creating real-time visibility into where employees were staying. With this insight, the team could negotiate preferred rates in active markets and expand chainwide agreements for better coverage.

Christopherson’s supplier relations team complemented the technology with expertise—scrutinizing resort fees, cancellation policies, and inclusions to ensure negotiated rates reflected total cost, not just nightly price. The audit process also exposed and fixed international rate-loading errors, improving global rate consistency.

> We’re catching things as they’re happening, rather than discovering missed opportunities a year later.
>
> — *Emily Pickell, Nielsen*

Results and impact

Early results show strong adoption of Nielsen’s negotiated rates and growing hotel attachment. Real-time data now converts active bookings into leverage, enabling midyear negotiations and measurable rate assurance. With Christopherson’s partnership, Nielsen gained both visibility and control—transforming its hotel program from reactive to proactive.

Key finding #3: Hotel agreements are often neglected.

In many programs, hotel contracts are signed, filed, and forgotten until renewal or a rate issue forces attention. The results are familiar: agreements lapse, rates go unchecked, and negotiated value never reaches travelers at the point of sale.

Our survey quantifies the gap on two fronts.

Review cadence: 20% of respondents never review hotel agreements, and only 16% review them more than once a year.

Program readiness: 37% of organizations have no active hotel agreements at all, meaning more than a third operates on unmanaged or market rates, trading away savings, coverage, and negotiating leverage from the start.

This is a bandwidth and visibility problem, not apathy. Travel managers juggle numerous properties across regions. Without centralized tools to track expirations, verify rate loading, or log audit outcomes, spreadsheets can't keep pace—and even diligent teams fall behind.

More than 1 in 3 programs have no active hotel agreements, and 1 in 5 never review the ones they have.

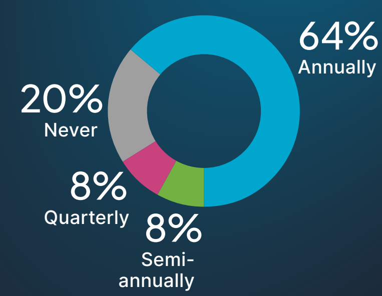
The consequences aren't surprising. Unreviewed contracts drift above market value, and misloaded rates go unseen. When contracted rates disappear from the GDS or booking tool, travelers default to visible public rates, data leakage rises, compliance slips, and negotiating power weakens at renewal.

Programs that adopt active contract management tell a different story: they conduct quarterly or semiannual reviews, run routine rate audits to confirm visibility, and centralize documentation so procurement, travel, and finance operate from a single source of truth. Over time, this discipline compounds, turning contracting from an annual scramble into continuous optimization.

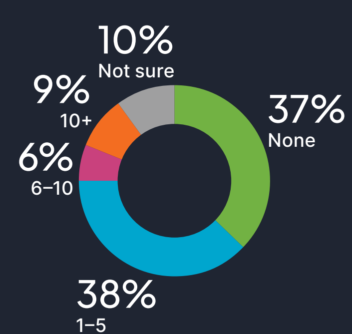
Why does it matter?

A contract value isn't realized when it's signed—it's realized when it's managed. Regular reviews and audits keep rates accurate, visible, and defensible, and having any contract in place is the first step.

How often do you review your hotel agreements?



How many active hotel agreements does your organization have in place?



CASE STUDY | AUTOLIV

How Autoliv unified hotel contracts and secured a chainwide Hilton deal

By consolidating global contracts and handing negotiations to Christopherson's experts, Autoliv cut admin load, fixed rate-loading issues, and opened shared discounts across regions, culminating in a hard-won, chainwide Hilton agreement.

Key outcomes

- **Global Hilton agreement:** After years of "not enough revenue," Autoliv now has a chainwide, scaling-discount contract
- **Cross-region access:** U.S./Canada/Mexico contracts were loaded into the European agency's system and vice versa, so travelers share negotiated discounts across regions.
- **Major time savings:** Christopherson manages renewals, outreach, and hotel issues, freeing up Autoliv's team.
- **Verified results:** ~$1.9M in hotel sales In the last 12 months, ~$800K booked on Autoliv rates, and $372K saved on those negotiated bookings.
- **Cleaner data and smoother bookings:** On-site agents book in the GDS, limiting leakage; the platform also flags rate audit issues for correction.

CASE STUDY | AUTOLIV

Background

Autoliv—the world's largest automotive safety supplier—operates in 25 countries. Its North American travel program runs separately from Europe, creating duplicate work and inconsistent rate access.

Autoliv needed to make negotiated content visible and bookable company-wide without manual intervention. They also wanted relief from endless renewal calls and follow-ups.

"I would call and call and call, and nobody would call me back," explained Susan Ross, Autoliv's North America travel manager.

Challenges

Fragmented regional contracting left limited visibility into existing deals and rate reliability. Despite strong spend, Autoliv couldn't secure a global Hilton agreement—told its revenue wasn't high enough. Leakage was low, but the lack of unified contracts limited leverage and cross-region access.

Solution

Christopherson centralized negotiations and rate management, taking ownership of outreach, renewals, and escalations. Its team surfaced overlooked agreements, loaded content across systems, and ensured two-way visibility between regions.

"We've been able to get our contracts loaded into their system, and then vice versa," said Ross.

With consolidated spend data, Christopherson successfully negotiated a global Hilton contract with scaling discounts—something the company had been trying to achieve for years.

> To have someone handle these kinds of things for us takes a lot off my plate.
>
> — *Susan Ross, Autoliv*

Results and impact

Autoliv now operates a cohesive global program with cleaner data, shared visibility, and measurable savings. Rate audits flag issues early, hotel partners respond faster, and travelers can book the right content from any region. With Christopherson managing the process, Autoliv gains leverage at scale and time back to focus on strategic priorities.

Key finding #4: Confidence in hotel negotiations is low.

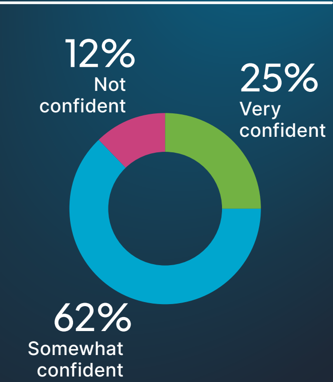
Most travel managers are in the arena but lack the armor. In our survey, 82% said they or their team participate in hotel sourcing, yet only 25% described themselves as “very confident” negotiators. The gap isn’t a matter of experience but of evidence. Without benchmarking, variance tracking, or market insight, negotiations default to trust over transparency, with buyers leaning on historical rates, anecdotes, or supplier assurances while hotels negotiate with richer data and dynamic pricing.

The cycle is predictable: proposals get reviewed, approved, and loaded, but few programs have the tools or time to test whether those rates perform once live. As a result, managers remain accountable for outcomes they cannot fully validate or defend.

Benchmarking, routine rate audits, and utilization tracking transform negotiation from guesswork to evidence—and measurable savings.

Confidence rises when data does. Teams that benchmark against market averages, audit rate loading regularly, and track negotiated-rate utilization move from assumption to proof. They know where rates underperform, which markets merit leverage, and how often travelers actually book preferred content—credibility that changes the tone across the table.

How confident are you in your hotel contract negotiation skills?



What matters most when selecting hotels?

When asked which factors matter most in hotel selection, travel managers ranked rates and location as top priorities, followed by policy flexibility, traveler experience, and amenities.

1. Rates
2. Locations
3. Policy flexibility
4. Traveler experience
5. Amenities

Key finding #5: Hotel sourcing tools remain the exception, not the rule.

Despite broad automation elsewhere in travel, most hotel sourcing still runs on spreadsheets, email, and manual follow-ups. Our research discovered that only 17% of respondents use a dedicated RFP management tool, while another 49% say they would adopt one if offered by their TMC—clear demand without easy access.

This tooling gap keeps contracting fragmented: proposals arrive as spreadsheets, negotiations happen over email, and results live in disparate systems. Every handoff invites error, slows cycle times, and weakens auditability. But technology alone doesn't fix the problem.

Only 1 in 6 travel programs uses an RFP tool today, despite clear links to savings, rate visibility, and compliance gains.

Christopherson closes that gap by pairing purpose-built tools with supplier relations specialists. The result: a coordinated, auditable workflow built on standardized templates, automated compliance checks, and negotiations guided by data rather than anecdotes.

Where platforms and people work in tandem, teams shift from annual, manual marathons to continuous optimization, including shorter cycles, clearer visibility, and better leverage at renewal. Finance and procurement gain comparable, defensible numbers, and travel managers get time back for strategy.

17%

of organizations currently use an RFP tool

49%

would adopt one if offered by their TMC

Why does it matter?

Technology creates visibility; expertise converts it into value. Together, they transform hotel programs from static contracts into actively managed assets.

CASE STUDY | FOREFRONT

How Forefront standardized hotel sourcing and unlocked savings

Facing inconsistent bookings and limited rate leverage, Forefront partnered with Christopherson to centralize hotel sourcing, secure the right hotel mix (including preferred brands and full-service extended-stay options), and capture measurable savings without overloading internal teams.

Key outcomes

- **Measured results:** Within nine months, negotiated rates made up one-third of total bookings and accounted for 58% of total hotel savings.
- **Traveler adoption:** More than one-third of bookings now flow to negotiated properties, concentrating volume and leverage.
- **Standardized playbook:** 2–3 preferred hotels per opening—including major brands and extended-stay options for long assignments.
- **Vendor recognition:** Centralized booking channels present Forefront as a repeat client, improving service and availability.
- **Amenity wins:** Free parking and on-site dining negotiated where it counts, reducing total trip costs.

CASE STUDY | FORENFRONT

Background

Forefront, a provider of culinary and support services, runs projects requiring teams to live on the road for weeks or months. Each opening demands reliable, nearby housing that balances convenience, cost, and consistency.

“We need a minimum of two, if not three, hotels per opening—one Hilton, one Marriott, and one extended stay,” said David Quenneville, director of supply chain.

The goal was to simplify sourcing, standardize coverage, and deliver dependable value across markets.

Challenges

Before partnering with Christopherson, hotel sourcing was decentralized. Employees booked based on preference, not policy, diluting volume and leverage. Coverage was inconsistent, and rate comparisons were manual and subjective. The result: limited visibility, unpredictable spend, and missed savings opportunities.

Solution

Christopherson implemented an end-to-end hotel sourcing solution, combining automation with expert market analysis. Instead of managing rates property by property, Forefront gained structured sourcing built on local rate comparisons and hotel partnerships tailored to each project’s duration.

This approach eliminated guesswork, produced a repeatable sourcing playbook, and strengthened Forefront’s standing with hotel partners—transforming fragmented bookings into a unified, data-backed program.

> Christopherson’s hotel sourcing program always exceeds expectations. There is true care with the work done, and it has never disappointed.
>
> *— David Quenneville, Forefront*

Results and impact

By leveraging hotel sourcing automation, Forefront has already realized significant savings in just nine months. Through tighter hotel booking policies and driving more stays into negotiated properties, more than one-third of bookings are now utilizing negotiated rates. Free parking and on-site dining further reduced total trip costs, especially for long-term projects. The company now benefits from structured coverage, consistent traveler experience, and visible value—proof that centralized sourcing delivers both efficiency and savings.

Key finding #6: Payment friction and accounting issues persist.

Hotel payments should be simple, yet they remain a drag on programs. In our survey, 65% of respondents cited accounting/reconciliation as a top frustration, and more than half said travelers encounter payment issues “sometimes” or “frequently.” Most organizations still pay with corporate cards (64%) or traveler cards (15%); only 11% use virtual cards despite their advantages for reconciliation and fraud control.

Single-use virtual cards eliminate friction, strengthen duty of care, and simplify reconciliation—yet remain underused in 9 out of 10 programs.

Decentralized, manual processes force finance and travel teams to stitch together receipts, folios, and rate confirmations trip by trip. Errors compound, reconciliation slows, and traveler confidence erodes—undermining perceptions of program reliability and control.

The pattern points to legacy systems outlasting their usefulness. Without integrated payment data, teams can’t see true cost per trip or rate performance across properties. The result is fragmented insight, higher administrative overhead, and lost opportunities to identify total-trip savings.

Why does it matter?

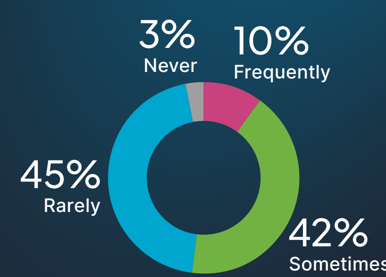
Payment inefficiency damages control and trust. Virtualized payments reduce friction, improve compliance, and strengthen the traveler experience.

Andavo Payments for travel and finance teams

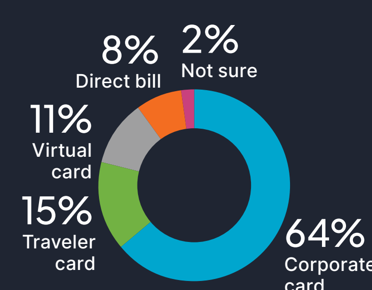
Christopherson’s Andavo Payments is a single-use virtual card solution that simplifies reconciliation, strengthens fraud protection, and delivers cleaner data.

- Generate virtual cards with spend limits and built-in controls
- Restrict use by vendor, date, and policy parameters
- Reconcile with pre-matched booking and expense data
- Access itemized hotel folios for clear, audit-ready compliance

How frequently do your travelers experience payment-related issues with hotel bookings?



What is your organization’s preferred method of payment for hotel bookings?



Key finding #7: Policy adherence and traveler visibility remain weak points.

Even the best hotel program loses value if travelers don't—or can't—book within policy. Our survey found that 37% of travel managers identified policy adherence as a major frustration, and another 33% said they struggle with knowing traveler preferences. These issues are deeply connected. When travelers can't easily find the right hotels or understand which properties are preferred, compliance feels like a burden instead of a benefit.

Traditional approaches to compliance tend to focus on enforcement: mandates, restrictions, and after-the-fact reporting. But the survey data suggests that adherence challenges are more operational than behavioral. Most noncompliant bookings occur not from defiance but because the easiest path often lies outside approved channels. When rates are missing or misloaded—or booking tools make preferred options hard to find—travelers naturally drift off-channel.

37%

of travel managers report difficulty with travelers adhering to policy

33%

struggle with knowing traveler preferences

With clearer insight into traveler behavior and preferences, managers can refine policies so compliance feels natural, not enforced.

This visibility gap compounds other weaknesses in the program. When travelers book outside approved channels, travel managers lose the ability to see where people are staying, how much they're spending, and whether negotiated rates are being used. That lack of data limits duty-of-care visibility and weakens the organization's ability to negotiate effectively in the future.

The fix starts with information. When programs connect booking data and negotiated rate visibility, compliance begins to improve naturally. Clear communication, consistent rate display, and intuitive booking experiences turn policy from a constraint into a convenience. Leading programs now layer traveler insights—location, stay frequency, and loyalty preferences—into sourcing decisions, ensuring the contracted hotels are those travelers actually want to book.

Why does it matter?

Policy adherence improves when visibility improves. Programs that make preferred rates easy to find and book drive higher compliance, lower data leakage, and a better traveler experience without stricter rules.

Key finding #8: Program satisfaction is uneven between service and savings.

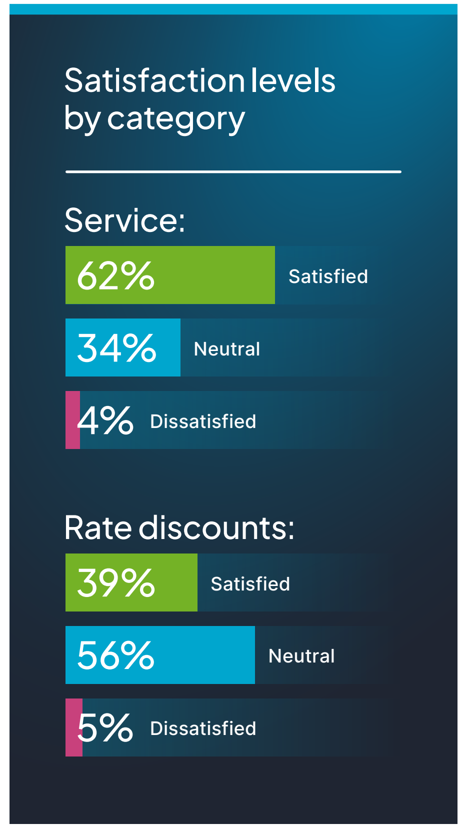
Travel managers generally feel good about their hotel programs, but not necessarily about the results. Our research found that 62% of respondents were satisfied with their program's service and support, yet only 39% expressed satisfaction with their rate discounts. The contrast is striking: strong relationships and service delivery coexist with lingering uncertainty about financial outcomes.

This satisfaction gap points to an industry-wide paradox. Travel programs have become more polished operationally—better service, smoother communication, reliable booking channels—but not necessarily more efficient financially. Many teams measure their success by responsiveness or traveler feedback rather than quantifiable savings. Without consistent rate audits or spend analysis, rate performance often remains anecdotal rather than evidence-based.

Strong service scores don't guarantee high performance. The real gains come from verifying rate integrity and proving savings, turning sentiment into measurable results.

Some may believe the root cause to be complacency when, in fact, it's measurement. Many programs simply lack the data infrastructure to tie negotiated rates to booking and spend outcomes. Without that linkage, travel managers can't tell whether a strong service experience translates into real savings. As one respondent summarized, "We know we're doing well, but we can't yet prove it."

The opportunity lies in closing that visibility gap. Programs that integrate booking, rate audit, and spend data can evaluate both service quality and performance. Automated dashboards and integrated analytics reveal where rates are loaded, how often they're used, and whether travelers are getting the negotiated price. This dual lens—service plus savings—turns satisfaction into evidence and value into something measurable.



Why does it matter?

High satisfaction is good; verified performance is better. Programs that pair strong service with data-backed visibility move beyond perception to proof, earning credibility with leadership and delivering measurable ROI.

Christopherson’s end-to-end hotel solution

Our hotel program is designed as a comprehensive service that addresses the most challenging parts of the hotel RFP process: manual workload, rate integrity, data leakage, fragmented agreements, and limited visibility. By combining the advanced technology of BTP Automation with our expert supplier relations team, our solution creates a seamless, continuous RFP cycle of sourcing, auditing, and reporting that ensures tailored hotel programs are effectively managed while maximizing savings and strengthening partnerships.

Discover and source

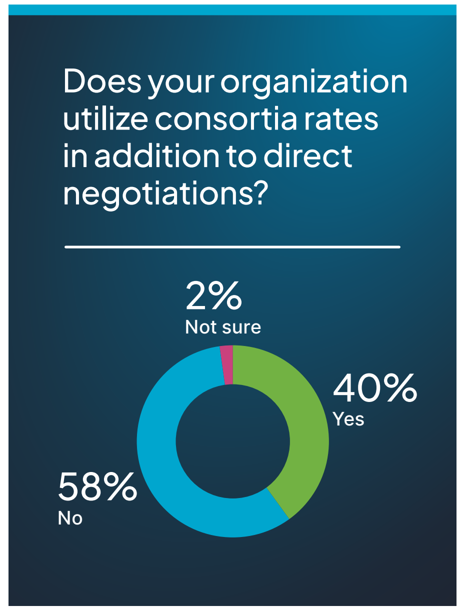
Every program begins with a comprehensive view of available hotel content. Christopherson integrates multiple rate sources, including global distribution system (GDS) inventory, client-negotiated contracts, major consortia rates, and proprietary Andavo rates targeted to top client markets. This layered approach expands choice while ensuring relevant amenities—such as preferable cancellation policies and value-added inclusions—in markets where they matter most.

Negotiate and audit

Beyond access, Christopherson pairs an automated RFP tool with the hands-on expertise of a supplier relations team to create effective hotel agreements. Negotiations account not only for hard savings but also for operational needs, traveler experience, and duty of care concerns. For example, the team verifies e-receipt enablement, included breakfast, and secure on-site parking—all factors that affect total trip value. Each contracted rate is then validated through a monthly rate audit that confirms rates are loaded correctly and remain active, closing one of the most common gaps in hotel program performance.

Load, book, and support

Once rates are secured, Christopherson ensures they are properly distributed, meaning they are added to GDS profiles, flagged as preferred in online booking tools, and visible for advisor-assisted reservations. This integration reduces rate errors and makes preferred content easier to select. Built-in governance controls, combined with rates at preferred properties, support compliance, minimizing the temptation for travelers to book outside approved channels.



Nearly 60% of programs don’t use consortia rates, leaving negotiated value and coverage on the table. Christopherson can layer multiple consortia rate programs alongside your direct hotel agreements—expanding availability, improving amenities, and strengthening leverage without adding manual work.

Capture and optimize

To address data leakage, Christopherson can integrate with expense tools such as Concur Expense to identify bookings made outside approved systems. This visibility enhances duty of care and helps reconcile spend that might otherwise go untracked. Rate-assurance technology further protects program value by continually monitoring for lower post-booking rates and automatically rebooking when a better rate appears.

Measure and improve

Finally, robust reporting tools—including dashboards and customized savings views—enable travel managers to monitor results, benchmark performance, and use those insights in future sourcing cycles. This continuous loop transforms hotel programs from reactive to proactive, ensuring negotiated content not only exists but is visible, bookable, and delivering value year after year.

Our comprehensive approach is built to meet travel managers where their challenges are today, while setting programs up for long-term success. Organizations seeking to modernize their hotel programs can explore how this model applies through a tailored diagnostic review with our team of experts.

Christopherson's hotel program benefits at a glance

When organizations implement our end-to-end hotel solution, the impact extends beyond rate savings—producing measurable gains in efficiency, accuracy, and traveler experience.

- **Reduced leakage:** Improved visibility into off-channel bookings.
- **Rate integrity:** Monthly audits keep negotiated rates accurate and active.
- **Time savings:** Automation and centralized sourcing relieve manual workload.
- **Total trip value:** Negotiations prioritize amenities and flexibility, not just price.

Conclusion: Building a smarter hotel program

Corporate hotel programs are no longer just about rates. They're also about visibility, agility, and verified savings. The 2025 Christopherson hotel program survey confirms that while most travel teams know their pain points, few have yet built the structure to fix them.

Those who adopt integrated sourcing, auditing, and data intelligence gain a measurable edge. As demonstrated in the case studies, these integrated practices translate into tangible results:

- **Hundreds of hours reclaimed** annually from manual work.
- **5–10% incremental savings** through rate assurance, rate audits, negotiations, and RFP automation.
- **Higher traveler satisfaction** from smoother payments and consistent hotel experiences.

As business travel continues to evolve, the lesson is evident: modern hotel programs don't just negotiate rates—they continuously manage performance. This ongoing management mindset separates reactive programs from strategic ones.

Why does it matter?

A well-managed hotel program delivers not only lower spend but also higher compliance, cleaner data, and safer, more consistent traveler experiences.

The opportunity is clear.

With the right technology and expertise, every rate becomes verifiable, every booking traceable, and every contract an active performance tool. Schedule your free consultation today to explore how your program could achieve these results.

Christopherson

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