

eIQ

Concur Expense IQ Report 2013

Over  
\$50 billion —  
where did it all go?



The

## Expense IQ

report provides insight into the evolution of travel and expense on both global and regional scales.

Dear Reader,

There's no doubt about it: Today's marketplace demands quick thinking and decisive action. If you're like most of us, you're constantly being asked to lower costs and improve your bottom line—and there's a growing need to more accurately predict future costs to create precise budgets.

**But there's some good news: Effective expense management systems can address all of these issues.** A deep understanding of what you spend and how it compares to your competitors can give you a real competitive edge.

That's where this report comes in. **The Expense IQ Report** is designed to give insight into the evolution of travel and expense on both global and regional scales.

Travel and entertainment spend is the second largest controllable cost for most companies—just behind payroll. But where specifically does all of this money go? How is it being spent, and who is doing the spending? How do T&E budgets change by company size and market? And how does it all evolve from year to year?

These are just a few of the important questions we set out to investigate in this one-of-a-kind report, leveraging the information that processing **\$50 billion in expense transactions** per year provides us. We hope the analysis will give you greater insight into your own company's spending—indicating, for example, if the rates you are negotiating are high or low for your market—so you can manage your T&E budgets and expense management processes more intelligently in the future.

Sincerely,

**Robson Grieve**  
EVP, Worldwide Marketing

# Who we are and how we did it.

Concur® is the leader in travel and expense automation. As such, we processed over \$50 billion in expense reports last year alone. This gives us unparalleled insight into precisely how businesses are spending in the travel and entertainments arena, and what impact location, size of company, and other factors have on spend.

To augment our analysis, Concur asked IDC, the premier global market intelligence firm, to give additional insight on the data. Their comments provide important context for the numbers, to give an even more complete picture of the global T&E environment.

# Contents

Global T&E Spend	6
Spend Comparison: SMB v. Large Market	12
Business Travel Destinations	22
Top 10 Spend Categories	28

# Global T&E Spend



# Highlights

Average T&E spend fell 4.5% from 2011 to 2012, with most of the drop occurring in Q4 of 2012.

Among key expense types, dining dropped the most, 11.1%, followed by car rental (9.1%) and airfare (8.2%). Hotel dropped the least (3.8%).

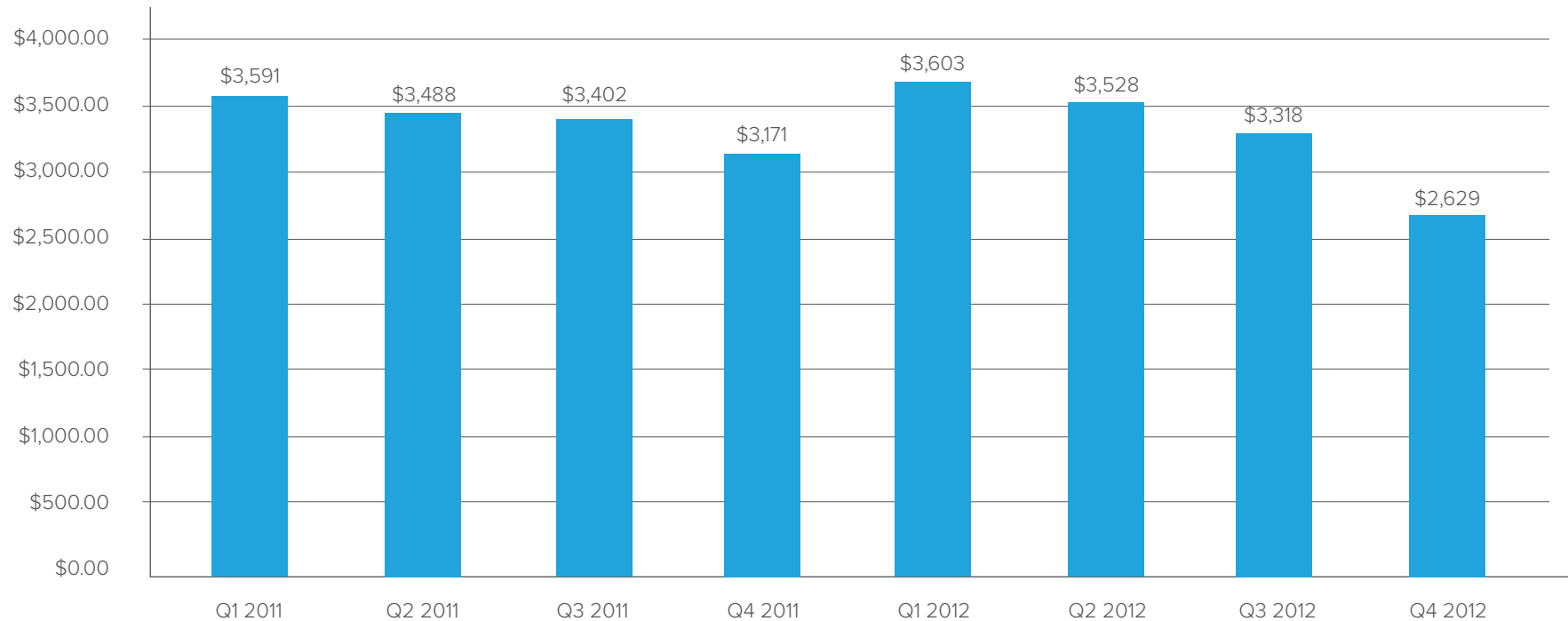
In 2012, the average expense report filer spent \$3,244 per quarter on T&E.

# T&E Spend Per Filer

In 2012, average spend per filer declined 4.5%, from \$3,397 to \$3,244, with 93% of that drop (4.2%) coming during the fourth quarter of 2012.

“While 2012 was overall a year of tighter budgets for US travelers, the sudden and extreme decline in Q4 T&E spend in particular is a bit of an outlier. The dip is likely due to a set of exogenous macro-economic events, such as the impact of Hurricane Sandy, uncertainty about the U.S. presidential election in November, and the “fiscal cliff” negotiations that extended into the first days of 2013, rather than any broad corporate efforts to cut back on T&E spend in the fourth quarter of 2012.”

Robert Mahowald,  
VP of Cloud Services at IDC.





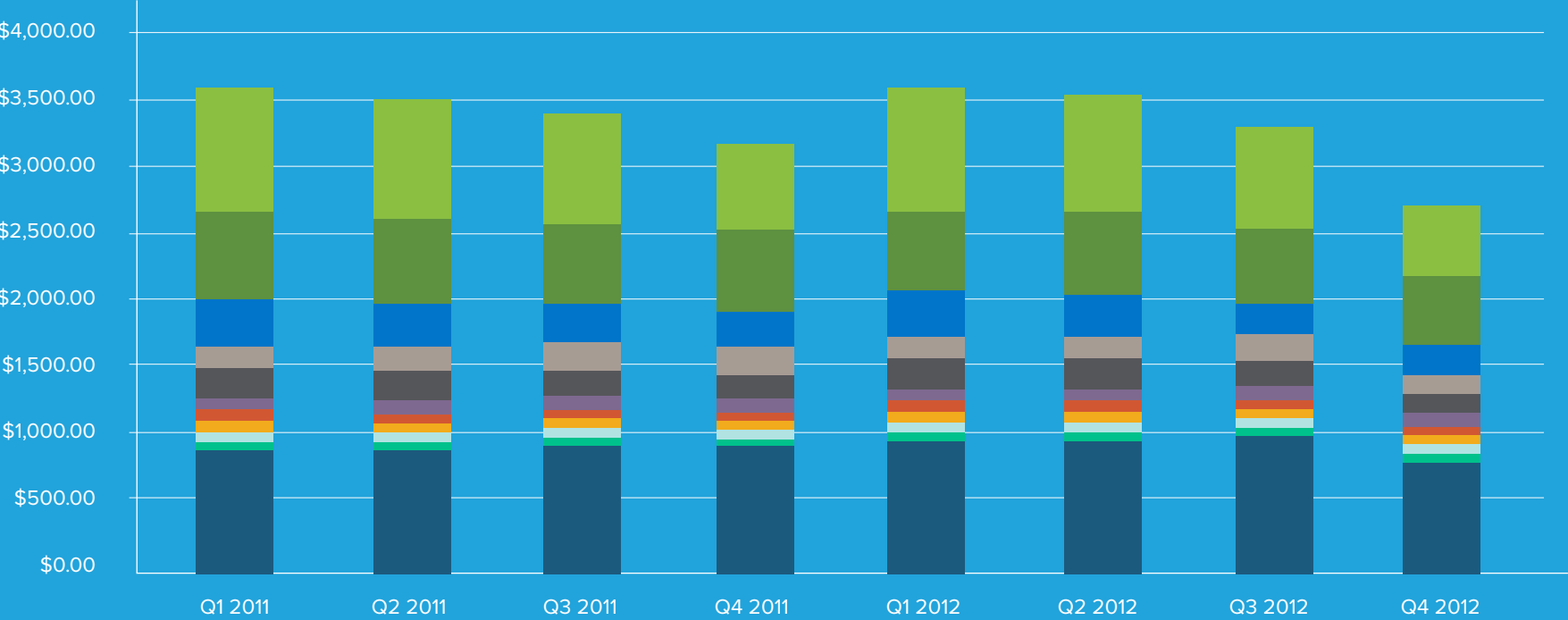
# Spend by Category

Of the major spend categories, hotel and personal car spend declined the least (-11%). This suggests that the T&E spend that did occur was kept closer to home, necessitating fewer air tickets, meals, and entertainment.

This “closer to home” impact is increasingly taking the form of what IDC calls “local cluster” meetings, according to Robert Mahowald of IDC. “Employees gather at a telepresence site, a campus conference room with video capabilities, or a local hotel with a good video endpoint and “concierge” services to help with logistics, and have their meetings with a customer, partner, or other employees.

	Q1 2011	Q2 2011	Q3 2011	Q4 2011	2011 average	Q1 2012	Q2 2012	Q3 2012	Q4 2012	2012 average	Increase/ Decrease
Airfare	\$912.56	\$837.12	\$819.71	\$660.11	\$797.79	\$863.00	\$806.81	\$750.33	\$543.72	732.59	-8.2%
Lodging	\$673.63	\$673.12	\$617.80	\$580.99	\$632.51	\$662.05	\$671.01	\$598.17	\$519.03	\$608.62	-3.8%
Dining	\$352.69	\$341.53	\$313.37	\$301.59	\$325.17	\$321.55	\$317.79	\$289.85	\$236.84	\$289.23	-11.1%
Entertainment	\$176.74	\$177.29	\$172.07	\$178.79	\$176.26	\$182.58	\$182.07	\$172.70	\$141.48	\$168.62	-4.3%
Ground Transportation	\$180.13	\$179.30	\$163.42	\$159.57	\$169.71	\$177.10	\$178.51	\$160.24	\$131.46	\$160.59	-4.6%
Personal Car	\$126.19	\$130.53	\$134.47	\$121.21	\$127.95	\$132.52	\$131.89	\$128.43	\$102.65	\$123.09	-3.8%
Car Rental	\$103.54	\$105.75	\$103.32	\$90.92	\$100.40	\$99.65	\$99.75	\$95.03	\$73.57	\$91.31	-9.1%
Telecom	\$95.65	\$88.32	\$86.43	\$82.43	\$87.69	\$87.80	\$84.74	\$82.64	\$61.95	\$78.61	-10.4%
Office	\$70.85	\$64.43	\$65.67	\$61.76	\$65.34	\$64.40	\$58.04	\$58.06	\$46.29	\$56.24	-13.9%
Meetings	\$52.67	\$51.81	\$44.18	\$44.82	\$48.02	\$47.55	\$56.28	\$55.99	\$44.46	\$50.98	6.2%
Other	\$846.77	\$838.66	\$881.80	\$889.09	\$865.98	\$964.50	\$940.95	\$926.69	\$727.72	\$883.83	2.1%
<b>Total Spend per Filer</b>	<b>\$3,591.44</b>	<b>\$3,487.86</b>	<b>\$3,402.25</b>	<b>\$3,171.26</b>	<b>\$3,396.82</b>	<b>\$3,602.71</b>	<b>\$3,527.84</b>	<b>\$3,318.13</b>	<b>\$2,629.17</b>	<b>\$3,243.71</b>	<b>-4.51%</b>

# Spend per filer by category



**KEY:**

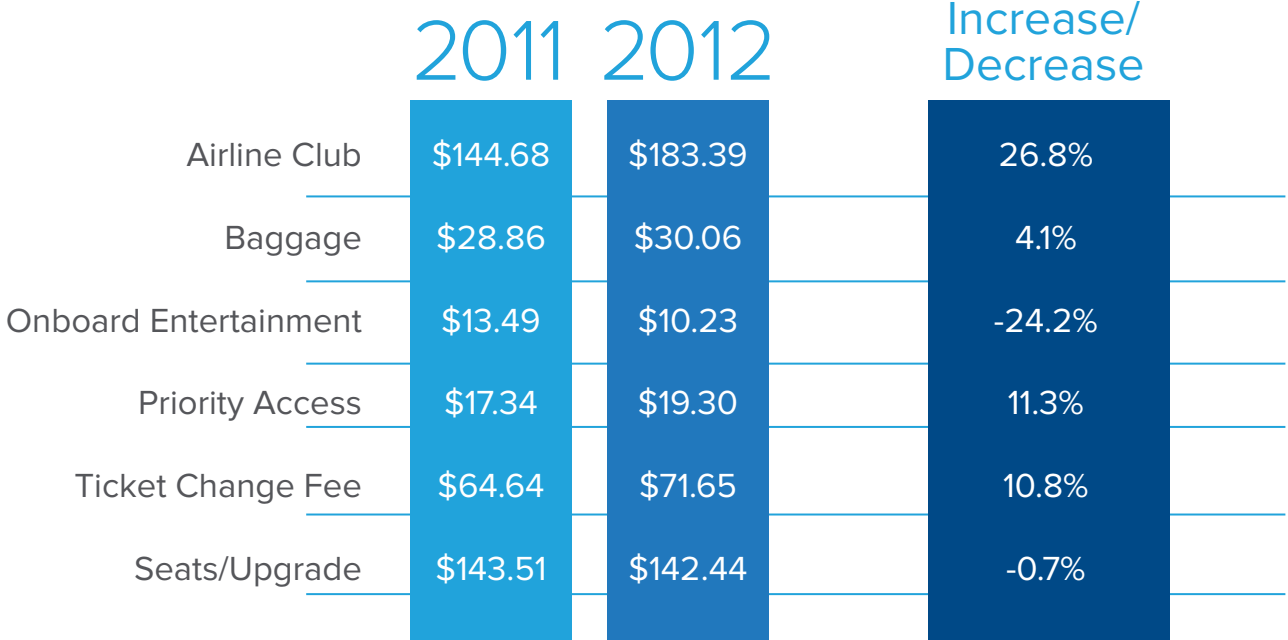
- Airfare
- Entertainment
- Car Rental
- Meetings
- Lodging
- Ground Transport
- Telecom
- Other
- Dining
- Personal Car
- Office

# Ancillary Spend Trends

To capture the real cost of travel, it's important to include less obvious fees. The total ancillary spend of Concur clients increased from over \$30 million to about \$58 million from 2011 to 2012.

“Ancillary spend capture is a key part of the spend management ‘toolbox’ we see smart companies building,” according to Mahowald from IDC. “Like itemizing a receipt, looking at individual spend categories lets you make choices about how you handle policy exceptions, like airline upgrades, and ‘frills’ like airline club memberships. It’s all part of the drive to look deeper at the data and make smart policy decisions.”

Average Transaction Value for Key Ancillary Fees



# Spend Comparison: SMB vs. Large Market

# Highlights

SMBs in the US  
spend less  
per ticket

on airfare than their large  
market peers on a per trip  
basis (\$363 vs. \$424).

SMBs in the US face  
**45%** higher average  
hotel rates  
than their large market peers.

Negotiating leverage, driven by scale and sophisticated  
spend management strategies, continues to give

large market companies  
significant advantages

in controlling their T&E spend.

# Comparing Spend per filer: SMB v. Large Market

Avg. Quarterly  
Spend per Filer

2012

SMB

Large  
Market

SMB > \$  
Large Market

SMB > %  
Large Market

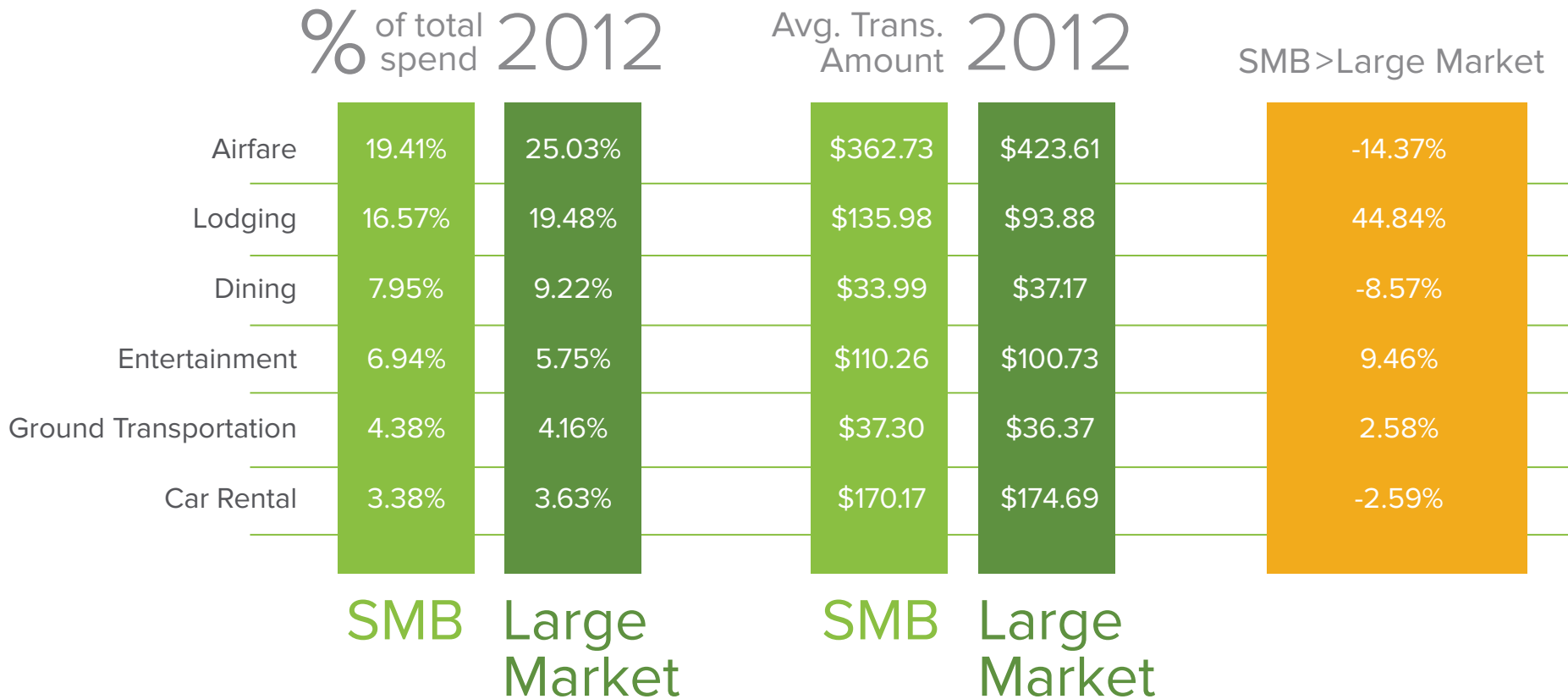
	SMB	Large Market	SMB > \$ Large Market	SMB > % Large Market
Airfare	\$832.55	\$732.59	\$99.96	13.6%
Lodging	\$736.69	\$608.62	\$128.06	21.0%
Dining	\$340.60	\$289.23	\$51.37	17.8%
Entertainment	\$295.24	\$168.62	\$126.62	75.1%
Ground Transportation	\$189.22	\$160.59	\$28.63	17.8%
Car Rental	\$143.04	\$91.31	\$51.73	56.7%
<b>Total spend per filer per quarter</b>	<b>\$2,537.33</b>	<b>\$2,050.95</b>	<b>\$486.38</b>	<b>23.7%</b>

# Comparing Transactions per filer: SMB v. Large Market

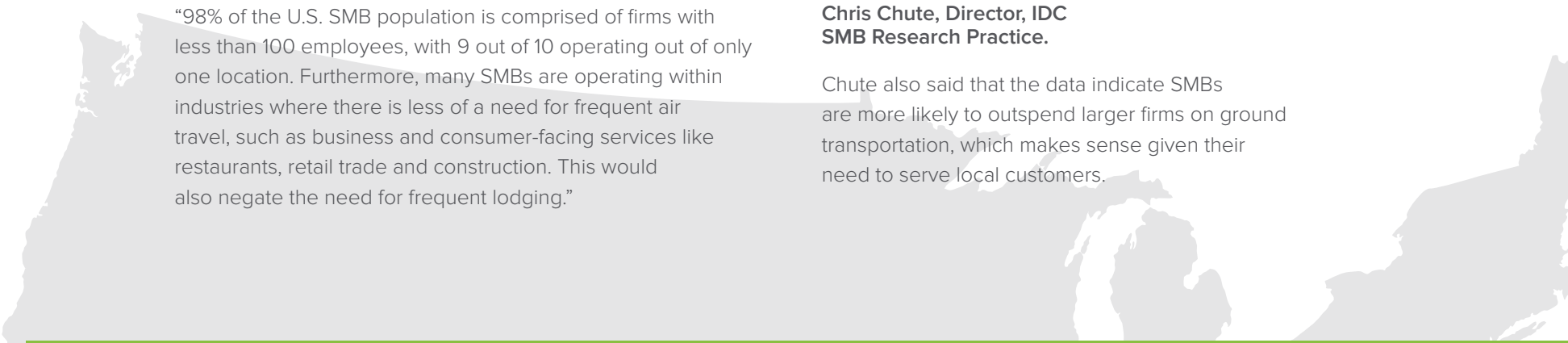
Transactions/Quarter/Filer 2012	SMB	Large Market	SMB > Large Market %
Airfare (tickets)	2.25	1.64	36.6%
Lodging (room nights)	5.28	5.78	-8.7%
Dining (# of meals)	9.91	7.69	28.9%
Entertainment (# of events)	2.67	1.60	66.7%
Ground Transportation	5.04	4.91	2.5%
Car Rental	0.83	0.51	64.5%
<b>Total transactions per filer per quarter</b>	<b>25.97</b>	<b>22.13</b>	<b>17.3%</b>

# Spend Comparison – Inside the U.S.

The table below shows that larger companies spend a much higher proportion of their T&E budget on airfare and more per ticket (\$424 vs. \$363). However, SMBs are spending considerably more per night for lodging.





A light gray silhouette map of the United States is positioned in the upper half of the page, behind the text.

“98% of the U.S. SMB population is comprised of firms with less than 100 employees, with 9 out of 10 operating out of only one location. Furthermore, many SMBs are operating within industries where there is less of a need for frequent air travel, such as business and consumer-facing services like restaurants, retail trade and construction. This would also negate the need for frequent lodging.”

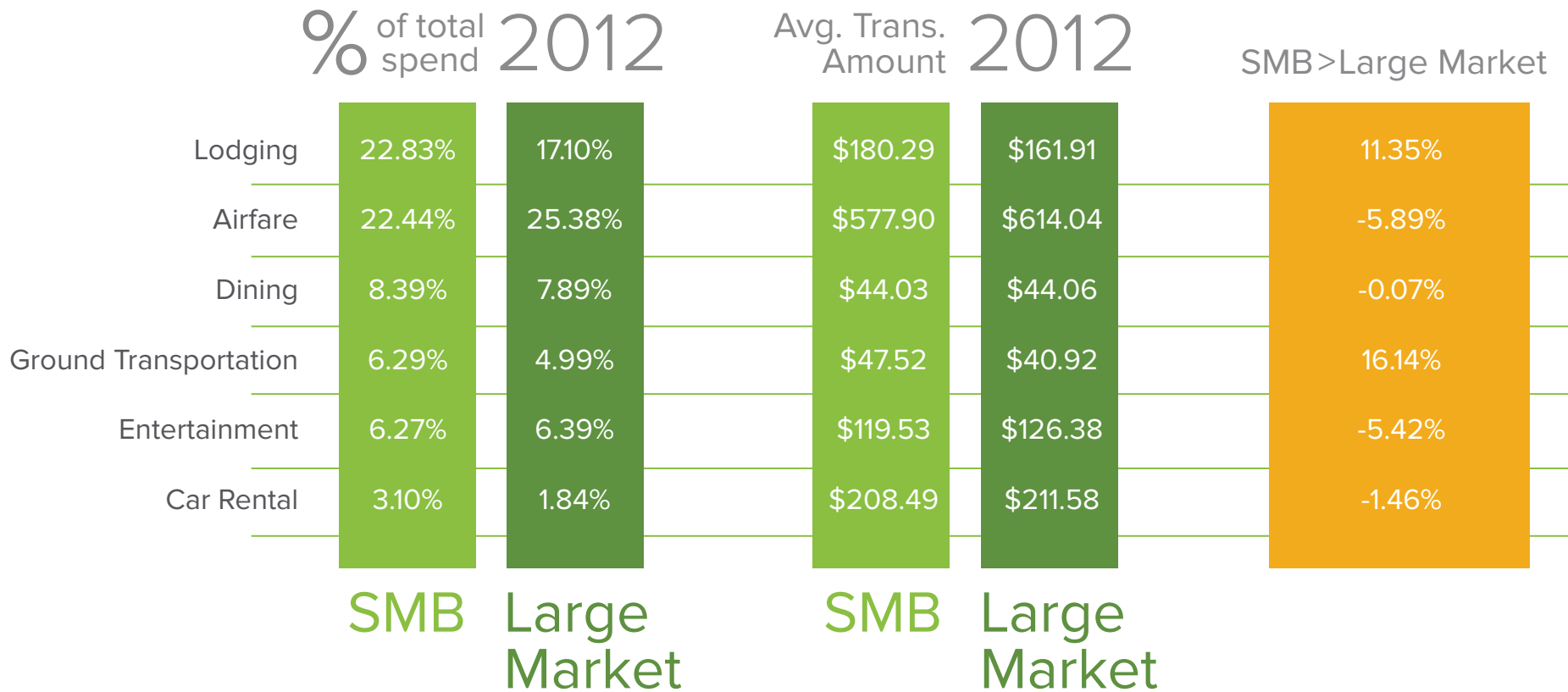
**Chris Chute, Director, IDC  
SMB Research Practice.**


Chute also said that the data indicate SMBs are more likely to outspend larger firms on ground transportation, which makes sense given their need to serve local customers.

In addition to spending a much higher proportion of their T&E budget on airfare, the table at the left, shows that **larger companies spend more per ticket on average (\$424 vs. \$363)**. This is probably a result of larger companies having their operations spread out over larger areas, which leads to more expensive air travel in order to manage operations and service customers.

We also see that **SMBs pay a lot more per night for lodging than their large market peers (\$136 vs. \$94)**. This is likely due to the fact that larger companies tend to negotiate favorable rate agreements with major hotel chains and are better able to direct employees to these frequently-used properties.

# Spend Comparison – Outside the U.S. Australia, Canada and the U.K.



A light gray world map is visible in the background of the slide, showing the outlines of continents and oceans.

Looking at three other English-speaking countries, Australia, Canada and the UK, we see many similarities to the US case. SMBs in **these three countries spend a lower percentage of their T&E budget on airfare (22% vs 25%), and they spend less per ticket (\$578 vs \$614).** They also pay more per room night for lodging (\$180 vs \$162).

# Business Travel Destinations

The following tables delve into which destinations are most popular among business travelers, and the relative costs for lodging, dining, ground transportation and entertainment.



# Top 25 Most Visited International Cities

The table below shows the Average Spend in each Category

	Dining	Entertainment	Ground Transport	Lodging	Total
London, UK	\$51.05	\$158.89	\$49.52	\$255.23	<b>\$514.69</b>
Shanghai, China	\$40.66	\$100.23	\$17.12	\$123.60	<b>\$281.61</b>
Singapore	\$56.99	\$138.90	\$20.61	\$197.98	<b>\$414.48</b>
Beijing, China	\$44.72	\$92.40	\$16.75	\$124.83	<b>\$278.70</b>
Tokyo, Japan	\$63.28	\$254.65	\$35.14	\$187.44	<b>\$540.51</b>
Toronto, Canada	\$57.04	\$169.27	\$30.44	\$134.78	<b>\$391.52</b>
Hong Kong	\$57.07	\$142.07	\$23.01	\$206.48	<b>\$428.63</b>
Paris, France	\$49.55	\$143.31	\$50.64	\$220.26	<b>\$463.76</b>
Mexico City, Mexico	\$37.75	\$111.50	\$20.57	\$118.39	<b>\$288.22</b>
São Paulo, Brazil	\$42.35	\$141.65	\$28.80	\$158.53	<b>\$371.34</b>
Montreal, Canada	\$52.75	\$147.86	\$26.21	\$118.33	<b>\$345.15</b>
Bangalore, India	\$26.67	\$79.10	\$23.55	\$98.52	<b>\$227.83</b>

London once again came in as the top destination, and the top four most visited cities remained unchanged from 2011. Cities are ranked by number of overnight hotel stays, and include all destinations outside of the U.S.

	Dining	Entertainment	Ground Transport	Lodging	Total
Amsterdam, The Netherlands	\$45.45	\$145.59	\$44.33	\$158.24	<b>\$393.61</b>
Calgary, Canada	\$45.49	\$113.12	\$33.61	\$131.23	<b>\$323.46</b>
Vancouver, Canada	\$50.74	\$146.18	\$23.97	\$133.62	<b>\$354.52</b>
Shenzhen, China	\$35.34	\$82.86	\$17.00	\$102.56	<b>\$237.76</b>
Sydney, Australia	\$70.18	\$144.81	\$47.89	\$259.24	<b>\$522.12</b>
Dubai, UAE	\$68.37	\$164.29	\$24.42	\$199.83	<b>\$456.90</b>
Bangkok, Thailand	\$39.10	\$101.40	\$27.70	\$116.01	<b>\$284.20</b>
Mumbai, India	\$22.69	\$81.31	\$18.31	\$116.06	<b>\$238.37</b>
Madrid, Spain	\$39.90	\$110.91	\$30.01	\$147.57	<b>\$328.39</b>
Taipei, Taiwan	\$50.00	\$74.22	\$23.62	\$155.38	<b>\$303.22</b>
Dublin, Ireland	\$39.41	\$132.57	\$32.03	\$145.13	<b>\$349.15</b>
Kuala Lumpur, Malaysia	\$37.96	\$69.40	\$18.68	\$114.47	<b>\$240.51</b>
Frankfurt, Germany	\$33.55	\$107.73	\$39.98	\$175.59	<b>\$356.84</b>

# Top 10 Most Visited U.S. Cities

The ten cities on this list remain unchanged from 2011, with the only difference being that Houston and Orlando swapped spots on this year's list. Cities are ranked by number of overnight hotel stays.

Chute adds, "Las Vegas remains a top destination for business travel, particularly due to its attractiveness as a trade show host-city. Its ranking can be supported as a travel destination for all business sizes, including SMBs. Often, SMB travel involving airfare will be centered around annual conference and industry trade show attendance, rather than more frequent customer or supplier visits, which could support Las Vegas' consistent top ranking."

The table below shows the Average Spend in each Category

	Dining	Entertainment	Ground Transport	Lodging	Total
New York City, New York	\$65.28	\$174.56	\$36.33	\$193.99	<b>\$470.16</b>
Las Vegas, Nevada	\$43.14	\$166.58	\$28.08	\$99.08	<b>\$336.88</b>
Chicago, Illinois	\$36.19	\$144.28	\$32.71	\$134.15	<b>\$347.33</b>
San Francisco, California	\$43.69	\$164.47	\$38.91	\$158.35	<b>\$405.42</b>
Houston, Texas	\$33.78	\$102.36	\$32.39	\$90.93	<b>\$259.46</b>
Orlando, Florida	\$37.21	\$121.15	\$30.72	\$99.94	<b>\$289.03</b>
Atlanta, Georgia	\$29.19	\$109.42	\$44.82	\$94.20	<b>\$277.63</b>
San Diego, California	\$41.56	\$118.65	\$33.35	\$110.57	<b>\$304.14</b>
Charlotte, North Carolina	\$33.60	\$99.83	\$29.06	\$85.72	<b>\$248.22</b>
Dallas, Texas	\$33.65	\$110.59	\$39.26	\$93.25	<b>\$276.74</b>

# Top 10 Most Expensive International Cities for Business Travel

The table below shows the Average Spend in each Category

Australia once again boasts four of the top 10 most expensive cities to visit for business travel. Of note, if this list included U.S. cities, New York would rank ninth on this list pushing Paris to tenth.

	Dining	Entertainment	Ground Transport	Lodging	Total
Brisbane, Australia	\$57.47	\$129.71	\$55.30	\$305.05	<b>\$547.53</b>
Tokyo, Japan	\$63.19	\$254.82	\$35.37	\$187.52	<b>\$540.91</b>
Sydney, Australia	\$70.27	\$145.69	\$48.00	\$260.05	<b>\$524.01</b>
Perth, Australia	\$60.98	\$139.76	\$36.07	\$284.12	<b>\$520.93</b>
London, United Kingdom	\$51.10	\$159.27	\$49.51	\$256.58	<b>\$516.46</b>
Stockholm, Sweden	\$60.10	\$153.31	\$51.86	\$248.65	<b>\$513.92</b>
Melbourne, Australia	\$63.49	\$138.25	\$47.48	\$226.55	<b>\$475.78</b>
Zurich, Switzerland	\$52.69	\$149.28	\$54.83	\$217.53	<b>\$474.33</b>
Paris, France	\$49.49	\$143.09	\$50.68	\$220.31	<b>\$463.58</b>
Dubai, UAE	\$68.36	\$165.52	\$24.38	\$197.67	<b>\$455.93</b>



# Top 10 Most Expensive U.S. Cities for Business Travel

This year, New York claims the top spot for most expensive U.S. city for business travel in 2012.

The table below shows the Average Spend in each Category

	Dining	Entertainment	Ground Transport	Lodging	Total
New York City, New York	\$65.34	\$175.66	\$36.44	\$194.62	<b>\$472.06</b>
San Francisco, California	\$43.65	\$165.62	\$38.95	\$158.82	<b>\$407.04</b>
Garden City, New York	\$66.59	\$144.10	\$72.77	\$105.98	<b>\$389.44</b>
Washington, D.C.	\$38.00	\$127.68	\$44.45	\$164.16	<b>\$374.29</b>
Boston, Massachusetts	\$42.76	\$144.22	\$36.95	\$145.01	<b>\$368.94</b>
Long Island City, New York	\$41.60	\$141.14	\$27.23	\$149.08	<b>\$359.05</b>
Chicago, Illinois	\$36.11	\$144.60	\$32.72	\$132.42	<b>\$345.85</b>
Miami, Florida	\$48.53	\$148.84	\$29.09	\$118.38	<b>\$344.84</b>
Las Vegas, Nevada	\$43.16	\$166.22	\$28.27	\$98.34	<b>\$336.00</b>
Santa Clara, California	\$35.44	\$130.73	\$50.53	\$114.35	<b>\$331.05</b>

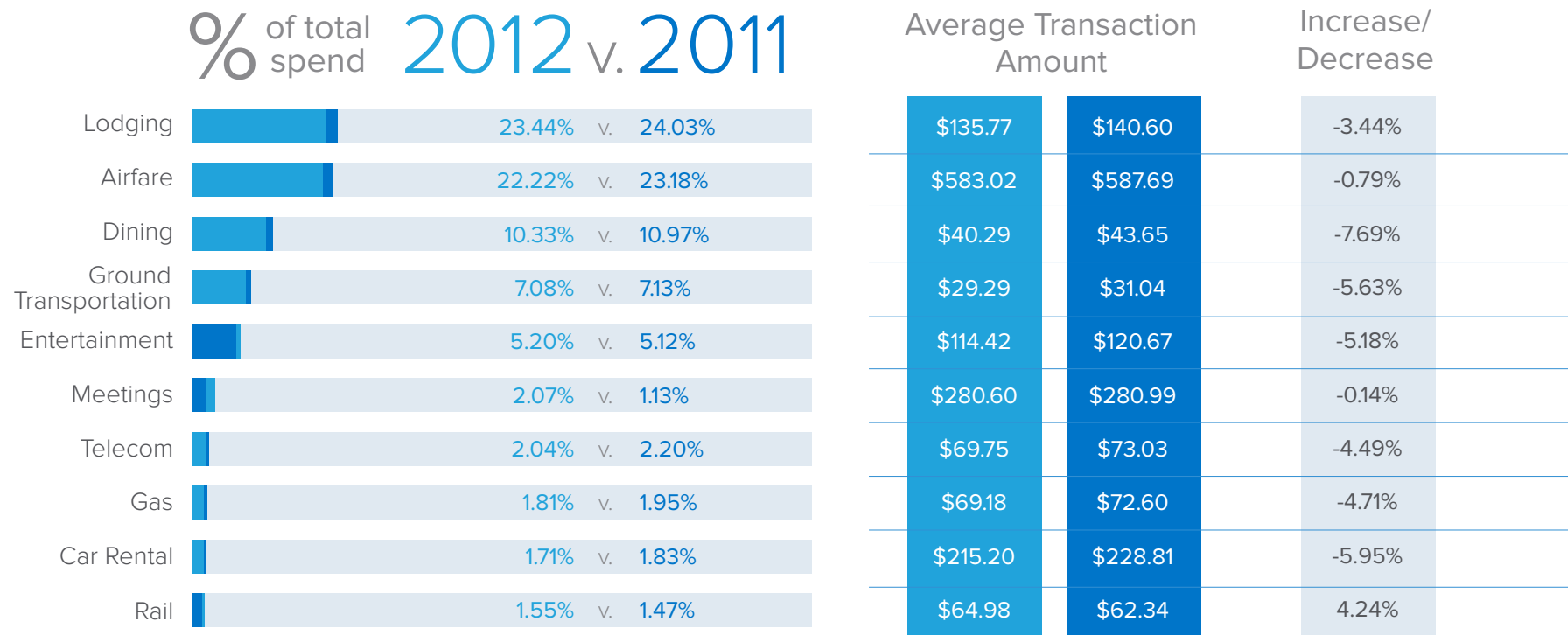


# Top 10 Spend Categories

10

# Top 10 Spend Categories – International

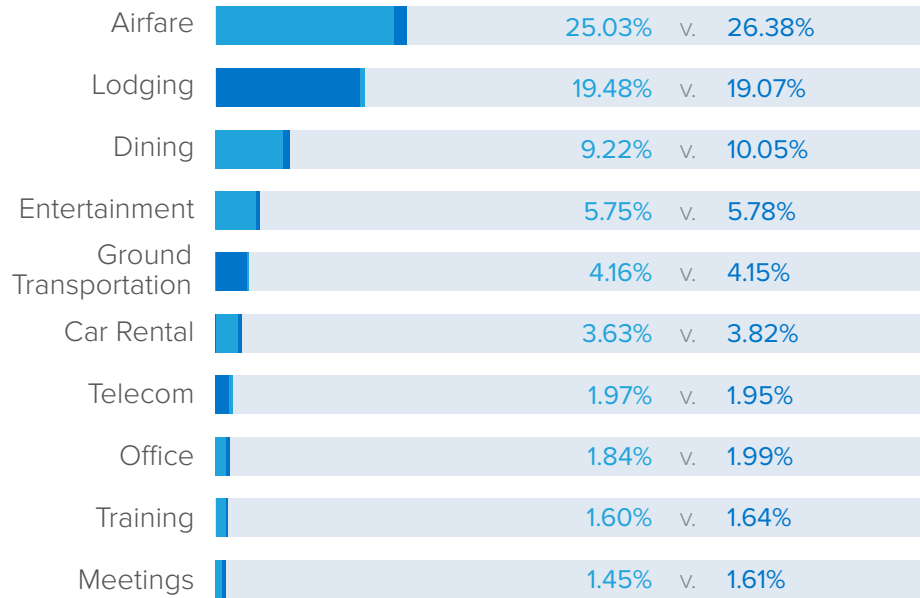
Overall, average transaction amounts outside the U.S. generally declined, with dining, car rental and ground transport falling the most. Among the top categories, airfare fell the least. Only rail showed an increase.



# Top 10 Spend Categories – U.S.

In the U.S., average transaction amounts increased most for lodging, training and telecom. They were down in 2012 for meetings, dining and car rental.

## % of total spend 2012 v. 2011



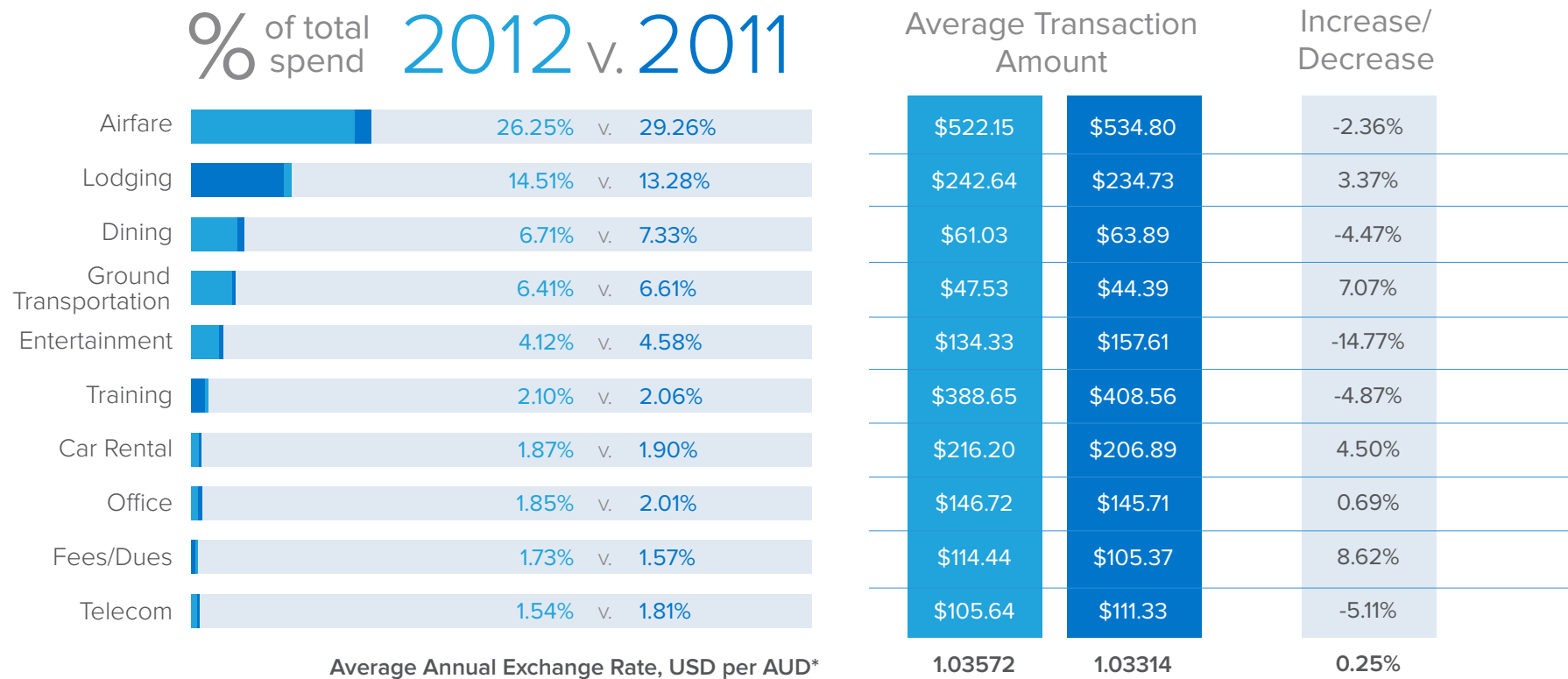
## Average Transaction Amount

## Increase/Decrease

Category	2012 Amount	2011 Amount	% Change
Airfare	\$423.61	\$418.66	1.18%
Lodging	\$93.88	\$89.33	5.09%
Dining	\$37.17	\$38.52	-3.49%
Entertainment	\$100.73	\$100.84	-0.11%
Ground Transportation	\$36.37	\$35.92	1.23%
Car Rental	\$174.69	\$178.94	-2.37%
Telecom	\$78.31	\$75.94	3.12%
Office	\$105.37	\$103.17	2.13%
Training	\$385.22	\$371.47	3.70%
Meetings	\$356.21	\$394.12	-9.62%

# Top 10 Spend Categories – Australia

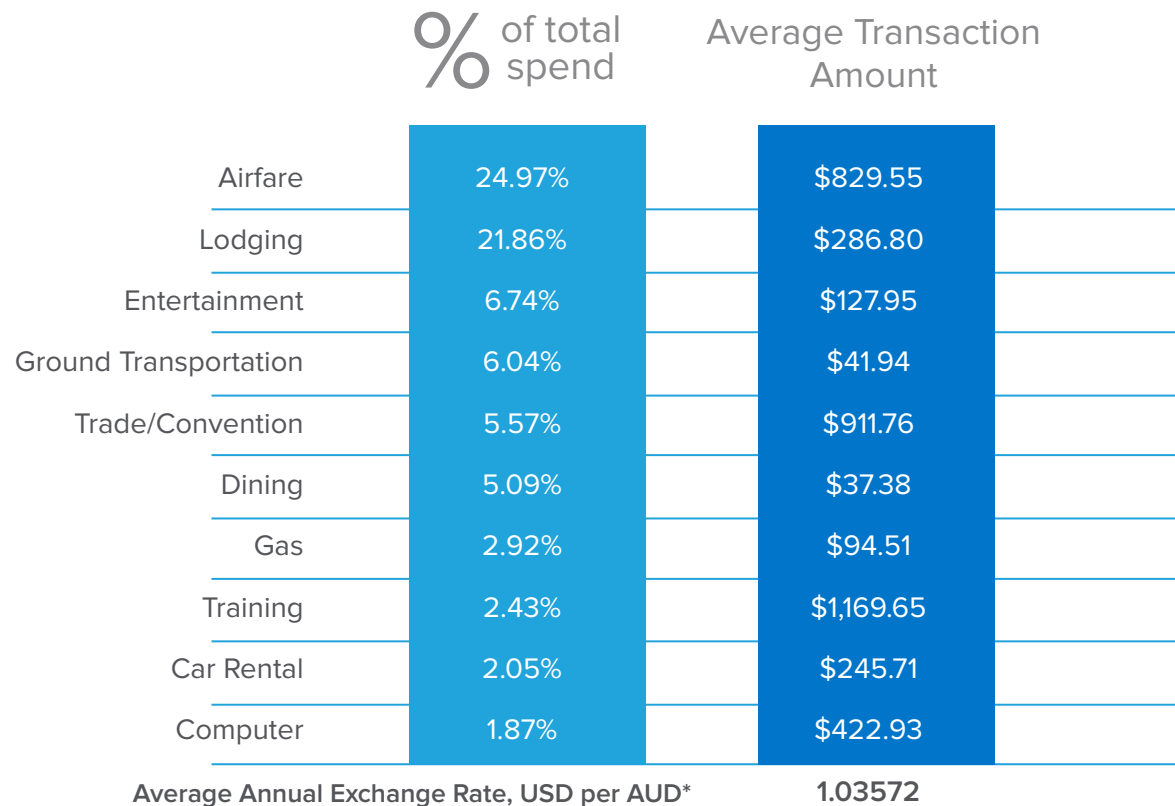
Dining and entertainment spending, on a per-transaction basis, declined significantly from 2011 to 2012. Lodging and ground transportation rose.



\* Source: OANDA.com

# 2012 SMB Spend – Australia

In Australia, SMBs have significantly higher average transaction values for air, hotel and car than do larger companies, though SMBs spend less on entertainment, ground transportation and dining. The data suggests that the average SMB traveler flies much less frequently than his or her large market counterpart, but when they fly, they spend much more.

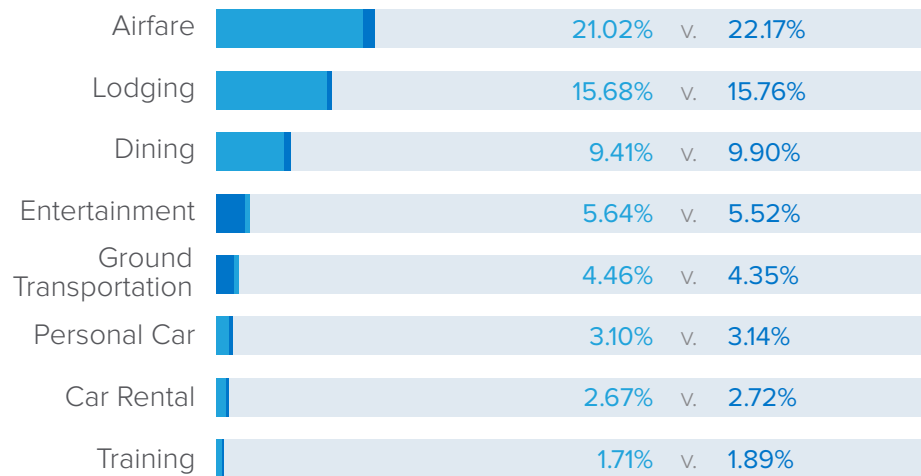


\* Source: OANDA.com

# Top 10 Spend Categories – Canada

Lodging was the only major spend category in Canada to see an increase in average transaction amount from 2011 to 2012.

## % of total spend 2012 v. 2011



Average Annual Exchange Rate, USD per CAD\*

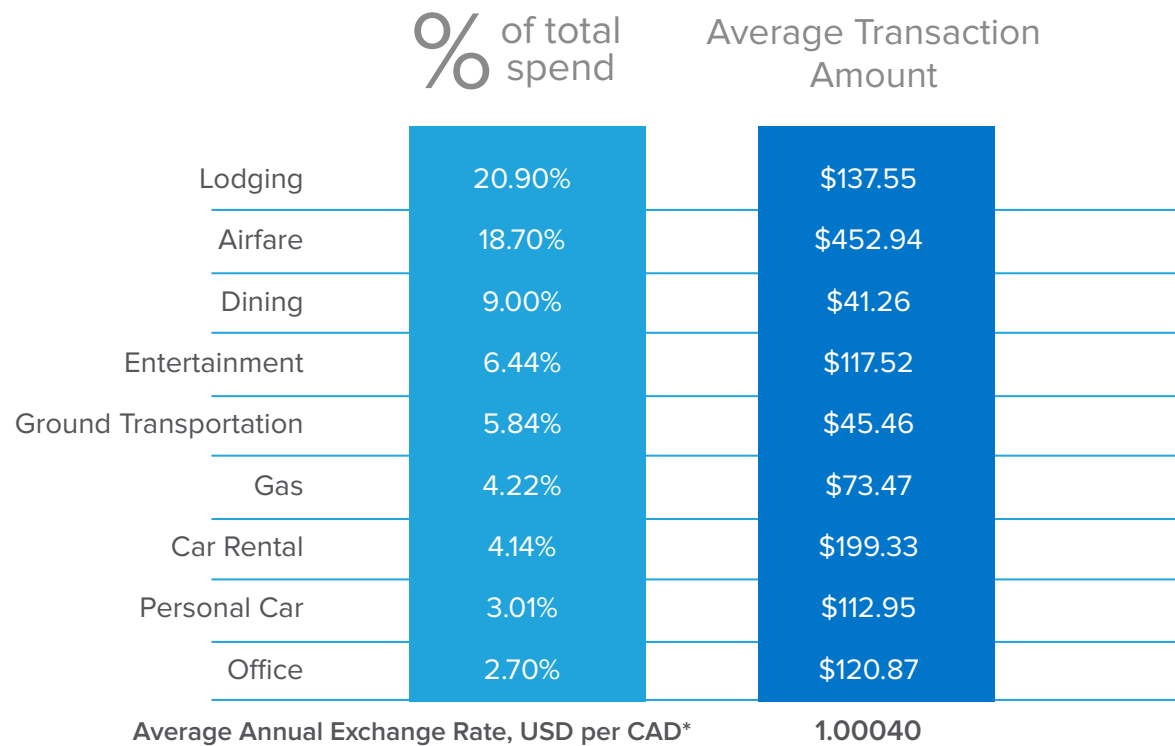
Category	Average Transaction Amount 2011	Average Transaction Amount 2012	Increase/Decrease
Airfare	\$542.78	\$573.01	-5.28%
Lodging	\$112.69	\$111.41	1.15%
Dining	\$41.68	\$43.55	-4.29%
Entertainment	\$115.44	\$118.55	-2.62%
Ground Transportation	\$32.58	\$32.78	-0.62%
Personal Car	\$66.68	\$68.80	-3.07%
Car Rental	\$211.61	\$213.13	-0.71%
Training	\$465.37	\$484.01	-3.85%
<b>Total</b>	<b>1.000395</b>	<b>1.011705</b>	<b>-1.12%</b>

\* Source: OANDA.com



# 2012 SMB Spend – Canada

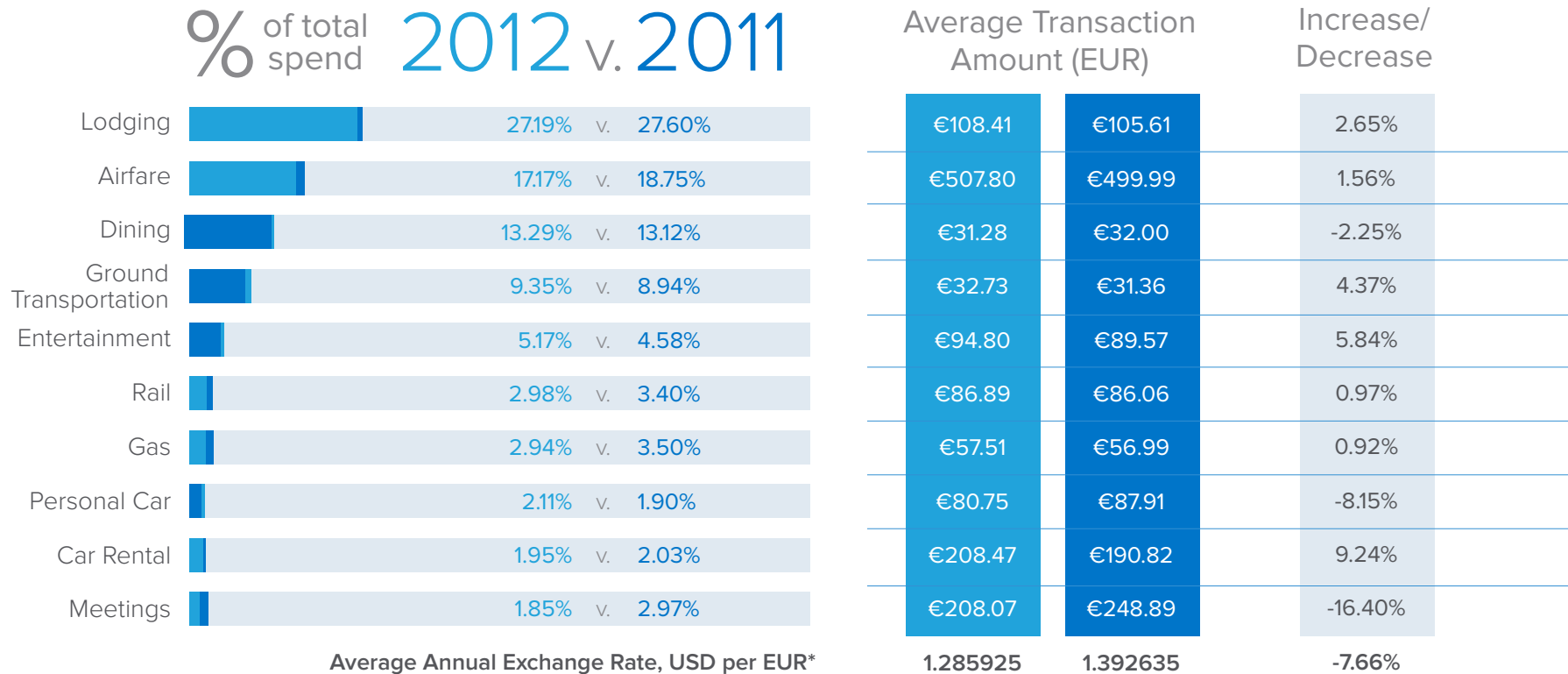
In Canada, compared to their Large Market peers, SMBs pay significantly more for the average hotel room night, but less for the average air ticket. SMB ground transportation charges also tend to be higher, while spending in other categories is comparable.



\* Source: OANDA.com

# Top 10 Spend Categories – France

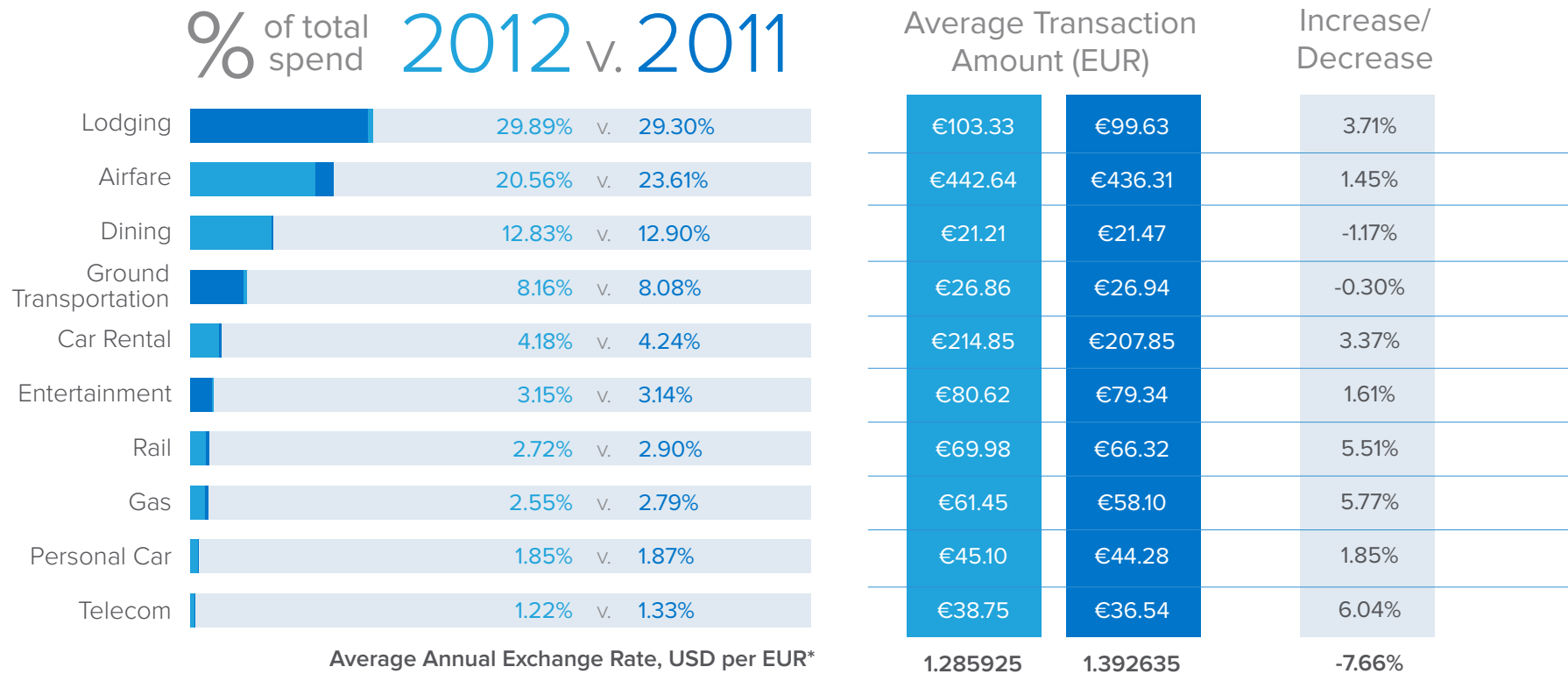
The Euro fell 7.7% against the U.S. dollar from 2011 to 2012. When this situation is accounted for, we can see that average transaction amounts actually rose in France for most categories, with car rental, entertainment and ground transportation leading the way. Average dining spend declined slightly.



\* Source: OANDA.com

# Top 10 Spend Categories – Germany

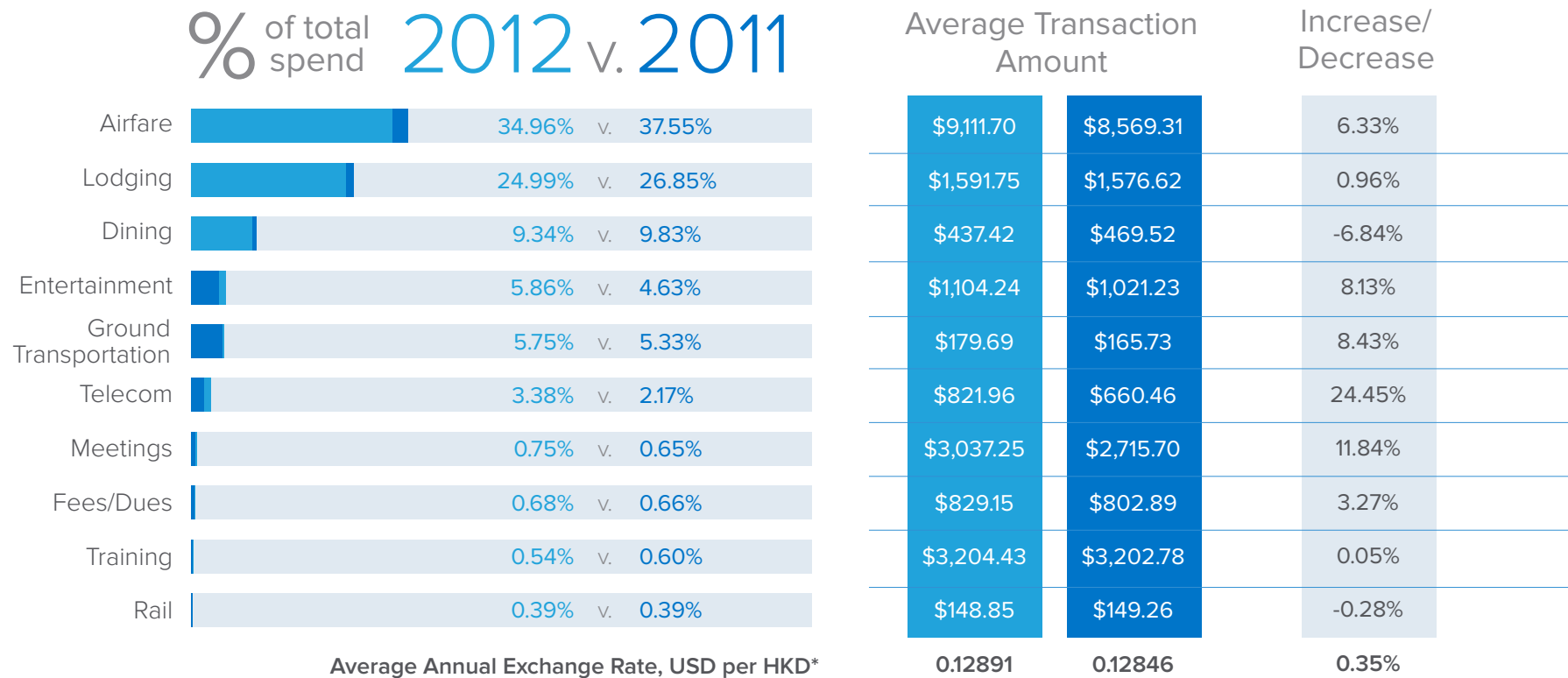
Germany saw increases in average transaction amounts in all major categories except dining and ground transportation, when exchange rate effects are taken out. The largest increases were in telecom, rail and gas.



\* Source: OANDA.com

# Top 10 Spend Categories – Hong Kong

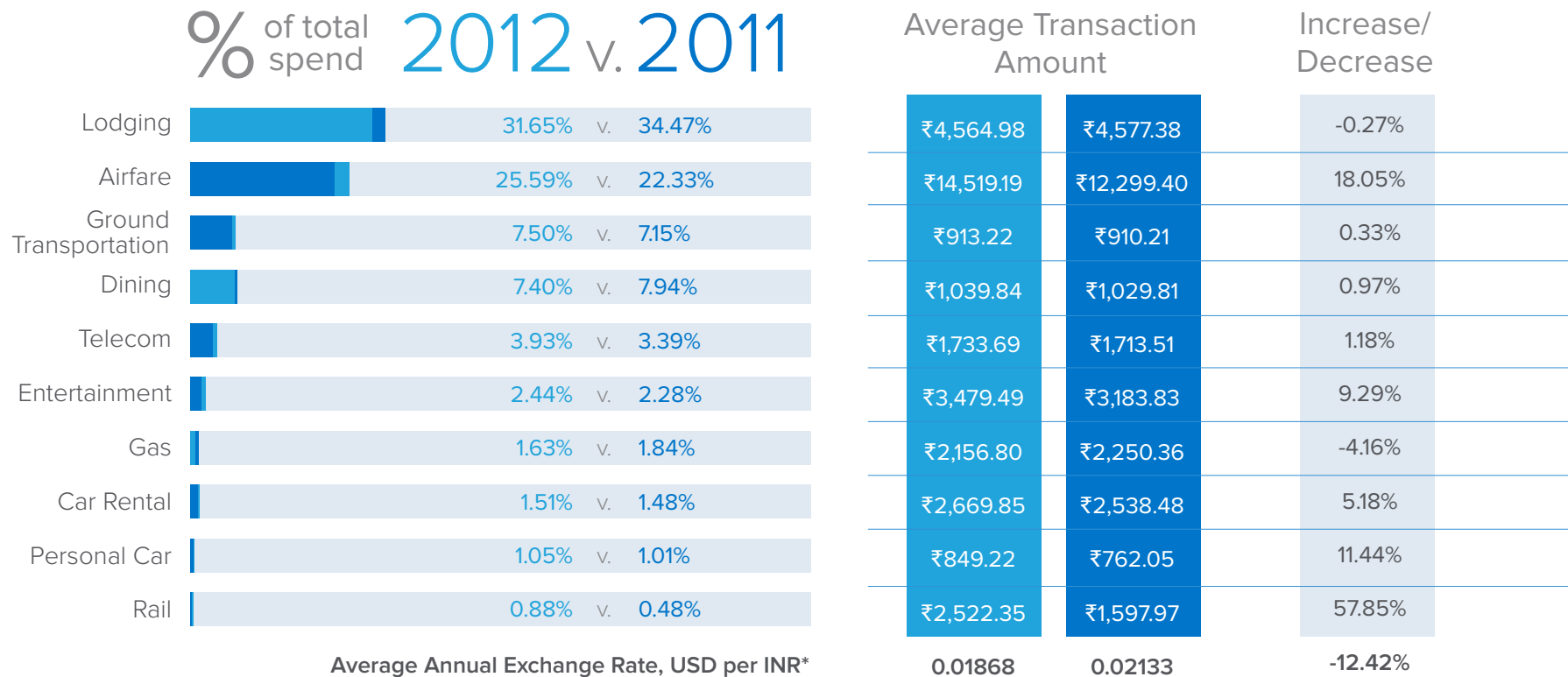
Average transaction amounts in Hong Kong mostly rose between 2012 and 2011, with telecom jumping 24.5%, and meetings, ground transportation and entertainment also increasing strongly. Dining was the only major spend category showing a significant decline.



\* Source: OANDA.com

# Top 10 Spend Categories – India

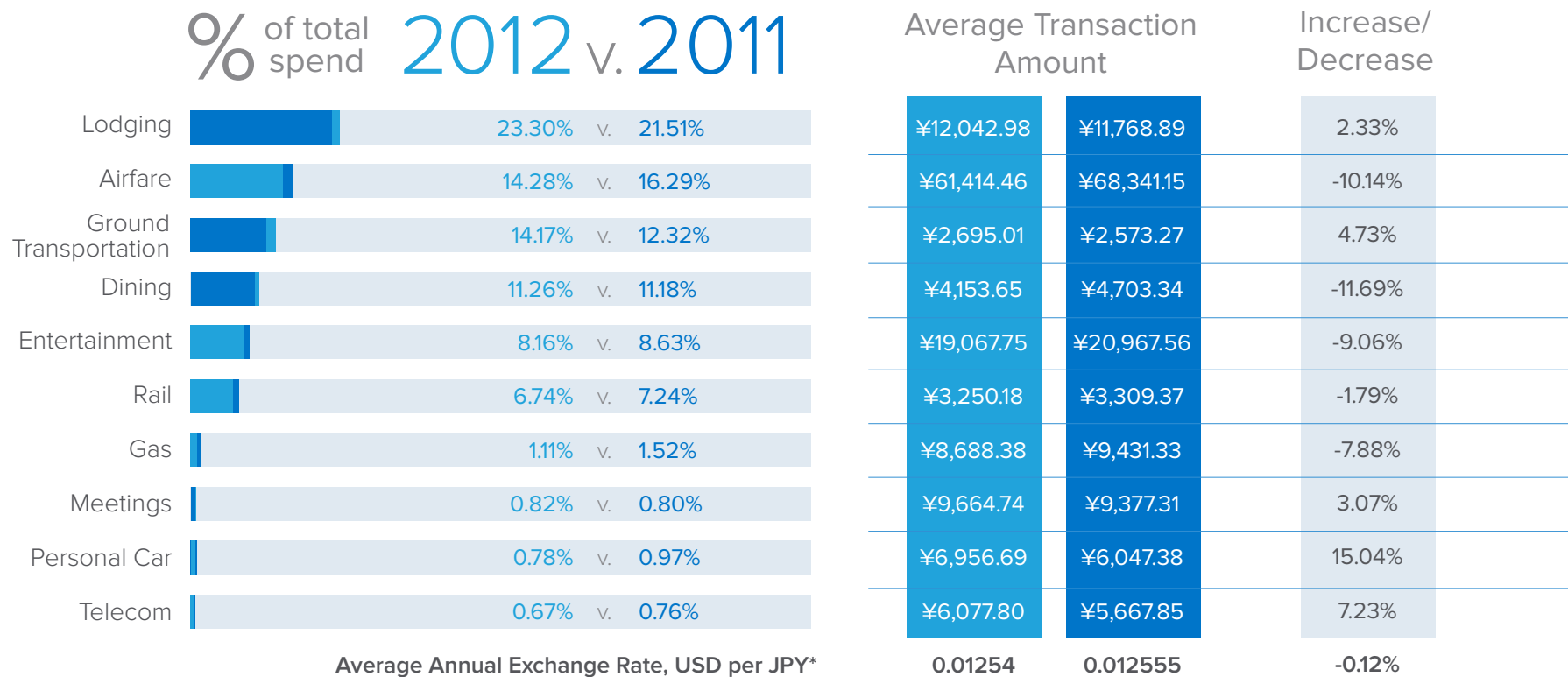
The rupee declined 12.4% against the dollar from 2011 to 2012. Accounting for this change in exchange rates, we can see that India saw an 18% increase in the average airfare transaction. Rail costs also increased greatly – nearly 58%. Surprisingly, the average gas transaction declined 4.2%, suggesting that rising fuel costs were not the only factor behind the higher airfare and rail amounts.



\* Source: OANDA.com

# Top 10 Spend Categories – Japan

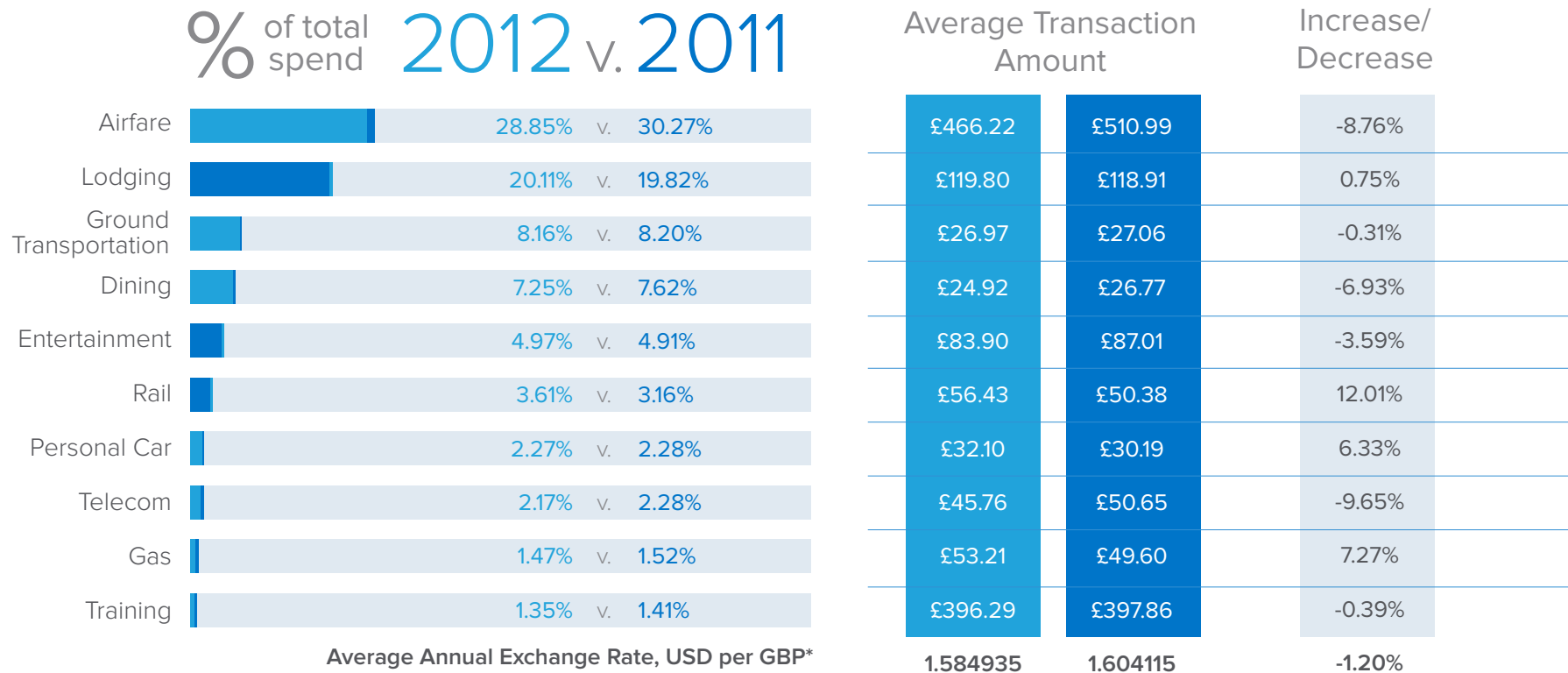
Japan saw steep declines in the average transaction amounts for air (-10.1%), dining (-11.7%) and entertainment (-9.1%) between 2011 and 2012. Personal car rose 15%, and telecom rose 7.2%.



\* Source: OANDA.com

# Top 10 Spend Categories – United Kingdom

In the UK, average transaction amounts on rail, personal car and gas all rose more than 5%, while average transaction amounts on airfare declined nearly 9%. This suggests that UK travelers may have been seeking savings by choosing less expensive modes of travel when feasible.



\* Source: OANDA.com

# Recommendations For Better T&E Spend Management

Companies that leverage best practices and automated tools are in a much better position to manage their T&E spend. Not only are their processes more efficient, the resulting data they capture provides insight into trends and behavior that would otherwise be impossible to see.



# 10 Tips to Transform Your Business

## 1. Review your organization's historical spend data.

Armed with this information, you can begin making informed decisions about how to shape your policies.

**2. Talk to your peers and industry experts** like the Global Business Travel Association, IDC, or even local or regional business associations to learn how your organization compares to other businesses.

**3. Think about your company's culture.** A core set of guidelines can go a long way towards helping employees understand the kinds of spending that's within policy—and what's not.

**4. Make sure you have executive support.** Lots of good ideas never get implemented, because the right people aren't bought in. Get a plan together, and make your case to key stakeholders.

**5. Evaluate providers.** Make sure the providers you evaluate understand your organization's unique needs, have solutions that are easy to implement, and can scale with your business.

**6. Use data to negotiate.** Armed with the powerful analysis tools provided by Concur, even smaller companies may find opportunities to improve the deals they have with key vendors.

## 7. Lock in savings with automated policy enforcement.

With Concur, your policy is built into the system, from the time a reservation is made all the way through to the processing of payments.

**8. Small businesses should look for new offerings.** Many providers are starting to look at small businesses as an untapped market opportunity. Check with your current travel provider, or with companies like Concur, about new programs aimed at SMBs.

**9. You can't manage what you can't measure.** If your aim is to remove out-of-policy T&E overage costs, the first step is to automate your process from end to end—from initial reservation to support to expense reporting. Only then will you be able to measure how good a job you are doing.

## 10. Finally, once you measure, benchmark - relentlessly.

Benchmarking can help you know what's working and what's not, and where you most need to focus your attention.

Expense IQ



2013

# Methodology

**Aggregated Data** - To produce average line item and location spending data, Concur looked at aggregated expense report data for calendar year 2012. For year-over-year data, Concur compared 2012 spend data to comparable data from 2011. All data used to compile this report is anonymous and aggregated, so that no specific company or personal identifiable information is ever used or analyzed.

**Currency Conversion** - All non-US dollar transactions were converted to USD using the OANDA exchange rate on the date of the transaction. When presenting year-over-year comparisons of spending outside the US, average annual OANDA exchange rates were applied to present average values in local currency.

**Worldwide Vs. U.S. T&E Spend** - Global T&E spend represents consolidated data from Concur clients around the world, including North America, Europe and Asia. U.S. T&E data represents a subset of worldwide spend that occurred within the United States.

**Most Visited Cities** - The most visited cities are determined and ranked by the number of hotel room nights expensed in those cities.

## Concur

601 108th Avenue NE  
Suite 1000  
Bellevue, WA 98004

[www.concur.com](http://www.concur.com)