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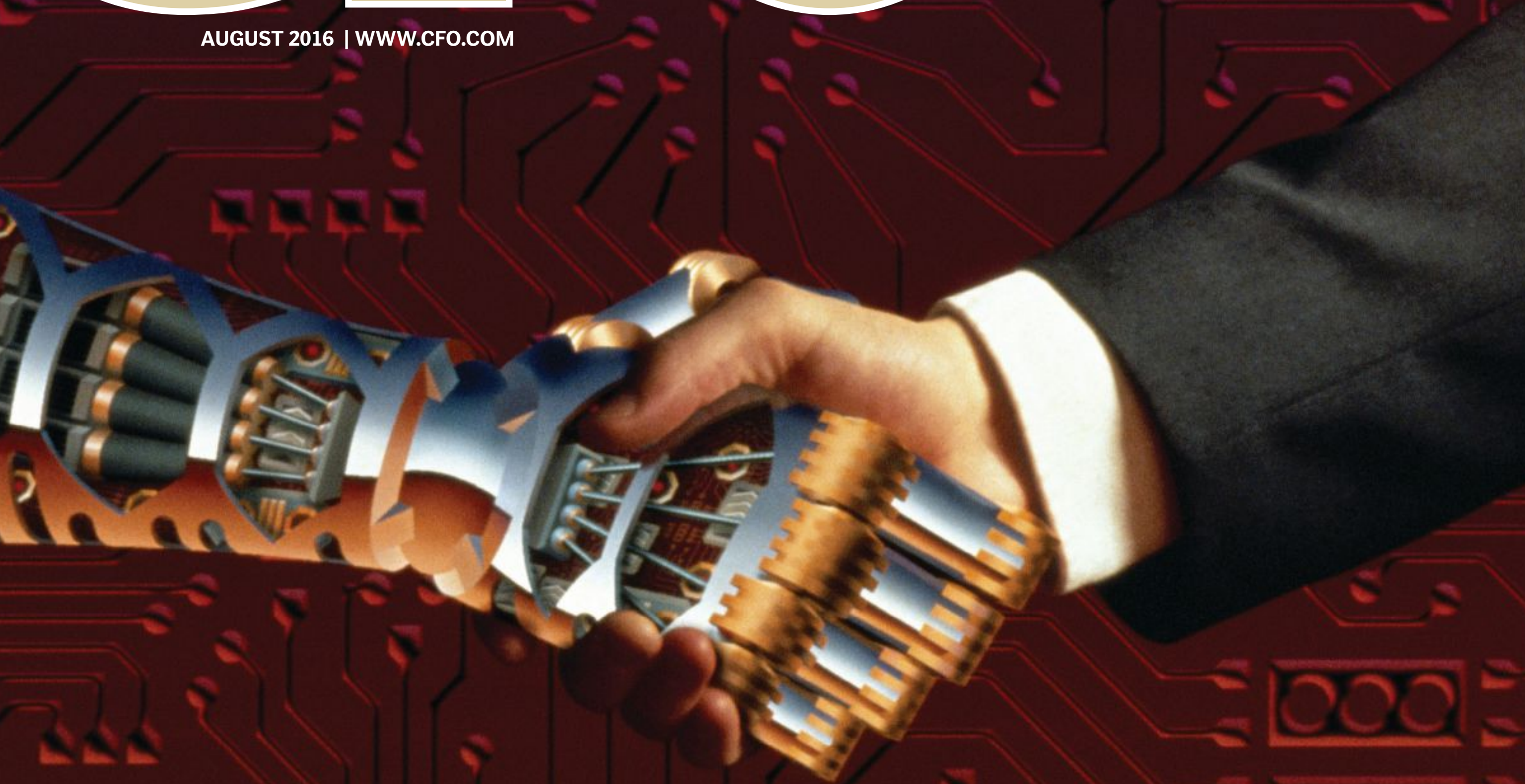

The Future of Investing?

Robo-advisers are revolutionizing portfolio management

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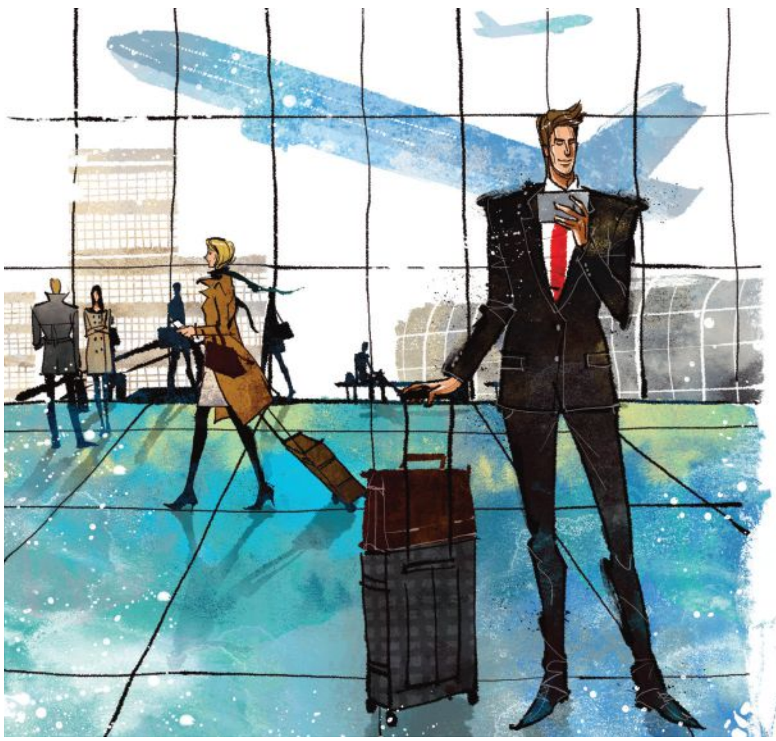

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FROM THE EDITOR

The Goldilocks Zone

Better access to highly relevant information, isn't that what we all want? But it has to be digestible and available in real time. We are demanding as an act of self-preservation: it's too easy to get overloaded by the tons of data businesses produce.

On a business trip, for example, too much information is distracting. I don't need to know that the Delta flight to Wichita is delayed two hours, I just want to know if my flight to Cleveland is departing on time, at the scheduled gate, and that my aisle seat is secure. And, do I get a meal?

In "Smooth Travels," (page 14) Josh Hyatt tours the coolest mobile apps and websites for frequent business globe-trotters who just want relevant information. They include everything from a seat upgrade auction tool to websites for cheap, last-minute hotel rooms. Road warriors have to be careful, though, not to get overwhelmed by the abundance of choices.

In some areas of life, we'd like to be a layer or two removed from the firehouse of data. Developers and financial advisers are betting personal investing is one of those. The biggest movement in wealth management is services that provide low-cost, algorithm-based portfolio management. In "The Future of Investing?" (page 8) Keith Button explains why these services may be particularly suited for employees managing 401(k) plans.

Many finance chiefs, of course, want access to lots of market data when handling their investment portfolios and wouldn't trust a highly automated portfolio creation system. But those same executives may not want loads of detail about their business trips.

The beauty of this era's technology is the ability to pick and choose, after all, and find a level of information that's just right. CFO

Vincent Ryan
Editor-in-Chief

CFO

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Mark Bennington

YOU CAN'T BUILD THE BUSINESS OF TOMORROW ON THE NETWORK OF YESTERDAY.

It's no secret: business has changed—in every way, for every business. Modern technologies have brought new opportunities and new challenges, like BYOD and a mobile workforce, that old networks just weren't built for. While demand on these networks has increased exponentially, networking costs have skyrocketed and IT budgets haven't kept pace.

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Trendline

COMPENSATION

Pay Gap Widens Between CFOs, Rank and File

But the rate of salary increase for finance chiefs dipped slightly in 2015 from the prior year, research finds. BY DAVID McCANN

The gap between the pay of finance executives and rank-and-file workers widened once again in 2015, according to the annual compensation survey from Grant Thornton and the Financial Executives Research Foundation.

Among 363 respondents with titles including CFO, corporate controller, vice president of finance, director of finance/accounting, and chief accounting officer, the average base salary was up 4% from 2014. Various sources have estimated that the average salary bump for all workers last year was 3% to 3.1%. "If I were a finance executive and got a 4% raise, I'd probably be happy about it, comparing it to what the overall labor market is doing," says Tom Thompson, FERF's research director.

Of course, that pay gap doesn't take into account the fact that CFOs, at least, earn more in non-salary compensation (bonuses and incentive awards) than they do in salary. For example, in 2015 the median total compensation—including bonuses and incentive awards—for public-company finance chiefs was $639,000, only $309,000 of which was salary, according to the FERF/Grant Thornton survey. (See chart, facing page.)

CFOs not only outpaced the overall workforce in salary increase percentage, they did better than other finance executives, gaining 4.2% compared with the overall average of 4%.

The pay gap between top company executives (including CFOs) and other employees has been widening for years, notes Ken Cameron, director of compensation and benefits consulting at Grant Thornton. "We're continuing to see that dichotomy," he says, adding that the issue is sure to remain in the spotlight because of the CEO pay ratio rule scheduled to take effect in 2018 under the Dodd-Frank Act.

The rule requires publicly held companies to report the ratio of the CEO's pay to that of the company's median-paid worker. Cameron is aboard the bandwagon of corporate compensation experts and other observers that are critical of the rule.

"It doesn't accomplish anything," he says. "Compare the CEO of a software company in Silicon Valley, where the average salary might be $80,000, to the CEO of a retailer or a company with a significant international [work force]. Those ratios are going to be completely useless as far as [assessing] the efficacy of the pay programs. The rule is very poorly designed."

Meanwhile, not every data point was rosy for finance executives in the pay arena last year, as the rate of salary increase retracted from the 2014 level. Public-company executives' average bump declined from 3.9% to 3.7%, while their private-company counterparts' increase receded from 4.4% to 4.1%. The overall CFO salary increase last year, 4.2%, was down from 4.6% in 2014 but still well ahead of the 3.2% gain in 2013.

"The fixed piece of the overall compensation package is slowing a little bit," says Cameron. "But organizations are relying on bonuses, equity, deferred compensation, and anything else they can [think of] to make sure they can attract and retain the right folks." CFO

Portrait of a CFO

	Public Co.	Private Co.
Median base salary	$309,000	$208,000
Median annual bonus	$110,000	$58,000
Median total comp*	$639,000	$406,000
Eligible for long-term cash incentives	34%	24%
Eligible for long-term stock incentives	88%	36%

*Salary, bonus, long-term compensation, and value of all benefits
Source: Financial Executives Research Foundation, Grant Thornton

CAPITAL MARKETS

MONEY, EXIT OPTIONS VANISHING FOR UNICORNS

Venture investors and public markets are starting to balk at the sky-high valuations of some tech startups. BY VINCENT RYAN

The last few years have been a dream for so-called tech "unicorns"—the more than 140 well-funded, privately held technology businesses valued at more than $1 billion. But, according to data on venture investing and a survey of investment bankers, the reverie is about to be rudely interrupted.

That's because unicorns are getting squeezed between increasingly skittish venture investors and a still moribund market for IPOs.

On the venture capital side, investors in North America pulled back in the second quarter, according to the Venture Pulse report from KPMG and CB Insights. While large financing rounds by companies like Uber, Snapchat, and Chinese ride-hailing service Didi Chuxing buoyed VC investment numbers overall, the Brexit referendum in the United Kingdom, the upcoming U.S. presidential election, and an economic slowdown in China unnerved some VCs, the report said.

There were 1,117 deals into venture-backed companies in the second quarter, the lowest level of deal activity since the first quarter of 2012. What's more, ven-

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ture investors wrote fewer large checks to any private companies in the quarter. North America saw just 14 financing rounds of $100 million or more in the second quarter, down from 37 in the third quarter of 2015 and 29 one year ago, according to the Venture Pulse report. Finally, only seven unicorns got funded in the second quarter, down from 25 in the third quarter of 2015.

Going forward, "unicorns will increasingly be faced with a choice between being acquired or going public."

›› **Lee Duran, partner, BDO USA**

Meanwhile, the IPO market is still relatively frosty. A majority of investment bankers surveyed for the 2016 BDO IPO Halftime Report don't think they will see a warming trend in the second half of the year.

Eighteen percent actually forecast a decrease in IPO activity. For unicorns, that means a serious correction to their valuations if they try to go public, according to 52% of the investment bankers.

"Last year, in order to gain additional funding, some of these businesses went public at valuations considerably below their most recent round of private financing," according to the BDO report. "An overwhelming majority (85%) of bankers [surveyed] believe there will be more of these type of offerings moving forward."

Says Lee Duran, partner in the capital markets practice of BDO USA: "As new rounds of private financing reflect more realistic valuations, unicorns will increasingly be faced with a choice between being acquired or going public. Either way, the actual profitability of these businesses will be given much greater weight versus projections of future performance." CFO

CAREERS

Remote Work on the Rise

More Americans are working at home, and more often than they used to, according to the U.S. Department of Labor. BY CHRISTOPHER HOSFORD

IN ITS LATEST AMERICAN TIME Use Survey (ATUS), the U.S. Department of Labor found that 24% of all U.S. workers did some or all of their work from home last year, compared with 19% who worked from home in 2003, the first year the survey was conducted.

Those in management, business, and financial occupations led all categories of remote workers, with 38% doing some work at home. Those in the "professional and related" category came in next at 35%.

Not only are there more Americans working from home, but the average time they do so has increased, up 40 minutes to 3.2 hours a week in 2015 since the first survey was conducted. The trend may reflect an increase in the number of companies offering flextime.

A 2015 study from WorkplaceTrends.com found that nearly a third of human resources managers spent over $40,000 implementing a flextime program last year, and more than half say they'll invest more this year.

Additionally, the DoL suggested that, as more people work in the sharing economy, they're picking up work that is not typically performed in an office.

In other findings from ATUS, only 7% of those with less than a high school education worked at home last year, compared with 39% of those with a bachelor's degree or higher. Also impacting the home-or-office divide was the number of jobs a person holds. Those with more than one job were more likely to work at home (36%) than were those with a single job (23%).

The DoL collected its data based on interviews with nearly 11,000 people in 2015. CFO

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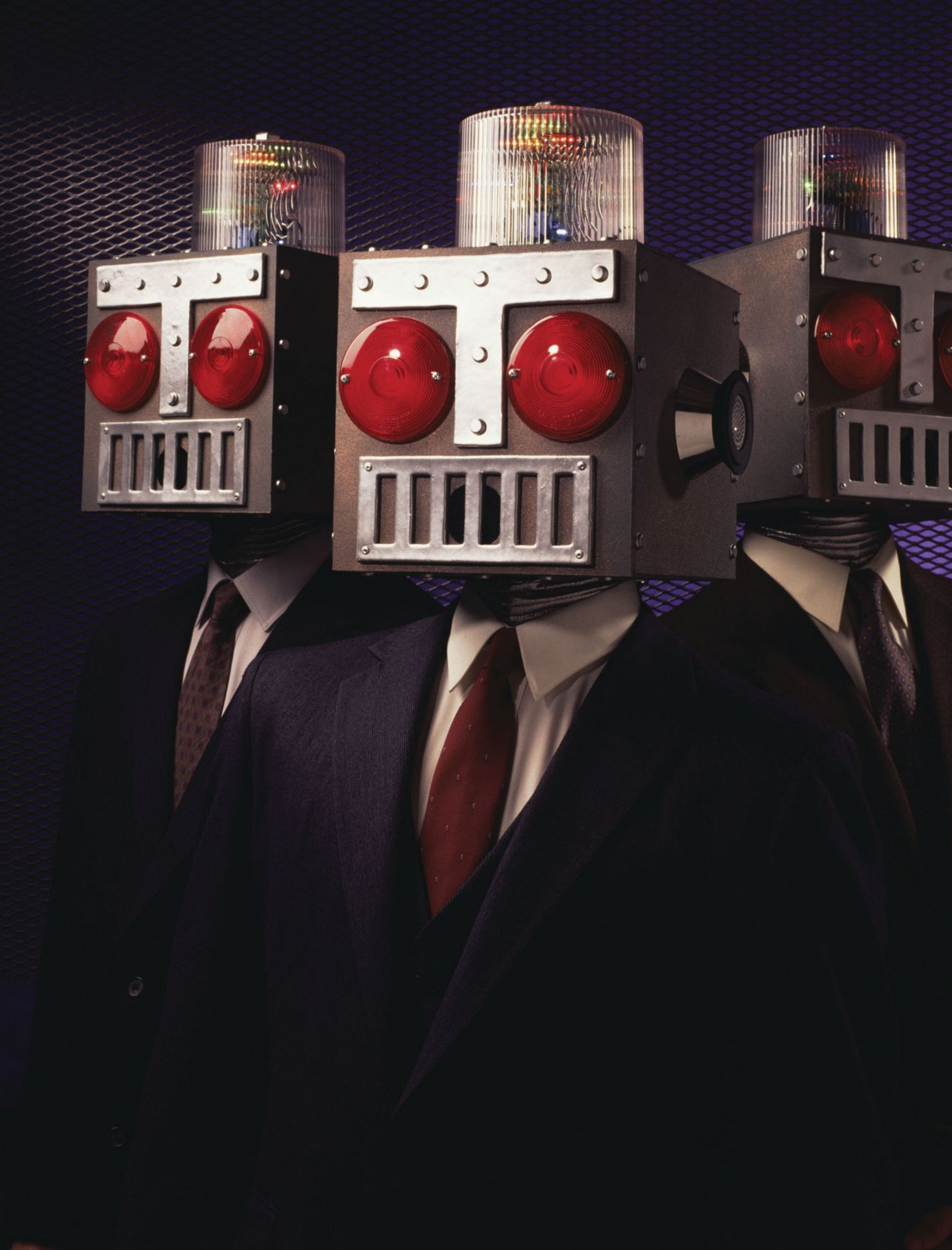

THE FUTURE OF INVESTING?

Robo-advisers—online wealth management services that provide low-cost, algorithm-based portfolio management—are revolutionizing investing and financial planning.

By Keith Button

If an investor regularly chooses the self-checkout line in the grocery store, orders take-out online, or never steps foot inside a bank branch, a new breed of wealth management adviser may suit his lifestyle perfectly. These services ask the investor a series of questions about financial goals, risk tolerance, and investment horizon and then pick suitable, diversified investments for the investor's portfolio. They even automatically rebalance the portfolio's asset allocation when it starts to drift from the original model. And they do it cheaply.

These advisers are not people, of course. They're computer algorithms, or "robo-advisers," and they're revolutionizing the construction of low-cost investing portfolios for large swaths of investors.

Gettyimages

Judging from early adoption levels, such automated online financial advisers will manage about $2.2 trillion in assets by 2020, or as much as 10 times the amount of their current assets under management, according to management consulting firm A.T. Kearney.

Robo-advisers are also growing and changing rapidly, and analysts predict they will play an ever-increasing role not only in the investment portfolios of retail investors, but also in companies' defined contribution retirement plans—the first place a CFO is likely to encounter them.

The Experience

For the investor, the appeal of robo-advisers—also known as digital wealth management or digital advice solutions—is their low fees relative to human advisers. Charges range from 20 basis points of assets per year for the most aggressively priced services to 90 bps for services that combine both human and robo-advisers. That compares favorably with the 100 bps to 200 bps that human wealth managers charge.

But low costs are not the only appeal of robo-advisers; they can also make financial planning pleasant. "The start-up firms that have come out have designed a terrific user experience that's intuitive and easy to grasp," says Brent Beardsley, global leader of Boston Consulting Group's wealth and asset management area. "They've approached it very much from a consumer mindset, which helps demystify the whole thing for retail investors."

"It's a great experience now," says Gauthier Vincent, lead wealth management consulting partner at Deloitte. "It's very engaging. Instead of 'Aargh, I have to answer these 20 questions,' now I want to answer them because it's part of the experience."

ROSTER OF ROBO-ADVISERS

Investors have many services to choose from when seeking a low-cost online tool that automates portfolio management. Here's a sampling.

- AssetBuilder
- Betterment
- Charles Schwab Intelligent Portfolios
- E*TRADE Adaptive Portfolio
- Fidelity Go
- Financial Guard
- FutureAdvisor
- Hedgeable
- LearnVest
- MarketRiders
- Motif Horizon Models
- Personal Capital
- Rebalance IRA
- SigFig
- TradeKing Advisors
- Vanguard Personal Advisor Services
- Wealthfront
- WiseBanyan

Source: investorjunkie.com

Robo-advisers have also evolved from their roots, which consisted of just providing automated portfolio construction and asset allocation. Now, they automate a wider financial planning process, asking clients questions about financial goals—funding college, buying a second home, or caring for elderly parents, for example—and building client profiles based on an individual's preferences and risk tolerances. They also recommend specific investment products and invest in them on the client's behalf. "Now, it's not only digital, but there's a lot of science to it," Vincent says. "Ask a few questions, start giving advice immediately, then ask more questions, then there's a dialogue."

Robo-advisers typically invest on behalf of their clients in a basket of low-cost exchange-traded funds based on the portfolio models they generate for the individual's circumstances—balancing between equities and fixed income, domestic and non-U.S. instruments, and other measures of diversification. Then they monitor and rebalance the portfolio, typically once per quarter.

Most robo-advice firms target the mass affluent—those with $100,000 to $1 million in liquid financial assets. (Some investors with larger balance sheets are automating small pieces of their portfolios this way.) Currently, robo-advisers follow three general service models, says Vincent: The self-guided investor-centric model, where a human may be available for technical support; the hybrid model, in which the human adviser takes the lead and uses the robo-adviser as a tool; and a split hybrid model, in which the investor can choose either the human or robo-adviser, and then switch between the two as needed.

Based on consumer surveys, experts predict that in about five years the various models will converge into a common hybrid model in which a digital interface provides advice along with the backing of a human, says Uday Singh, a partner in the financial institutions practice of A.T. Kearney.

Investment performance, the theory goes, could at some point become much less of a differentiating factor between robo-advisers—because of their widespread use of low-cost passive investments, such as ETFs, returns will tend to be about the same. Instead, customers will make their choice based on the experiences offered by the various platforms.

"The current situation in banking could be an analogy," Singh says. "Whether you go to Chase or SunTrust, you're basically going to get the same interest rate on your deposit. But you will make a choice on which one to bank with based upon proximity to a branch, or the features and functionality of the digital offering. The future of investing could well move in that direction, and could become a lot more about the investor's experience, if returns tend to converge across all platforms."

The Rush to Automate

Robo-advisers started from standalone, venture capital–funded startups as many as six years ago, and they pitched straight to consumers. Personal Capital and Betterment were two of the leading platforms in the category. Then, about three years ago, some of the other standalones, such as SigFig and FutureAdvisor, pivoted to developing white-label products in partnership with financial advisory and wealth management firms.

Recently, robo-advisers built by large wealth management firms have been raking in assets. Vanguard gathered $30 billion for its robo service in nine months, and Charles Schwab's Intelligent Portfolios robo-adviser was the biggest offering in the market—bigger than the standalones—within 12 months of launching. E-Trade and Fidelity also have leading robo offerings.

In the last 12 months, every major wealth manager that doesn't yet offer robo-advising has begun either planning a product or looking for a white-label partner. Merrill Lynch, for example, is building a robo platform to launch in 2017. Wells Fargo, UBS, and BBVA all have robo-advisories in the works. "In next 5 to 10 years, every single wealth manager on the planet will have a digital offering," says Beardsley.

Incumbent asset managers have a massive advantage, he adds. "They have a brand, they have an existing customer base, and they have a whole bunch of distribution advantages that the startups can't duplicate. The whole notion of customer acquisition is the hardest thing for a start-up to get."

In the competition for customers, standalone robo-advisers like Betterment and Wealthfront face a challenge in building their assets under management to the point where they will be profitable, says Michael Wong, an equity analyst at Morningstar. To compete with the established brokerages that offer robo-advising services, the standalones will either have to grow to a profitable scale through mergers or spend heavily on advertising and marketing to recruit customers.

Employees Benefit

The first time CFOs may encounter robo-advisers will probably be in the workplace—in retirement plan services for employees. Employers can now offer workers robo-services related to 529 college savings accounts or 403(b) and 401(k) retirement savings. Betterment started offering robo services for the corporate 401(k) market about 18 months ago, focusing on smaller 401(k)s so it wouldn't have to compete directly with Fidelity-sized players.

Betterment's management fees range from 10 basis points for the largest employers with more than $1 billion in total assets to 60 basis points for the smallest employers. The employer can either pay the fee or pass it on to its 401(k) account holders.

"In the next 5 to 10 years, every single wealth manager on the planet will have a digital offering."
›› **Brent Beardsley,** global leader, Boston Consulting Group

Blooom is another robo-adviser focusing on the corporate market, offering management of 401(k)s and 403(b) plans. It charges a flat per account monthly fee of $5 for balances under $20,000, $19 for balances of $20,000 to $50,000, and $99 for balances of more than $500,000.

As more CFOs worry about the financial wellness of their employees, which can be a factor in employee productivity and retaining talent, a robo-adviser can be an appealing feature, Singh says.

"To most people, the number of choices within a 401(k) offering is long and confusing, and frankly, investment professionals would have trouble sorting them out," says Singh. "For CFOs who run large companies and have employee bases with differing levels of financial interest and aptitude, providing those employees with the right tools is going to be important, as will making sure employee interests are kept in mind."

As robo-advising evolves, not only will the 401(k) investment process become increasingly automated, but so will advice in related financial realms. For example, when an employee is planning how to care for elderly parents, a robo-adviser will be able to help him or her weigh financial management choices in concert with choices for health care and insurance. Or when a worker is planning to retire, a robo-adviser might help him navigate his choice of places to live, factoring in home prices, leisure activities, and health-care facilities.

"We need more and more advice across multiple fields, and as advice is being automated in each of those fields, it's incredibly easy to integrate advice across them," Vincent says. "And this is where we are headed."

Another driver in the development of robo-advisers will be the application of machine learning, in which data about the investor will be integrated with information accessed from outside sources like social media. By tracking a client's online activities (with permission)—chats with friends, searches, viewing habits, buying habits—a robo-adviser could develop a more granular profile of what makes the investor tick and further tailor investment offerings, as well as manage risk better.

"The more a system can interact with the investor, and learn about the investor interacting with other people, and other providers, the more the system can do," Vincent says. "Between cognitive computing and machine learning, I think this is going to turbocharge what we see today as robo advice."

A Human Touch

Human wealth advisers will continue to be valued, of course, especially in financial planning decisions that can be highly emotional, such as choosing what to do during a major market downturn; providing for a disabled child who can't support himself; or planning to pass on wealth to the next generation when the children aren't on good terms with the parents, Vincent says.

"The time when an investor would pay 100 or 150 basis points to sit down with an adviser once a year is gone, because there's not enough value in that," he explains. But for more complex situations, an investor might willingly pay that fee.

In some cases, human advisers can also help clients talk through their life goals and risk tolerances better than a robo-adviser. "You could automate some of those questions, but a person who's just starting their professional life is going to have a hard time even thinking through those issues," Beardsley says. "You really need a human in the relationship to do that."

For market corrections, analysts debate whether human financial advisers are better suited for helping with decisions—and maintaining calm—than robo-advisers. Because investors as a whole tend to panic in a market downturn, robo-advisers are at a disadvantage, says Singh: Clients who panic can easily get on their laptops and sell during a correction, typically the worst time to liquidate.

But human advisers, in the same situation, can provide "that emotional blanket," he says. "They say: 'Yes, things look bad today, but in the future they will look better, so just hang on and you'll be OK.'" A human adviser "removes the ingrained behavior that we've seen over time, where casual investors tend to buy high and sell low, and therefore depress their returns," says Singh.

But one robo-adviser actually gained assets following a market correction in October 2015, in part because of tailored emails it sent out to clients as soon as the markets started to move. The emails explained to investors why their investment allocations were still sound and why they should stick to them, or how the robo-adviser had already rebalanced the portfolio, Vincent says.

"When the market is moving, I want my adviser to talk to me in real time. Is it possible for a real adviser, a human being, to pick up the phone and call his more than 200 clients within a half hour? No, it's impossible," he says. "So in a sense, the machine is much more human, because it treats the investors as they want to be treated: as human beings, that is, in real time." CFO

A BOOST FROM THE FIDUCIARY RULE?

Robo-advising may be the only economical way to serve small-balance accountholders.

One factor that could give a big boost to the robo-advisory business is the new U.S. Department of Labor fiduciary rule, which goes into effect in April 2017.

The rule expands the "investment advice fiduciary" definition under the Employee Retirement Income Security Act of 1974. The new rule requires all investment advisers, including brokerages, to act as fiduciaries when making recommendations or giving advice on 401(k) plans or individual retirement accounts (IRAs), including in instances of a rollover or distribution.

The DoL rule also prohibits financial advisers from earning certain kinds of commissions for transactions with a retirement account. To do that, the transaction has to qualify as a "best interest contract exemption." To qualify for the exemption, the adviser must agree in the contract to acknowledge its fiduciary status, disclose potential conflicts of interest and information about its revenue model, give prudent and impartial advice, and avoid misleading statements.

Besides putting a crimp in commissions-based investment advice, the new DoL rule will cause investment managers to move their customers with small account balances to robo-advisers, experts say. That's partly because the investment needs of those clients are not that complex, and the business models for most financial advisers under the new fiduciary restrictions won't work with small account balances.

But the fiduciary rule presents a problem for robo-advisers as well, because it may make it harder for pure robo-advisors to qualify as a fiduciary. The Massachusetts Securities Division ruled in April, for example, that it would evaluate whether robo-advisers can be fiduciaries on a case-by-case basis. The state's securities regulator, William Galvin, said that "entities that create computer-generated portfolios but fail to do the necessary customer due diligence to know their customers and who specifically decline most if not all the fiduciary duty are not performing the duties of investment advisers."

The Massachusetts policy applies to "fully automated" robo-advisers "devoid of all human services." **KB**

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Smooth Travels

An array of devices, apps, and strategies help savvy business travelers eliminate turbulence from their trips.

BY JOSH HYATT

Not long ago, advances in digital technology threatened to make face-to-face meetings obsolete. They were supposed to replace high-mileage business travel with high-definition videoconferences in which geographically dispersed attendees mingled as 3-D holograms. While that scenario may not have materialized, technology has dramatically reshaped the strategy of even veteran business travelers, who can now customize just about every conceivable—and otherwise—aspect of their journeys.

Gone are the days when an inflatable neck pillow identified its wearer as an Olympic-level globetrotter. What sets today's high-functioning nomads apart is their ability to navigate through an ever-expanding population of websites, apps, devices, and services to efficiently manage their highest-priority travel-related tasks. "Trip planning can get very complicated," says Robert Alessandrini, CFO of The Judge Group, a $375 million staffing firm. "The challenge is to keep it simple."

Indeed, there's a disorienting array of apps catering to business travelers, enabling them to bid on seat upgrades (www.seatboost.com), access city maps without incurring roaming charges (www.ulmon.com), and track accumulated frequent-user points across almost 700 different loyalty programs (awardwallet.com). What sprouted from a corporate drive for efficiency—requiring employees to book their own travel online—has ripened into a full-fledged competition to find the most powerful tools for ensuring the least turbulent trip.

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The Essentials

By now, even less-than-frequent fliers know better than to go anywhere without a basic foundation of technological tools, ranging from Skype (a high-definition video connection to the home or home office) and Uber (the ground transportation e-hailer) to any number of weather apps (www.weatherpro.eu covers a scant two million locations), and a tip calculator (Gratuity, available on iTunes).

What should you also be packing? Electronic books can lighten the tedium of a long flight, distracting from delays and the colicky cries of infant fliers. Tom Gimbel, CEO of LaSalle Network, a Chicago-based recruiting firm, brings his Kindle on most trips, making sure it's loaded with at least two books, one fiction and one nonfiction.

"I always want to have something to read in case I get stranded," he says. "I keep a running list of recommendations on my phone."

Speaking of which, it's prudent to tote an extra phone and laptop charger, because running out of juice is a big hassle that can sap time—and productivity. Gimbel also carries a battery pack that can charge two devices simultaneously (for an example, see a wallet-sized version at www.travelcardcharger.com). "I'm paranoid about running out of juice," Gimbel says. "So I try to make sure I'm prepared."

Planning Ahead

Business travelers can only control so much about their journeys. There are still plenty of potential irritants: stretched security lines, endless flight delays, and spotty Wi-Fi access, to name just a few. But what they can control starts at the booking stage.

Companies that employ any significant number of travelers have likely trained employees to use software that helps management track and limit spending. The Judge Group, for example, relies on Egencia (www.egencia.com), the corporate version of Expedia. When booking trips, employees are limited as to which hotel they can stay at (no more than 25% above the average price) and must adapt their tastes to accept a less than five-star experience. There are also constraints on rental car choices.

But there are perks for any business traveler who has access to robust trip management software. In addition to improving the expense-submitting experience, employees get the benefit of having all the details of their trip in one place, an itinerary complete with confirmation numbers and hotel addresses.

Companies that use Concur, the expense-reporting tool owned by SAP, for example, have access to TripIt (www.tripit.com), an organizing app to which travelers can forward all confirmation emails. Similar apps like Tripcase (travel.tripcase.com) alert users to any itinerary changes, such as flight delays. They also track frequent-flyer miles and issue reminders when it's time to return the rental car.

Booking accommodations has never been easier, of course, and options for where to stay have increased, thanks to Airbnb (www.airbnb.com), the online accommodations-accessing service. The company's business-travel unit, Airbnb for Business, recently sealed agreements with several top travel management companies to join the list of options served to corporate clients. While it may not be among your company's lodging options right now, that could change—and fast.

As pleasant as it may be to contemplate homey or quaint lodging options—a spare room on a leafy suburban block—some business travelers may prefer the comparative sterility of a hotel, where the Wi-Fi is reliable, room service never closes, and there's plenty of desk-space acreage.

TRIP TOOLS

A sampling of popular travel apps and what you can do with them

SEATBOOST (www.seatboost.com)
- Bid on seat upgrades

CITYMAPS2GO (www.ulmon.com)
- Access city maps without incurring roaming charges

AWARDWALLET (awardwallet.com)
- Track frequent-user points across different loyalty programs

WEATHERPRO (www.weatherpro.eu)
- See the weather in some two million locations

GRATUITY (download from iTunes)
- Calculate tips

TRIPIT (www.tripit.com)
- Forward confirmation emails to create a master itinerary that can be accessed anytime

TRIPCASE (travel.tripcase.com)
- Organize travel plans, receive flight delay alerts and car return reminders, and track frequent-flyer miles

FLIGHTSTATS (wwww.flightstats.com)
- Check flight status, track flights, find out what's causing delays, and receive alerts

SEATGURU (www.seatguru.com)
- View seating charts and read travelers' reviews of specific seat locations

But you don't have to shell out big money for a king-size hotel room, even if you're booking last minute. Since most hotels have cancellation policies offering a full refund before 4 p.m. on the day of arrival, travelers for whom value is a priority can check out websites like www.hotwire.com or www.hoteltonight.com—or their respective apps—to look for better quality digs. "You can get a really good deal," says Alessandrini. The best deals, he adds, are available within 24 hours of when you plan to get rolling.

"One thing I've learned about travel technology: if something doesn't click for me, I get rid of it."
›› Tom Gimbel, CEO of LaSalle Network

Up in the Air

Before embarking, there's plenty of road-tested advice that bears minding: Don't check bags (buy the biggest carry-on you can hoist), drink plenty of water (and not much booze) in-flight, and use the hotel laundry so you can pack a little lighter. Technology advancements help here also.

For those who have to check luggage and want to avoid heavy lifting—from their wallets, given the fees for overweight bags—there are now suitcases with built-in scales. And the newest function-packed "smart" suitcases include GPS tracking devices, for those times your bag winds up in Kansas City when it was supposed to accompany you to Des Moines.

Aside from luggage woes, flying itself can be stressful, as flight delays wreak havoc with tightly scheduled road trips. Not everybody wants to know the exact reason why their flight is running late, but for those who do, apps like flightstats.com can answer such queries. You can even study the flight path to see if the plane will be passing over any historic sites or natural wonders and therefore want to grab a window seat.

TripAdvisor's seatguru.com offers color-coded maps and travelers' reviews to help find a suitable place to park your posterior, be it on the aisle or in an exit row. SeatGuru also displays the type of aircraft that is being flown, thereby enabling you to steer clear of eardrum-piercing commuter jets.

For noise-sensitive types, in fact, Bose Noise Canceling Headphones have replaced the eye mask as the traveling executive's accessory of choice. With the help of an iPhone that has been loaded with a white-noise app (at www.tmsoft.com/white-noise sound selections range from a purring cat to a clothes dryer) you'll be insulated from distracting noises and that chatty seatmate.

The potentially overwhelming onslaught of tech travel options might itself be a stressor for executives, but there are benefits. If a popular app or website doesn't suit an executive's particular travel habits or information needs, he or she can just move on to the next one. "One thing I've learned about travel technology: if something doesn't click for me, I get rid of it," says Gimbel. "There are always others out there." CFO

MOVING MILLENNIALS

Until America's genius-in-residence, Elon Musk, perfects his vision of the Hyperloop—a series of vacuum-sealed tubes in which pod-encased voyagers could, theoretically, zoom between locations at blazing speeds—business travelers seem eager to take to the skies.

That's especially true of millennials, according to an 845-respondent survey conducted last year by the GBTA Foundation, the research arm of the Global Business Travel Association trade group. The study, conducted in partnership with America Express, found that millennials are nearly twice as likely to want to travel more for business than baby boomers. In addition, 57% of millennials agree that face-to-face meetings are superior to technology for getting business done.

This up-and-coming generation's well-documented proclivity for constant connectivity (even at 30,000 feet) via smartphones and tablets isn't going unnoticed by legacy brands. American Airlines recently unveiled a plan to up its in-flight Internet access speed. And this year, Hilton Worldwide is opening its first Tru by Hilton, a hotel designed expressly for those first-generation colonists of Instagram, Snapchat, and the like. The midscale hotel brand offers modern building designs, public spaces for working and socializing, and mobile check-in. The chocolate on the pillow, however, endures. —J.H.

Thinkstock, Courtesy LaSalle Network

THE QUIZ

It's Only a Number

The media pay a lot of attention to millennials but not much to people near retirement age. According to a recent paper, every 10% increase in the share of a U.S. state's population over the age of 60 reduces per capita growth in gross domestic product by 5.5%. Take our quiz to find out more.

1. In 2014, 15% of the U.S. population was age 65 or older. What will that percentage be in 2030?

   A. 24%
   B. 30%
   C. 60%
   D. 21%

2. In 2030, 53% of the U.S. population under age 20 will belong to a minority group. What percentage of the population age 60 or older will be part of a minority group?

   A. 30%
   B. 25%
   C. 20%
   D. 45%

3. By applying their state-level findings to the whole country, the authors of the study mentioned above estimate that an aging population will reduce GDP growth by how much this decade?

   A. 3.0%
   B. 4.5%
   C. 1.2%
   D. 5.5%

4. The percentage of men age 70 or older who were still in the workforce was at its high point during which decade?

   A. 1960s
   B. 1970s
   C. 1980s
   D. 1990s

5. Match the country to the percentage of its population that was age 65 or older in 2015.

A. Japan	1. 26%
B. Italy	2. 21%
C. Germany	3. 18%
D. United Kingdom	4. 22%

6. Social Security and Medicare expenditures made up a combined 8% of U.S. GDP in 2015. What percentage of GDP will they be in 2050?

   A. 8%
   B. 20%
   C. 15%
   D. 12%

7. In 2014, the poverty rate among children in the United States was 21%, and among adults ages 18 to 64, 14%. What was the poverty rate among adults age 65 or older?

   A. 16%
   B. 25%
   C. 4%
   D. 10%

Source: Population Reference Bureau's "Population Bulletin," December 2015

Answers: 1-D; 2-A; 3-C; 4-A; 5- A-1, B-4, C-2, D-3; 6-D; 7-D

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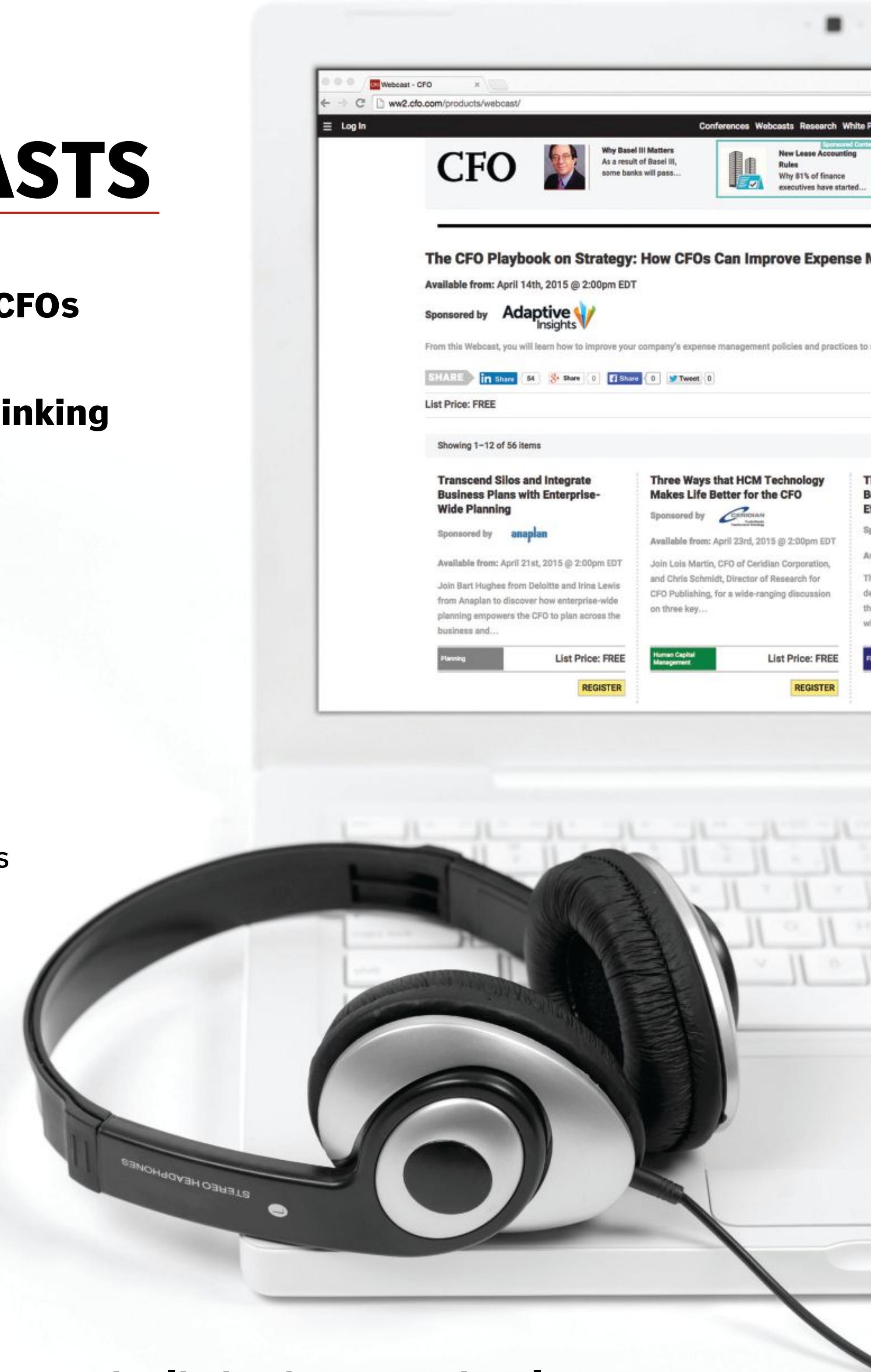

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