

# VDR

*Business Travel Report Germany*

# 2008

*in co-operation with*



Management  
& Technology  
Consultants



VERBAND DEUTSCHES REISEMANAGEMENT e.V.

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## COST-CONSCIOUSNESS DESPITE ECONOMIC UPTURN

Occupational mobility is a multi-faceted, highly dynamic economic factor. According to conservative estimates, well over half a million jobs in Germany owe their existence and sustainment to business travel.<sup>1</sup> Every second Euro spent in German hotels comes from a business traveller. And millions of holidaymakers profit from offers that are indirectly co-financed by the business travel market. The business travel market remains a reliable indicator of the economic situation and at the same time exerts a stabilising effect. It does not fluctuate with the seasons and is largely immune to crises, as employee mobility is usually an important requirement for growth. Some of the following results show how this part of the value chain was managed in 2007.

This sixth VDR Business Travel Report Germany points out the key figures, developments and trends, answering for example the following questions: How are travel agent fees developing? Which hotel category is booked most? Which airlines, hotel groups and car hire companies do travel managers prefer? In-depth analyses of these and other as yet unexplored issues can now be read in this study.

With the current economic upswing, the number of business trips has increased. At the same time, prices for many travel services are rising. Is a cost explosion unavoidable? By keeping control of costs, travel managers contribute to ensuring their companies' competitive standing. The right framework conditions are important in helping them to do so. VDR supports German businesses and policymakers as a knowledge network and initiator for future topics in the field of business travel.

<sup>1</sup> This goes especially for the hotel and restaurant industry, transport companies, airports, travel agencies and other services involved in business travel. A proportion of the jobs for example in the automotive industry, IT and telecommunications can also be attributed to business travel.

### The key data

- ◆ In 2007 one in three employees took at least one business trip.
- ◆ 166.6 million business trips led to spending in the amount of **+ 5.6%** 157.8 million business trips
- ◆ 48.7 billion Euros – translated into **+ 2.7%** 47.4 billion Euros
- ◆ 137 Euros per business traveller per day **- 7.4%** 148 Euro

2006:

### Successful savings in the billions

The number of business trips in Germany has grown continuously in the past four years. While in 2004 the number was around 146 million, in 2007 nearly 167 million business trips were taken – an increase of almost 14%. During the same period, expenditure on business travel by German companies rose by only 11% however – from 44 billion Euros in 2004 to almost 49 billion Euros. This means that – despite kerosene surcharges and zero commissions – some 1 billion Euros in costs were saved. Active travel management evidently pays off. (Figures 1 and 2, page 5).

### Travel managers keep costs down

The average cost of a business trip is declining. While 335 Euros were spent per trip in 2005, in 2006 a trip cost 325 Euros and in 2007 costs were down to 316 Euros. This decline of around 6% is a further indication that systematic cost control in business travel enhances economic productivity. (Figure 4, page 6).

### Business travel costs are an executive matter

Managing directors are paying much more attention these days to the topic of travel expenditure than they did just four years ago. Two out of three corporate boards take a hands-on approach to framing travel policy and keeping watch over travel spend. At the same time however, travel managers and executive secretaries are being given increasing responsibility for these tasks. Awareness is thus growing that travel costs are anything but “peanuts”. (Figure 10, page 12).

### Business trips create jobs

Despite cost-consciousness, companies and their business travellers still guarantee solid growth for the travel industry. While leisure travellers spent only 50.9 billion Euros in 2007 compared to 53.9 billion in 2006 (down 6%), the overall budget for business travel climbed from 47.4 billion Euros to nearly 48.7 billion – up almost 3%. That creates valuable jobs both in Germany and abroad. (Table 2, page 7).

### Hotels can count on business guests

Hotels are the winners when it comes to growing occupational mobility: the number of overnight stays made by German business travellers went up in just one year – from 2006 to 2007 – by a total of 7%. Looking just at business stays abroad, the growth rate exploded by an impressive 28%. In 2007 German business guests spent over 3 billion Euros in hotels abroad – a substantial increase of around 24%. (Figure 6, page 8 and Table 3, page 9).

### Hotels with certified quality

The fact that price is the key criterion in the choice of a hotel (83%) probably comes as a surprise to no one. But right in second place (44%) is the classification/certification of the particular hotel, followed by personal recommendation (35%). The neutral and dependable rating hence plays a paramount role – once again confirming the importance of VDR hotel certification. (Figure 9, page 10).

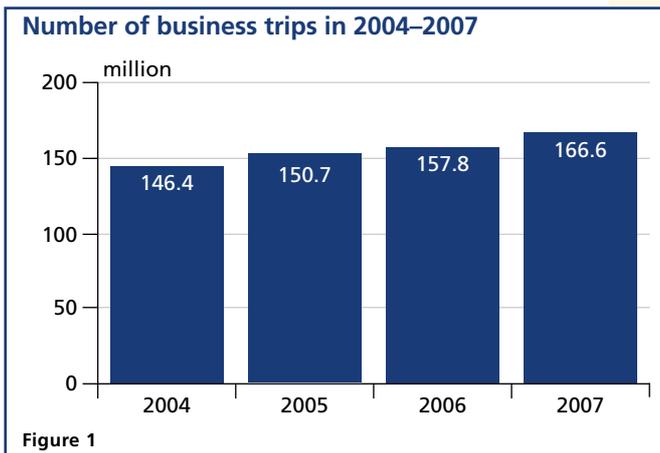
### Success for online booking systems

Over half of companies with travel costs higher than a quarter of a million Euros use online booking systems. On the other hand, 28% have still not considered this option for saving costs. A total of 6% have decided – for whatever reason – against using online booking systems. (Figure 12, page 14).

## 2 BUSINESS TRAVEL: FACTS AND FIGURES

### Volume

The number of business trips in companies with ten or more employees went up 5.6% from 2006 to 2007. A rise in business travel could be observed even prior to the economic upswing. Last year, business travel grew along with the economy and employment rates: the number of staff members in companies with ten or more employees went up by 4.6% to over 22 million.<sup>2</sup> The service industry is still on the go more than any other – accounting for two in five business trips.

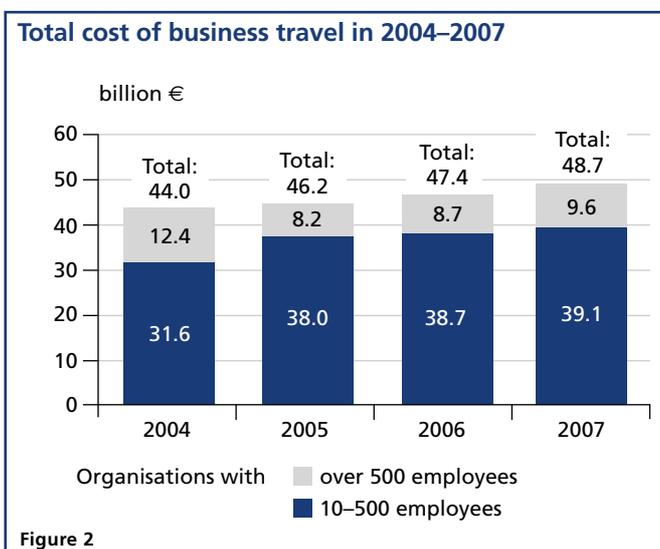


“How many business trips were undertaken in your business/your organisation in 2007?”

### Costs

The total costs for business trips went up 2.7% to 48.7 billion Euros. At the same time, most businesses kept an eye on the bottom line: overall travel spend rose less dramatically than did the number of business trips.

An exception here is formed by businesses with 251–500 employees. While their travel volume remained almost stable, costs went up by 3%. By comparison, the public sector was particularly thrifty. With 2% more trips taken, expenses were still curbed by 2%. Small to medium-sized enterprises (SMEs) profited in 2007 from the many available cost-control measures that are specifically tailored to their needs: they spent 1% more money for 4% more trips. Large companies, with half a million more employees than the SMEs (+21%), correspondingly experienced double-digit growth in travel volume and costs. But they were likewise able to keep costs down proportionately (33% more business trips with 24% higher expenditures).

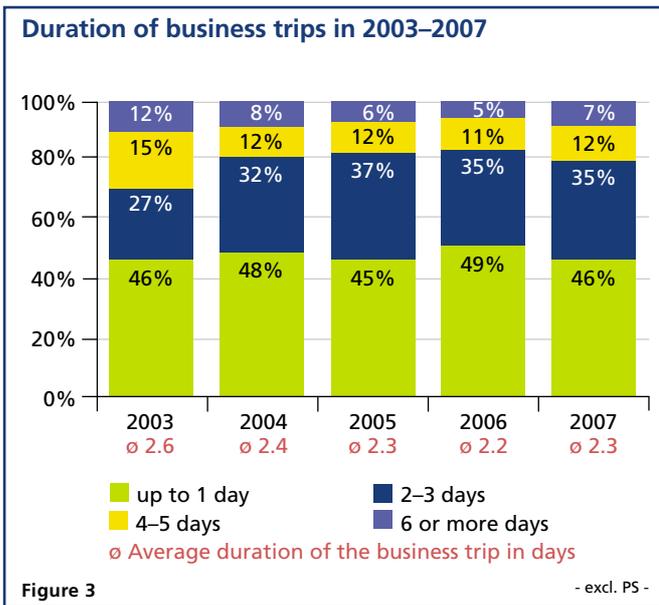


“How high were the total business trip expenses in 2007?”

**Note:** Any journey undertaken for purposes of business that is recorded on the basis of expense reports counts in this study as a business trip. The duration, purpose, distance and destination of the journey and the professional status of the travellers are insignificant here. As soon as expenditures are charged to the company as business travel expenses, they are counted in these figures. For further definitions of the terms used here, please see the VDR Business Travel Reports from 2003–2006.

<sup>2</sup>See notes on methodology, pages 17 and 18.

### “How long do business trips last?”



### Duration

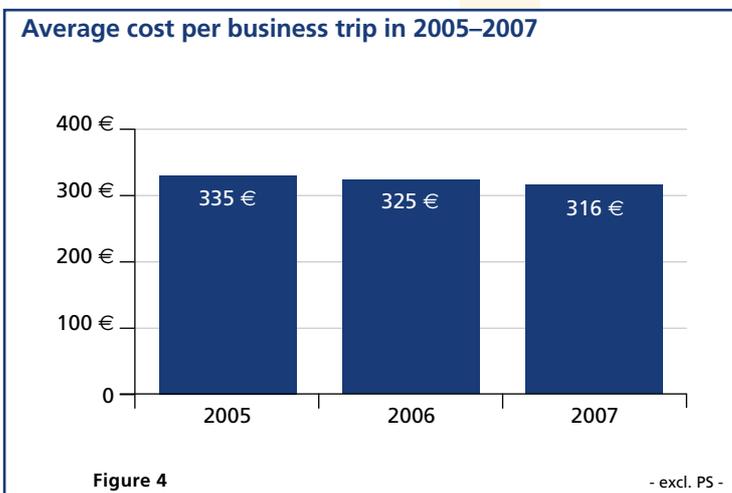
For the first time in five years, business trips were somewhat longer on average than in the previous year. In 2007 a business trip lasted an average of 2.3 days. The share of journeys without an overnight stay was down by three percentage points. Almost one in five trips lasted four days or longer.

In the public sector the share of trips without overnight stay was 68% – a slight decrease compared with two- to three-day trips, which often take travellers to conferences, seminars or training courses.

## 3 STRUCTURE OF BUSINESS TRAVEL COSTS

### Average cost of business travel

#### “What is the average cost of a business trip?”



Travel managers have done a good job: they have not let themselves be swayed by the positive economic mood into neglecting cost consciousness. This is evidenced by the average cost per business trip, which could be lowered further in 2007, to 316 Euros per trip. The average expenditures per business trip dropped by 9 Euros. Especially in times when market prices are on the rise, travel management and the use of specific tools for planning and booking trips and controlling expenses really pay off.

**“What did companies spend on average for business travel?”  
“What influence does travel management have on travel spend?”**

**Average business travel spend in 2006–2007**

Companies with	Average business travel costs		Change...		Share of companies with travel managers in 2007
	2006	2007	in average business travel costs	in average business travel volume	
10–250 employees	119,000 €	118,000 €	- 1%	+ 2%	8%
over 251 employees	1,088,000 €	1,137,000 €	+ 5%	+ 9%	36%

Table 1

- excl. PS -

SMEs have grown more cost-conscious. And larger companies have cushioned the impact of the pronounced growth in business travel volume very well; travel management has proven effective here (Table 1).

**A comparison between business travel and holiday travel<sup>3</sup>: total costs and daily expenditures in 2002–2007**

Key figure		Business travel	Holiday travel
Total costs per year	2007	48.7 bn. €	50.9 bn. €
	2006	47.4 bn. €	53.9 bn. €
	2005	46.2 bn. €	53.3 bn. €
	2004	44.0 bn. €	53.1 bn. €
	2003	54.1 bn. €	52.1 bn. €
	2002	48.7 bn. €	51.6 bn. €
Daily expenditure per person per day	2007	137 €	65 €
	2006	148 €	66 €
	2005	146 €	67 €
	2004	104 €	63 €
	2003	133 €	62 €
	2002	102 €	61 €

Table 2

A business traveller spent an average of 137 Euros per day in 2007, over twice as much as a holidaymaker. In the holiday travel market, the number of trips, the expenditures per person and the average duration of travel have all seen a slight decrease compared with last year.

**Cost areas**

In terms of percentages, “stable conditions” prevail between the cost areas (see Figure 5, page 8). In absolute Euros, however, costs have gone up considerably. 1.5 billion Euros more were spent on overnight stays and meals in 2007 than in the previous year. After summer 2006, the German hotel and restaurant industry had already announced plans to raise prices.<sup>4</sup> In negotiating higher prices, hotels cited increased costs for energy, personnel, cleaning and automotive needs as arguments.

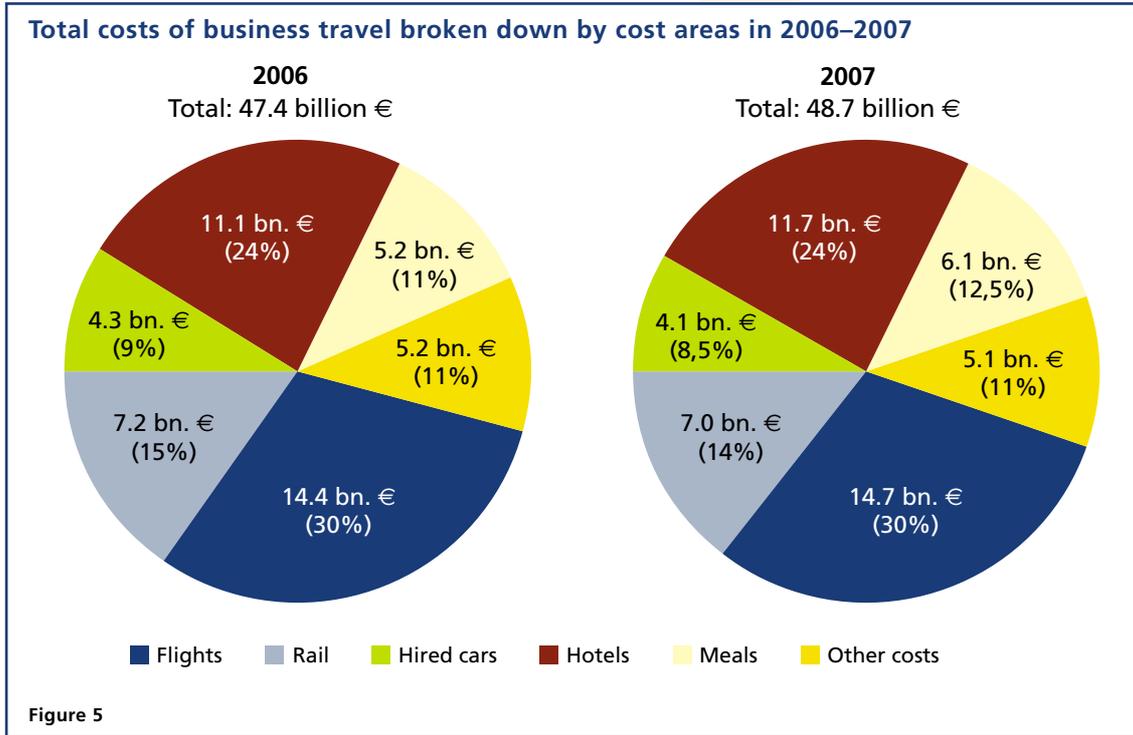
The 17% increase in meal costs year-on-year can be attributed not only to more and longer trips, but also to the rising cost of food worldwide. Business travellers are hence paying more for breakfast. Another reason for rising costs in this sector is that face-to-face business negotiations are being conducted more frequently, entailing greater expenditures on meals.

While expenditures for plane tickets are up, less was spent this year on hired cars and rail travel. In 2007 longer trips led to a slight decline in the share of costs made up by transportation – travellers tended to stay overnight more.

<sup>3</sup> Own calculations based on F.U.R, Hamburg/Kiel: Reiseanalysen 2003–2008. Business trip expenditure per person per day: only businesses, excluding public sector. Holiday trips lasting 5 days or longer.

<sup>4</sup> Cf. seasonal tourism survey conducted by the Deutscher Industrie- und Handelskammertag (DIHK): “Erwartungen an die Wintersaison 2006/07 – Bilanz der Sommersaison 2006”.

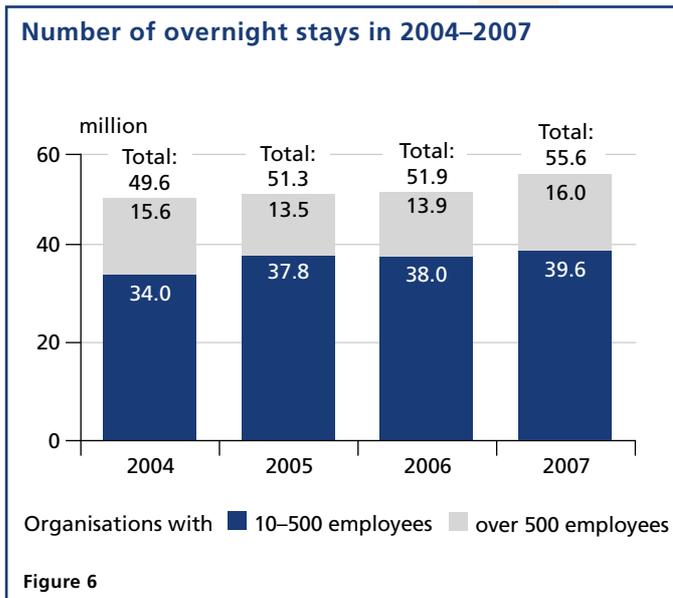
“What were the totals for the different cost areas in your company/your organisation?”



## 4 OVERNIGHT STAYS

Development of overnight stays and turnover

“How many overnight stays<sup>5</sup> did the business trips taken for your company/your organisation include?”



In 2007 business travellers for German organisations made 7% more overnight stays than in the previous year. The overall number rose to 55.6 million. The companies thus met the figure they forecast back in 2006<sup>6</sup>:

- ◆ Larger companies in particular reported more overnight stays (for companies with over 500 employees, the number was up by 15%).
- ◆ The trend destinations in 2007 – China and the USA – led to longer business trips.
- ◆ The growth forecast was lower among the SMEs. They thus contributed less to the positive business traveller balance reported by the hotel industry, but still accounted for 4% more overnight stays.

<sup>5</sup> Overnight stays = room nights.

<sup>6</sup> VDR Business Travel Report Germany 2006, Section 6.1 “Number of business trips and destinations – what is business planning?”

**“How is the number of overnight stays distributed between domestic and foreign accommodations?”**

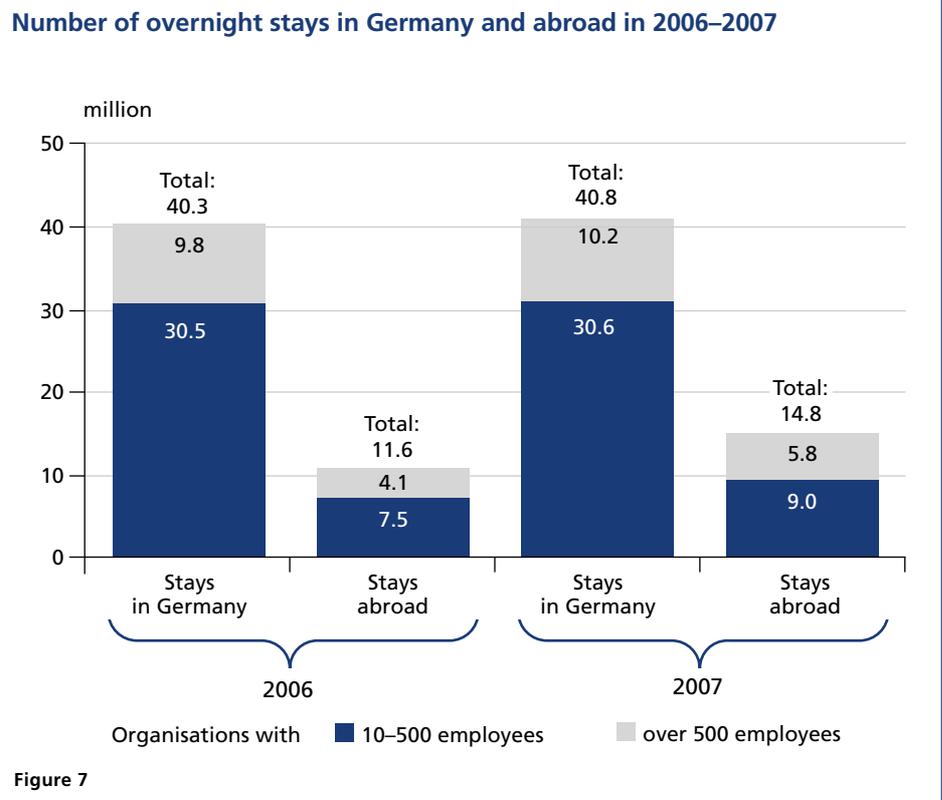


Figure 7

German business travellers spent a total of 40.8 million nights in domestic accommodations in 2007, once again producing a slight increase over the previous year’s total. In keeping with the trends cited above, hotels abroad benefited from two-digit growth in overnight stays by German business travellers in 2007.

**“How much turnover does this generate?”**

**Total turnover for overnight stays (room nights) in Germany and abroad in 2006–2007**

Turnover	2006	2007
Germany	8.6 bn. €	8.6 bn. €
abroad	2.5 bn. €	3.1 bn. €

Table 3

Turnover remained stable at 8.6 billion Euros, corresponding to about half of the overall turnover earned by classic hotel establishments.<sup>7</sup> About 3.1 billion Euros were spent on foreign hotel stays – a dramatic increase of 24% compared to last year.

The average worldwide cost of an overnight stay, taking into account all types and categories of accommodations, went up 6 Euros in 2007 to 140 Euros.<sup>8</sup>

One thing is clear: hotels can continue to count on business guests. One in every four Euros spent on business travel goes toward overnight stays. It remains to be seen how the figures will develop in 2008. New fields of business, full order books, more employees and new deployment locations, as well as the growing number of training courses, trade fairs and conferences, are reasons to expect an increase in overnight stays by German business travellers this year as well.<sup>9</sup>

<sup>7</sup> Cf. Hotelverband Deutschland (IHA): Hotelmarkt Deutschland 2008.

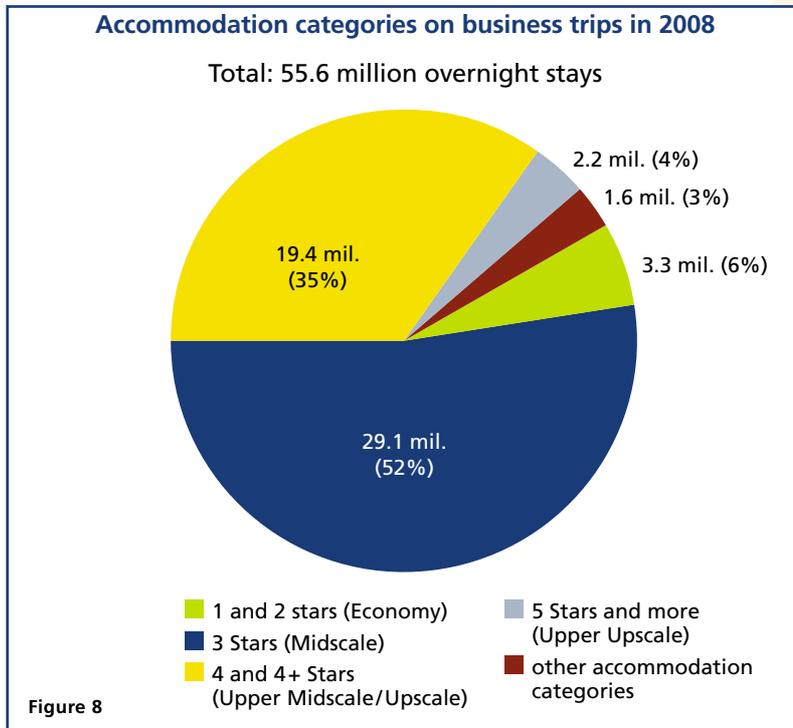
<sup>8</sup> Wherever data on the number of overnight stays as well as the costs could be provided, this was used for the calculations.

<sup>9</sup> A calculation based on total overnight stays and turnover as well as a forecast of differentiated average prices between Germany and abroad is not possible.

<sup>9</sup> VDR Business Travel Report Germany 2007, Section 4 “Overnight stays”, Figure 8.

Overnight stays divided by accommodation category and selection criteria

“Which accommodation categories are booked by your business?”



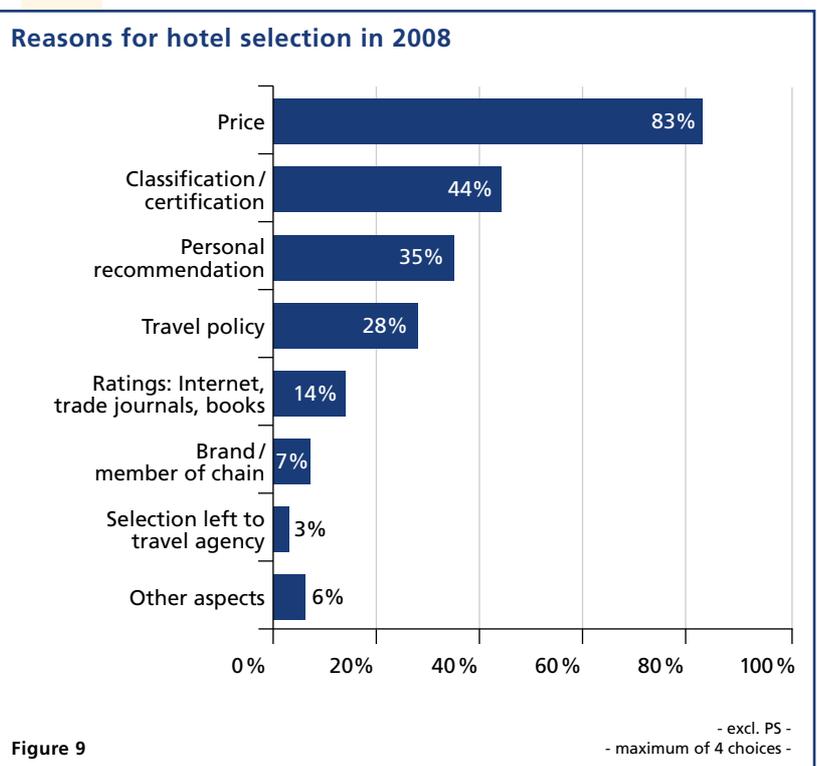
German business travellers stay overnight worldwide primarily in 3- to 4-star hotels. The lion's share of 52% of business stays are made in 3-star hotels. Hotels with 4 to 4+ stars are in second place. Only 4% of all hotel stays for business purposes are in rooms in the top hotels. Beds at the lower end of the scale are booked twice as often. Guesthouses, pensions, private rooms and conference and training centres thus offer reliable alternatives for saving on costs. Apartments and boarding-houses are cited only rarely.

Comparing different-sized companies does not reveal any major differences in this booking pattern. In the public sector hotels with 4 stars or more are booked less frequently than by businesses: while 43% of businesses prefer to book rooms in the 4 star and over category, public sector travellers account for only one in four bookings (26%) in this category.

“Which aspects are decisive in selecting and booking accommodations – given an optimal location?”

Are brand awareness and customer loyalty in the hotel industry merely illusions? It would appear so, because for over 80% of business travel customers price is the key, while brand is important to only 7%. Differences in service – should they exist – appear not to impress customers, or are evidently insignificant in choosing a hotel. Personal recommendations by contrast play a major role. This is a good reason to include such recommendations in company intranets. The relatively minor importance of company travel policy in this area can be taken as an indication that guidelines alone are not an effective control instrument.

Travel managers in the public sector are particularly sensitive when it comes to prices. 92% of those surveyed named price as their top selection criterion. This is hardly surprising given the legal regulations. In this sector, only 18% of those booking travel take personal recommendations into consideration.



## 5 TOP SUPPLIERS

This year for the first time travel managers were asked to name their key partners when booking travel services. Up to three hotels, airlines and car hire companies could be named with which the most turnover or most bookings are made. The resulting lists of "Key Partners of Travel Management" provide a picture of which suppliers are the most important for corporate clients. These rankings do not indicate market share or turnover volume, however.

**Note:** The lists of key partners were compiled from organisations that named at least one supplier. The weighting was carried out as follows: the brand named first was given three points, the next two points and the brand in third place one point. For hired cars, only partners in Germany could be named. For hotels, the question referred to turnover "including business trips and events".

### Top hotels for corporate clients in Germany in 2007<sup>10</sup>

Rating	Hotels
1	Accor
2	NH Hoteles
3	Individual hotels*
4	InterContinental
5	Best Western
6	Maritim
7	Steigenberger
8	Marriott
9	Hilton
10	Renaissance

Table 4 \* Individual hotels not belonging to chain or group

### Top hotels for German corporate clients abroad in 2007

Rating	Hotels
1	Accor
2	Marriott
3	InterContinental
4	Hilton
5	Starwood
6	Best Western
7	NH Hoteles
8	Individual hotels*
9	Hyatt
10	Steigenberger

Table 5 \* Individual hotels not belonging to chain or group

<sup>10</sup>For information on which brands belong to which group, see: [www.hotelmarken.de](http://www.hotelmarken.de), [www.fvw.de](http://www.fvw.de) (Who owns whom) and the hotel groups' websites.

### Top airlines for corporate clients in Germany in 2007

Rating	Airlines
1	Lufthansa
2	Air Berlin
3	Germanwings
4	TUIfly

Table 6

### Top airlines for German corporate clients abroad in 2007

Rating	Airlines
1	Lufthansa
2	Air France
3	Air Berlin
4	KLM
5	British Airways
6	Swiss
7	Germanwings
8	Emirates
9	SAS
10	Ryanair

Table 7

### Top car hire companies for corporate clients in Germany in 2007

Rating	Rental car companies
1	Sixt
2	Europcar
3	Hertz
4	Avis
5	Budget
6	Enterprise
7	National Car

Table 8

## Deployment of travel management

“Who establishes travel policy in your company, negotiates with travel agencies and suppliers, and steers and controls travel spend?”

Responsibility for core business travel management tasks in 2008/2004

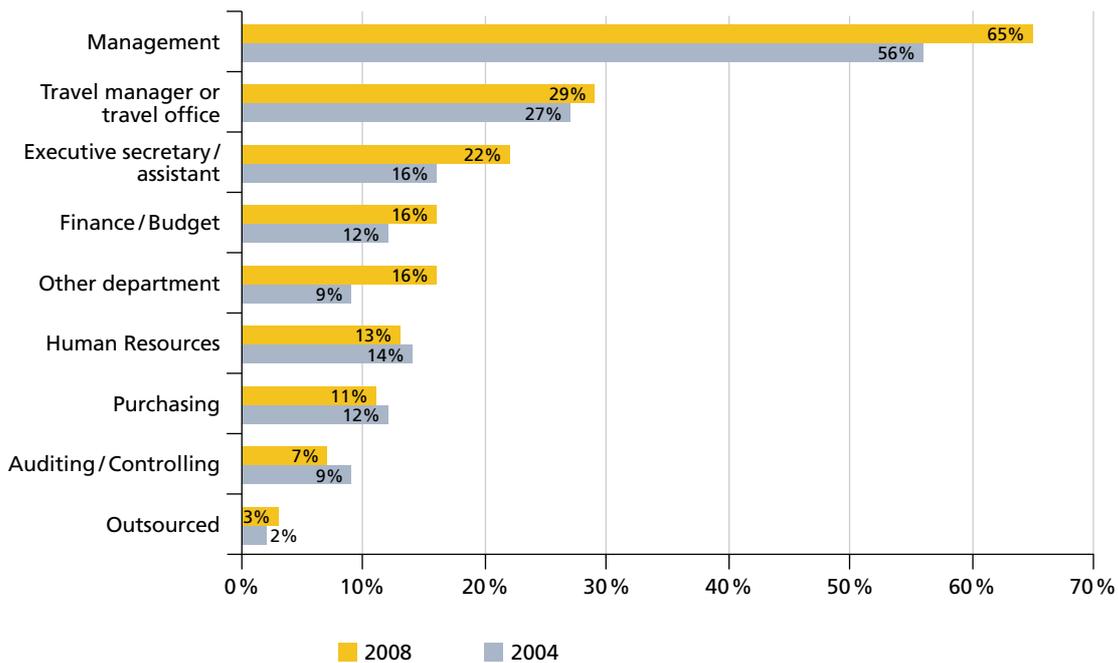


Figure 10

- excl. PS -  
- multiple choices possible -

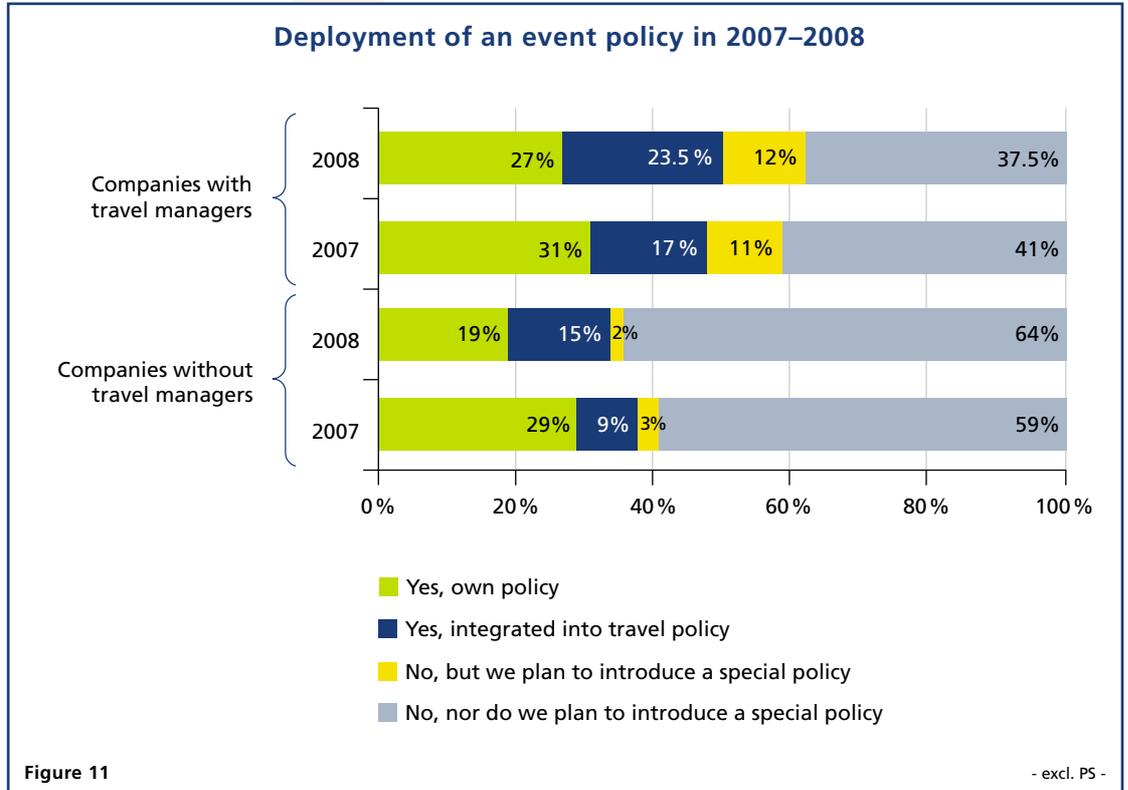
More and more businesses are enlisting the services of travel managers. Corporate managers devote much more attention to this topic than was the case four years ago, with executive secretaries hence becoming more involved in travel management SMEs contribute disproportionately to this trend (77%).

The significance of human resources, purchasing and controlling departments has seen a marginal decline. Here, “other areas” and outsourcing are filling the breach.

There are positive developments afoot among the SMEs: the share of travel managers there has grown fourfold since 2004 (from 2% to 8%). In the public sector outsourcing of core tasks is common: every second organisation (49%) puts travel management in the hands of outside specialists.

## Event policy

“Is there a special event policy at your company?”



Travel managers deploy event guidelines much more often than do companies without travel managers. Almost two out of three companies with travel managers have an event policy in place, or plan to introduce one (62.5%). This share has grown by three percentage points in just one year, while companies

without travel managers often don't realise how effective such an event policy can be. One third of these companies have rules for event planning and purchasing, and for controlling event expenditures (34%).

“Are these instruments used in your company (online booking tools, online booking engines, travel management systems)?”

Deployment of online booking systems in 2008 in companies with at least € 250,000 in travel spend

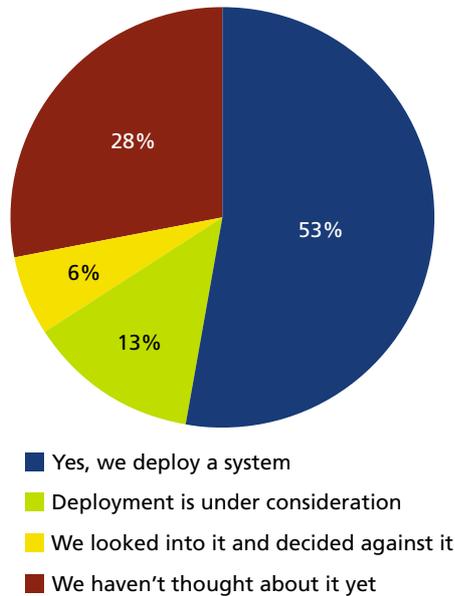


Figure 12

- excl. PS -

This question includes systems in the company that might be used in association with a travel agency, or those offered directly by suppliers. “Searching and booking” on the Internet without company control is not included here.

The trend seen for the years 2004–2006 of comparing prices “more online” and “less through a travel agency” continues unabated.<sup>11</sup> 53% of companies with business travel spend of at least 250,000 Euros have an online tool, and about one in ten are planning to introduce one. However, nearly one in three companies with expenditure at this level has not yet considered using such a tool. Those who have decided against implementing an in-company system book trips with a travel agency, have a low travel volume or have determined that the benefits do not justify the costs involved.

### Travel agency service fees

“How much do travel agencies charge for telephone booking of an electronic (paperless) plane ticket (“Etix”) for each destination region?”

Service fees are showing a downward trend. The difference in prices for large companies and SMEs has likewise melted somewhat. It is only for intercontinental travel that the rule still applies: “the smaller the company, the more expensive the ticket”.

In response to the question of whether travel agency services are used at all, 18% of businesses and 50% of organisations in the public sector answered “no” three years ago. Today, one in three businesses (27%) and over half of those surveyed in the public sector (55%) book business trips without the help of a travel agency. When the services of a travel agency are enlisted, transaction-based fee models are most common (43% of businesses).

Average travel agency service fees for telephone booking of “Etix” in 2008/2005

Company size	Domestic 2008/2005	Europe 2008/2005	Intercontinental 2008/2005
10–250 employees	27 € / 30 €	30 € / 31 €	47,50 € / 45 €
251–500 employees	23,50 € / 25 €	30 € / 30 €	41 € / 40 €
501–1500 employees	28 € / 28 €	30 € / 30 €	37 € / 35 €
over 1500 employees	22 € / 25 €	25 € / 27 €	35 € / 35 €
<b>Total</b>	<b>24 € / 25 €</b>	<b>28 € / 29 €</b>	<b>36 € / 38 €</b>

Table 9

- excl. PS -  
- median values -

<sup>11</sup> Cf. VDR Business Travel Report Germany 2004, Section 4.7 “Hot topic: zero commission and its effects” and VDR Business Travel Report Germany 2006, Section 4.6 “Booking channels” and Section 6.2 “Cost savings – today and tomorrow”.

## Telephone and video conferences

### “Does your company use telephone or video conferences?”

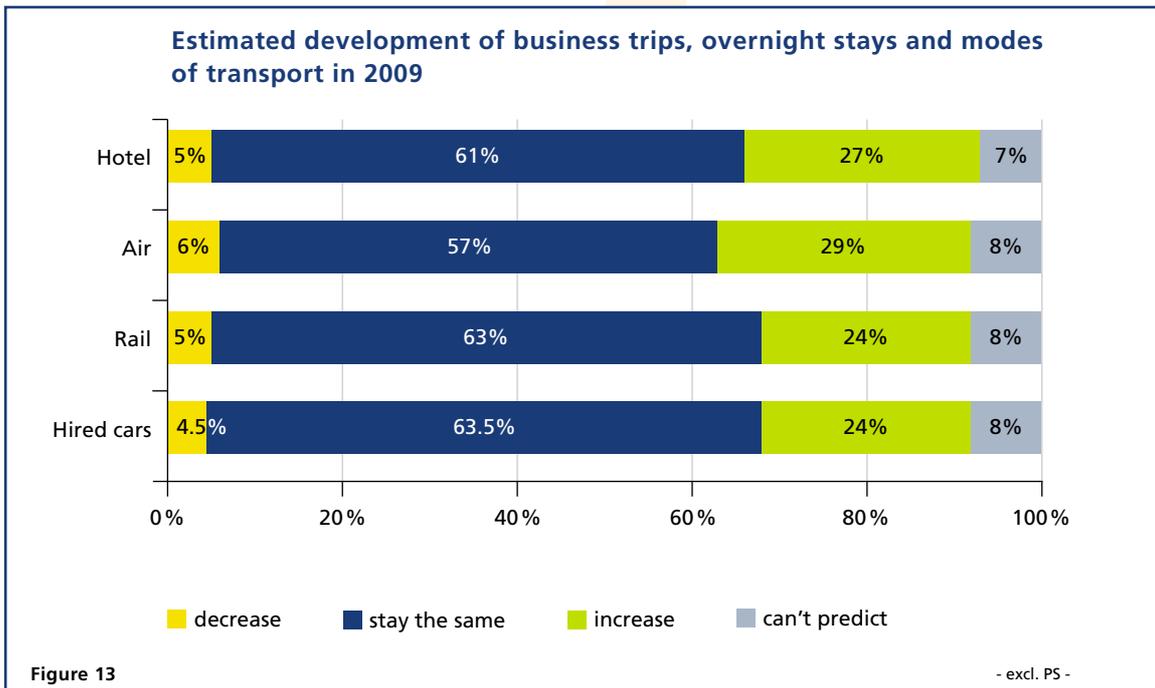
As was the case last year, telephone and/or video conferences are utilised by about two thirds of companies. The option of the “virtual meeting” is therefore not being taken advantage of any more often, despite the hot topic of climate protection. Long-distance communication instead of travel is only one of many possibilities an organisation can choose from. The “VDR-Wegweiser Nachhaltigkeit” (Sustainability Guide) shows how business mobility can be maintained while giving adequate consideration to the issues of sustainability and climate change – from analysing the company’s environmental footprint to implementing suitable measures with suppliers.

## 7 OUTLOOK

### Development of business travel volume – expectations for 2009

Predicting how business travel flows will develop in the coming year has once again become a bit more difficult for those surveyed. In 2005 one in five companies was unable to make a forecast. In 2007 most were able to predict developments fairly precisely. Today, companies fluctuate between confidence, expectations of stability and a renewed feeling of uncertainty – where do we go from here?

### “How will the number of overnight stays and business trips change in your company in 2009 compared to 2008?”



Nine in ten companies plan the same number or more business trips in the year 2009. 61% of the companies surveyed anticipate the same number of overnight stays, but 27% expect to see some growth: The number of hotel stays is thus set to increase further in the coming year, but possibly not as strongly as in 2007–2008.

The economic upswing and associated increase in jobs is bringing larger travel volumes to all modes of transport. One in three companies will be booking more flights for its employees in 2009. Car hire companies can look forward to somewhat stronger growth than in previous years, as can the railway, since one in every four companies anticipates booking more earth-bound travel.

## THE RESEARCH TEAM FOR THE VDR BUSINESS TRAVEL REPORT GERMANY 2008

VDR – The Business Travel Association of Germany, the publisher of this report, has defined the basic structure of the analysis and selected topical questions in consultation with its members. The consulting company **BearingPoint** is responsible for the specialised analytical work, reporting and organisation of the study project. **United Research AG** is responsible for the field work and the scientific evaluation of the primary data gathered in the survey.

### VDR – THE BUSINESS TRAVEL ASSOCIATION OF GERMANY

VDR – The Business Travel Association of Germany represents the interests of German business with respect to all aspects of business travel management. The aim is to ensure that worldwide business travel is efficient, economical, safe and unimpeded. With over 500 member companies, VDR represents a total business travel turnover of more than ten billion Euros per year.

Since 1974 VDR has been a valued partner when it comes to optimising business travel. The association places high priority on conducting an ongoing dialogue on the national and international levels – with its members, with suppliers of business travel services, with political representatives and with other organisations.

Business trips represent a major cost factor for companies. VDR helps its members to identify and take advantage of opportunities for savings and for optimising their business travel management. The work of the association consists in the progressive professionalisation of its members and the promotion of modern and innovative methods of travel management. Cost and process optimisation, a continuous dialogue and networking with industry colleagues, as well as continuing and advanced training are at the core of our activities. VDR offers a broad spectrum of services. The association's own service enterprise, VDR-Service GmbH, coordinates the various service offerings and is always available to members as direct contact.

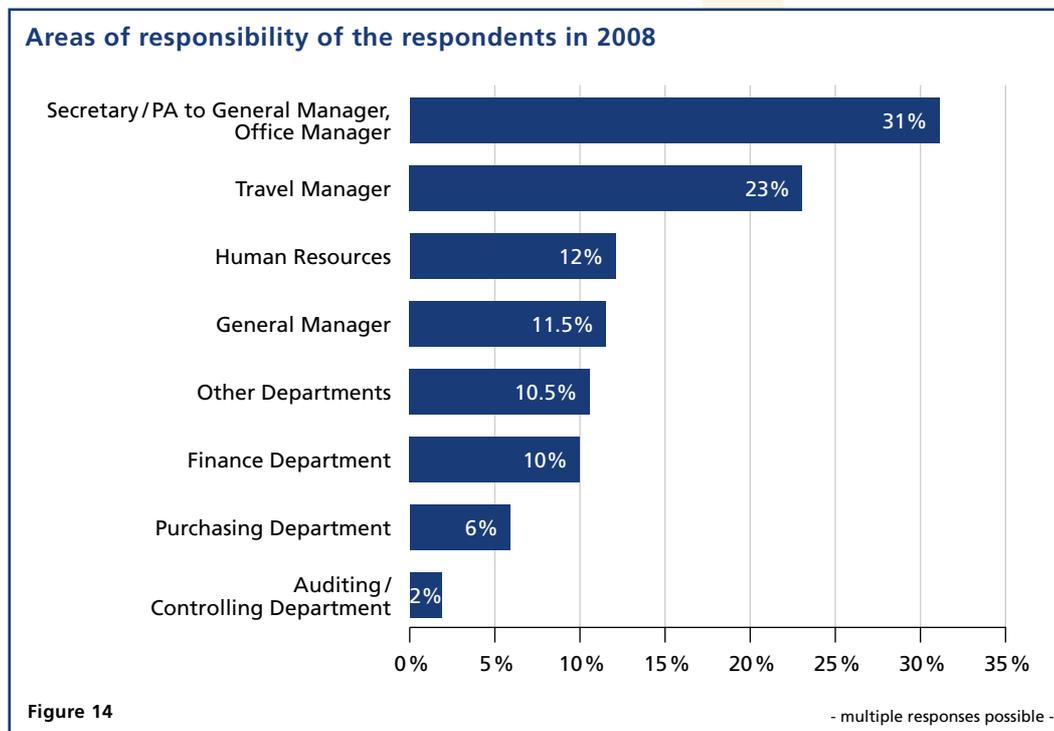
For the sixth year in a row, the "VDR Business Travel Report" delivers representative figures on the business travel market in Germany and provides insights into the organisation of business travel in companies and in the public sector. The "VDR Business Travel Report", which aims at neutrality, continuity and topicality, has been published annually since September 2003. For information on the 2003 to 2007 reports, see: [www.geschaeftsreiseanalyse.de](http://www.geschaeftsreiseanalyse.de).

## METHODOLOGY

As in previous years, the statistical universe for the survey was constituted by all businesses that have their principal place of business in Germany – including those that have operations abroad – and organisations in the public sector with ten or more employees. On the basis of these features the four different sectors, manufacturing/construction, services, trade and the public sector (PS), were equally well represented. Equal weight was given to the four different size categories. Due to the differences that have repeatedly become apparent between the private sector (“businesses”) and the public sector, most results are presented separately. The corresponding data basis is made clear in the respective passages:

- ◆ When reference is made to businesses or companies, this excludes the public sector (- excl. PS -).
- ◆ When reference is made to organisations, this means both businesses and institutions in the public sector.

A random sample was taken from this statistical universe. Between March and April 2008, 800 computer-assisted phone interviews were conducted with persons who are either responsible for managing business travel or authorised by their organisations to provide the relevant data.



The responses to qualitative questions reflect the situation at the time of the survey, while all others are based on the 2007 figures. All extrapolations without reference to secondary sources are based on a special evaluation of the statistics of the German Federal Employment Agency (see Table 10, page 18).

The following organisational size categories have been defined for this analysis:

- ◆ organisations with 10–250 employees
- ◆ organisations with 251–500 employees
- ◆ organisations with 501–1,500 employees
- ◆ organisations with more than 1,500 employees

## Number of organisations in Germany and their employees according to size categories and business sectors (WZ03)

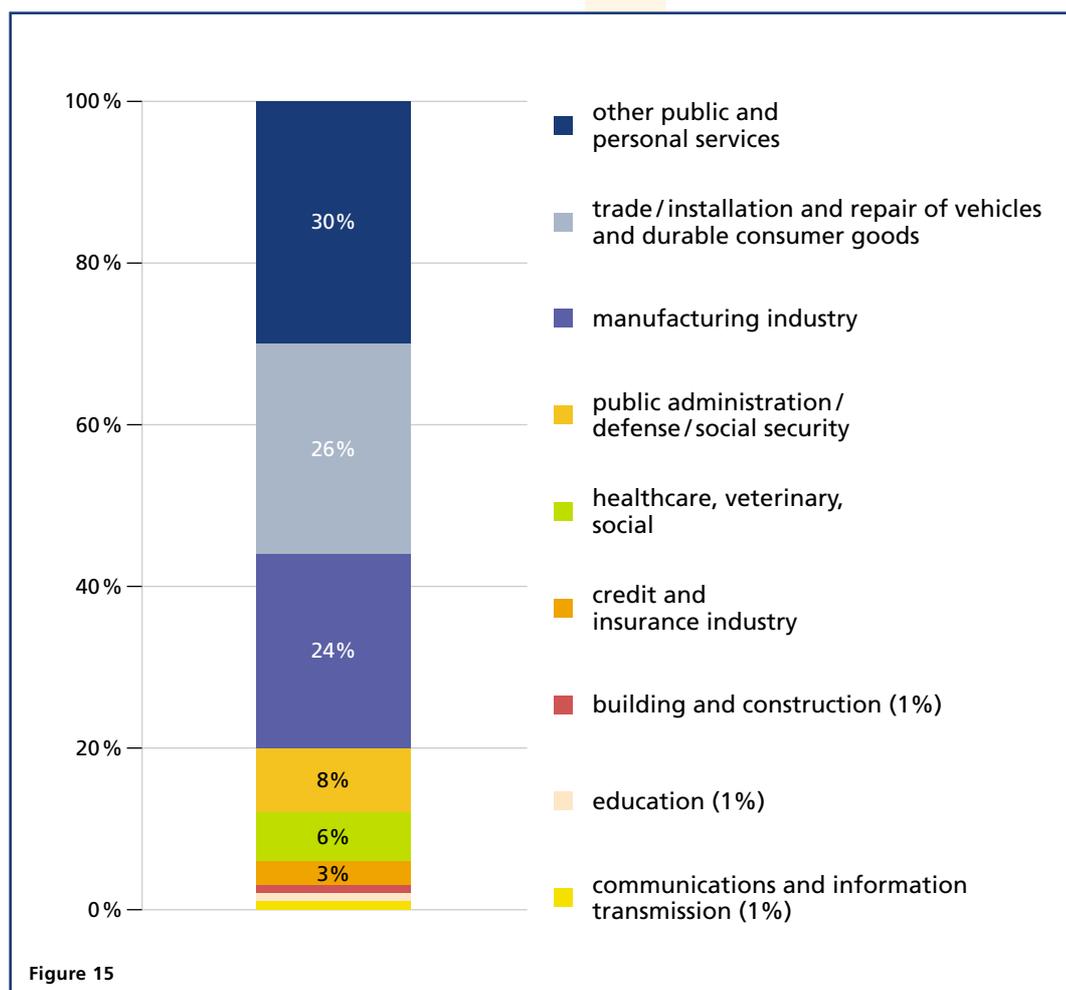
	Organisational size categories (organisations with ..... employees)									
	10–250		251–500		501–1500		over 1500		Total	
	Organi- sations	Employees	Organi- sations	Employees	Organi- sations	Employees	Organi- sations	Employees	Organi- sations	Employees
<b>Total</b>	374.970	13.343.951	7.974	2.744.815	3.858	3.031.359	1.029	2.930.472	387.831	22.050.597

Table 10

- as of: 30 June 2007, preliminary -  
- not including organisations with 1–9 employees -

Source: Statistics from the Federal Employment Agency, Data Centre, Nuremberg, 2008.

## Sectors of the respondents in 2008



## IMPRINT

This study in German and English (published in 2007 and 2008), together with Management Summaries in German and English for the years 2003–2006, are available free of charge at:  
[www.geschaeftsreiseanalyse.de](http://www.geschaeftsreiseanalyse.de)

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Where the male pronoun form is used in the text, this was done for the sake of simplicity. This is meant to signify both men and women.

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