In Search of Bleisure.
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Acknowledgements

We would like to thank GTTP and its global partners for the opportunity they have given us to take part in 2017 Research Competition and Award.

Working as a team, we have explored and discovered a theme, developing or improving skills that we will need as professionals in Tourism but also all life long.

It was also a chance to meet people and develop our professional network.

Thanks to that adventure offered by GTTP and the global partners, we have gained in confidence and gained a clearer vision of the Industry of Tourism.
We would also like to thank the following people - and organizations - who have helped and supported us throughout this project, thus making our investigation a success.

The professionals:

- **Mrs. Renard**: Travel Manager at PCM and Western France delegate for the AFTM
- **Mr. Barat**: Executive Director of the AFTM and founder of the blog “bleisure.fr”
- **Mr. Crotté**: Oil and Gas Unit Product Champion
- **Mr. Banderas**: Regional Operations Manager at Ferré Hotels
- **Mrs. Lebrun**: BLB Tourisme Manager
- **Mr. Legendre**: Château des pères Manager
- **Mrs. Le Borgne, Mr. Marzin**: Havas Voyages
- **Mrs. Lami / Mrs. Dubois / Mrs. Turquety / Mrs. Grange / Mr. Kerroc’h**: Destination Rennes-Couvent des Jacobins
- **Mrs. Massiot**: SNCF Mobilities
- **Mrs. Costache**: HR Manager (Oil and Gas Company) - MCIPD certified.

Our school, Lycée Jeanne d’Arc (Rennes):

- **Mrs. Fleury**: Head Teacher
- **Mrs. Syre**: Head of Department
- **Mrs. Courgeon**: Law teacher
- **Mrs. Boucherot**: English teacher
- **Mr. Rezé**: CRM teacher
- **Mr. Salaün**: CRM teacher
- **Mrs. Martin**: International officer

Our colleagues:

- **Our Bleisure group**: Nolwenn Lutz, Camille Roulin, Magali Tostivint
- **Our class**: BTS Tourisme 2
- **Our Hungarian colleagues from Mor, and their teacher, Mrs. Andrea Nagi**

And of course, **Mr. Attila Horvath**, our GTTP director.
My name is Rozenn Coquet and I am one of the investigator on this Bleisure case. I am 18 years old. I live in Rennes, a charming city in the north-west of France in a region called Brittany. I am in second year of “BTS Tourisme” (a 2-year higher education course in Tourism). I thoroughly enjoy travelling, discovering different cultures and speaking other languages. I am really delighted to represent my team, with my colleague Justine Potier, and share this wonderful experience. Throughout our investigation on this new trend, I have discovered new aspects of tourism and I had the chance to meet really helpful professionals who appear as key witnesses in the elaboration of this Bleisure study.

My name is Justine Potier. I am 19 years old. I live in France and more precisely in the capital of Brittany, in Rennes. I am currently in 2nd year of “BTS Tourisme”. After my studies, I would like to travel the world to learn about the different cultures and languages. I was delighted to investigate with Rozenn, and so share this experience with my class. This event is a great chance to learn from other countries, meeting other students and professionals passionate about Tourism.
Rennes

Rennes is located in the west of France and more precisely in Brittany in Ille-et-Vilaine. This city now has more than 400,000 inhabitants. Rennes is the capital of Brittany; it is also the 4th tourist destination in France.

It is a must-see destination, where you can find a diversified historical heritage: walking through the old centre of Rennes, you will discover a medieval town with its half-timbered houses and narrow alleys. Rennes offers the opportunity to discover buildings from different periods such as the Porte Mordelaise which is a chatelet with two towers dating from 15th century, or the Parliament de Brittany, a major landmark in the town, badly destroyed by a fire in 1994, but now fully restored. It was built in 17th century, like the Mairie (the Town Hall) or the 19th-century Opera, two other iconic buildings.
Rennes

It is also a student city with a large university hub. According to the 2016/2017 Student Magazine ranking, Rennes is the second largest student city in France with 60,000 students.

The congress centre of Rennes is called “Le Couvent des Jacobins”. It is an old religious building in the city centre transformed in a new congress centre which will be inaugurated in January 2018. This congress centre is at once a historical and innovating place with the every new technological devices for professional events.

The capital of Brittany is a city of gastronomy - we are in France, aren’t we! - as you can discover in various restaurants ranging from gourmet restaurants, traditional bistroes or creperies but also the Marché des Lices, which is the second largest market in France, and the ideal place to taste local food like the traditional “galette-saucisse”, but also sea-food (scallops, spider crabs...), Breton cakes, chicken from Janzé... The list is endless!
In Search of Bleisure: Case-study.
Introduction

Identified as one of 2017 tourism trends by Booking.com, Bleisure is the contraction of Business and Leisure. It combines business trip and leisure trip and can occur at the beginning, during, and/or after a business trip. It can be practiced all over the world.

We started this study without knowing anything about this concept. So we decided to interview people in the street, professionals in tourism, and our classmates and asked them a simple question: “Have you ever heard about Bleisure?”.

We were really surprised by the answer: almost no one - including the professionals - seemed to know that word.

As we are not ones to easily give up, we decided to delve further into the topic; thus started our journey in search of Bleisure.

As for every research we do, either for our studies or for personal reasons, we googled the word “Bleisure”. We were stricken by the fact there were not that many occurrences for the word.

Yet, another element caught our eye: a blog “Bleisure.fr”, entirely devoted to that - it seemed - so little known trend.

We hurriedly clicked on the link! And that’s how it all started!

We found out it had been created by Mr. Julien Chambert, CBT Conseil CEO, and Mr. Thibaut Barat, Executive Director of the AFTM, the French Association of Travel Management. Interesting, wasn’t it?
We decided to follow the AFTM trail then... and we came across the name of Alexandra Renard, a Travel Manager at PCM, a company which is a world leading supplier of solutions and fluid handling equipment, and the AFTM Representative for Western France.
Hooray! If there was a person who should have heard of Bleisure, it was to be Mrs. Renard.
Part 1- Our key-witness: Mrs. Alexandra Renard

The AFTM

The AFTM (French Association of Travel Management)\(^1\) is the first organization of Travel Management in France to represent the professionals of business travel, that is to say Travel Managers, Business Travel Buyers, etc. This association is chaired by Mr Dieleman, a Travel Manager and the former director of the Orange World business travel department.

The main mission of AFTM is to develop the expertise in a complex domain which associates trade, media technologies, human resources and business travel organization.

It is also involved in training and support, as well as knowledge and experience exchanges. Specific trainings are also organized, where AFTM delivers a Travel Manager Certificate.

Today AFTM gathers 354 members (85% are in the private sector and 15% in the public sector), 82 partners from various activity areas (transport, accommodation, MICE…) and organizes about 50 events every year, such as workshops, conferences, etc.

It is important to underline that this association does not sell anything. Its main targets are to federate, create contacts and give information thanks to specific events where professionals from different companies, different backgrounds can meet. It is thus a community, which is really important as many travel agents for example are isolated.

Mme Renard is in charge of the Western part of France (from Normandy to the Landes region, including Brittany) for AFTM. This association is very important to her; she has learned a lot from it and it has enabled her to set up new tourism policies in the company she works in: PCM\(^2\).

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\(^1\) https://www.aftm.fr/

\(^2\) http://www.pcm.eu/en
Part 1

PCM company

PCM was founded in 1932 by René Moineau who is the inventor of the Progressing Cavity Pump (PCP). It is a world-leading company manufacturing fluid pumps for the Oil and Gas, Food and Industry sectors (oil, gas, cosmetics, beverage, etc.).

Today, PCM is established in more than 20 countries throughout the world. Its products are sold in more than 70 countries and it employs 650 people from around 40 different nationalities.

Source: [http://www.pcm.eu/fr/contacts](http://www.pcm.eu/fr/contacts)
Part 1

What is more precisely a Travel Manager?

Mrs. Alexandra Renard is Travel Manager at PCM; she organizes international trips for about 90 of PCM employees, every year. She works in west of France and more precisely in Maine-et-Loire in Champtocé-sur-Loire, this company employs 350 people in France.

The position of Travel Manager - also called Mobility Manager - appeared in the 70s in large companies. His / her mission consisted in handing over travel orders (transport, hotel, car rental...) to suppliers, hotels, travel agencies, ...

However, with the globalisation of business, the development of transport offers, new technologies, not to forget the security issues the business traveller is faced with, the job of the Travel Manager has tremendously changed.

Today, it consists in taking care of all the trips or movements to be made in the company. He / she handles all necessary arrangements needed when a company representative needs to travel. This means he / she is an internal interlocutor to the company, who is responsible for managing the suppliers but also contracts related to complex business travel, either by supervising the travel agency (in the case of PCM, it is Havas Voyages in Rennes which is in charge of the reservations) or by making the bookings himself/herself.

The Travel Manager is also responsible for writing and maintaining the company travel policy, within the economic guidelines established by the company. It is indeed essential he / she meets the economic guidelines set forth by the company.

He / she carries out trainings for travellers. He /she advises employees about passport and visa requirements, rates of currency exchange, import duties, ... Therefore, it is essential for him / her to keep up with all the latest travel industry news and other information vital to the travel planning process

The fact Mrs. Renard worked as a travel Agent for 9 years before she entered PCM really makes the difference; this experience has indeed enabled her to get an insight into travel design, which is now really an asset for her current position.

To put it in a nutshell, he/she is the interface between the travellers, the company and the service providers; this make the job of Travel Manager a really challenging one!
Part 1

What about Bleisure?

As expected, Mrs. Renard knew that word... and had even experienced it!

PCM companies being spread worldwide, its employees are required to travel regularly... and may in that context practice some Bleisure. For example, recently, going on a mission to Singapore, some employees were willing to stay a few days longer to discover the place and enjoy the destination.
Yet, it is a practice that has to be ruled.

That’s why Bleisure is clearly addressed in PCM travel policy.

A specific procedure was set up some 3 years ago. This company now requires specific steps to be taken in order to extend one’s business trip, turning it into a leisure break as well.

Firstly, as soon as the employee gets his / her mission order, he/she must indicate his / her intention to take a Bleisure trip. People wishing to change the return date of a professional mission for personal convenience have to apply to their supervisor.

PCM can turn down a request for safety, sanitary, insurance or price reasons. If the Human Resources Manager accepts the Bleisure trip request, the employee must sign a form that explains exactly what is included in his / her trip, and thus the traveller is no longer under the responsibility of the company for the leisure part of the stay. As far as the return trip ticket is concerned, it must not be more expensive than the one that would have been booked for the mission initially planned for PCM. Once the reservation is made, the transport tickets are non-changeable, nor cancellable for the simple reason that this time of leisure is not organized by the company.

Regarding the extension of the business trip into a leisure trip, all expenses outside the PCM assignment such as accommodation, transportation, catering and activities will be the responsibility of the employee.

That is to say, at PCM when the employee makes his/her business trip, he/she is under the responsibility of the company. On the other hand, once the business trip is transformed into a leisure trip, it goes back to the traveller’s responsibility. The responsibility of the company will apply again from the moment the employee will take his/her transport back home.
FORM:

**Request for early departure or late return for personal reasons**

I undersigned (Last name, first name) ………………………………………………………………………………………………………………….

acknowledge being on a business trip in (country)………………………………………………………………………………………………

from ……/……/…… to ……..../……../…… at the request of the company

and wish to benefit from a departure or a return for personal convenience on the following dates

from ……/……/….. to ……./……/…… ( + city of stay) …………………………………………………………………………………

Once the business trip is over, I am no longer under the responsibility of the company PCM, any accident would not be understood as a work accident. During this period, there is no valid repatriation insurance from PCM.

I acknowledge having read the terms of validation by the Human Resources Department, at the time of my request:

- The return / departure for personal convenience must be notified in the mission order
- Prior agreement of the hierarchy is compulsory
- The return / departure cost must not have an impact on the cost corresponding to the initial mission planned by PCM
- The destination is not a risk destination (for sanitary, political... reasons). PCM can cancel a business trip with or without return for personal convenience if the security level changes after the validation of the mission

During the leisure travel period, all fees and expenses are solely born by me (hotel, meals, taxi, telephone, insurance, health expenses ...)

Drafted and signed in (Place) …………………………… on (Date) …………………………………..

Name and signature of the applicant  Human Resources Department signature
Part 1

At PCM we can find Bleisure because this company has chosen to let its employees benefit from it provided it is strictly supervised. Indeed this supervision is more than necessary considering the fact that the French legislation doesn’t define how far the company responsibility is involved during the Bleisure time of an employee.

To establish specific rules to prevent any incident during a Bleisure trip is the only way for companies to allow Bleisure. For that reason, because of this grey area in the legislation, most of the French companies ban the concept of Bleisure or rather prefer to ignore it - as the employee doesn’t have to mention it as long as he/she pays for the costs it involves.

Thanks to that meeting, we realized that Bleisure was indeed rather tricky a concept. Hence our difficulty to chase it!

“Responsibility”: here was one of the key! Or stumbling block!

So why?
It seems that one of the problems (that prevents Bleisure from becoming “official”) was linked to the French legislation

So let’s move one step further, and look deeper the concept of Bleisure to try to understand why PCM is in a way an exception in the French context (and realize how lucky we are to have met Mrs. Renard!) and why it is actually so difficult to gather clear information about it.
Part 2 - Fumbling for “Bleisure” in the French context: not an easy trail to follow!

**Bleisure: a natural, human behaviour.**

We saw previously that Bleisure could be defined as a combination of business and leisure, leisure being added to an initial business trip. With Bleisure is leisure time can be added before, during, or after a professional trip. Thanks to our first witness Alexandra Renard, we have realized that this practice has actually always existed, since the very first business trip.

We had found Bleisure, but yet we needed more information to fully understand what this concept involved.

We therefore decided to question another key-witness, one of “Bleisure.fr” founder, Mr. Thibault Barat. He is also Executive Director of the AFTM as mentioned earlier. We organized a Skype meeting with him. He confirmed the idea that Bleisure was really complex an issue.

On the one hand, this is not new a behaviour. It is even something natural, human. Indeed, who won’t go shopping, visiting the area, if you have a few hours free time in a busy day? It’s a natural behaviour to optimize your free time.

Yet, the point is that this human behaviour makes the legislation supervision complex!
Part 2

The French law

Actually, the French law states the company is responsible for its employees during their work time and it must protect its employees from any damages, but when Bleisure occurs, it is during the employee’s free time but on their business trip, i.e. when they are supposed to be under the company responsibility. There is no law to release this responsibility from the company during employee’s free time.

Some legal precedents may even deter companies from allowing Bleisure for their employees, if for example we refer to June the decision by the Social Chamber from the Court of Appeal in Framaton vs Gicquiaux, in July 2001, which states ‘The employee, on a mission, is entitled to the protection required by the L.411-1 article from the Social Security Code, as long as the mission he/she carries out for his/her employer lasts, no matter the accident occurs during a professional or everyday life action.”

(Translated from: https://www.aftm.fr/question-de-tm/le-bleisure-cest-risque/)

The situation was exactly the same a few years ago, regarding the employee’s security when travelling abroad. Karachi tragic event in 2002 got things moving, and clarified the situation as far as the employer’s responsibility was concerned.

Indeed, in May 2002, eleven employees travelled to Pakistan and more precisely to Karachi for a business trip. Unfortunately, when they went to their jobsite on a bus chartered by their employer, they were the victims of a terrorist attack, and there were no survivors.

The employees’ families considered that the employer had not provided sufficient security for its employees: indeed he knew the threats on this country at war off and employers have an obligation to safety with regard to accidents at work.

In January 2004, the Court for Social Security Matters confirmed the employer’s gross negligence.

From then on, it was clear the employer was responsible for the security of his/her employees, even abroad.

So the French law leaves a grey area around Bleisure. Thus Bleisure is neither legal nor illegal in France, it’s just something which exists without being clearly defined and regulated.

This the reason why during our investigation we couldn’t have access to official figures published by French institution.
Part 2

Understanding the companies’ attitude to Bleisure

For companies Bleisure is a real source of concern, for the possible consequences it may have. To protect themselves, many French companies have decided to ban Bleisure. This ban seems to them the best way to avoid responsibility issues as far as insurance or taxation issues are concerned for example. Indeed suppose you delay a flight for one of your employee to enable him/her to practice Bleisure and that ticket is a little more expensive than the previous one, you should declare the difference to the URSSAF, which is the Social Security and Family Allowance Contribution Collection office. It is to be assimilated indeed to a natural advantage offered by the company to its employee.

These kinds of obligations are other stumbling blocks drive away companies from Bleisure.

This also explains why the Bleisure concept is developing very slowly.

Thanks to all these clues, we can now better understand the reason why PCM has its employees willing to do some Bleisure to fill in a form.

And also why it is important for the employer who authorizes Bleisure within the company, to keep the right to refuse Bleisure in so-called risk zones.
Part 2

Then when the employer authorizes Bleisure, it is important for the employer to have a written and clear document which explains that this leisure time is not the responsibility of the company. Thus, the company is not responsible for any accident that could harm the employee, and in case of incident the employer could prove that the employee had interrupted his/her mission for a personal reason.

Bleisure remains a conflictual concept that combines the duty of the company but also the pleasure of the employee. Yet, it cannot today be eliminated from the business trip, and so many companies decide to ignore the more or less serious consequences that can bring to the business.
Part 3 - Meeting - at last - “Bleisure-makers”!

Nearly there!

It was time now that we had a better understanding of what Bleisure was, at least in the French context, to move one step further and at last meet a “Bleisure-maker”. Actually, he/she should be the ideal witness, having experienced it. He / she would know every detail about Bleisure... thanks to hands-on experiences.

That ideal witness was found at PCM - of course! We met him thanks to Mme Renard who arranged the meeting.

A concrete example of Bleisure.

M Crotté has worked in PCM since 2005 as an engineer for the Oil and Gas business unit. He is one of the 140 PCM employees who travel on a regular basis with the company and who therefore have the possibility to perform Bleisure on these international destinations. He travels a lot - it is needed indeed to go on location for technical support. He thus went to Korea, North America, the Middle East, Thailand...

So we started questioning him about Bleisure stays and... oops, he actually had never heard of the word “Bleisure”! Yet, when we explained him what it was about, he had indeed experienced it.

We discussed more precisely a trip he did in Australia. He left for Brisbane for a two-week mission and he decided to extend this trip in a leisure trip. What motivated him to do so was the duration of the flight - 24 hours from France - and the fact he didn’t know if he would come back again to Australia.

He decided to stay 1 more week, which was taken on his holiday time. He organized his trip alone; during that week, he managed to discover Brisbane area, visiting parks, etc... and going as far as Fraser Island. He had nothing planned beforehand actually and just used the leaflets, information he found on the spot to organize his stay.

For M Crotté, it was a very good experience from a professional as well as from a personal point of view.

All his colleagues and family were very happy to hear about his experience. However, he did not tell everyone, not to create jealousy.

Even if Bleisure is clearly part of the travel policy of PCM, it is not that common for employees to ask for it; they still are not really familiar with that concept and tend to put up barriers for themselves and feel reluctant to ask, not being comfortable with that idea of mixing professional and personal trip, business and leisure. That idea remains awkward for a lot of employees. The fact the procedure in the company is recent (about 3 years old only) may also explain this.
Part 3

What puts a brake to a more widespread practice of Bleisure?

Indeed, the idea to extend your business trip into a leisure seems a great one! Yet, why does it remain so confidential? Why isn’t it more popular with the employees?

First, it is of course something you can’t practice systematically - as for example it means extra-work for the Travel Manager who will adapt the flight booking to your personal requirements. It is easy to understand it has to remain exceptional in a way.

Then, you may not feel like it. M Crotté mentioned the fact he goes to Masqat (Oman) regularly - he went there almost 20 times - but never bothered to explore the place. He has an impression he knows the place (he has now some habits there), but actually he doesn’t - and is aware of it. He has just somewhat become blasé about the place - which he admits is a pity...

This reveals that Bleisure is linked to a mentality, a culture - it is evolving but it takes time.

We met another Bleisure-maker, M. Banderas, the Operations Manager for Ferré Hotels. He makes many business trips. But he underlined the fact it is hard to do Bleisure when you have a family. Indeed, it is not easy to leave your family for a whole week, so if what’s more you choose to extend on a leisure trip, it means you do not see your family very much. However, he seemed interested in Bleisure, but there are still too few tourism offers on the market he could take advantage of for him and his family - if it were to join him.

This meeting led us to realize that though Bleisure can be practiced by anyone, it is in fact attached to a specific profile. Indeed, Bleisure travellers are generally young and without family ties. (When you have family ties, no matter the destination, you tend to wish to go back home as soon as possible and spend time with you children for example). For these reasons, we tend to associate Bleisure and the Y generation, a generation who is more centred on leisure and who thanks to their technological ability are quicker, more independent, and inclined to enjoy of globalisation and the opening of borders. However, it is more the result of a combination of circumstances than a real profile.

What Bleisure brings to companies.

Bleisure is perceived as a positive point in a company by its employees and it is even a means to retain them. Indeed it is an opportunity offered to employees which pleases them because they then don’t have this frustrating sensation to travel to a country without having the possibility to visit it. It is then a way to make them feel better and involved in their own work. It so reinforces the link to the company. Bleisure thus becomes Bleasure, which is the contraction of Business and pleasure.
Part 3

And this actually leads to a win-win process: with Bleisure, the company accepts to deal with its employees’ specific request. It is a way to acknowledge their work, to develop confidence... At the same time, the employee will appreciate to have some time to discover a place he/she goes to frequently but eventually does not know at all - hence the feeling of frustration M Crotté mentioned.

And the travel manager becomes - thanks to Bleisure - a kind of chief happiness officer!
Conclusion

As investigators, we went in search of a little-known concept - at least in France - called Bleisure. We have discovered that this concept has been around for a long time but that the word “Bleisure” is a rather recent one, more and more used in professional documents, articles, but not in everyday language. If its definition is rather clear (Bleisure is the fact to extend a business trip on a leisure trip), the time it is performed (it can be done before, during or after this business trip) and the way it is performed make it very flexible a concept.

We have also realized today’s French legislation grey area deters companies from promoting it - on the contrary, they tend to ban it to protect their legal responsibility. Throughout our investigation and thanks to various witnesses, we perceived that the legislation was the only impediment to the development of the Bleisure though. Indeed, personal factors like family ties for example also restrain the development of Bleisure.

However, business tourism has been constantly growing for many years in France - France was in 2016 number 4 for International Association Meetings. Business tourism represents 1/6 of the country’s annual tourism income. It is also considered one of the best channel regarding the destination promotion.

Business tourists are important customers for the French Tourism Market, as according to “Atout France” (the French Agency for the Development of Tourism in France), this market represents 25% of all tourism activities in the country. “Le Monde” (French national quality paper) backs up this idea, saying that a business tourist would spend 2.5 to 5 times more than a leisure tourist whether on transports, accommodation or catering.

There is therefore is an important potential demand for Bleisure and therefore a potential market. The offer remains yet quite poor today. However, we have found out that some large cities such as Bordeaux, Lille or of course Paris, have set up specific Bleisure offers. But even if it is developing, there is a need for promotion from the French towns around Bleisure.

This is clearly linked to the need for Bleisure to gain visibility. As far as France is concerned, we do not have clear statistics about this phenomenon - or the figures we have are global ones.

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5 [http://atout-france.fr/content/tourisme-d-affaires-rencontres-et-evenements-professionnels](http://atout-france.fr/content/tourisme-d-affaires-rencontres-et-evenements-professionnels)

6 [http://tinyurl.com/ybc9bsbl](http://tinyurl.com/ybc9bsbl)
These large cities have for example developed websites that provide for business travellers who wish to perform Bleisure specific tips to visit the city and enjoy it fully without having to worry about practical organization.

Indeed, some French towns have a real potential for Bleisure. Let’s take the example of Rennes.

Our city Rennes is a bustling city. The inauguration of a new Convention Centre in 2018 will undoubtedly have an impact on Bleisure in Rennes⁷! Indeed, this opening will undoubtedly lead to an increase of the business visitors. Thus, this is an opportunity for Rennes to develop Bleisure and give it a key role in the touristic strategy of the city. Rennes is to become a Bleisure destination – a communication campaign is to be organised to highlight its assets such as 5- star hotels, the new railway station and second metro line. With the creation of the LGV, a new high - speed train line, that links Paris and. Rennes in one hour and twenty - five minutes, a campaign was made last spring to communicate about the proximity of Rennes and Paris. This campaign aimed at attracting visitor and promoting Rennes. Moreover, Rennes is a city that is not so well - known on a European scale or even on a national scale, so we believe that the Congress Centre, and Destination Rennes, overall, has a main part to play to make Rennes shine on a bigger scale. This Congress Centre will be a landmark in the development of Rennes as a Tourist destination.

As investigators we now have the feeling the file is closed: we were looking for Bleisure and with the precious help of various witnesses, we realized that Bleisure was there, in an unexpected way, hidden under various different names, and not clearly established -yet - on the French tourism market.

Or can we say the case is closed? Bleisure - as the Tourist market or industry in general - is evolving very fast and has to keep adjusting. A daily challenge we need to be fully aware, but which has reinforced our will to work in Tourism.

⁷ http://www.rennes-congres.fr/en
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<th>Website</th>
<th>Address</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFTM</td>
<td><a href="https://www.aftm.fr/">https://www.aftm.fr/</a></td>
</tr>
<tr>
<td>PCM</td>
<td><a href="http://www.pcm.eu/fr">http://www.pcm.eu/fr</a></td>
</tr>
<tr>
<td>BLEISURE</td>
<td><a href="http://www.bleisure.fr/">http://www.bleisure.fr/</a></td>
</tr>
<tr>
<td>ATOUT FRANCE</td>
<td><a href="http://atout-france.fr/content/tourisme-d-affaires-rencontres-et-evenements-professionnels">http://atout-france.fr/content/tourisme-d-affaires-rencontres-et-evenements-professionnels</a></td>
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<td>TOUR MAG</td>
<td><a href="http://www.tourmag.com/Comment-s-adresser-aux-voyageurs-de-type-bleisure_a79970.html">http://www.tourmag.com/Comment-s-adresser-aux-voyageurs-de-type-bleisure_a79970.html</a></td>
</tr>
<tr>
<td>MODE EMPLOI</td>
<td><a href="https://www.blog-emploi.com/journee-travail-generations-x-y-z/">https://www.blog-emploi.com/journee-travail-generations-x-y-z/</a></td>
</tr>
<tr>
<td>PIXCABAY</td>
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</tr>
<tr>
<td>APEC</td>
<td><a href="https://cadres.apec.fr/Emploi/Marche-Emploi/Fiches-Apec/Fiches-metiers/Metiers-Par-Categories/Services-techniques/travel-manager">https://cadres.apec.fr/Emploi/Marche-Emploi/Fiches-Apec/Fiches-metiers/Metiers-Par-Categories/Services-techniques/travel-manager</a></td>
</tr>
<tr>
<td>URSSAF</td>
<td><a href="https://www.urssaf.fr/portail/home/taux-et-baremes/avantages-en-nature.htm">https://www.urssaf.fr/portail/home/taux-et-baremes/avantages-en-nature.htm</a></td>
</tr>
<tr>
<td>DEPLACEMENT PROS</td>
<td><a href="http://www.deplacementspros.com/Exit-le-bleisure-bonjour-le-bleisure_a42027.html">http://www.deplacementspros.com/Exit-le-bleisure-bonjour-le-bleisure_a42027.html</a></td>
</tr>
<tr>
<td>OUEST FRANCE</td>
<td><a href="https://www.ouest-france.fr/pays-de-la-loire/la-roche-sur-yon-85000/vendee-tourisme-d-affaires-le-departement-se-place-5272273">https://www.ouest-france.fr/pays-de-la-loire/la-roche-sur-yon-85000/vendee-tourisme-d-affaires-le-departement-se-place-5272273</a></td>
</tr>
<tr>
<td>FRANCE INFO</td>
<td>Nouveau métier : responsable du bonheur en entreprise - Franceinfo</td>
</tr>
</tbody>
</table>
## English sources

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>RENNES CONGRES</td>
<td><a href="http://www.rennescongres.fr/en">http://www.rennescongres.fr/en</a></td>
</tr>
</tbody>
</table>
Glossary

**URSSAF**: In France, employers and employees pay social security contributions. The URSSAF, located in each department, are the bodies responsible for collecting these employee and employer contributions.

**LGV**: High speed line

**TGV**: High-speed train

**Blurring**: The term blurring evokes the frail and moving boundary between professional life and personal life which more and more tend to overlap.

**Bleasure**: Contraction of Business and Pleasure

**Chief Happiness Officer**: This job consists in improving the living environment of employees
To go further: 
a teacher’s guide
To retrace the steps of the French team’s investigation, Jules will guide you through the various enigma they had to solve.

The aim of these activities is to complete the work done by the students. You may either use them to introduce the topic or as complementary activities to the case study.

We hope you will find them entertaining as well as educational.

Step 1: What is Bleisure?

- Business travel vocabulary
- Bleisure or not Bleisure?

Step 2: The job of the Travel Manager

Step 3: Another French paradox?

Step 4: A maturing concept... The example of Rennes
A teacher’s guide

Step 1

A crossword

To know what we are going to speak about, it is important to make sure we master a few words.

Bleisure
Let’s play with words and check we agree with their meanings!

**Horizontal**
3. Transportation service between two points such as airport and hotel; airport and pier; railroad station and hotel.
4. An acronym for Meetings, Incentives, Conferences, and Exhibitions
7. The place to which a traveler is going.
8. Flight not on permanent schedule that is operated for a specific group or individual for business travel.
9. One of the four major Computerized Reservation Systems (CRS) or Global Distribution Systems (GDS).
11. The period of time spent between connecting flights.

**Vertical**
1. Amount charged a passenger for his itinerary.
2. A meeting as of representatives or delegates, for discussion on particular matters of common concern.
5. Trips offered by businesses to motivate employees and to reward them for superior performance.
6. A chronological record of a passenger’s trip from origin to destination, the record includes all stops, flights, hotels, car.
10. To reserve flights/accommodations for a passenger.

Created with TheTeachersCorner.net Crossword Puzzle Generator
Bleisure or not Bleisure

In small groups, discuss the following situations.
Justify your answer.

1 - You are in Air France lounge at Paris - Charles de Gaulle airport, waiting for your plane. You decide to enjoy a spa treatment by Clarins in the relaxation area.

2 - You are attending a three-day conference in Bordeaux. On the second day, in the afternoon, is scheduled a guided tour of “la Cité du Vin”.
http://www.laciteduvin.com/en

3 - You are to go to a symposium in Rennes. It will start on Wednesday. You decide to go there the previous day and visit a major French landmark, not far from there: the Mont Saint-Michel.
Step 2

The professional who helped the team to gather information, and therefore collect clues about BLEISURE, is Alexandra RENARD. She is a TRAVEL MANAGER.

Yet, what is a travel manager?
Or another question could be, what makes the difference between a travel agent and a travel manager?

Here is a list of duties.
Say whether they concern the job of travel manager / travel agent or both.

<table>
<thead>
<tr>
<th>Duty</th>
<th>Travel Manager</th>
<th>Travel agent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Make hotel arrangements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Decide on the class of service (Flight, etc...)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Book flights</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Address any travel problem</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish a travel budget</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Establish (and keep improving) travel policies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advise about passport/visa</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organize convention planning</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ensure travel safety</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Process T&amp;E reports and handle reimbursements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Handle credit-card program and charges</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Control travel expenditure</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Taking all these elements into account, what would you say is the main difference between a travel manager and a travel agent?
A teacher’s guide

Step 3

Now, what about BLEISURE in the French context... Well, things are not as simple as they seem... Another French paradox? Let’s try to understand it though!

To check your understanding of the clues and evidences collected during the girls’ investigation, let’s decide whether the following sentences are true or false, in the French context of course!

<table>
<thead>
<tr>
<th>Statement</th>
<th>True</th>
<th>False</th>
</tr>
</thead>
<tbody>
<tr>
<td>In most companies, Bleisure is banned.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Some companies use it as a way to create employee’s loyalty.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel business, and more specialy BLEISURE, would need legal precedents to clarify it.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bleisure can be considered as benefit in kind, and should therefore be declared.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel managers can choose to work with Airbnb or Uber taxis.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Step 4

1 - In group, make a list of the essential ingredients to make the perfect Bleisure destination.

2 - Let’s now take the specific example of Rennes (the town we are from!)

Before you start to explore the destination, have a look at the website below.

Now you can click on the following link and start your journey ;-)  
[https://deck.toys/a/71_LIfSN](https://deck.toys/a/71_LIfSN)
A teacher’s guide

ANSWERS

Step 1

Bleisure or not Bleisure?

1 and 3 are Bleisure. 2 is not since originally scheduled in the program.

Step 2

<table>
<thead>
<tr>
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<tbody>
<tr>
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<td>X</td>
<td>X</td>
</tr>
<tr>
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<td>X</td>
<td></td>
</tr>
<tr>
<td>(Flight, etc...)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Book flights</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Address any travel problem</td>
<td>X</td>
<td>X</td>
</tr>
<tr>
<td>Establish a travel budget</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Task</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>----------------------------------------------------------------------</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
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<td>X</td>
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</tr>
<tr>
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<td>X</td>
<td></td>
</tr>
</tbody>
</table>

**Step 3**

Only the last statement is false.

**Step 4**

(Answers are online)

We hope you enjoyed working with us and that now you know more about Bleisure in France.

Don’t hesitate to contact me on Twitter if you have questions... or just to say hello ;-)