



Less Travel, Better Results

A travel strategy for
climate-conscious
business leaders

The “Lower prices, more trips” strategy



has been used for the last 25 years.

Consolidate spend

Prioritize discounts and savings

Design travel policies to

- Shift share to key suppliers
- Buy inexpensive trips

Flag non-compliant travelers

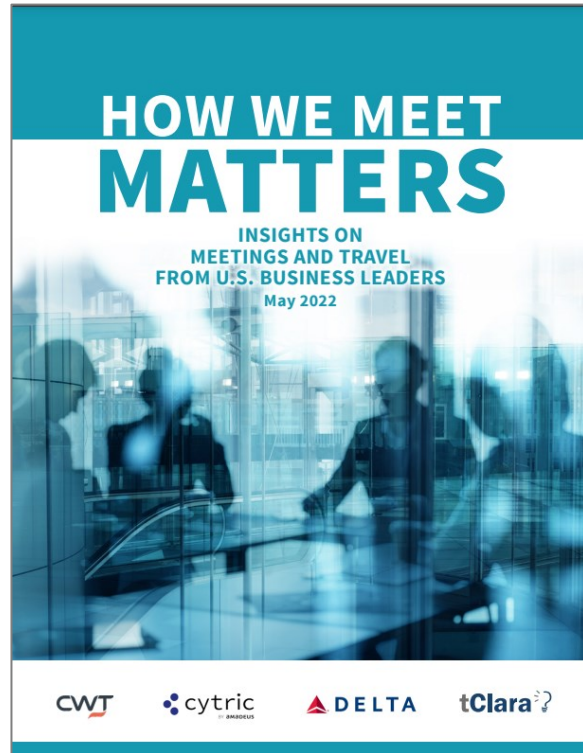
“Ten percent savings means we can take 10% more trips.”

When will we know that we need a **new way** to manage travel?



Whenever our
travel goals
change.





Lower prices and more trips are **no longer** priorities for most U.S. executives.

tClara's "How We Meet Matters" whitepaper based on a survey of 522 U.S. business leaders

<https://www.tclara.com/registerforhwmm>

PRIORITIZED TRAVEL-RELATED GOALS FOR U.S. EXECUTIVES

- 1. More successful trips**
- 2. Protect the health and wellbeing of all travelers**
- 3. Increase the retention of our frequent travelers**
- 4. Reduce carbon emissions, and (tied),**
- 5. Reduce the number of business trips**
6. Decrease the prices paid for business trips
7. Increase the number of business trips

Source: tClara's study "How We Meet Matters – Insights on Meetings and Travel from U.S. Business Leaders", Fig. 19



The “**Lower prices, more trips**” strategy


Consolidate spend

Prioritize discounts and savings

Design travel policies to

- Shift share to key suppliers
- Buy inexpensive trips

Flag non-compliant travelers

Achieves **none** of **tClara** 
these goals:

More successful trips

Protect the health and wellbeing of all travelers

Increase the retention of our frequent travelers

Reduce trips and CO2

We need a
new approach
to managing travel.

More successful trips

Protect the health and
wellbeing of all travelers

Increase the retention of
our frequent travelers

Reduce trips and CO2



Less Travel, Better Results

A travel strategy for
climate-conscious
business leaders

The “**Less Travel, Better Results**” principles

- 1. Measure before, and measure after.**
- 2. Travel less, but travel better.**
- 3. Trade savings for more success.**
- 4. Pay more to pollute less.**

1. Measure before, and measure after.

Pre-trip Justifiability

Travel Management's Traditional Scope

Post-trip Evaluation

Strongly justified

Mostly justified

Somewhat justified

Poorly justified

Shop

Book

Travel

Pay

Claim

Advise

Source

Service

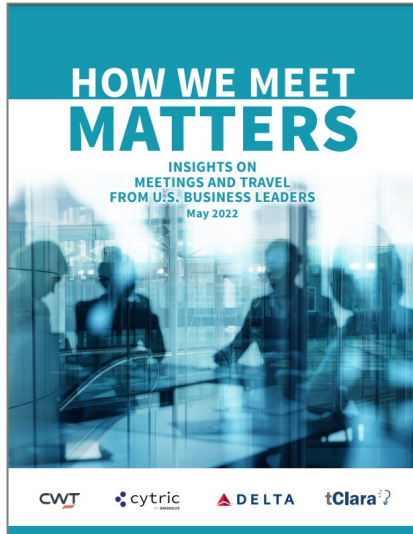
Protect

Report

High, moderate,
or low value

Success rating

Business impact



90%

N = 522
Business Leaders

Agree that frequent travelers should document the need for travel before each trip.

The benefits are strategically significant.

Source: tClara's study "How We Meet Matters – Insights on Meetings and Travel from U.S. Business Leaders", Fig. 21

THE POWER OF PRE/POST TRIP ASSESSMENTS

“Why are you traveling?”

**Link each trip
to one of these
strategic goals.**

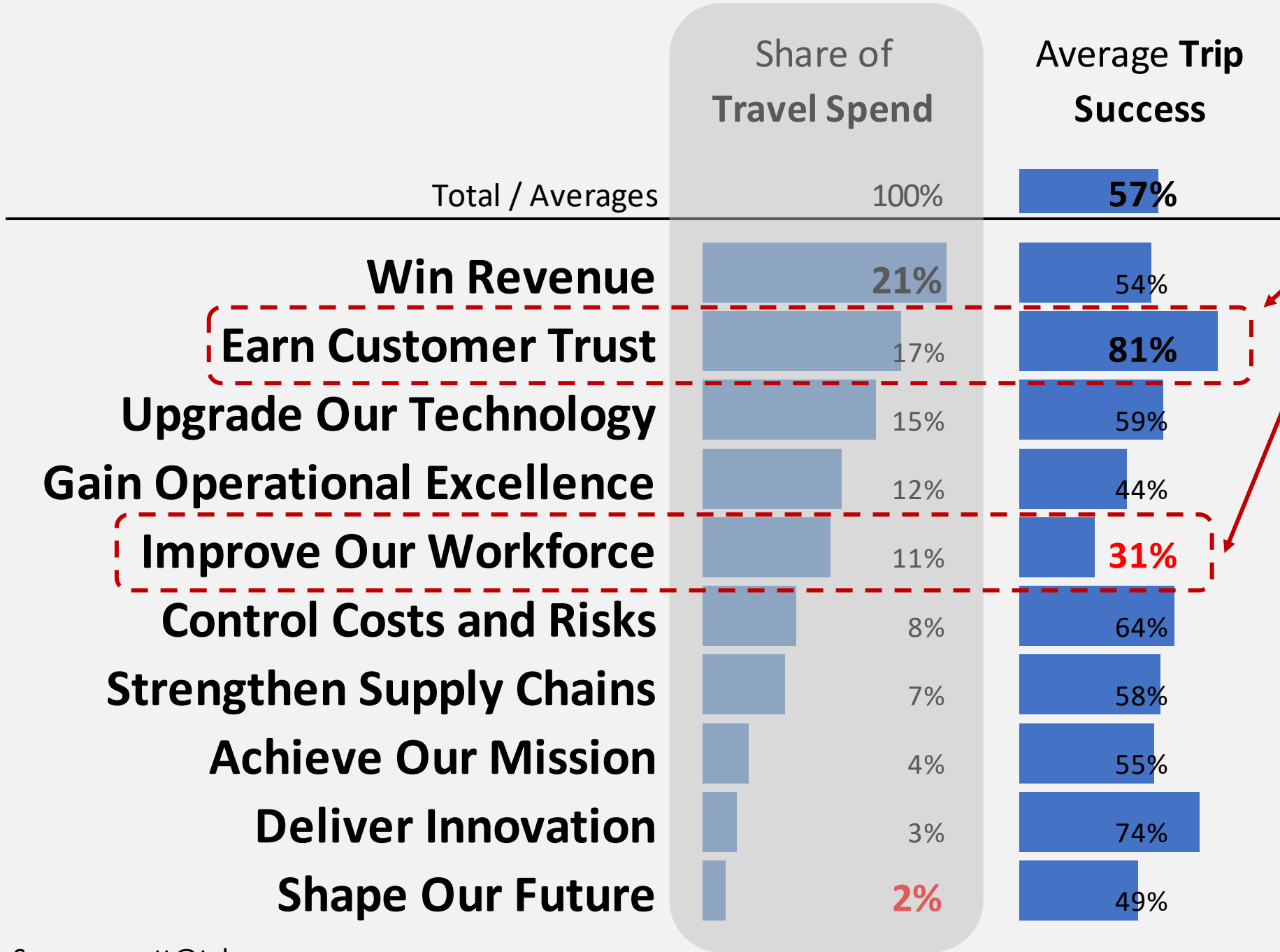
Share of
Travel Spend

Total / Averages

100%



Show the
travel spend
used by
each goal.



Track trip success rates.

“How successful was your trip?”

Showcase travel management's **much greater** value

Trip success rates

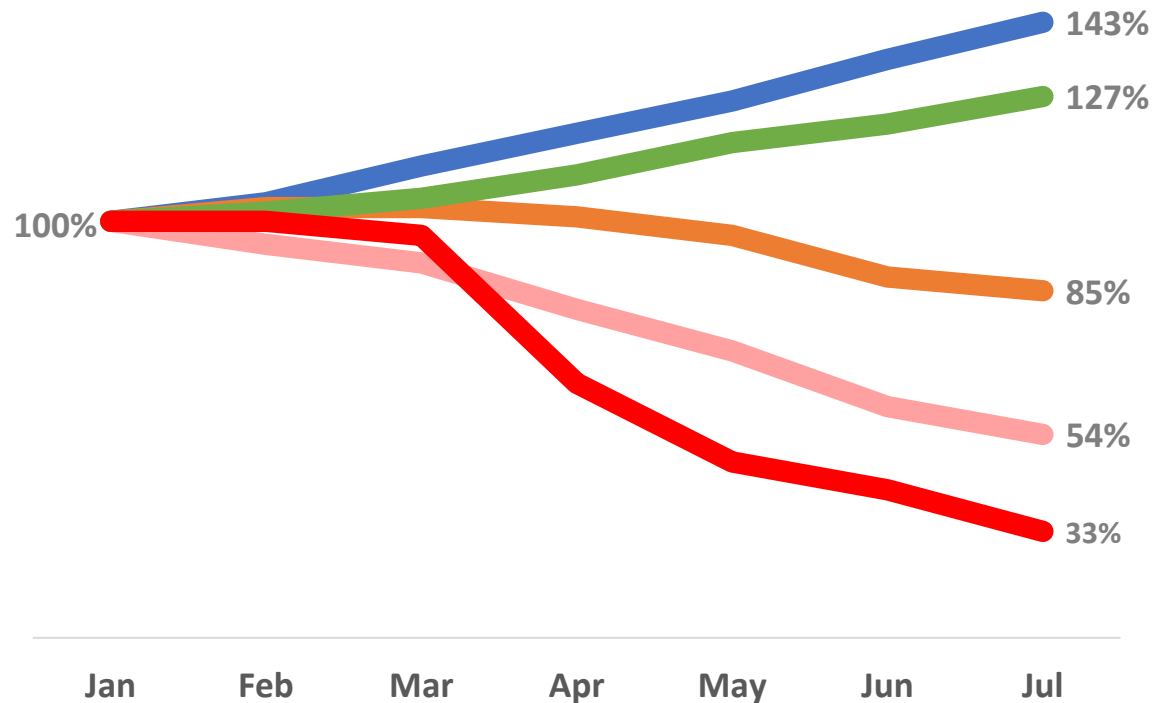
“Green” travelers

Road warrior attrition

Traveler health concerns

Low-value trips

EACH METRIC'S JANUARY VALUE = 100%



Trip success rates

"Green" travelers

Road warrior attrition

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Low-value trips

Pre- and post-trip assessments are vital.

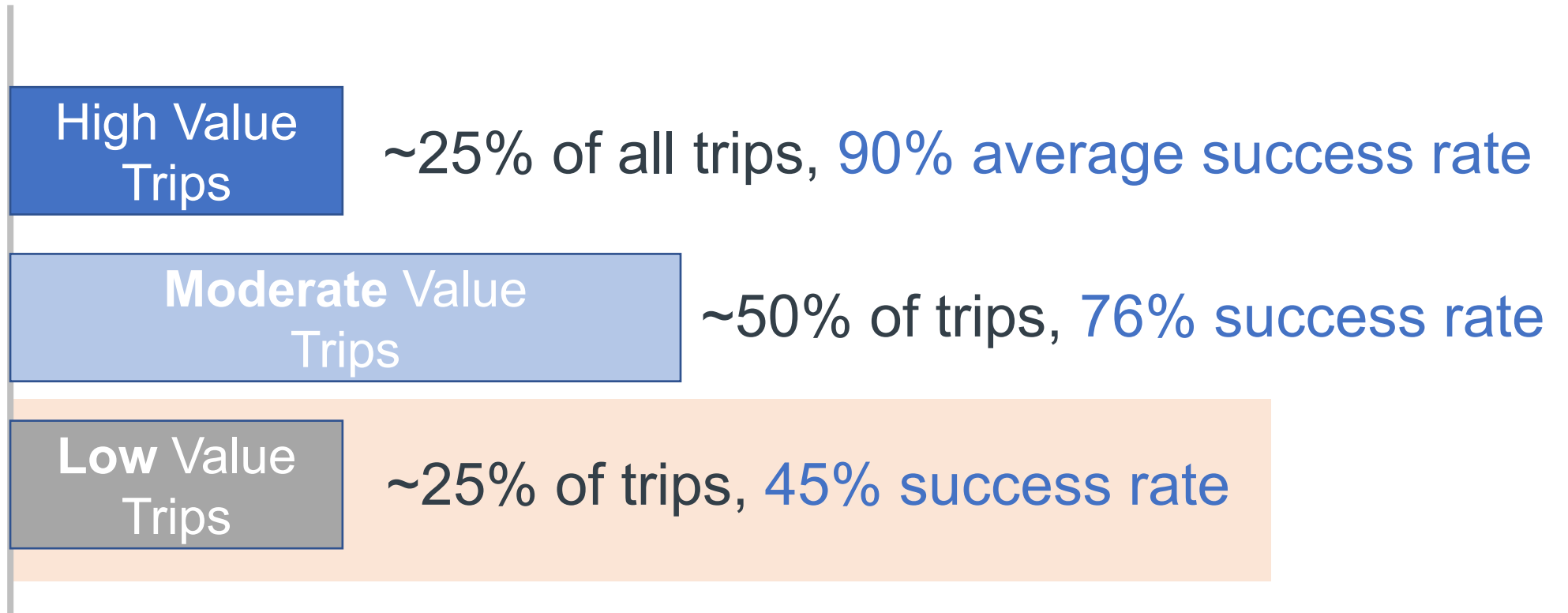
	Share of Travel Spend	Average Trip Success	May Need More or Less Travel by
Total / Averages	100%	57%	4%
Win Revenue	21%	54%	14%
Earn Customer Trust	17%	81%	4%
Upgrade Our Technology	15%	59%	6%
Gain Operational Excellence	12%	44%	-9%
Improve Our Workforce	11%	31%	-5%
Control Costs and Risks	8%	64%	9%
Strengthen Supply Chains	7%	58%	2%
Achieve Our Mission	4%	55%	-10%
Deliver Innovation	3%	74%	11%
Shape Our Future	2%	49%	12%

Source: scott@tclara.com



Savings are irrelevant.

2. Travel less, but travel better.



Source: tClara’s analysis of 407 business trips taken between April and October, 2022

2. Travel less, but travel better.

Higher prices bring four big benefits

1. They chew up the travel budget faster, so **fewer** trips are taken
2. They make it harder to justify **low-value** trips
3. They make it **easier** for suppliers to invest in **sustainable** travel
4. They create **trip and traveler-related** benefits

Less traveler friction
is linked to

More successful trips

Better retention

**Better health, safety
and wellbeing**

3. Trade savings for more success.

“Savings are irrelevant.”

How does this change
your negotiating power?

What will you
negotiate for now?

Higher account priority
Higher quality travel
Higher traveler status
More traveler privileges
SAF investments

4. Pay more to pollute less.

Benchmark your decarbonization progress

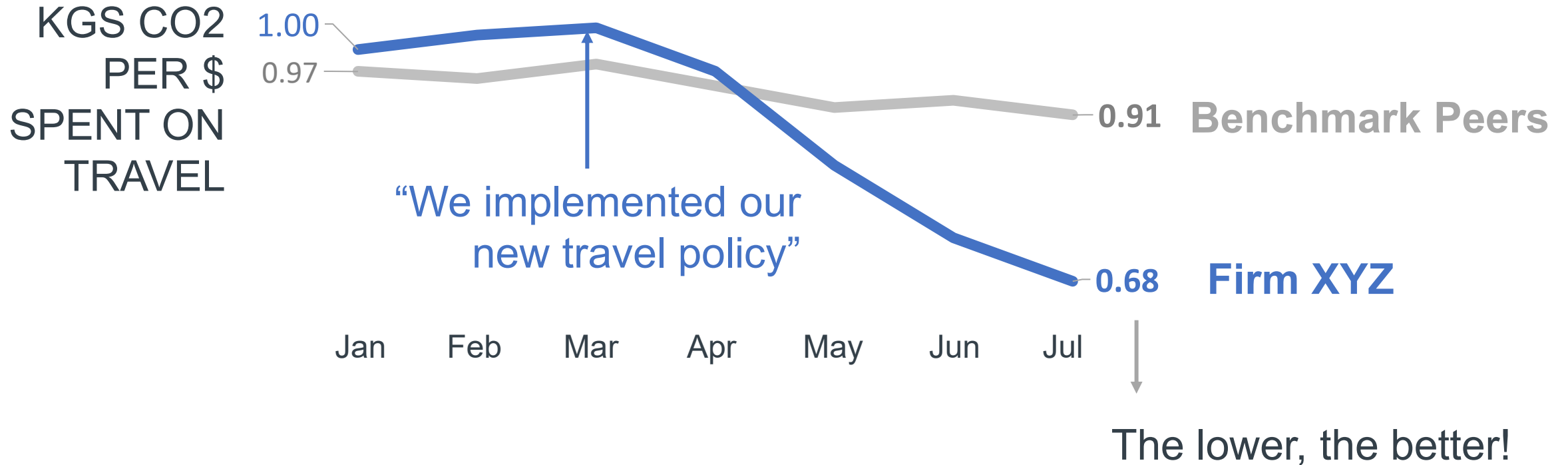
KGS CO2
PER \$
SPENT ON
TRAVEL

$$\frac{1,000 \text{ Kgs CO2}}{\$1,000 \text{ Ticket}} = 1.00 \text{ Kgs CO2 per \$}$$

The lower, the better!

4. Pay more to pollute less.

Benchmark your decarbonization progress



4. Pay more to pollute less.

Book flights that have the lowest CO2 per \$

Option A

Economy class
1,000 kgs CO2
\$1,000 ticket

= **1.00** kgs CO2
per travel dollar

Option B

Business class
3,000 kgs CO2
\$4,000 ticket

= **0.75** kgs CO2
per travel dollar

All else being equal, the **more expensive** the flight, the **better** for decarbonizing your spend.

The “Less Travel, Better Results” principles



1. Measure before, and measure after.
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Tell the C-suite you can do more.

DO THIS



NOT THIS



Scott Gillespie

at **tClara** 



- **Travel as a strategy**
- **Justifiable travel**
- **Traveler friction**
- **Airline CO2 emissions**
- **Travel procurement**

Nudging the travel industry forward

Perspectives gained at:

ARC

TRX

Travel Analytics

Kearney

MBA, Univ. of Chicago

scott@tclara.com