



# Less Travel, Better Results

A travel strategy for  
climate-conscious  
business leaders



# What If We're Managing Travel All Wrong?



“If we save 10% on travel, we can take 10% more trips!”

- *A travel category leader  
September, 1994*

We've managed travel this way  
for nearly three decades.



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

Control travel spend

Prioritize discounts and savings

Design travel policies to

Shift share to key suppliers

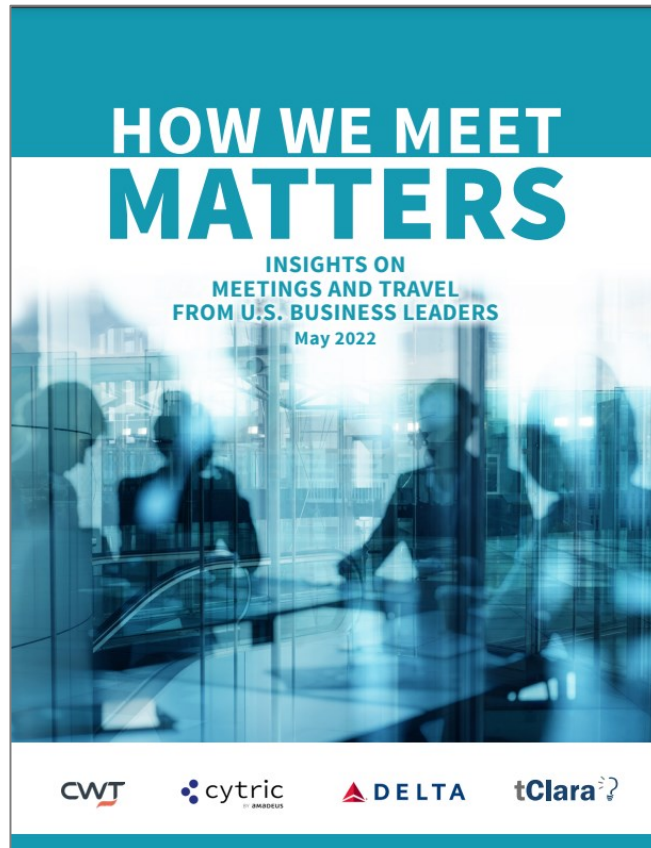
Buy inexpensive trips

Flag non-compliant travelers

After 30 years it's fair to ask...



What if we're  
managing travel  
all wrong?



New research shows

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

Control travel spend

Prioritize discounts and savings

Design travel policies to

- Shift share to key suppliers

- Buy inexpensive trips

Flag non-compliant travelers



achieves none  
of these goals:

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**More successful trips**

**Protect** the health and wellbeing of all travelers

**Increase** the retention of our frequent travelers

**Reduce** trips and CO2



So yes,  
we do need  
a **new**  
travel strategy  
to achieve  
these goals.

**More successful trips**

**Protect** the health and  
wellbeing of all travelers

**Increase** the retention of  
our frequent travelers

**Reduce** trips and CO2

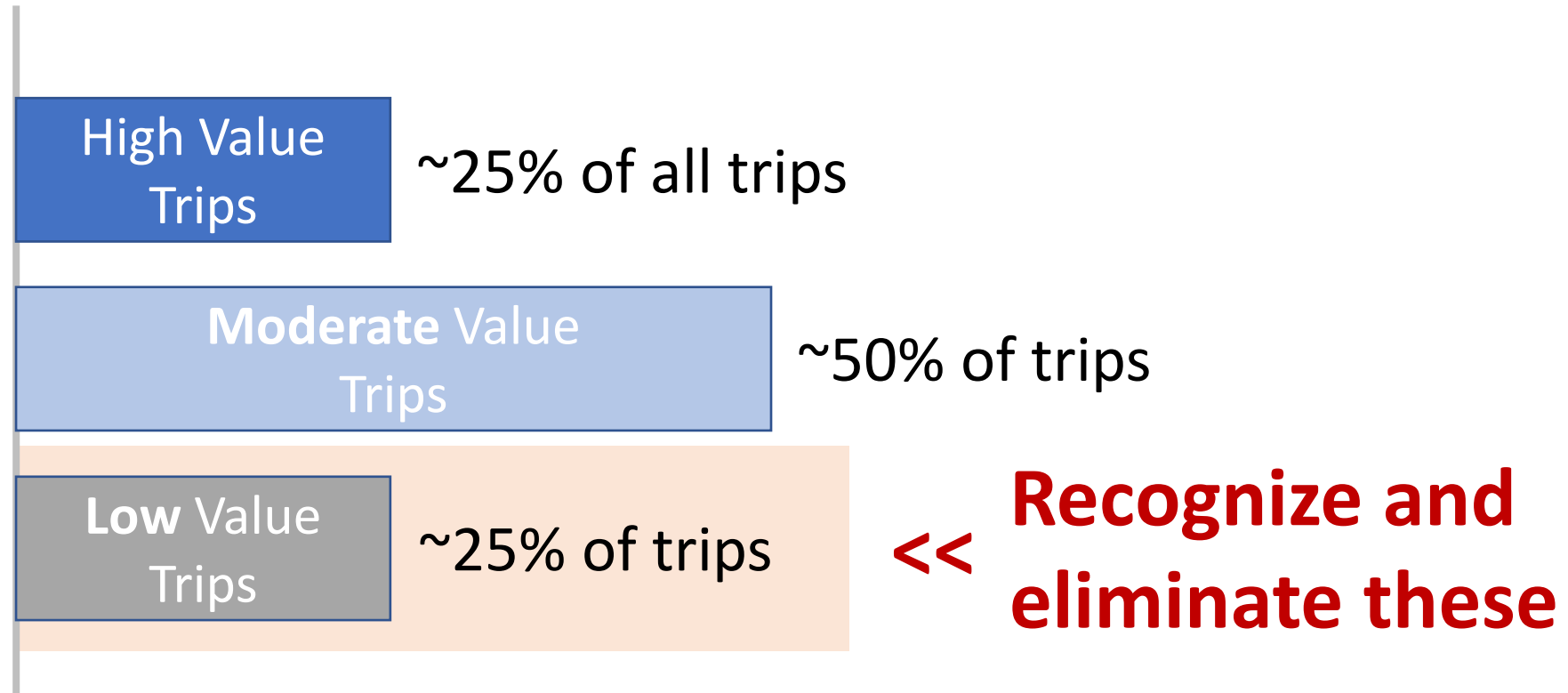
## A MODERN TRAVEL STRATEGY



### CORE PRINCIPLES

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

# 1. Travel less, but travel better.



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

# 1. Travel less, **but travel better.**

## Embrace the magic of higher prices

1. They make it harder to justify **low-value** trips
2. They chew up the travel budget faster, so **fewer** trips are taken
3. They buy **higher-quality** travel
4. They make it **easier** for suppliers to invest in **sustainable** travel

Higher-quality travel helps achieve our top goals:

1. More successful trips
2. Better health, safety and wellbeing
3. Better retention

## 2. Pay more to pollute less.

**Step 1: Make a carbon reduction goal, set a travel budget, and find the carbon intensity cap.**

Company XYZ	Baseline Year (2019)	2023 Budgets	
Air Travel	1.0 million kg CO2	<b>0.75</b> million kg	← <b>Goal: 25% reduction in CO2</b>
	Air Spend	\$1.0 million	
	<b>Carbon Intensity</b> (CO2 kg / Spend)	<b>= 0.75 kg per \$</b>	← Next year's CO2 cap

## Step 2: Enforce the carbon intensity cap (e.g., max 0.75) in your booking tool.

Ticket Option	CO2	Ticket Price	CO2 kg per \$
Econ, non-refundable	1,000 kg	\$1,000	<b>= 1.00 &gt; 0.75; Reject</b>
Prem. Econ, refundable	1,200 kg	\$1,600	<b>= 0.75 ≤ 0.75; Allow</b>

**“The invisible carbon budget”**

Pay more, travel less, emit less CO2

### 3. Measure before and after.

**Pre-trip  
Justifiability**

Travel Management’s  
Traditional Scope

**Post-trip  
Evaluation**

**“Why  
are you  
traveling?”**

Shop  
Book  
Travel  
Pay  
Claim

Advise  
Source  
Service  
Protect  
Report

**“How  
successful  
was your trip?”**



Total / Averages

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**Win Revenue**

**Earn Customer Trust**

**Upgrade Our Technology**

**Gain Operational Excellence**

**Improve Our Workforce**

**Control Costs and Risks**

**Strengthen Supply Chains**

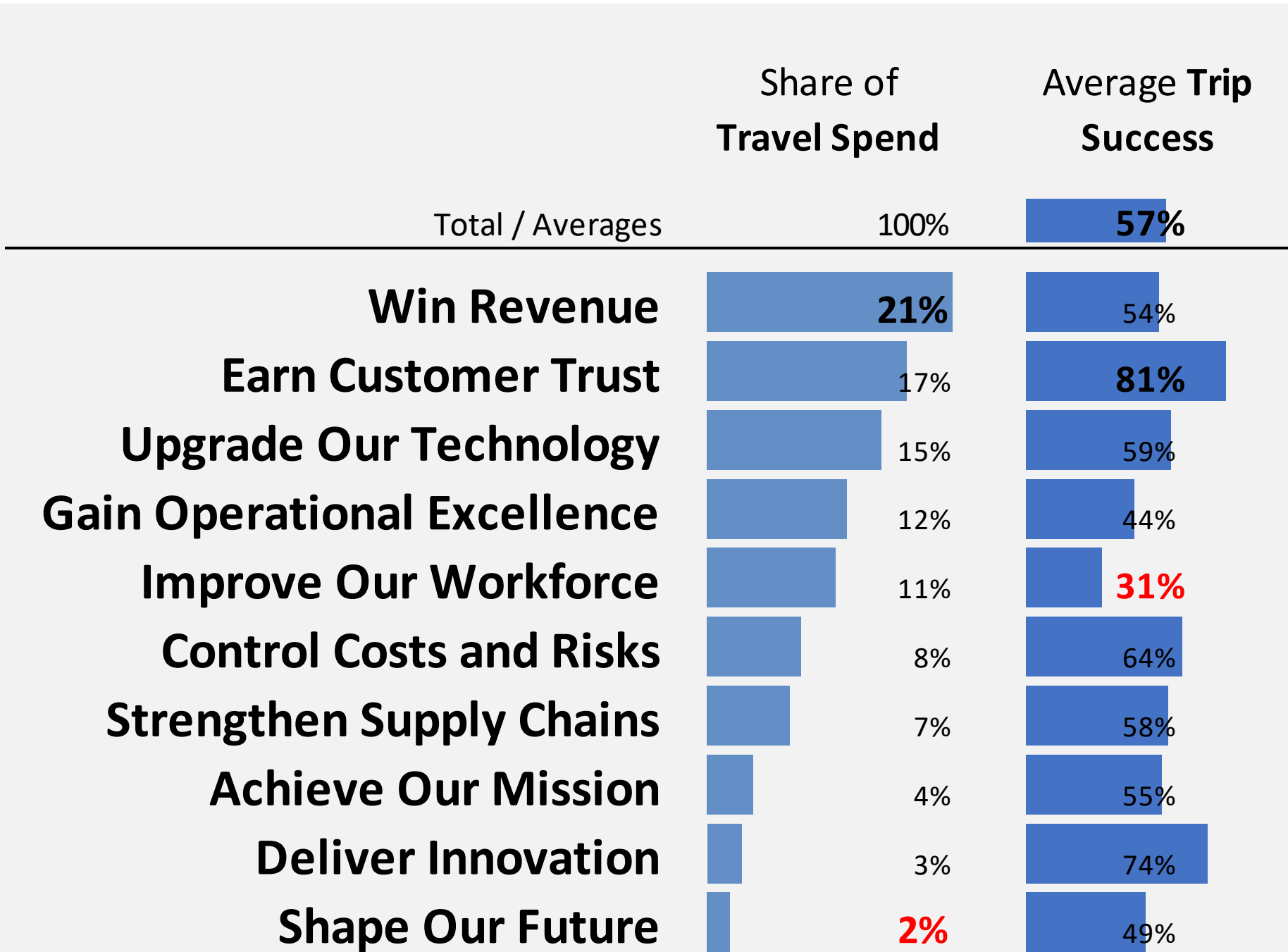
**Achieve Our Mission**

**Deliver Innovation**

**Shape Our Future**

**Ask travelers to link each trip to one of these goals.**

**Do that, and you can then show management this view of travel's impact...**



Measure spend and trip success for each goal.

Source: scott@tclara.com

## 4. Trade savings for more success.

**Savings are irrelevant. Discounts are detrimental.**

What will you  
negotiate for  
instead?

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



# Less Travel, Better Results

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## A MODERN TRAVEL STRATEGY

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

[scott@tclara.com](mailto:scott@tclara.com)



# Less Travel, Better Results

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## A MODERN TRAVEL STRATEGY

- ✓ More trip success
- ✓ Better health and safety
- ✓ Better retention
- ✓ Less CO2
- ✓ Fewer trips

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# 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**

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