Ready to
Reframe?
Getting Started

About Scott Gillespie

Always glad to connect on LinkedIn

CEO, tClara | Travel Benchmarks + Analytics

Expert in travel procurement and travel data analytics

Champion of the total cost of travel and traveler friction

Author, Gillespie's Guide to Travel + Procurement

Author, U.S. patent covering analysis of airline bids

Speaker and trainer at travel events worldwide

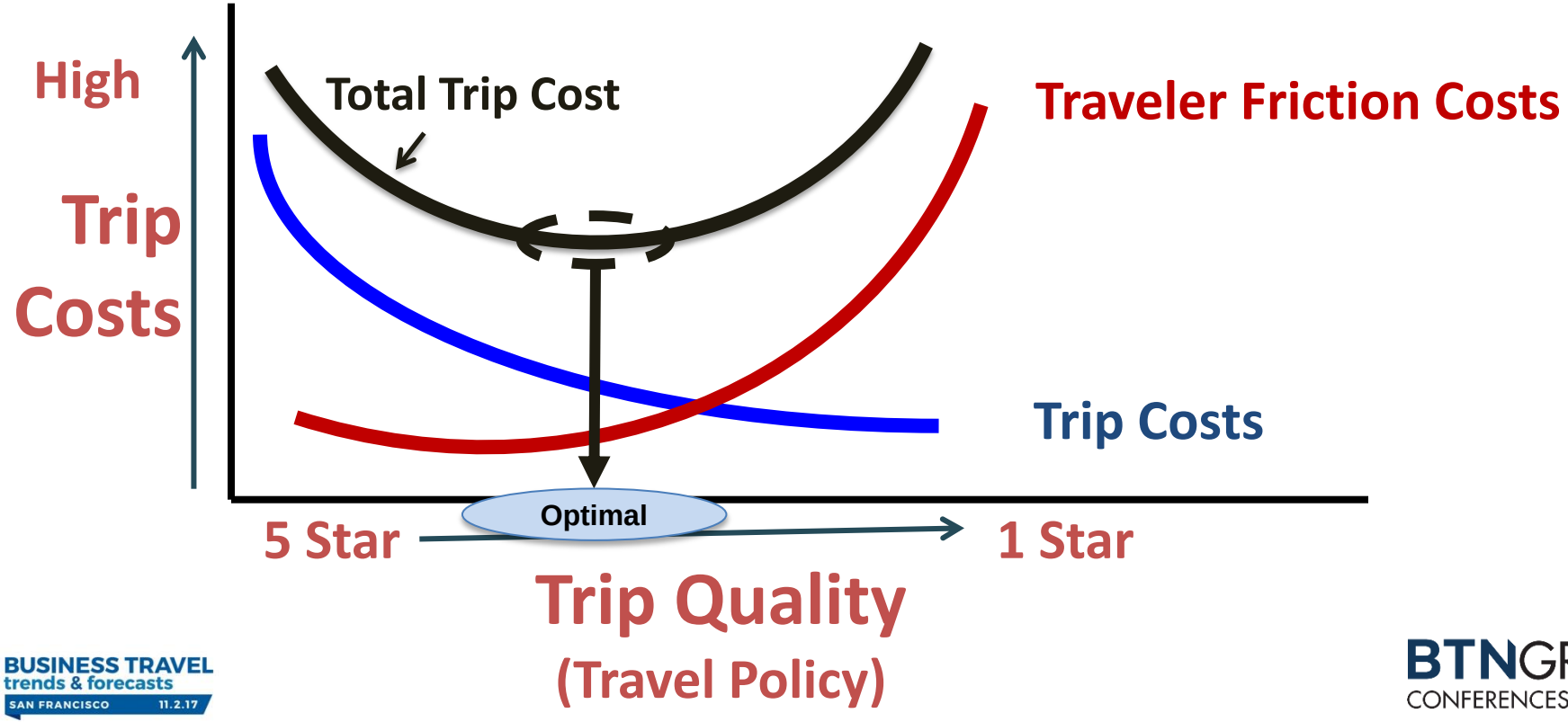
Earlier: CEO, Travel Analytics, now Concur/SAP; Principal, A.T. Kearney

MBA, University of Chicago

Keep Your Base

Source: scott@tclara.com

Sell the Total Cost of Travel



Cheaper travel = weaker business impact

Share

New

Facts

2X

traveler friction

22% fewer

effective trips

Less

willing to travel

More

interest in new job offers

Source: "Travel Programs - Insights From U.S. Road Warriors", tClara's analysis

Get HR's Input

All road warriors in the last 4 years

What's the attrition rate for this group?
What's it cost to replace a road warrior?
Will recruiting road warriors get easier or harder?

Ask the travel budget owners

What's The Goal?

Higher or lower road warrior attrition?

More or less willingness to travel?

Higher or lower traveler productivity?

More or fewer effective trips?

OK to spend more on travel to get better results?

Bring Relevant Travel Impact Benchmarks

Relevant Travel Impact Benchmarks

What's the Goal?	Benchmark Metric	Context
Better Trip Results?	**Travel Culture**	**A**
Better Recruiting, Retention?	**Engagement Risk**	**D**

Business Impact Goals

Better Trip Results?

Better Recruiting, Retention?

Higher Productivity?

Better Health, Safety?

Lower Ticket Prices?

via Lower Ticket Quality?

via Better Procurement?

What are senior management's priorities?

Business Impact Goals	Benchmark Impact Indicators
Better Trip Results?	Travel Culture
Better Recruiting, Retention?	Engagement Risk
Higher Productivity?	Productivity Risk
Better Health, Safety?	Health & Safety Risk
Lower Ticket Prices?	Ticket Cost Gap
via Lower Ticket Quality?	Ticket Quality Gap
via Better Procurement?	Pricing Gap

Measure what's relevant

Business Impact Goals	Benchmark Impact Indicators	Our Benchmark Grade
Better Trip Results?	Travel Culture	E
Better Recruiting, Retention?	Engagement Risk	D
Higher Productivity?	Productivity Risk	D
Better Health, Safety?	Health & Safety Risk	D
Lower Ticket Prices?	Ticket Cost Gap	B
via Lower Ticket Quality?	Ticket Quality Gap	C
via Better Procurement?	Pricing Gap	A

Give context

Focus on ~10 elements that affect traveler friction

More Controllable

	Our Percentile, 1% is Best	Our Benchmark Grade
Cabin	66%	D
Personal Time Flt. Hrs.	70%	D
Weekend Nights	47%	C

Less Controllable

	Our Percentile, 1% is Best	Our Benchmark Grade
Nights Away	50%	C
Adv. Purchase	88%	D
Refunds, Exch.	88%	D
Stops per Trip	74%	D

Not Controllable

	Our Percentile, 1% is Best	Our Benchmark Grade
Flight Hrs/Trip	67%	D
Time Zones	64%	C
Destin. Risk	53%	C

Use a Business Impact Breakeven Model

Joe Road Warrior makes $150K a year

Assume his value-add is 4X his salary, or $600K

Assume the cost to reduce Joe's friction is $30K

$$\frac{\$30K}{\$600K} = 5\%$$

Will Joe's value-add go up by 5%?

Benefits of **Traveler-focused** Policies

22% More trips rated "Worthwhile"

12% Fewer trips rated "Not worthwhile"

40% More have higher productivity while traveling

39% Fewer want to travel much less in two years

38% Fewer report lower sickness rates

40% Report lower stress

15% More want to travel significantly more in the next 12 months

13% Fewer are interested in a new job with a very good travel policy

Let senior management decide

Road warriors in traveler-focused programs, when compared to road warriors in cost-focused programs. Source: Travel Programs: Insights from U.S. Road Warriors, tClara analysis

Measure And Manage What **Really Matters**

Source: scott@tclara.com