A FRESH VIEW TO BUSINESS
TRAVEL IN 2022

your guide to travel program evolution

A playbook designed to support Travel Managers and business travelers navigate the path of travel program evolution in a post-pandemic world.

ctm

The global pandemic is not the first disrupter that has transformed the travel industry, triggering operational upheaval and a need to revise protocols, processes and travel behaviors.

We can cast our mind back to the tragic events of September 11, 2001 which resulted in significant reforms to security protocols across the travel experience. The world has also evolved through technological advances and automation, as we watched airlines move from paper to e-tickets and mobile apps transforming both the booking process and travel experience for billions of people.

Whether the world has presented us with hardship or progress, what we have learnt from such events is that the travel industry and travelers alike are resilient and adaptable. The world in which we now live is no different as we embrace change and adapt to a fresh view of business travel in 2022 and beyond.

Change provides opportunity.

It is important to be solution-driven and not problem-focused. 2021 provided businesses with time - a golden ticket to review and invigorate travel programs to ensure they can meet the evolving needs of travelers while delivering on the business's duty of care requirements, sustainability goals, and business continuity and recovery plans.

Business travel is the backbone to business success. It supports collaboration, a sense of community, economic growth, business continuity, competition, exploration, and expansion goals. Now is the time for Travel Managers to ensure their travel programs have evolved with a fresh view that will not only empower the business but also its travelers to make educated, strategically motived and safer travel choices.

To assist our customers in navigating the evolving travel landscape, CTM engaged with six global travel industry experts to discuss key focus areas for business travel in 2022 and beyond. Their expertise and knowledge shared will be crucial in understanding how to execute effective business travel in the year ahead.

6 KEY AREAS OF FOCUS

1.
UNDERSTAND THE LANDSCAPE
GBTA

2.
UPDATE YOUR POLICY
FESTIVE ROAD

3.
TRAVELER WELL-BEING
DR DEB MILLS - THE TRAVEL DOCTOR

4.
DIGITAL HEALTH PASSPORTS
IATA

5.
RISK MANAGEMENT
RISKLINE

6.
ENVIRONMENTAL SUSTAINABILITY
SOUTH POLE

focus area 1

UNDERSTAND THE LANDSCAPE

Expert Insights: **GBTA**

TOP TAKE-AWAYS:

- Business travel readiness is high
- 60% of US and EU companies have commenced non-essential domestic travel
- Expect wide-scale return to offices in Q1 2022
- Testing to become a standard part of business travel regimen

Vaccination roll outs, re-opening of offices and easing of quarantine requirements have presented an opportunity for businesses to re-engage face-to-face. For select industries, travel never stopped. However for some, 2022 will see the resumption of 'normal' travel activity after a significant pause in connectivity.

Understanding the new and evolving travel landscape will be pivotal to making informed decisions to best support your business goals for 2022 and beyond. Engaging with key stakeholders to navigate the changes to approval processes, suppliers, public health, technology, duty of care and sustainability will be just some of the topics for debate. According to a 2021 Deloitte corporate travel survey [1], 2022 will be the start

of a fresh view to business travel, with COVID-19 no longer the primary focus and concern for businesses. The notion of executive approval to embark on a domestic journey will become a thing of the past.

The Global Business Travel Association (GBTA), the world's largest professional association representing the global travel industry, connects business travel professionals from every continent with the knowledge, research and advocacy needed to navigate the rapidly changing business travel landscape. They've been busy during the pandemic providing virtual education sessions with Travel Buyers and suppliers to provide important educational updates across the travel sector.

Following the release of their latest global

business travel COVID-19 recovery poll, CTM interviewed **GBTA CEO Suzanne Neufang** to discuss the major challenges currently facing the global business travel community.

"The travel industry's response to the pandemic saw suppliers step up to the plate, wholly committed to serving their customers and the public. They operated as test result and vaccination-status gatekeepers where required, providing new services and tools to figure out the state of 'normal' at the time. And every brand helped their frontline workers to enable essential travel to continue. This level of adaptability and resilience certainly did not surprise me coming from an industry that is well attuned to change", said Neufang.

GBTA's COVID-19 recovery poll, conducted in mid-October 2021, revealed an increasingly optimistic outlook and readiness to travel.

- **Non-essential travel resumption** Over 60% of US and European responding companies have restarted at least some non-essential domestic travel. 21% have restarted non-essential international travel, the best position since the start of the pandemic. Of those who have not yet restarted travel, 72% of respondents in Europe and 42% of US respondents plan to restart domestic travel within three months (by January 2022).
- **International travel resumes** 47% of European, 38% of Latin American, 23% of US, and 16% of Canadian respondents reported their companies are planning to restart international business travel within three months (by January 2022).

"There's the question of business traveler readiness - dipping a toe in the travel pond is more worrying for some employees than for others. There's also the question of changing local requirements – are the rules at the destination the same as the city or state, province or region that the traveler came from? Education and access to information still remains key to providing maximum confidence and duty of care", said Neufang.

CTM's 2022 Business Travel Survey, conducted in November 2021, showed more than half of respondents had taken a flight since July 2021. Traveler confidence was higher than expected, with 87% of respondents feeling somewhat to very confident (3-5/5) traveling domestically, and 60% feeling somewhat to very confident (3-5/5) traveling internationally.

87% confident traveling domestically

Neufang also added that one of the key considerations is whether there's an available place to meet for business on the other side of that plane, train, or automobile journey. Cushman & Wakefield's [2] recent research suggests that by Q2 2022, 70% of the globe will be vaccinated and current trends suggest most office workers globally will be able to return to the office in Q1 2022. Currently office building occupancy sits at 40% and it is forecasted that by early 2022 cities and office buildings will be invigorated with employees returning to work.

When asked what gaps remain in business travel services and solutions to enable a return to pre-pandemic travel activity, Neufang identified two key areas of focus for the year ahead.

"There continues to be a major opportunity for pandemic-related duty of care offerings – from white glove consultancy expertise to more technology-based apps. And access to COVID-19 test kits needs to be more widely available and affordable all over the world so these can become part of a daily health regimen for any business traveler before, during and after their trip."

focus area 2

UPDATE YOUR POLICY

Expert Insights: **Festive Road**

TOP TAKE-AWAYS:

- Travel budgets shifting from 'cost center' to 'business investment'
- Long-form RFPs are considered out-dated
- Clients focusing on TMC's culture, capabilities and commercial alignment

Creating a travel policy that is clear, simple, and easily accessible will go a long way to encouraging employee adoption post-pandemic.

Travel policies should be reviewed each time there is a change in market conditions. The pandemic has left no stone unturned which means Travel Managers will need to work with key stakeholders to execute necessary changes to support renewed business goals. A relevant and up to date travel policy will form the framework for a successful travel program, assisting businesses to achieve short and long-term goals.

Mike Orchard, Principal Consultant at Festive Road, an independent travel consultancy that supports companies with their travel RFP process to drive travel program excellence, suggests one of the most significant shifts occurring in travel program priorities since the pandemic is the focus on 'purposeful travel'. "We are calling on companies to stop thinking about travel volume as a per cent of 2019 volume. That's like doing a drag and drop of 2019 practices into a new era, it's an outdated practice that won't help any company succeed into the future. Instead, we've developed a 'Purposeful Travel Model' which enables a smarter conversation that focuses on where being there in-person will expedite or improve the outcome."

CTM's 2022 Business Travel Survey found the top priority for business travel programs in 2022 was traveler risk, safety and well-being followed jointly by cost reduction and service.

2022 TOP TRAVEL PROGRAM PRIORITES

#1 risk, safety & well-being

#2 cost reduction & service

According to Orchard, the pause in travel volumes alongside changes to the way organizations operate have provided a unique opportunity for Travel Managers to assess the value of business travel – ensuring it is seen as a strategic enabler to their company, not a budget line item.

"The opportunity for Travel Managers is to lead their company's business travel strategies in consultation with their senior stakeholders. Travel Managers are now moving from "how" to safely reopen travel to "why" certain types of business travel should restart. This gives the Travel Manager the chance to position business travel, and their own roles, as key strategic enablers within their organization."

A shift in priorities is not the only significant change facing Travel Managers. According to Orchard, the process of conducting a travel RFP has also experienced a major overhaul in response to the pandemic.

"57% of Travel Managers told us recently that they don't believe the traditional 'long-form' travel RFP works anymore. Instead, what we've found is that Travel Managers are looking to streamline the RFP process and be more strategic about asking the right questions at the right time.

"The perfect client and TMC partnership are found through the 3Cs - finding the right match between the client and the travel management company's culture, capabilities and commercials that are finely attuned to the client's needs. Post-pandemic business travel is being enhanced by a much stronger focus on sustainability, traveler well-being, and diversity, equity and inclusion. The key is for the industry to evolve the debate from concept to reality. These are areas where TMCs have fantastic opportunities to consult with and educate clients on practical and pragmatic strategies to help enhance their programs."

When asked what future trends are expected to steer travel recovery, Orchard believes balancing the 'fear of missing out' with strategic budget and performance management will be key. "Now, the fear of missing out will drive much stronger growth in travel, but with a new focus on the trips that add most value. We are seeing a shift from the old way of thinking where travel was seen as a P&L line, to a new way of thinking where travel is seen as an investment."

> "The pause in travel volumes, coupled with changes to the way organizations operate, has provided a **unique opportunity for Travel Managers** to assess the value of business travel – ensuring it is seen as a strategic enabler to their company, not a budget line item."

focus area 3
TRAVELER WELL-BEING

Expert Insights: **Dr Deb Mills - Travel Medicine Alliance**

TOP TAKE-AWAYS:

- Health and travel recovery time are unique to the individual, so allow additional nights for rest and body clock adjustment
- Consider a formal travel health assessment prior to departure
- Educating travelers on the importance of tracking, geolocation and approved suppliers will ensure they see the value of travel programs

Traveling may be more complex in 2022, but it will likely be cleaner and safer than ever. The pandemic has changed the needs and necessities of how people travel, and the ability to incorporate key stakeholders such as human resources, risk management, legal, procurement and Travel Arrangers in travel policy evolution will be key to enabling a safe, confident and effective return to travel.

CTM spoke with Dr Deb Mills, the Medical Director of the Travel Medicine Alliance - a network of expert travel medicine doctors - to unearth the key traveler well-being considerations for both travelers and their employers in the year ahead.

Well-being and jetlag

"An individuals' internal time clock (circadian rhythm), medical history, travel activities and how alert or creative they need to be during their travels is unique, so health routines and travel recovery times are equally unique to the individual" said Dr. Mills.

The body can adjust naturally to 1 to 1.5 changes in time zones per day [3], but symptoms can arise when travelling long-haul (6+ hours), crossing five or more time zones in one day. "The more time zones an individual crosses in a short period, the higher the likelihood of severe jet lag symptoms. Business travelers may need to account for a couple of extra nights' sleep at the destination, and upon return, to allow for sufficient body clock adjustment to support well-being and

ensure they are performing to their best potential", Dr. Mills explains.

Last minute bookings

According to Dr. Mills, booking travel at the last minute is a common and often avoidable booking behavior which can have significant implications on traveler well-being. A recent CTM booking trends analysis showed that the pandemic had influenced a 3-4% increase in last minute bookings (within 24 hours of departure) for domestic and international bookings during 2020 compared to pre-COVID travel activity in 2019. In the January to June 2021 period, advanced booking behaviors had begun returning towards pre-pandemic trends, a move which Dr. Mills says will support improved traveler health and well-being as business travelers increase their travel activity.

"Don't book last minute if it can be avoided. Travelers need time to mentally prepare for travel and coordinate their personal lives, especially in a more complex travel environment. Last minute bookings can present adverse health risks, and in some cases will be more costly due to limited availability", said Dr. Mills.

"The biggest concern I see as a medical professional would be people leaving at short notice and saying they don't have sufficient time to prepare for their travel health. Most travel health preparations can be undertaken in advance, so that rapid deployment is safe when operationally required."

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Health assessments

On occasion businesses may have a requirement to relocate staff overseas or interstate for projects or contract-based work. CTM asked Dr. Mills what health considerations and preparations are required prior to departure and on arrival.

"Depending on the destination and duration of their trip, I recommend business travelers should have a formal travel health clearance assessment prior to departure so the company and the travel agent can document that their duty of care has been fulfilled. For relocations, this should include a complete medical examination as well as a vaccine and medication review. For short postings, a vaccine and medication review are usually sufficient", explained Dr. Mills.

Masks

At the time of writing, wearing masks within airports and aircrafts in some countries is federally mandated to reduce the risk of infection. According to Dr. Mills "The use of 'fashion masks' – those that you might wear at home or in places where you can sufficiently social distance -are not best practice for travelling. The use of surgical masks for flying and in transit where social distancing is limited allows the traveler to more closely seal the mask to their face.

"Some authorities recommend people change their mask every 4 hours – this isn't always practical but should be changed daily at a minimum. More frequently is advisable during long-haul flights and could be timed to coincide with meals and refreshments. My personal tip to everyone is to always tear the loops when you dispose of masks to reduce the risk of harm to wildlife in situations where they may become tangled."

Hotel experiences

When considering preferred suppliers for travel programs, focussing solely on the bottom line is no longer an adequate approach to procurement. In fact, CTM's 2022 Business Travel Survey showed that the top priorities for travel programs in 2022 were traveler risk, safety and well-being, followed by cost savings and service.

Dr. Mills added "Travelers need to feel safe, sleep well, eat nutritious food, have space and opportunity to exercise, and a good desk to work at with natural light. Escaping air-conditioning and opting for fresh air ventilation is now of importance, with many travelers seeking accommodation that provides windows that open or balconies. Contactless express check-outs or anything that limits touching surfaces are also other service solutions to consider for your travelers."

Traveler well-being extends past the implications of COVID-19 to areas such as travel policy compliance and risk management [4]. When business travelers and Travel Arrangers step outside the approved realms of their travel policy, it can have risk implications for both the traveler and the business. Involving travelers and Travel Arrangers in the process of risk management planning and procurement, and educating them on the importance of tracking, geolocation and compliance to approved suppliers will ensure they see value in the travel program and its broader role in traveler well-being.

focus area 4

DIGITAL HEALTH PASSPORTS

Expert Insights: **IATA**

TOP TAKE-AWAYS:

- Digital health passports aim to be interoperable between airlines and border authorities
- Governments need to adopt and recognize a standard for digital health credentials
- Paper-based airport verification process will equate to 8 hours processing time at full capacity
- For the IATA Travel Pass, travelers will always remain in control of their data

Interoperable digital health passports will have a larger role to play in enabling overseas business travel at scale, by ensuring travelers meet minimum vaccination and/or health status and reducing or eliminating the need for quarantine on arrival. Recent Deloitte research [1] shows the easing of entry restrictions was among respondents' top four triggers for increased travel, which means understanding the landscape of digital health passports will be key to post-pandemic travel.

The International Air Transport Association (IATA) is the trade association for the world's airlines, representing 83% of total air traffic. IATA has launched the IATA Travel Pass which is a digital health passport app currently being tested by 70 airlines and arming travelers with information on test requirements, where they can get tested / vaccinated and how they can share results and certificates with airlines and border authorities in a secure manner. CTM interviewed **Vinoop Goel, Regional Director, Airports and**

External Relations, Asia Pacific to learn more about the future landscape of digital health passports.

Goel explains "The IATA Travel Pass is a critical tool for the restart of international travel. We don't see the IATA Travel Pass as being the only solution for managing travel health credentials. We believe there should be a competitive market for solutions and our aim is for airlines and their passengers to have a choice. What's more important is that governments adopt and recognize a standard for digital health credentials – documentation of vaccination or testing status – that can be used across various tools."

What would differentiate the IATA Travel Pass from its market competitors? "It leverages IATA's Timatic solution to ensure a passenger's health status meets the requirements of the destination country. This enables passengers to be assured that they are good to go and airlines to simplify their check-in process without having to go through the details of the passenger's health documents", says Goel.

"What's more important is that governments adopt and recognize a standard for digital health credentials – documentation of vaccination or testing status – that can be used across various tools."

"The IATA Travel Pass app has been designed by the industry for the industry, with input from an advisory group composed of 19 airlines representing all regions of the world to ensure that it meets the needs of the industry. We worked with over 70 airlines around the world on trials of the IATA Travel Pass. This allowed us to identify and resolve teething issues."

Teething issues aside, the traveler experience could look different from pre-pandemic days with the check-in process being lengthier. Goel suggests "The reality is that when traffic returns to pre-COVID-19 levels, passengers could spend up to 8 hours in airport processes if the current paper-based methods for verifying health credentials are to continue. That is not sustainable. Today's airports are not built to have all passengers turn up at the airport to check in for their flights. With the IATA Travel Pass, we hope to be able to resume the off-airport check-in options, such as mobile or online check-in.

"It will enable passengers to create a digital version of their passport on their phone. The passenger can then choose to securely send their passport details to airlines, airports and border control. This will ensure that documents and identity verification can be performed off-airport, and facial recognition can be used to swiftly process passengers at key touch points at the airport without the need to physically exchange passports and boarding passes."

According to the results of IATA's most recent traveler survey, conducted in September 2021 across 11 markets, 88% of respondents supported the use of digital health passports to manage health credentials. But what about data privacy? A concern for business travelers is how their information is stored and shared.
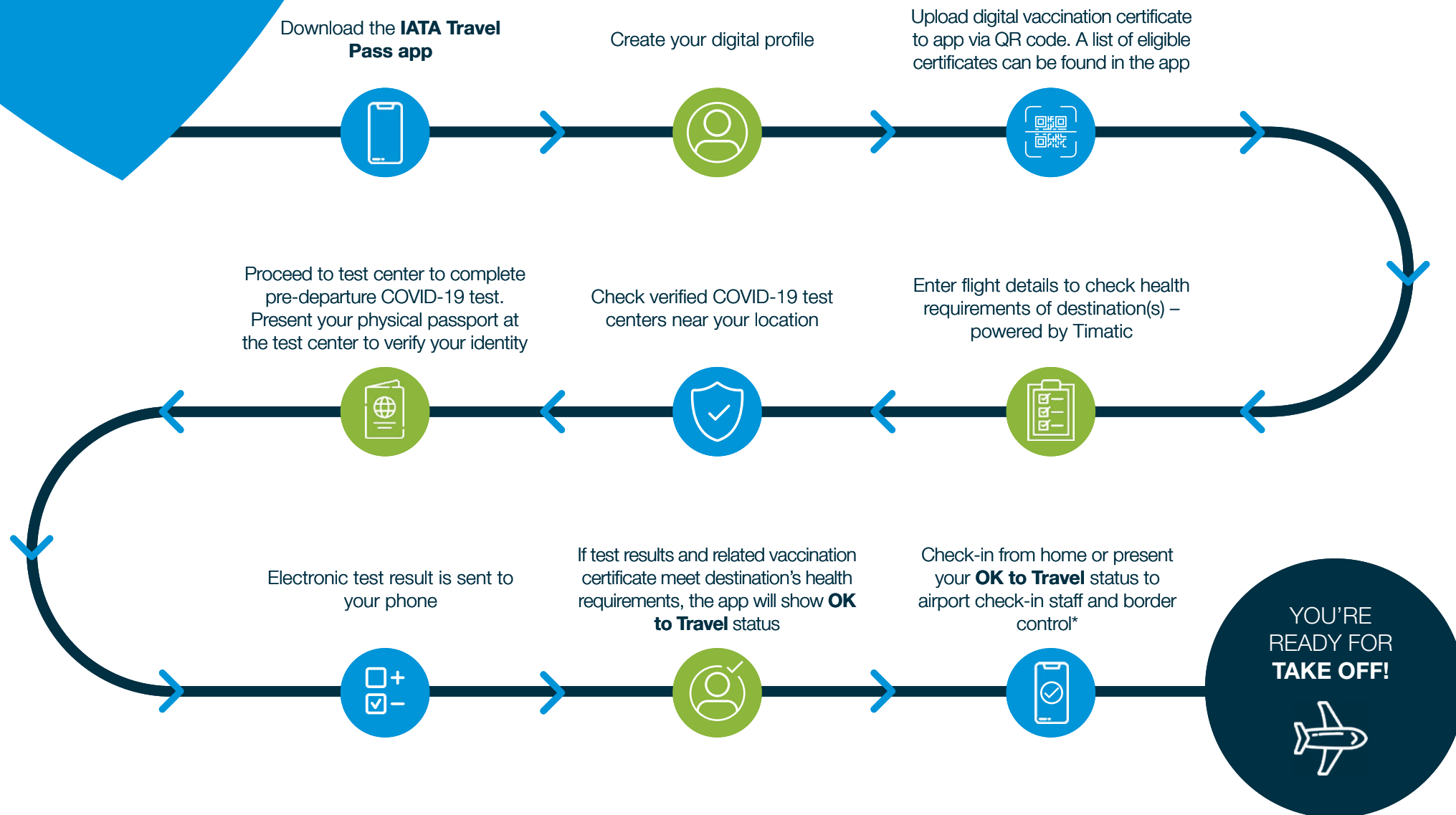
"For the IATA Travel Pass, travelers will remain in control of their data, ensuring it is protected and only shared with airlines and governments at the approval of the traveler" explains Goel.

"When traffic returns to pre-COVID-19 levels, passengers could spend up to 8 hours in airport processes if the current paper-based methods for verifying health credentials are to continue."

IATA TRAVEL PASS
user journey

Download the **IATA Travel Pass app**

Create your digital profile

Upload digital vaccination certificate to app via QR code. A list of eligible certificates can be found in the app

Proceed to test center to complete pre-departure COVID-19 test. Present your physical passport at the test center to verify your identity

Check verified COVID-19 test centers near your location

Enter flight details to check health requirements of destination(s) – powered by Timatic

Electronic test result is sent to your phone

If test results and related vaccination certificate meet destination's health requirements, the app will show **OK to Travel** status

Check-in from home or present your **OK to Travel** status to airport check-in staff and border control*

YOU'RE READY FOR **TAKE OFF!**

*Where country / state recognizes the IATA Travel Pass

focus area 5

RISK MANAGEMENT

Expert Insights: **Riskline**

TOP TAKE-AWAYS:

- Pre-trip risk assessment is fast-becoming mandatory in many businesses
- Consider two-way communication tools to connect Travel Managers, Travel Arrangers and travelers
- Quarantine, passenger locator forms, and digitized health documents will remain in place for international travel for some time

The pandemic has influenced a significant shift in travel program focus towards traveler safety, health and well-being. As the world reopens to both domestic and international travel, businesses will need to be on the front foot of a fast-evolving travel landscape. Having the right plan, strategies, systems and being armed with up-to-date information will be key to safeguarding travelers and the business.

The Business Continuity Institute [5] published an article in April 2021 that outlined valuable lessons learned from the pandemic which could be considered when reviewing travel risk policy and procedures. It suggests to:

- Be strategic with the locations of travel
- Review approval systems to ensure sufficient agility and flexibility
- Ensure that preferred suppliers meet the health and safety standards as approved by accredited organizations
- Ensure traveler data is up to date to enable improved communication.

Riskline is a travel risk intelligence organization that provides real-time risk insights for destinations around the world. They monitor breaking developments from local sources including government travel advisories and bulletins from law enforcements, emergency services, security forces and disaster relief agencies as well as social media sources. CTM interviewed **Riskline's founder and CEO, Kennet Nordlien** to unearth the importance of risk assessment and communication tools for business travel in the current climate.

Nordlien expects the new and varying health, vaccination and testing requirements to cross international borders will remain in place for the foreseeable future in many regions, and businesses need to prepare their travel programs to integrate these requirements into their existing risk management processes and solutions. Riskline's new layer of COVID-19 risk intelligence, integrated alongside its traditional risk management insights, has required the company to increase its global analytical team by approximately 20% since the beginning of the pandemic.

"We have over a decade of experience in real-time crisis tracking, which meant that we were quickly able to adapt to the outbreak of the pandemic, to counter the 'infodemic' that it created and the fast-changing regulatory environment that came with government responses.

"COVID-19 was everyone's duty of care wake-up call. If you weren't accounting for it before, you certainly should be now."

"Some of the new travel measures that have been enacted, such as quarantines, passenger locator forms, digitized health documents and COVID-passes, will almost certainly remain in place for some time to come in some parts of the world, especially for international travel. Let's not forget that COVID-19 wasn't the first pandemic the world has seen and is unlikely to be the last. Because of this, our COVID-19 travel intelligence will continue to remain important to those who want to stay safe and informed on their travels."

Risk assessment had become a core component of pre-trip approval workflows for most businesses even pre-COVID, and now presents a significant increase in demand as businesses get back to travel.

"COVID-19 was everyone's duty of care wake-up call. If you weren't accounting for it before, you certainly should be now. At many companies, a risk assessment is now mandatory before a trip is approved, even at a domestic level. During the pandemic, governments have also made last-minute legislative changes regarding lockdown rules and travel restrictions, which has meant that it has become vital for Travel Managers, Travel Arrangers and travelers to have access to emergency two-way communications tools."

And what's next for risk management solutions beyond the COVID-19 response era? Nordlien predicts:

- Extreme weather events because of climate change will be more common than ever before
- The effects of natural disasters, such as storms, wildfires and monsoon rainfall, will continue to increase in severity
- Cyberattacks will increase as businesses, government and organizations continue to transfer functions and operations to the digital world.

"Riskline is always working towards improving and evolving our products to meet changes in the travel industry. In preparation for increased levels of travel, we have several product updates in the pipeline, such as improvements to our Alert Messaging capabilities and mapping systems. This year our AI sourcing tool added COVID-19 related items to their results feed, allowing our analytical team to be alerted to travel restriction changes more quickly. We're also currently looking at automating some of our COVID-19 measure sourcing, including experiments in machine learning."

focus area 6
SUSTAINABILITY

Expert Insights: **South Pole**

TOP TAKE-AWAYS:

- The consequences of inaction are more expensive than being proactive in environmental, social, and corporate governance
- Those businesses investing in ESG initiatives now will be ahead of coming policies, global shocks and social preferences
- Short-term action and better tracking of performance is required to see tangible emission reductions

Sustainability is becoming increasingly important to business travel policies. Historically, these policies have focused mainly on carbon footprints and had limited mandating of sustainable travel suppliers.

Travel Managers now have an opportunity to re-evaluate their travel policy and success metrics by considering what will support the business's environmental goals, as well as support its social and corporate governance objectives. These might include:

- Implementing policies that promote the use of sustainable travel suppliers, and offsetting carbon emissions created by the travel program
- Measuring the impact of business travel on business performance (sales generation, customer retention, employee engagement, supply chain management)
- Establishing policies that support the increased safety and well-being of travelers

- Measuring the direct and indirect impact of business travel activity on community prosperity and local economic growth.

South Pole develops and implements comprehensive emission reduction projects and strategies that turn climate action into long-term business opportunities for companies, governments, and organizations around the world. CTM interviewed **South Pole's Jorge Acevedo, Carbon & Renewables Account Manager**, to find out how COVID-19 has impacted environmental sustainability.

"Businesses should look to increase their focus on developing their ESG initiatives and objectives post-pandemic. The consequences of inaction are more expensive than being proactive in environmental, social, and corporate governance. In a dynamic, complex and uncertain world, being prepared is not only a matter of resilience but a matter of differentiation. Those businesses investing

in ESG initiatives now will be ahead of coming policies, global shocks and social preferences", says Acevedo.

South Pole's recent report, "The Push and Pull of Net Zero: Drivers of Climate Action" [6], based on a survey of over 200 sustainability leaders representing 15 sectors across 5 continents - found that 45% of organizations have set a net zero target and 29% are considering setting one. "Pressure from investors and consumers has increased even throughout the pandemic, and our report found that 75% of organizations see pursuing net zero as an opportunity to respond to these stakeholder demands. The pressure of a market demanding responsible business and the political pressure from countries racing to achieve their claims will only strengthen the trend towards net zero emissions by 2050" says Acevedo.

So how has COVID-19 changed the way we measure sustainability performance? Acevedo explains, "COVID-19 has highlighted the need for more short-term

"The consequences of inaction are more expensive than being proactive in environmental, social, and corporate governance."

action and better tracking of performance. While it is crucial to have net zero by 2050 targets in place at government and business levels, we need to see tangible emission reductions from today and set interim targets along the journey to ensure accountability."

Businesses understand the role of business travel in driving growth, innovation, and engagement. According to CTM's 2022 Business Travel Survey, business travelers are most looking forward to engaging with partners and suppliers in 2022 (18%) followed by servicing and retaining customers (14%).

Businesses have had to adapt to remote working and embrace the collaboration technology phenomenon; however, the long-term consequences are that the basics of know-how can't be translated as effectively. People need to engage with others in-person to demonstrate, educate and innovate.

In September 2020, Mastercard conducted research [7] using aggregated data to reveal some interesting insights on how travelers' knowledge manifests in a country's economy. It found that without business travel, countries share less know-how and, as a result, grow and diversify their economies less. So much so that, **if international business travel were to shut down completely, global GDP could shrink by double-digit percentages**.

There is a growing awareness across the global business community of climate change realities, and the direct and indirect impacts of business practices on the environment. As such, businesses are increasing their commitment to sustainable business practices and how they can reduce their overall carbon footprint.

Despite the pandemic, travel suppliers and TMCs have continued to invest in developing enhanced sustainable travel solutions, such as:

- Airlines, such as Delta, are using sustainable aviation fuel to reduce emissions, and the industry has long-term views to use hydrogen fuel created by renewable energy like wind or solar [8].
- Hotels [9] have established waste reduction standards, taken steps to increase sourcing of renewable energy and plans for low-carbon buildings.
- Travel management companies have evolved their technology and services to support advanced sustainability reporting, the ability to identify sustainable supplier solutions at the point of sale, and offset carbon emissions generated from business travel.

This allows for Travel Managers and travellers alike to make more informed decisions about the environmental impact of the services they choose.

"COVID-19 has shown us how quickly we can find solutions to seemingly insurmountable challenges when we collaborate, remove political barriers, and move money to where it's needed - so we must apply the same urgency to tackling the climate crisis", said Acevedo.

IN CONCLUSION

There will continue to be world events, disrupters and advancements in technology that will drive change and create opportunity for business travel transformation. How we embrace these opportunities and adapt will determine the success of business travel programs.

This playbook has explored six evolving travel themes to aid Travel Managers in the evolution of their business travel programs to support business continuity and growth, collaboration, a sense of community, competition and exploration.

At CTM, our strategic Account Management teams work hand-in-hand with our customers to identify and explore opportunities to enhance travel programs in line with their business's objectives and priorities.

With a fresh view to business travel, learn how CTM can assist you with your travel program by connecting with our team today.

RESOURCES

[1] Deloitte Insights - Return to a world transformed, How the pandemic is reshaping corporate travel, August 2, 2021.

[2] Globe St – New analysis has majority returning to office in Q1 2022, October 1, 2021.

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[7] Mastercard - How the shutdown of business travel impacts economic development, September 1, 2020.

[8] Amenity Analytics – ESG Spotlight: Sustainability objectives take flight in the airlines sector, February 12, 2021.

[9] EHL Insights – Sustainable hotel management: Trends hoteliers should keep track of.

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