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Key Learnings from 2022 for 2023:
Looking Back to Look Forward

Will Tate

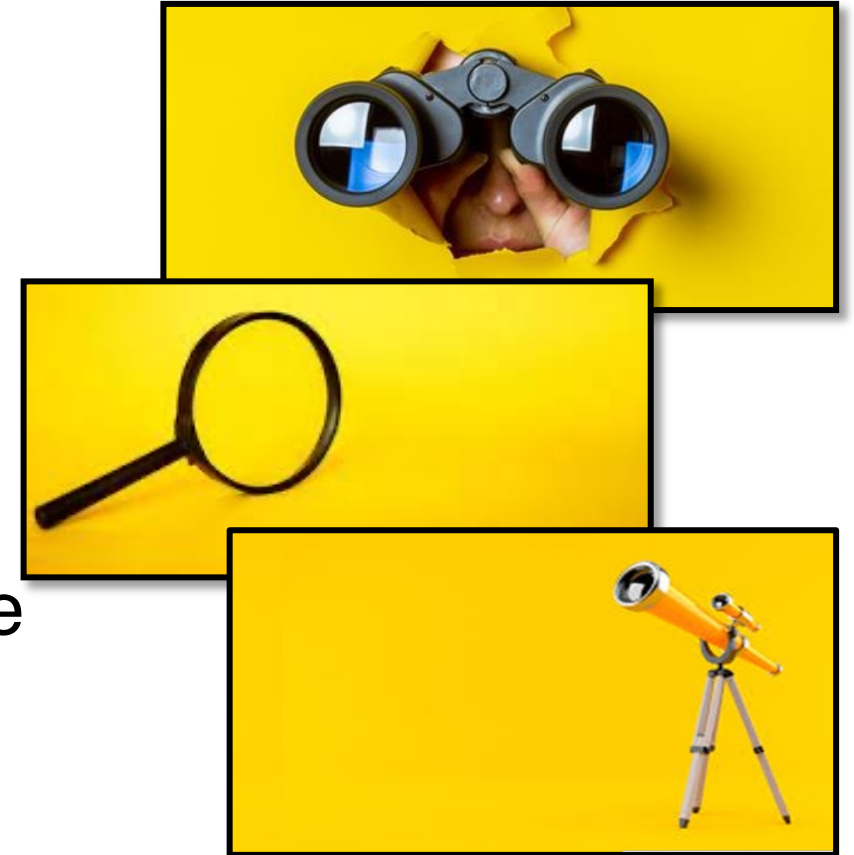
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Our Agenda

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- Travel Strategy
- Learnings from 2023 for 2023
 - Travel Policy
 - Supplier Contracting
 - Safety and Security Measures
 - Industry Changes
- Spotlighted: DE&I and Traveler Experience
- Q&A welcome anytime!



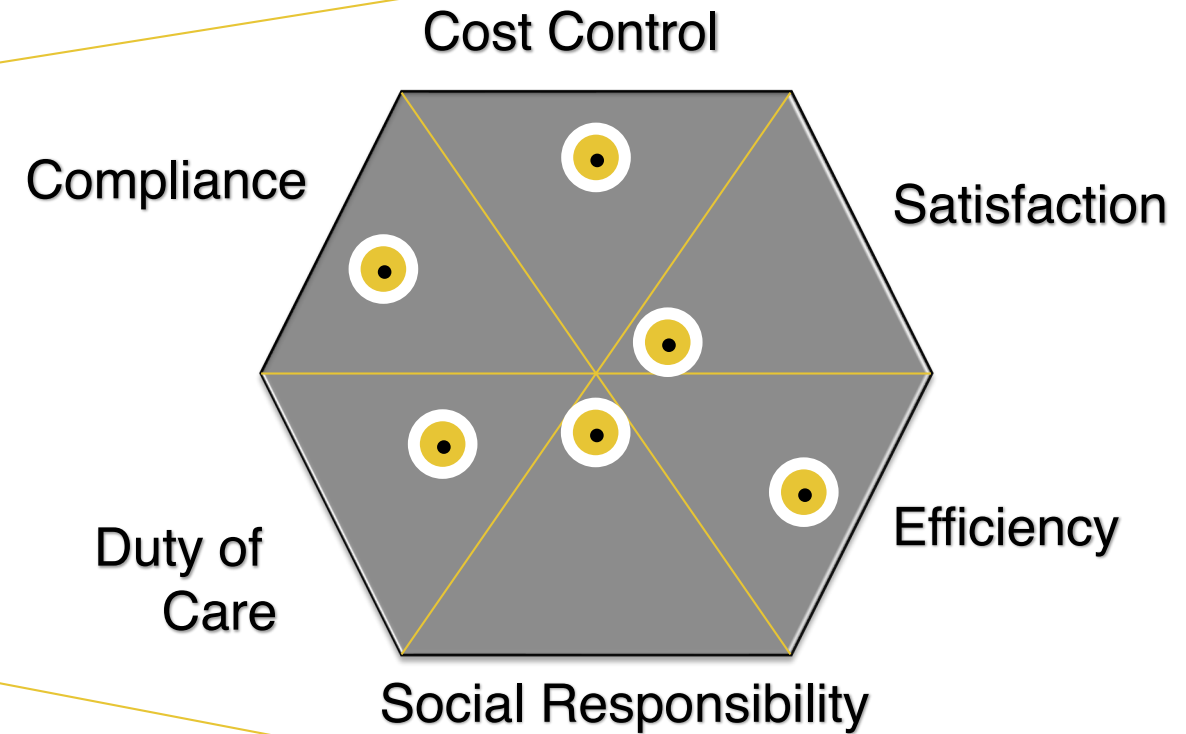


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Travel Strategy

Strategy Drivers – What's Your Balance?

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Strategy and Tactics

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Strategy without tactics is the
slowest route to victory.
Tactics without strategy is the
noise before defeat

Sun Tzu

Strategy?

6



Delta 
@Delta

Name a city that changed your life.

12:00 PM · 1/20/22 · [Sprinklr Publisher](#)

205 Retweets **5,328** Quote Tweets **2,556** Likes



Strategy vs. Tactics

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Strategy

- Intent
- What needs to be done and why
- High-level thinking
- Aligned with goals/objectives
- Defining the future
- Formed by leaders
- Focus on effectiveness
- Intangible

Where you want to go

Tactics

- Putting intent into action
- How it must be done
- Concrete actions
- Aligned with strategy
- Day-to-day execution
- Executed by managers
- Focus on efficiency
- Tangible

How you'll get there



Famous Strategies

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Common Strategy Mistakes

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Front-loading your strategy

Ignoring culture

Relying on others to tell you what to do

Over-complicating strategy

Travel Strategy Areas

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- **Company**
 - Governance
 - Cultural Alignment
 - Stakeholders
 - Communication
 - Alignment
 - Funding
- **Infrastructure**
 - Risk
 - Travel Team
 - Policy
 - TMC/OBT/Mobile
 - Meetings
 - Technology
 - Payment (Card and Expense)
 - Data / Reporting
- **Category**
 - Air
 - Lodging
 - Ground
- **Other**
 - Stakeholder Satisfaction
 - Dining
 - Parking
 - Performance Monitoring



Aligning our Story





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Travel Policy Learnings

Travel Policy Learnings

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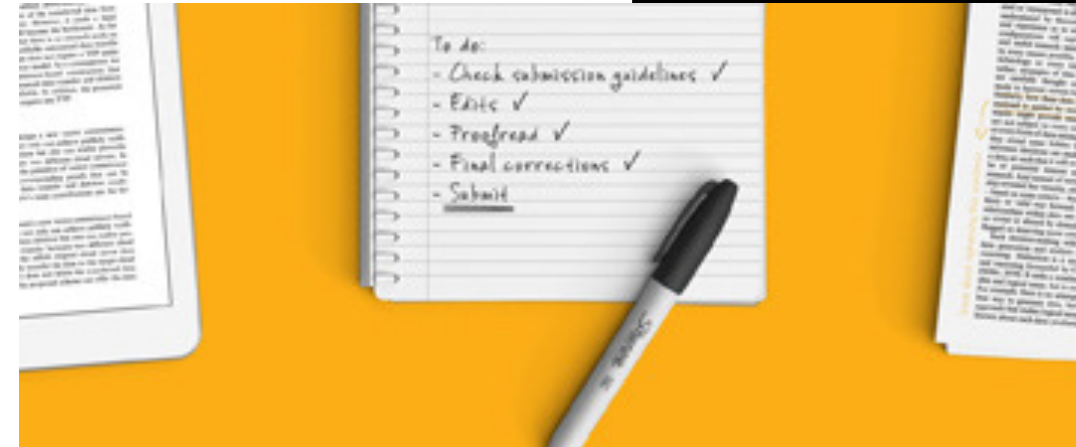
- Why Change?
 - Safety/Security
 - Talent War
- Health and Safety
 - PPE reimbursement
 - Quarantine/Isolations
- Air Travel
 - Non-Stop over Connections
 - Less Alternate Airports
- Lodging
 - Tiering Down
 - Mixed on Shared Accommodations



Travel Policy Learnings

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- Ground
 - Personal Use
 - Accepted Shared Rides
- Process
 - Ticket Re-Use
 - Halt or Grow Digital Bookings
 - Pre-Trip Approvals





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Supplier Contracting Learnings

Supplier Contract Learnings

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- All
 - Vetting customers
 - Labor Challenges
 - TMC Proprietary rates and Corporate Rates
- Ground
 - Inventory Realignment
 - Electrification

Supplier Contract Learnings

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- Meetings Management
 - Small Meetings Roared
 - Self-Booking Tech Everywhere
- Charge Cards
 - Hyper-competitive
 - Virtual becoming mainstream
- Re-Shopping
 - Air
 - Hotels
- TMCs
 - Flexible to build solutions
 - Retaining employees/customers is key



Air Learnings

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- Determine the right focus between coverage and compliance
- Monitor industry financial performance
- Review policy for ancillary spend
- Include ancillaries in LLF definition
- Assess value chain capabilities for NDC, Retail
- Review booking channel strategy
- Measure and Improve loyalty program usage

Hotel Learnings

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- Rate Plan Design
 - Static rates used for top, high volume properties
 - Dynamic rates for remainder of individual properties
 - Chainwide deals for increased coverage
 - Re shopping technology
- Program Management
 - Single platform
 - Report savings instead of price increases
 - More strategic relationships with chains
 - Multi-year deals (chainwide/dynamic)
 - Focus on total trip stay versus room rate
 - Increased consideration for CSR, Safety
 - Real time monitoring, measurement, and compliance management



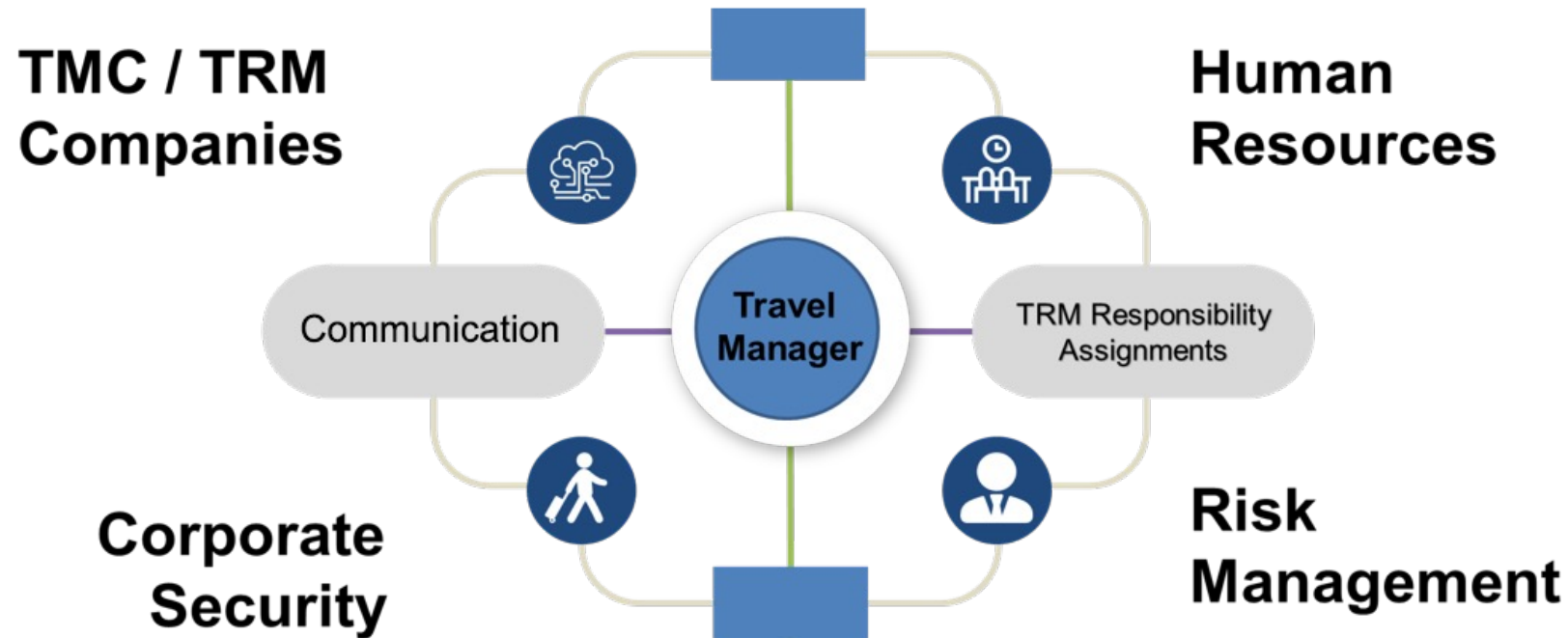
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Safety & Security Learnings

Safety & Security Learnings

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- Managed Travel Spotlight
- Third Parties Engaged
- Communication is KEY





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Industry Changes

Key Industry Changes

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- Continued M&A
- Sustainability Rises
- AI and Machine Learning are Here
- Return to Travel is Volatile
- Technology first Considerations
- Inspiration and Comradery Refreshed
- DE&I Prioritized
- Traveler Experience is Back in Front



DE&I Prioritized

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- Continued M&A
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- DE&I Prioritized



DE&I Challenges

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Organizations should immediately report data



Investors ask for impact data



Develop consistent model

Environmental data laid the
groundwork

DE&I Rating Agencies Inclusions

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Workforce, Engagement and Training

Customers

Community and Society

Data and IT Security

Human Rights

Rating agencies and Reporting frameworks



ROBECOSAM



Data Sources

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Collected, not public

Public companies
EEOC reporting

Public No Fee

- Company reports
- Narratives
- Workforce in total
- Employee Review Sites

Public for a Fee



Employee Review Sites

- Glassdoor
- Indeed
- Vault
- CareerBliss
- Kununu
- JobAdvisor
- Zippia
- Ratemyemployer
- TheJobCrowd
- LookBeforeYouLeap
- Comparably
- Yelp
- Fairygodboss

DEI Assessment Considerations

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- Board Gender Diversity (%)
- Board Cultural Diversity (%)
- Women Employees (%)
- New Women Employees
- Women Executive Employees (%)
- Women Managers (%)
- Diversity Process
- Diversity Objectives

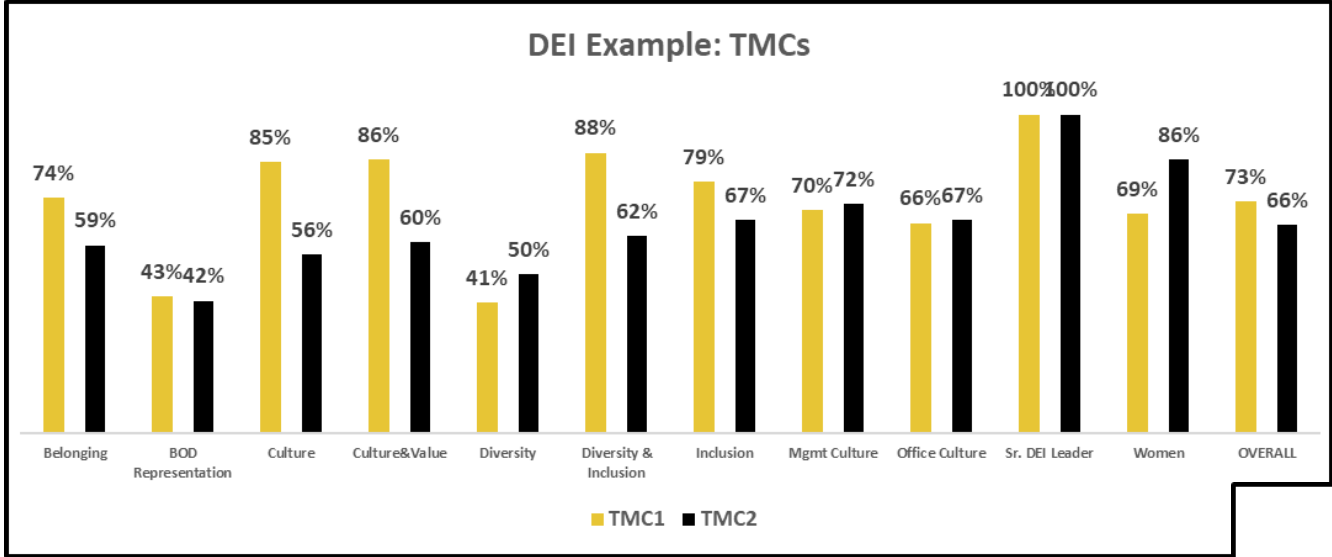
- HRC Corporate Equality Index
- Leadership
- Accountability
- Worker Diversity Metrics
- Talent Programs
- Workforce Practices
- Supplier Diversity
- Philanthropy

- Accountability and Transparency
- Combating Racism
- Pay Equity
- Gender Equity
- LGBTIQ+ Visibility
- Disability Champions
- New Career Pathways

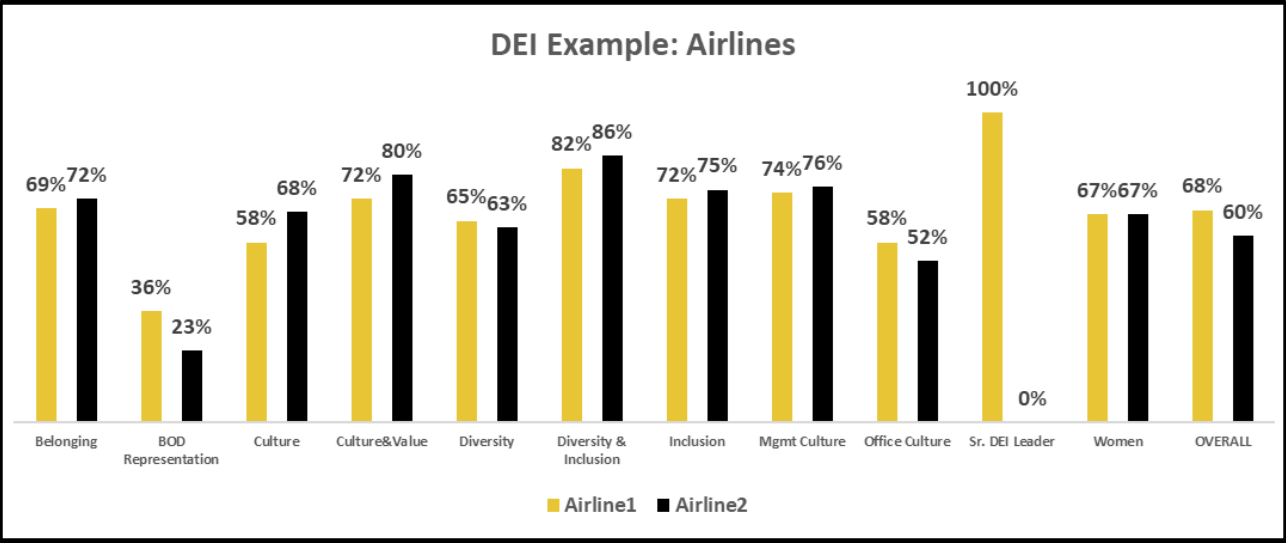
Sample DEI Alignment

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DEI Example: TMCs



DEI Example: Airlines



Traveler Experience is Back in Front

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Pandemic:
Command
and control

Post: Quiet
Period

Now: Traveler
Experience

Q & A





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