

Stress Triggers for Business Travelers

Traveler Survey Analysis



CWT Solutions Group





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1. Executive Summary

This study is the first part in a wider CWT initiative to shed light on the hidden costs of business travel caused by travel-related stress. As part of this research, we surveyed 6,000 business travelers around the world to understand what triggers stress during a typical business trip. The respondents were asked to score 33 stress factors based on their perceived intensity. From these responses, a strength measure was defined on a 10 to 100 scale (with 100 being the maximum perceived stress).

What emerged from this survey is that the 33 stress triggers studied can be grouped into 3 main categories (which are not mutually exclusive), based on the way they impact a traveler:

- 1. Lost time:** situation in which work is difficult or impossible (e.g. Flying economy on long haul)
- 2. Surprises:** when an unforeseen event occurs (e.g. Lost or delayed baggage)
- 3. Routine breakers:** inability to maintain one's habits (e.g. Unable to eat healthily at destination)

The main stress drivers reported by our respondents all have a "lost time" component and fall into at least one additional category (surprise and/or routine breaker):

- Lost or delayed baggage [79/100]
- Poor Internet connection at destination [77/100]
- Flying economy on Medium/Long haul [73/100]
- Delays [72/100]

Furthermore, we observed significant differences in the stress perceived by the different demographic groups we studied. For example:

- Women report on average four points of stress more than men (on the most stressful factors, defined as scores above 60/100).
- There is a cumulative effect of stress with increased travel frequency. A difference of four stress points is measured between frequent (over 30 trips per year) travelers and occasional travelers.
- Frequent travelers are more skilled at tackling surprises, but more distressed by "lost time" events.
- There is a high correlation among the demographic groups segmented by job seniority, age and trip frequency, creating similar patterns of perceived stress.
- For respondents living with a partner, traveling during weekends and long stays (over 3 days) generate an additional 8 points and 4 points of stress respectively compared to those living alone. The same effect is observed when comparing respondents with and without children.

This research lays the groundwork that will enable us to build an overall measure of stress and to assess the corresponding productivity impact on an organization. Our ultimate objective is to provide recommendations to tackle the hidden costs of business travel.



2. Introduction

Stress has been called the “global epidemic of the 21st Century” by the United Nations International Labor Organization. It is estimated that 30% of the world’s employees suffer from work-related stress. The loss of quality, absenteeism and turnover resulting from stress may represent between 1% and 3.5% of the Global Domestic Product in industrialized countries [Ref. 1].

However, this trend is not yet taken into account when corporations, travel management companies and consultants are addressing business travel. Today, most companies’ travel policies and programs are designed with a focus on a few main areas: spend, safety and security and CO₂ emissions.

As a global leader in corporate travel management, CWT decided to study the extent to which business travel is affecting the stress levels of employees and to develop what it has called the “Travel Stress Index” (TSI). The TSI is aimed at quantifying the stress and subsequent cost that employees incur from traveling and at helping buyers make better travel policy decisions to improve productivity.

“ ... the big picture of direct travel savings versus employee productivity will need to become a company-wide initiative.”

Through these findings and the TSI, CWT will illustrate that there are ways to reduce the impact of travel-related stress both on employees and on a company’s bottom line. For example, a company might adopt a travel policy that saves \$1 million a year by putting more travelers into economy class, but what they don’t realize is that the impact of this decision is actually costing \$3 million a year in lost productivity or other traveler stress that reveals itself in sick days, etc. The travel stress index will consider all of these factors so buyers can make more informed decisions.

Traveling smarter rather than less will be the way to find the optimal balance between the superficial costs of travel and the hidden ones.

For this to take place, the big picture of direct travel savings versus employee productivity will need to become a company-wide initiative. The notion of Duty of Care is moving beyond the borders of managing safety and security and tracking traveler whereabouts, and departments such as human resources and corporate social responsibility will also need to be involved.

As a foundational step in developing the TSI, CWT conducted a detailed survey of business travelers around the globe to gain an understanding of the specific triggers of travel-related stress. The analysis presented in this paper is one of the most advanced studies of stress in business travel undertaken to date, based on the number of respondents, the scope of the questionnaire and subsequent findings.



3. Object and Scope of the Study

This study is based on an online survey of business travelers from various industries and geographical regions.

- The survey was completed by business travelers from eight of CWT's client companies; to participate, a traveler had to have taken at least one air trip within the last 12 months.
- The analysis presented uses responses gathered from 6,000 travelers between July 10, 2012 and September 3, 2012.

*Based on the responses
of 6,000 travelers...*

The survey was developed to measure the perceived stress generated by 33 possible stress factors covering pre-trip and post-trip activities, as well as transportation and destination-related factors.

When constructing the list of questions, we were mindful of the time required by respondents to answer, and have therefore chosen to focus chiefly on those stress factors that can be controlled through travel policy modifications and targeted client traveler advice. Hence the survey excludes stress triggers specific to leisure travelers (baggage limitations, low-cost carrier flights, etc.) or some of the personal stress triggers such as air travel anger caused by interaction with other passengers or airline staff [Ref. 2].

3.1 Respondent Demographics

The survey contains eight questions designed to pinpoint the demographic segment to which the respondent belongs. This segment is defined by the respondent's:

- country of residence
- age
- gender (male/female)
- living with a partner or not
- having children (yes/no)
- level in the organization: associate, manager, director, vice president, senior vice president and above, or administrative and support roles
- trip frequency in air trips/year: 5 or fewer, 6-10, 11-20, 21-30, 31 or more
- number of languages spoken: 1, 2, 3, 4 or more

To address potential privacy concerns, some of the questions above were optional. Among the optional questions, the largest opt-out rate corresponded to "age", which was not provided by roughly 6% of the respondents.

3.2 Stress Trigger Questions

The 33 stress-triggering activities investigated were loosely divided into four categories:

- Pre-trip: seven questions
- Transportation (air, rental car, taxi): 13 questions
- Destination: 12 questions
- Post-trip: one question

For each question the respondents were asked to provide a 1-10 rating of the associated stress perceived, with 10 corresponding to the highest perceived level of stress. The option to select “Non-Applicable” was also provided.

3.3 Stress Scoring Methodology

For a given stress factor i ($i = 1, \dots, 33$) we define its strength SF_i as the average ranking over all responses, multiplied by 10. In mathematical terms:

$$SF_i = 10 \times \bar{R}_i$$

where \bar{R}_i is the average score over all responses to question i . The multiplication by 10 brings the range of possible SF_i values to [10-100]. The scale of 100 is very convenient for discussing small differences among various stress factors.

Strength Scale and Statistical Significance

Given that the survey answer scale is 1 to 10, medium strength stress (in SF points) corresponds to 50-60 points. As will be discussed in the next section, 60 points or more indicate high-stress factors; below 60 points indicate medium to low-stress categories.

When considering the large number of survey respondents, the typical statistical uncertainty size is below one point. Differences of two points or more are statistically significant. A few exceptions to this rule are found and discussed in the demographic analysis (Section 5) where strength uncertainties may approach 2-3 points of stress.

Having introduced the stress factors and discussed the notion of strength, we may state that the value of our study lies primarily in:

- **Identifying the order of the 33 stress factors according to their perceived intensity.** For example, while it is obvious that both losing one's baggage and traveling during the weekends are stressful events, it may be less obvious that the average perceived stress levels are significantly different between the two events.
- **Understanding how the 33 stress factors are perceived by different demographic segments.** As we will show in Section 5, not every traveler reacts to stress in the same way. Significant differences in reactions to stress are measured in different groups such as junior-senior, male-female, frequent-occasional travelers etc.



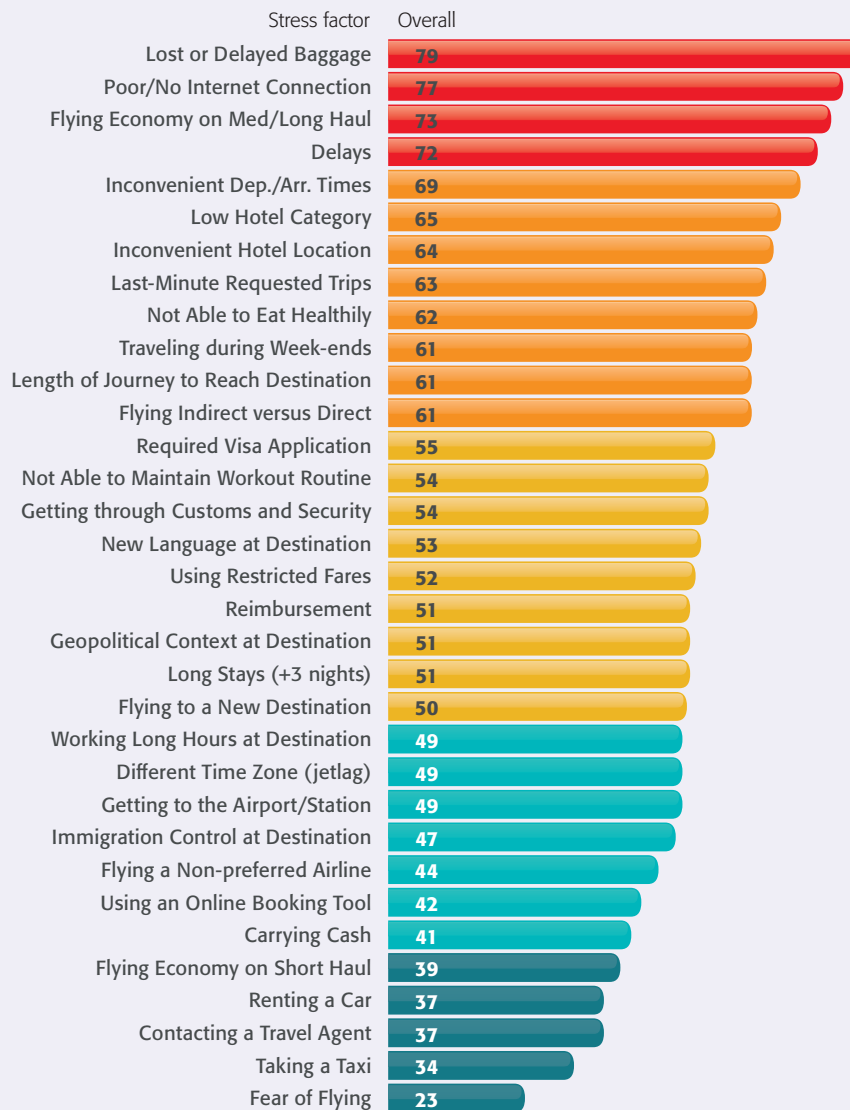
4. General Results

In section 4.1 we present the strengths of the individual stress factors investigated through our survey. A new classification of these factors is introduced in section 4.2 in order to facilitate the presentation of the results. In section 5 we will present an in-depth look at the stress results by demographic segment.

4.1 Stress Factor Strengths across All Survey Taker Population

In Table 1 and Figure 1 we present the strengths (average score multiplied by 10) of all 33 factors in order of their magnitude, based on data from all of the respondents.

Figure 1: Stress-trigger ranking by perceived strength.



Each individual stress factor has a maximum possible strength of 100 points - attainable if all respondents selected a score of 10 for the question corresponding to this factor.

As previously mentioned, each question requires the respondent either to rank the stress perceived from 1 to 10 (10 being the highest perceived stress) or to answer “Non-applicable”. The numbers of survey takers providing a score is shown in the next to last column of Table 1, expressed as a percentage of the total population of 6,000. The difference up to 100% is accounted for by those survey takers who answered “Non-applicable” for the given questions. The “Non-applicable” answers are excluded when calculating the averages.

As previously discussed, the medium strength stress region (in SF points) corresponds to 50-60 points. There are 12 stress factors with strengths exceeding 60 points. Of these, the top four most stressful factors are above 70 points each:

- Lost or Delayed Baggage [79]
- Poor / No Internet Connection [77]
- Flying Economy on Medium / Long Haul [73]
- Delays [72]

4.2 Alternative Classification of Stress Triggers

When interpreting the results of the survey, it became apparent that a more appropriate classification of stress factors was required; one which was not based on the chronological order of various stages of the trip, but rather on how stress affects the individual.

We can define three, non-mutually exclusive sources of stress: lost time, surprises and routine breakers. In this section, we will explain each of these three factors:

Lost time. Stress occurs when travelers are in a situation in which it is difficult or impossible to work (e.g. lack of ability to use laptop). It is a reality that when travelers are on the road, day-to-day office work tends to accumulate, and thus additional time will be required to “catch-up”. If addressing this extra work is not possible during the trip (either in the plane or at the hotel), then the additional workload will generate stress upon return.

“We can define three, non-mutually exclusive sources of stress: lost time, surprises and routine breakers”

Examples of lost-time stress factors: flying coach on long haul flights (where there is less space to use a laptop), or difficulty connecting to the internet at the hotel.

Surprises. Stress can arise when “surprises”, or unforeseen events, take place during the trip. For example, losing one’s baggage requires replacing the lost content, often in a short space of time. This presents multiple uncertainties under tight deadlines, which produces considerable stress.

Routine breakers. These are events that are not truly unexpected, but nevertheless interrupt routine activities. For example, not being able to maintain a healthy diet or workout routine at the destination may be stressful, even though it may have been anticipated before departure.

Table 2 (cf page 14) shows how the 33 stress factors are distributed along these three stress components. The notation used in this table indicates the impact of the event occurring.

4.3 Interpretation of General Results

Highest-stress factors: scores above 70

We observe four factors scoring above 70 over the entire respondent population. Each of these four activities:

- Falls in multiple stress categories (lost time, surprises or routine breakers)
- Has a lost time component, two of them with “High” impact

Lost or Delayed Baggage [79]: as previously mentioned, this event requires devising and executing an alternative plan in a very tight timeframe. It is a high-impact surprise, there is time lost in the process, and it may affect the daily routine (meals, workout or rest plans).

Poor Internet Connection [77]: Internet service is now a standard amenity in most hotels chosen by business travelers. When this service is not (fully) available, the possibility to work and react to professional situations is drastically reduced.

Flying Economy on Medium/Long Haul [73]: reduces the possibility to work for a suitable length of time or to rest properly as required by the daily routine.

Delays [72]: this is a “surprise” element, which may affect the routine (especially on the return leg of the flight) and may also result in lost time such as missing a meeting or skipping some of the activities required in preparing a meeting.

Medium-High stress factors: scores between 60 and 70

We observe eight factors scoring in this range:

Inconvenient Departure or Arrival Times [69]: while expected, it requires some changes to the usual routine, such as waking up earlier or skipping “family time” in the evenings.

Low Hotel Category [65]: breaks the routine as it is less likely to offer the opportunity to rest comfortably.

Inconvenient Hotel Location [64]: requires travelers to wake up earlier, may limit dinner options (location and time), and may include the added hassle of finding ground transportation to reach the meeting place.

Last-Minute Requested Trips [63]: by definition this falls in the “surprise” category. It breaks into travelers’ personal lives: planned events or daily routine (e.g. kids’ drop-off and pick-up) may need to be modified, which in turn puts a strain on the existing work-life balance.

Not Able to Eat Healthily [62]: this rarely comes as a surprise to travelers, yet finding an alternative to this routine-breaking factor is often difficult.

Traveling During Weekends [61]: heavily affects personal life or family routine.

Length of Journey to Reach Destination [61]: while neither unexpected, nor an obstacle to work, it can be very tiring and certainly has an impact on the “rest” routine. It can also be tiring to Fly Indirect versus Direct [61].

Low-Medium stress factors: score range 30-60

Analyzing this score range, it is apparent that the perceived stress (rating) incorporates an inevitability component, associated with unavoidable tasks [Ref. 3]. This includes:

- Medium-stress activities such as applying for a visa, getting through customs and security, filing expense reports, a new language or geopolitical context at destination [50-60]. Some of these factors include a possible “surprise” component, such as being retained for a detailed security check, being denied a visa, or being faced with an emergency situation in a politically-volatile destination country.
- Low-stress activities such as booking the flight, getting to the airport or traveling from the airport to the hotel once at the destination. These rank lower in the stress list due to the lack of a high-impact possible “surprise”.

Lowest stress factor (below 30): fear of flying

Besides **inevitability**, the perceived stress also incorporates a natural **probability** component, or the likelihood of the event happening. The impact of an air crash is catastrophic, yet the associated probability is very small. These two factors (high-impact, low-probability) combine to make up the observed stress ranking [23].

Table 1: Stress-trigger ranking by perceived strength.

Rank	Stress factor	Overall	Respondents	Activity class
1	Lost or Delayed Baggage	79	94%	Transportation
2	Poor/No Internet Connection	77	98%	Destination
3	Flying Economy on Med/Long Haul	73	91%	Transportation
4	Delays	72	99%	Transportation
5	Inconvenient Dep./Arr. Times	69	99%	Transportation
6	Low Hotel Category	65	97%	Destination
7	Inconvenient Hotel Location	64	98%	Destination
8	Last-Minute Requested Trips	63	91%	Pre-Trip
9	Not Able to Eat Healthily	62	98%	Destination
10	Traveling during Week-ends	61	95%	Pre-Trip
11	Length of Journey to Reach Destination	61	98%	Transportation
12	Flying Indirect versus Direct	61	97%	Transportation
13	Required Visa Application	55	78%	Pre-Trip
14	Not Able to Maintain Workout Routine	54	96%	Destination
15	Getting through Customs and Security	54	97%	Transportation
16	New Language at Destination	53	92%	Destination
17	Using Restricted Fares	52	95%	Pre-Trip
18	Reimbursement	51	99%	Post-Trip
19	Geopolitical Context at Destination	51	86%	Destination
20	Long Stays (+3 nights)	51	95%	Pre-Trip
21	Flying to a New Destination	50	98%	Destination
22	Working Long Hours at Destination	49	98%	Destination
23	Different Time Zone (jetlag)	49	96%	Destination
24	Getting to the Airport/Station	49	99%	Transportation
25	Immigration Control at Destination	47	89%	Destination
26	Flying a Non-preferred Airline	44	95%	Transportation
27	Using an Online Booking Tool	42	90%	Pre-Trip
28	Carrying Cash	41	97%	Destination
29	Flying Economy on Short Haul	39	97%	Transportation
30	Renting a Car	37	94%	Transportation
31	Contacting a Travel Agent	37	93%	Pre-Trip
32	Taking a Taxi	34	96%	Transportation
33	Fear of Flying	23	93%	Transportation

Each individual stress factor has a maximum possible strength of 100 points - attainable if all respondents selected a score of 10 for the question corresponding to this factor.

Table 2: Classification of stress triggers by source category.

Rank	Stress factor	Overall	Lost Time	Surprise	Routine Breaker
1	Lost or Delayed Baggage	79	+	++	~
2	Poor/No Internet Connection	77	++	+	++
3	Flying Economy on Med/Long Haul	73	++		+
4	Delays	72	+	+	+
5	Inconvenient Dep./Arr. Times	69			++
6	Low Hotel Category	65			++
7	Inconvenient Hotel Location	64	+		+
8	Last-Minute Requested Trips	63		+	++
9	Not Able to Eat Healthily	62			++
10	Traveling during Week-ends	61			++
11	Length of Journey to Reach Destination	61			++
12	Flying Indirect versus Direct	61	+	+	
13	Required Visa Application	55	++		
14	Not Able to Maintain Workout Routine	54			+
15	Getting through Customs and Security	54	+	+	
16	New Language at Destination	53		+	
17	Using Restricted Fares	52		+	
18	Reimbursement	51	+	~	
19	Geopolitical Context at Destination	51		++	
20	Long Stays (+3 nights)	51			++
21	Flying to a New Destination	50		+	
22	Working Long Hours at Destination	49			+
23	Different Time Zone (jetlag)	49			+
24	Getting to the Airport/Station	49	+	+	
25	Immigration Control at Destination	47	~	+	
26	Flying a Non-preferred Airline	44		~	
27	Using an Online Booking Tool	42	+		
28	Carrying Cash	41		~	
29	Flying Economy on Short Haul	39	+		
30	Renting a Car	37	+		
31	Contacting a Travel Agent	37	~		
32	Taking a Taxi	34	~		
33	Fear of Flying	23		++	

The following notation is used to characterize the impact: “++” = High, “+” = Medium, and “~” = Possible, but typically small.



5. Main Results from the Demographic Segment Analysis

Along with an overall global view of stress factor ranking, it is interesting to analyze how different segments of the business traveler population perceive travel stress.

This type of analysis is done by isolating different traveler segments (by gender, age, etc.) and measuring the average stress in each sample. Of the 33 stress factors:

- We will focus primarily on the highest-stress and medium-high stress categories, or the top 12 factors with scores above 60 in Table 2.
- For the low-medium categories (scores below 60), we will point out cases where significant differences have been noted.

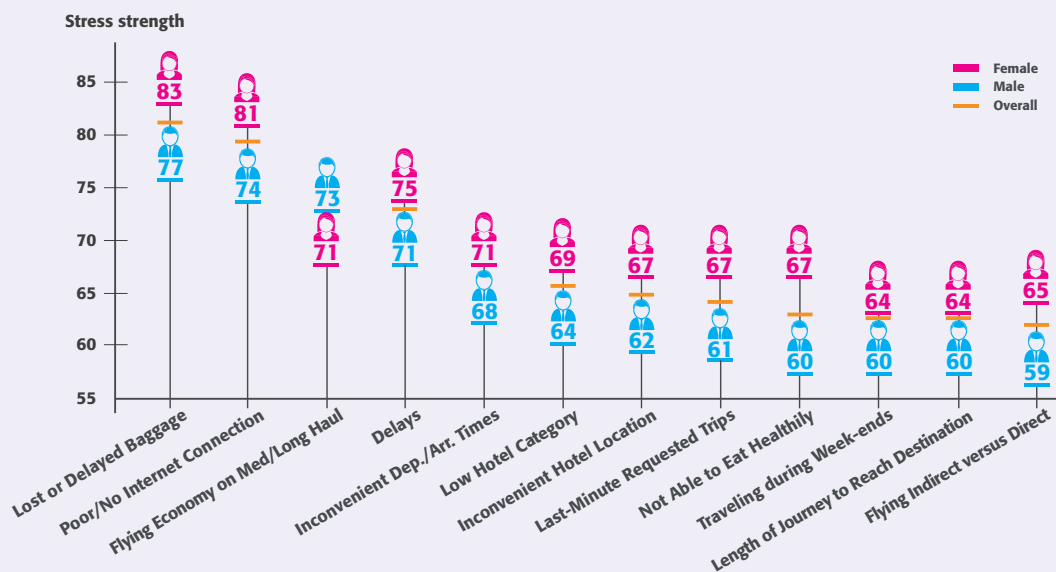
5.1 Travel Stress by Gender

The split of respondents in our survey is roughly 1/3 women and 2/3 men. Our main findings regarding the split by gender are the following:

- **In the highest-stress and medium-high stress categories, women report on average four points of stress more than men.**
- Lost or Delayed Baggage is the most stressful event for women [83 points, versus 77 points for men]. In fact, the observed score of 83 is the highest among all stress factors and across all demographic segments investigated.
- Not being able to eat healthily [67 points]: women report a stress level which is 7 points above that reported by men. In the same way, a 7 point difference is caused by having poor or no Internet connection at the hotel.

“ (...) women report on average four points of stress more than men. ”

Figure 2: Stress-trigger strengths broken down by gender.



A surprising finding is that women are less stressed about flying economy than men are by two to three points. This is somewhat unexpected, as convenience and the importance of maintaining a daily routine is a common theme among the responses given by women ; with hotel stay, increased workload, weekend travel, long-stays etc. were noted as significant stress factors among the female respondents.

5.2 Travel Stress by “Partner” Status

Approximately 20% (1,200 persons) of the survey takers reported a “no-partner” status. Between the “partner” and “no-partner” groups, the most significant differences are the following:

- Traveling during weekends is significantly more stressful (+8 points) for travelers living with a partner [63 versus 55 points]. This is to be expected, as weekends often represent “free” time spent with a partner or family members. Traveling during the week is perceived to be easier in terms of managing a personal relationship; the cumulative impact of long stays (over three days) introduces +4 points of additional stress for those living with a partner compared to those in the “no-partner” group.
- Flying economy on medium/long haul flights is more stressful (+6 points) for travelers living with a partner. Part of this is explained by the age difference between the two groups. The age factor is discussed in section 5.4.

5.3 Travel Stress by “Children” Status

There is a large overlap between the results obtained in the two demographic subspaces based on “partner” and “children” status.

An interesting observation is that travelers with children are less concerned (-5 points) about working long hours at destination than those without children. A similar finding is reported in Ref. [3] where it is argued that children help to emotionally sustain employees while on business trips.

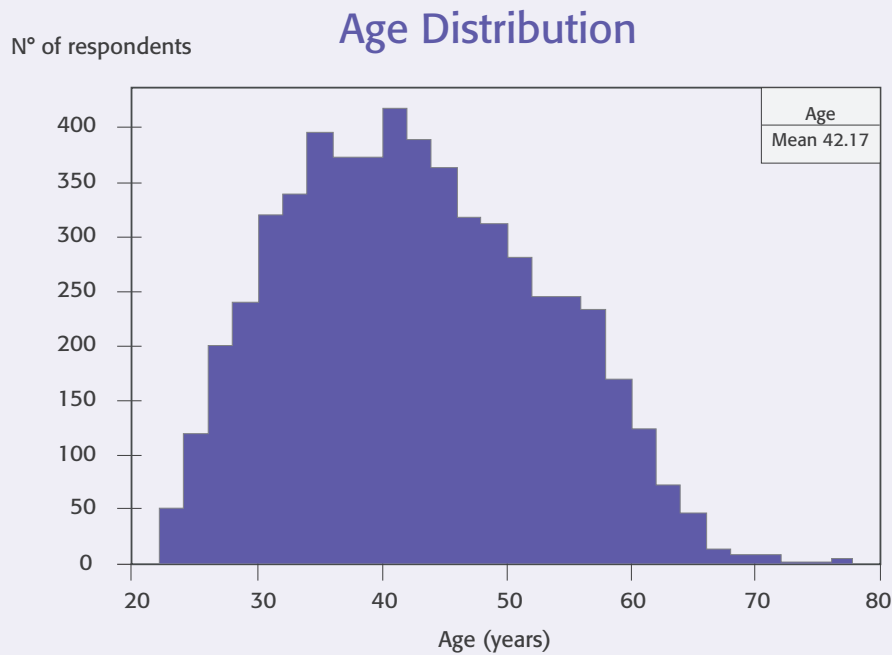
“ *Large overlap between travelers living with a partner and those with children.* **”**



5.4 Travel Stress by Age

The age distribution of our survey respondents is shown in Figure 3.

Figure 3. Age distribution for the survey respondents. The average age is 42.



To ensure a low level of uncertainty for our statistical conclusions, we have divided the age range into five wider intervals:

- Under 30-years
- Between 30-39
- Between 40-49
- Between 50-59
- Between 60 and above

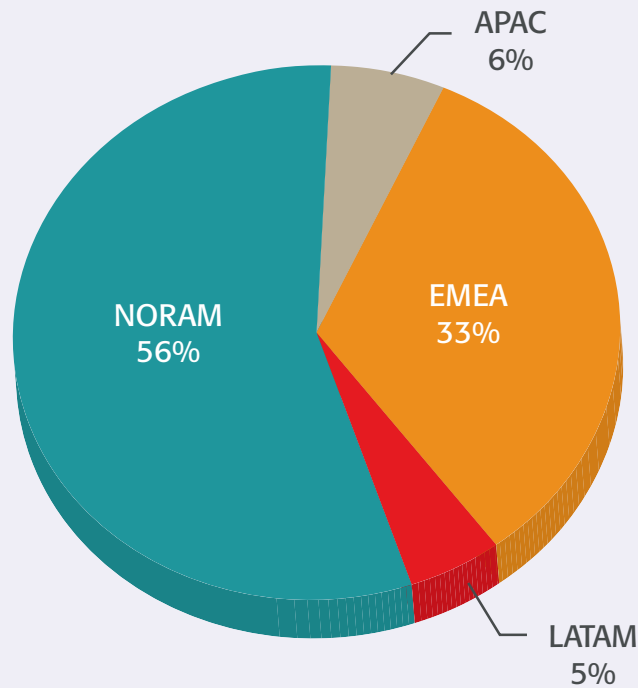
For these five age groups, we extracted the stress factor strengths; our main conclusions are:

- Flying economy on medium or long haul flights becomes more stressful with age: the increase is +15 points between the youngest age group and the most senior one. This may be explained by an increased level of fatigue with age. Differences of a similar nature are seen in Traveling during Weekends (+9 points), Low Hotel Category (+7 points) and Getting through Customs and Security (+8 points)
- Compared to the younger segments, the most senior age group strongly prefers calling the agent to using an Online Booking Tool.
- The older the traveler, the lower the level of stress reported for working long hours at destination – a progressive stress decline of 7 points.

5.5 Travel Stress by Geographical Region

The split of the respondents by geographical region is: 56% from the USA and Canada (NORAM region), 33% from Europe Middle East and Africa (EMEA region), 5% from Central and South America (LATAM region), and the remaining 6% from the Asia-Pacific (APAC) region. Figure 4 shows this breakdown. **NOTE:** Due to the low levels of responses from travelers in LATAM and APAC, the results obtained for these regions have larger uncertainties (approximately 2-3 stress points).

Figure 4. Breakdown of respondents by region.



- Poor or no Internet Connection and Lost Luggage are the highest stress factors in the NORAM region (78 points).
- The largest difference in perceived stress strengths corresponds to the presence of a new language at destination: 62 points in NORAM versus 40 points in EMEA, a +22 point differential. This is explained by the language diversity on the European territory meaning larger exposure to a new-language situation (lower degree of “surprise” for European travelers). The same cultural-variety argument explains the +9 points difference between NORAM and EMEA travelers regarding flying to a new destination.
- Taking a taxi is more frequent in Europe, while rental-car use is more widespread in NORAM. This creates +8 and -5 point differences, respectively, between the strengths of these two activities in NORAM versus EMEA.
- NORAM travelers perceive more stress than other regions by not being able to maintain their exercise routine: 56 stress points in NORAM versus 49 in EMEA.

“*The largest difference in perceived stress strengths corresponds to the presence of a new language at destination (...) and flying to a new destination.*”

5.6 Travel Stress by Number of Languages Spoken

It is expected that travelers speaking several languages will have an easier time getting around at their destination, especially in countries with a different culture or language than that of their country of residence.

- For having a new language at destination, we measure differences of +16, +7, and +1 points among the 1-2, 2-3, and 3-4 or more spoken languages segments, respectively. For example, this situation causes an average stress rating of 63 in the single-language group, compared to 39 reported by travelers speaking four or more languages.
- Similarly, flying to a new destination generates a 12 point difference between the two groups (one language versus four or more), while taking a taxi induces a seven-point difference.

5.7 Travel Stress by Trip Frequency

Our respondent pool was divided into five groups based on the reported trip frequency:

- 5 or less trips/year [34% of all respondents]
- 6-10 trips/year [26% of all respondents]
- 11-20 trips/year [20% of all respondents]
- 21-30 trips/year [10% of all respondents]
- Over 30 trips/year [9% of all respondents]

The analysis of the responses from these groups showed that:

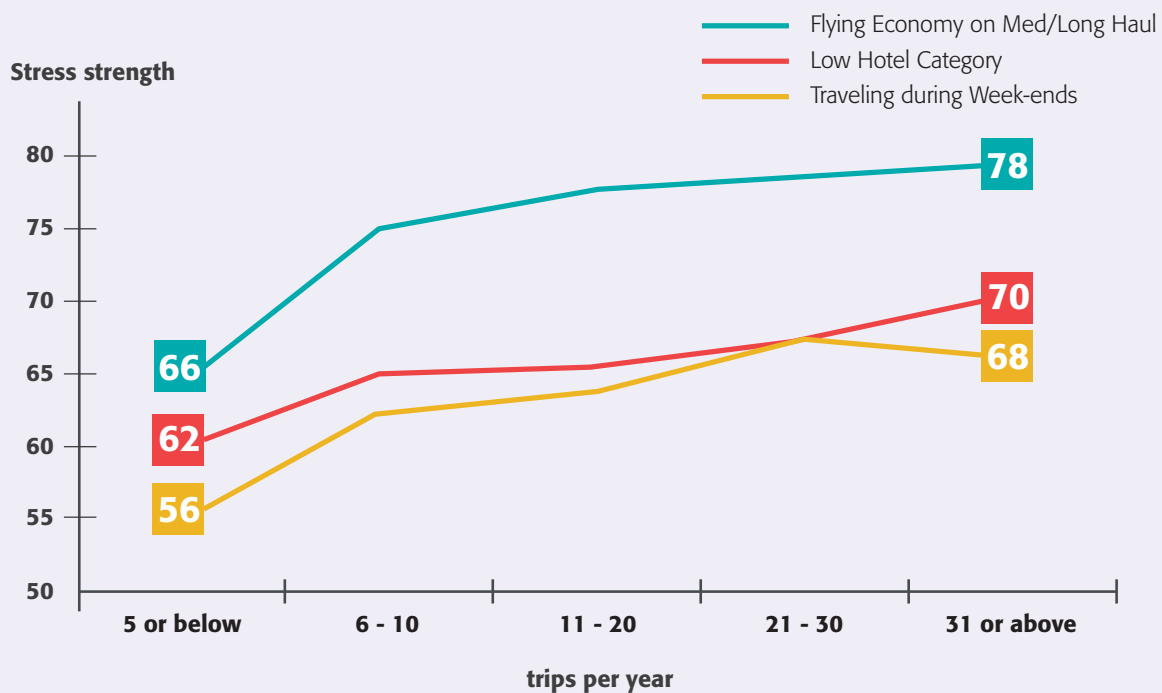
- Frequent travelers are more skilled at tackling surprises; this positive effect is unfortunately cancelled out by the cumulative impact of the frequent trips. In the highest-stress and medium-high stress categories, most-frequent travelers report on average four points of stress more than occasional.
- Compared to the “five trips or fewer” category, most frequent travelers (over 30 trips/year) report +12 points of additional stress when flying economy on medium/long haul. The same +12 points difference is measured for traveling during the weekends. These observations illustrate the cumulative nature of perceived stress incurred from a repeated stressful activity. Other routine-breaking factors exhibit smaller but still sizable strength differences (between most- and least-frequent groups):
 - ▣ Not being able to maintain workout routine: +9 points
 - ▣ Not being able to eat healthily at destination: +8 points
- For factors with a “surprise” component, the stress difference is reversed in favor of the most-frequent travelers:
 - ▣ Last-minute requested trips: -9 points
 - ▣ New language at destination: -12 points
 - ▣ Flying to a new destination: -7 points

“
... most-frequent travelers report
on average four points of stress
more than occasional travelers.
”

The most frequent travelers report higher stress levels related to reimbursement (+5 points) and flying with a non-preferred airline (+11 points) than occasional travelers. The probability of losing a receipt or forgetting to file an expense report increases with the number of trips, as does the potential impact of using a non-preferred airline.

The jetlag factor is less stressful for most-frequent travelers (-5 points) partly due to habit and partly because this segment tends to take domestic rather than international flights. The same reasons can be invoked to explain the -7 and -8 point differences, perceived by most-frequent and occasional travelers respectively, for taking a taxi or renting a car.

Figure 5: Illustration of the correlation between the frequency of travel and potential cumulative impact of stress.



5.8 Travel Stress by Job Level

The breakdown of the respondents who provided their job function or title in the survey is the following:

- Administrative: 386, or 6%
- Associate: 2020, or 34%
- Manager: 2688, or 45%
- Director: 567, or 9%
- Vice-President: 164, or 3%
- Senior Vice-President or higher: 133, or 2%

Our observation is that the higher a traveler's position in the organization the more likely she or he is to be affected by stress through travel. For the activities in the highest- and medium-highest stress categories, **Senior Vice-Presidents or higher-level executives report +4 points and +6 points of stress more, on average, than the associate and the administrative groups, respectively.** Among the factors responsible for this, we note:

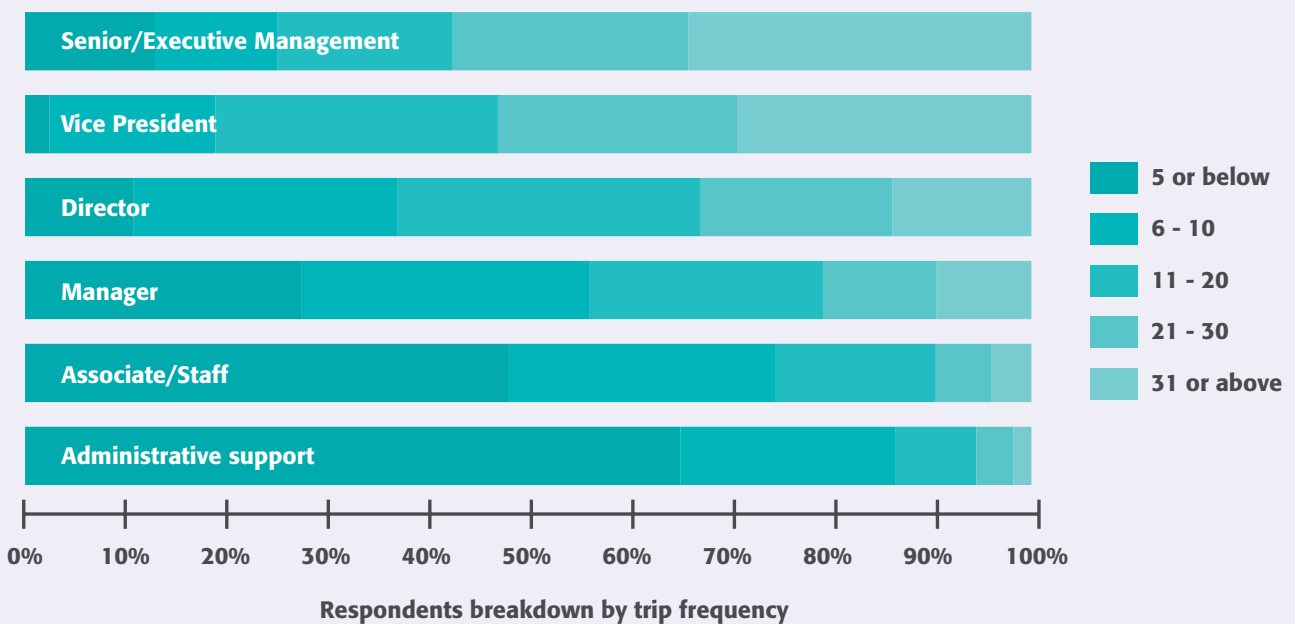
1. Progression in seniority is correlated with increased trip frequency. The graph below shows the relationship between the two demographic directions (in % of total for a given job function). For, example, 65% of the respondents in administrative positions fly five times or fewer per year, and only 2% fly 31 times or more. These percentages are compared with 13% and 34% respectively, for the senior executive group.

(...) the higher a traveler's position in the organization the more likely she or he is to be affected by stress through travel.

As a consequence of being frequently "on the road", maintaining the daily routine is becoming increasingly challenging - enough to be a significant stress driver:

- Not being able to maintain workout routine +11 points
- Not being able to maintain healthy diet: +7 points

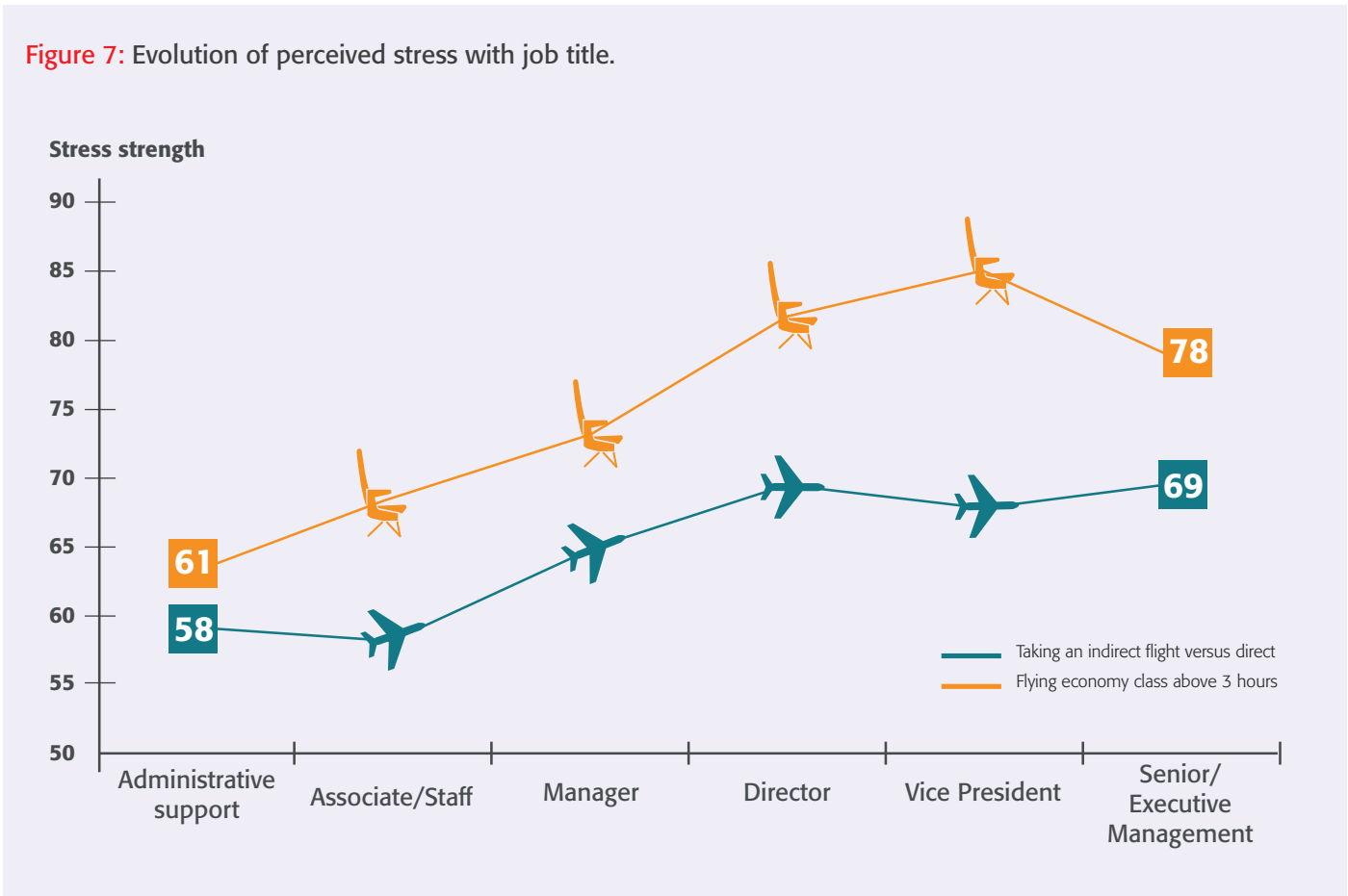
Figure 6: Relationship between job position and travel frequency.



The values show the percentages for each job category [horizontally, the sum of the five values is 100 percent]. This graph illustrates that the increase in rank is associated with a larger amount of travel.

2. A more acute productivity impact from “lost-time”: Flying economy or taking an indirect flight may be less acceptable for an executive; the direct productivity loss for the company is larger.

Figure 7: Evolution of perceived stress with job title.



Senior executives report +17 points of stress more than the administrative group from flying economy on long flights. Similar differences between these two groups are reported for the following activities:

- Low hotel category +12 points
- Flying Indirect versus Direct +11 points



6. Conclusions

The research presented in this publication is the first step in a wider initiative to quantify the impact of travel-related stress on an organization. The population studied was composed exclusively of business travelers.

To our knowledge, it represents one of the most comprehensive investigations of its kind, through:

- The broad scope of the stress triggers surveyed (33)
- The number of respondents (6,000)
- The demographic representation (geographical region, gender, job position, etc...)

While some conclusions may have been foreseeable, the survey's main findings confirm these assumptions through quantitative results. The research shows that we can effectively rank and compare 33 stress triggers over multiple demographic categories.

The data and results from this study will be leveraged to build an overall measure of stress and to assess the corresponding productivity impact on an organization. On this basis, our ultimate goal will be to provide recommendations to tackle the hidden costs of business travel.

" (...) build an overall measure of stress and assess the corresponding productivity impact on an organization. "



7. Bibliography

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CWT Solutions Group



CWT Solutions Group

CWT Solutions Group is a global consulting company specialized in travel program optimization, helping corporate travel and procurement professionals to make savings and deliver more value through their travel programs.

A team of more than 100 experts provides advice and operational support for air, hotel and ground transportation, policy and compliance, and other related areas such as corporate travel governance, telepresence, connectivity and expense management.

Whatever the engagement, CWT Solutions Group looks beyond rates and airfares, analyzing the total cost of travel and different scenarios to target ambitious but achievable improvements. Services are tailored to each client's specific needs, ranging from a single deliverable to A-Z support comprising strategy, sourcing, distribution and ongoing optimization. For more information, please visit www.cwt-solutions-group.com.

CWT Product Innovation

Created in 2010, the CWT Product Innovation team explores new corporate travel concepts to develop industry-leading products and services.

One major focus is reducing air spend by better understanding patterns in air booking behavior and identifying best practices. For example, the team is currently investigating the savings impact of providing travelers with a wider choice of fares, including alternative carriers and departure times. For this purpose, CWT Product Innovation has developed an advanced data platform to analyze CWT yearly air transactions and multiple booking scenarios (advance days, carrier, trip or class type, restricted fares, etc.).

CWT Product Innovation works in close collaboration with other in-house experts and in particular, the CWT Travel Management Institute, CWT Solutions Group, and CWT's Product Delivery and Global Product Marketing teams.

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