



CASE STUDY

Interview transcripts

[Abstract](#)

Transcripts from the interviews 1-9 and 13-15 and notes from the interviews 10-12
August-September 2019

Dr. Ignacio Echeverria-Arrondo

Default_20190819-113657 Interview 1 (name), - 19th August 2019, 11:30 AM.m4a

Okay. Maybe to do just the introduction here. About the questionnaire so you can choose the options that best describe your feelings in relation to each of the question below the responses. This global business travel interview will be treated with the strictest sensitivity and anonymously. This is the set of interviews which have been designed to provide information for the dissertation order to complete the doctorate in business administration. So, it's actually what we just mentioned before.

Okay

And I think I keep it here. So you also see the questions. It's a bit easier. So, gender and age range.

(age)

So, traveling for business increases business growth.

I agree.

I enjoy traveling for business.

It depends on the location. I agree.

Yeah. Okay. So do you take part in an airline rewards program? Yes, which ones?

Miles and more. And what are these? All these names called. Then flying blue? Well, they said be a program there. I don't know. It's one world. And Emirates.

Okay, that was everything. Do you know what levels or your accounts?

So in Miles and More I don't have any and in flying blue I have the silver. And in one world. I think the same, okay. Whatever, it's not. Okay. I just have the card.

On average how often do you travel for business? I mean like more than 40 percent of the working time or more.

Oh, yeah, here's working for the effort for business is already. If I travel within Switzerland or taking really the plane, so it is a few times. It would become more, but at the moment, it's less than a few times per year. So it was like two to three times a year is a few times. So maybe now it's, you know, it's a few times per year. Okay, so getting 10, 10 and 20 percent maybe.

How long are each of your business trip on average?

Like, one day always, for two days for two days. Two days, when average coming. But take it across town to just kind of here because today's was okay.

And video, audio conferencing is preferable to a business trip.

I agree. Yeah.

Information technology has reduced the use of air travel for business purposes.

So, here it's interesting. I worked close with the IT department and we start checking on reports and going through that and I just contacting some employees who are often, you traveling to the same location and giving trainings. So they might can use they change their travel behavior. So they use more the it technology. So yes, I agree.

Okay. And in my experience, business travel has been essential to achieving the results I have.

My from my experience. Yes, I agree. Yeah.

I understand the greenhouse effect, its causes and its consequences.

So that's the CO2 thing. Yeah. Yes. I do agree.

I understand the greenhouse gas emissions caused by aircrafts.

I agree

I understand the consequences of the global warming.

I agree.

Which approach do you prefer towards environment pollution? You just ignoring, you just do nothing or you adapt to it so you accept the consequences as they come or you act.

So I act yeah, okay. Quickly to reduce pollution. I support.

So the idea the development of technology towards new green, aircraft, such as electric hybrid or supersonic or bio-fuel.

It's more to support the idea. If think it's scary, but I don't have any of these.

But you think it's okay for you to disagree?

Put neither agree nor disagree

I'm willing to pay more as an individual when purchasing pollution products and services through green taxes.

Paying more is not really my favorite. Neither agree nor disagree

I'm willing to pay also as an individual, a fee when NGO such as myClimate when purchasing pollution products and services like business related through an offsetting carbon footprint compensation.

Yeah. That was. That's also I just recently had a meeting with a advance and they have also said the amount of emission you generate you change it to money and give it. So it says, I mean, you will also get the doors here with us when I think that we should hang out. And that's exactly this example.

So that some an NGO called myClimate and they're showing, for example, if you have a round trip during to Madrid, so, it's 2,500 kilometers and the CO2 amount is 0.49 won tons.

Okay. I agree. Do they offer that? When I when I booked a flight comes like that? Oh.

Yes. So, if business pursuit pro-environment, corporate social responsibility policies would business travel increase or decrease what you think? There would be like a pro-environment environment CSR policy.

Decrease

Now we got go to the open questions, does (your organization) have corporate social responsibility policies related to business travel.

I think it's not explicit to mention CSR for business travel, but we definitely have in our policy like a year. Just you should just travel if it's really needed.

We are now with the new project. I'm out. I started with the global role as (role). We will change the policy and there would be definitely a one topic about the CSR, as I said with IT, they're also working in in the other affiliates to have the same technology as here. So we have easier interactions, and I know that the management is also keen on to have the business travel kind of reduced or less travel or just fewer people on the same time to the same location because I had to report such figures but I don't know like a travel policy, you know that we have not really from from CS or so. I mean because it's not like it's related to environment and sustainability.

So no, I don't think so. But (name), he, he, (gender) is working on that and I know that there were some things but I can barely remember.

Okay, but it's really more about to know if, you know, or I mean in general, you know, something in there. People are aware of it or not. Okay, what is your understanding of, for example, 20, 40, or 50 percent of international travel expected in a job description or employment contract. So, let's see. If you have in your contract saying, that you need to travel 40 or 50 percent. What happens if you do not travel as much as indicated in the contract or exceeded. So, do you understand it to be measured as weekly monthly, or maybe yearly percentage?

How would you understand it? Would never sign such a contract

It could be also 10 percent. So, let's say in your contract would say, you have to travel 10 percent. How would you understand it?

I would understand. It's just that the company making the employee aware that there might be some travel coming up, but I don't see it as a must because it's not necessary. But it's not a must.

okey

No, it's just like, at the end at that person is not come. As give shine to HR like a, I don't want to travel that often because I have family and so on. And then if they have, that person has this in the contract. It's(gender)actually has agreed to that. That it could be trouble for that.

Okay, do you think...but what would happen if they have, let's say even a ten percent, but they don't do the job but they say I cannot travel. Or you think something would happen or if they have a time percent but then they travel 40 percent.

Yeah, then it's my can change be because of unexpected project and so on. Okay artists, mm contract with having this in, okay, but it's just like they could be travel. So at the end.

Okay, you want to add something or for me?

I mean, they will be maybe a meeting or just follow up on why and then they, they're different projects, different topics, different. I mean, it could happen that one colleague resigned, and they have to be done in the office to to also cover that chop and so on.

So.

But how would you understand it? If it's saying, for example, 20 percent do you understand the training percent of the whole year or 20 percent really off to work in time?

If it's in your contract, 20 percent of the working time, excluding vacation.

Yeah, because it's important. I mean it's because they usually don't, don't think if they don't say it in a contract if it's only working time, or if it's counted. I mean, 12 months there is also, the question is travel time, also working time.

So, because some country is somewhere companies. They don't have the flight time for example, as a working time.

Yeah.

Okay, what disadvantages do you see in travel for business? Maybe if you have two or three examples? I mean, for the, for the company, for example, but also for the individual.

So, for the company, this advantage... I mean, there's always a risk. It's a risk for the, for the company to lose the employee or for the employee. That's what about them.

Okay, then.

For the company as well.

I mean, the travel time. So, seeing also just international flights. Yeah, that the person is, has to be on a plane for many hours. These hours usually are working hours. But then also with the check like and so on. I mean, okay, some people, they can really give their hundred percent as they are doing in this, in the, in the office, but travel is exhausting so and then having a different time. So how do then people interact with that person who is not, well, not to San Francisco. So, I see.

What maybe the exhaustion is more for the individual?

Yeah, this is, this is for the individual and for the company.

Yeah,

It's easy, it's also cost cost and cost not only flight cost us at the employee.

So, the working hours with being on a long plane

Do not let say working in that yet. It can absorb. So, so, working hours.

Okay, and disadvantage for the individual, maybe?

Yeah, I mean, this is he's there for just for business. I'm.. So free time, it'll be exhausting. Let's free time here.

Especially somebody needs to travel.

Okay, I think that's it.

And then the opposite. What benefits do you see in travel for business?

So, the interaction between the different affiliates is higher or like the way of working together, if people meet face-to-face. Especially in some cultures. So, if you go to China and Japan, I don't know. So, I've heard from there. The Asian, it's much the results. On a project or on a meeting is much better if they need face to face.

For the company, so, I would say, I don't know, but from my perspective, more people do like to travel for business. So, for the companies also good that the employees are motivated and they hopefully appreciate it. They can fly business and international flights and can earn also the points of the miles and more. So, depends really on the benefits for your company, how they set up their policy and how they people. They let people go on business travel because when I see on other friends, I work in production, so I'm but in a production company when they fly for one day 10 hours on economy and have to return the next day for them. It's not fun.

Yeah, so basically motivation for employees could be both sound for the company but also for the individual benefit.

And for the employee benefits, they get to see new other countries or culture without paying for it. Because everyone who is traveling is important or not. Yeah, I got the points. They got. It is my program. And also I think as a human if you have already seen that person of person face-to-face you do trust more. So, in case there is a project and whatever. And the way of working together. Because we another roads still not getting theirs. Yeah. Okay. Good.

What are your thoughts regarding business travel, as regarding time management or efficiency workload?

That that really depends on the person, some are getting really exhausting exhausted about this travel and some do like, I think it's also a difference between the ages of the employee. So, being a millennium and younger, it's more like you get excited about it. And if you have family and you you're settled and everything and being a bit older, I think for them is they prefer to stay with their family home and not traveling around. So, so time management, efficiency.

Hmm. Yes. let's split it between a so the the younger or the Millennium. So, for them, I think they they are much more motivated on on that and I think they're the workload is the same, but they don't feel that they are working more because it's on the go and so on and the younger people. But and for others, jetlag and so I think it's easier for young are to adapt.

If you, if you, if you see for example, on time management, if you think of what we said before, like people that are on long flights playing. So, yeah, not really. Maybe do some work still supposed to do.

Okay, they can also sit in the office and just Google and being on Facebook if they do not entertain on the desk. At the end it depends on the person and I have to do so but time management obviously. Traveling is very time consuming. So, traveling abroad for international fun. So, they definitely kind of have work more of per hours or they days. The the workload should be higher. The company has to pay more for the working hours other than an office, so we're close to think it's more.

Yeah, okay.

Maybe it's also not that.

How can the environmental dimension of the business? Travel be injected effectively into the management of multinational corporations? So, I guess it's also be something that you will work on knowing your role?

Yeah, definitely. So, yeah, as I said in the travel policy, they will be a topic soon. As soon as we add update, or change it at, create a new one CSR is with someone else in the company, but I think they are working on it. We do have already created. I think it's a group of people who are working on that.

And that and I see it also on my yearly meetings with the airlines and so on. Then this is one topic that we see how much CO2 emission used and how we can change it to to spare to give the money to these. Yeah, they're like you show me before but it definitely can change. Yeah.

But it's important that you did you take all the affiliates and into consideration. It's not just a (location) here is also the others and we also with the airlines with the the bigger airlines having new aircraft that have less CO2 emissions and so on. So, I think that there they are improving as well. It's also what it's very interesting, most of the companies bigger companies they have. So, for international site they prefer the cost for a flight director is so much, much more expensive rather than having a stopover somewhere. So, and then they take the stopover options. So, for example, strike London, London, San Francisco, but having two times, a start of an airplane that causes much more CO2 emission. So, then it's the question of the company.

Is the money where important for the CO2 emission and that's something also we have to sit in this. Yeah, and now being here in (location) of next to the airport. It's not a topic. But how do people go from goat? Go to the airport then there are a loser and somewhere. Yeah, that's that will be a new travel policy .

okay.

Yeah, so then we are finished. Yes. Okay.

Yeah, good luck. Thank you very much.

And yeah, so I think we can stop the recording.

Default_20190820-121109 - Interview 2 (name), 20th August 2019, 12:00 PM.m4a

I think it's easier if we're closer to production, you have to choose the option in relation to each of the questions below. Let's start with gender and age.

Okay, (age)

So, traveling for business increases business growth

Strongly agree.

I enjoy traveling for business.

I couldn't do this job. If I didn't. Yeah.

Then you take part in airline rewards program.

Yes. I do.

Do you know which one?

Principally Miles and More but multiple airlines, I don't I don't design my air travel, according to my reward program, so far beyond that. Anyhow, as you know.

Which level or it's a senator level?

Okay, there's one level above. I think it's called on circle, but I'm not there yet.

Okay, so on average, how often do you travel for business? So, is it like more than 40 percent or between 20 and 40 or?

I would say it's a yeah, I mean I manage (role) across all continents. So should Pacific Latin America, Middle East, North Africa, Eastern Europe? And I focus on 10 to 12. Let's say key markets and just just to show you, you can't see this on audio, but the business that we have spans more than 100 countries. So, my area of responsibility is everything outside of Western Europe, and United States. So, the whole world but Westerner, so Asia-Pacific Latin America and Europe, Middle East Africa.

So, the (role) is truly a global job. So, I travel a lot.

And on average, how long or your your business trips?

It depends on the region that is average would say 3 to 4 days

Video audio conferencing is preferable to a business trip.

Neither agree or disagree; it depends is the answer.

One of the first things I did when I came in because I brought this map to share with you that we have regional hubs in Buenos Aires Dubai, Singapore, Melbourne, and that's where we have regional teams. And the only facility that I had video conferencing at the time was Buenos Aires, and it was not very state-of-the-art. As of now, we now have state-of-the-art technology in Buenos Aires Melbourne, Singapore, and we're going to have this installed. There are some regulatory reasons why it's not there yet because we need to do more video conferencing.

Yes. I love to travel but it's very hard on the body. The working day is from when you wake up to when you and you cannot do that forever. We'll get into the rest of your question.

IT has reduced the use of air travel for business purposes.

I agree

On my experience business travel has been essential to achieving the results I have.

I strongly agree with that strongly agree. Do you want to know why? Or just to answer the question I can elaborate on that one specific reason is we deal with a network of business partners across the world. It's very important to establish that personal relationship with their senior executives. You know, they have no reporting relation to have a contractual relationship with us and for them to invest in the business, right? Means that they to understand who you are. So,

Yes, we have regional teams. But some of the things we're doing are at a global level and it takes time to build those relationships and in certain cultures. It's extremely important, you know, it's not I want to say US style, you know, and Asia unless there's a bond. There are lots in America. You're never going to get to the potential. You could be. You can't fly a desk in (location) and say, I'm running a global business. It doesn't work like that.

So, we've got to promote the company image. We've got to support the business partner. We've gotta come up with business solutions, and that requires a certain amount of face-to-face activity with the team. We're also building our teams and our capabilities in the region's it's the same but there you can do more video conferencing, but you need that technology in place. Now, we have it.

Okay.

Okay.

I understand the greenhouse effect its causes as and its consequences.

I agree. I am green, but I'm not super green. I have one car. I've had it as a company car. I've had it for a year and a half. It's got 5,000 kilometers on it. I use the public transportation. A hundred percent. I don't come to work in a car.

So, my carbon footprint is very small and I went from having three cars five years ago to no cars. When I joined, I had the mobility card, you know the red car. Yeah. That if we needed a car for two hours. Yes, I did. So it's very convenient.

I understand the greenhouse gas emissions caused by an aircraft?

I agree.

I understand the consequences of the global warming.

Yeah. I'm a more all gore type of person, the consequence of global warming. I just watched the documentary actually last night. Not because we're having our meeting here, but NASA just had a flight flying over Greenland and they were looking at the rate of the melting of the glaciers there and they believe that if we don't do something about this, within the next half century green on will be green. It won't be white and massive consequences on the sea level. On the sea levels. It would go up seven meters.

Yeah.

Yeah, exactly.

Yeah, so you understand it.

Yes. I am. I concerned very concerned about the next generation. Ours as well. So, I do understand. I agree so strongly.

Which approach do you prefer towards environment pollution?

I would say adapt to be really open. I wish I could be more proactive? I try to, you know, recycling is an obsession. We had it in (location). I'm from (location). The way Switzerland is doing is very high standard, but I'm not going to go on a crusade and and promote, you know, if I retire one day, but right now I love work too much.

I support the idea of the development of technology towards new green aircrafts such as electric, hybrid, supersonic or bio-fuel.

Yeah, let me, let me just comment. This is about, yeah, aircraft absolutely strong. I do.

But this week, we talked about company cars when I was looking fine tonight. My wife says, you know, we if you could have a car, maybe we could get an electric car. So, we went to see Tesla. Okay, and I said, I would like to get a Tesla. Do you have a corporate discount? Because I know we have the facilities to charge them here. We don't have any corporate discount. I said, well, I can go to BMW. I can go to Mercedes. I can go to a Range Rover any company get 25percent discount. Yeah, but if you believed in the environment you would pay the 25,000 Swiss francs yourself.

Okay, interesting comment.

A year later they said, we give now corporate discounts. I said, yes, but I have a car. Well, maybe you need a second car. I said, no. I don't need a second car and I'm in a three or four-year lease. So yeah, you missed it. So, we are as a family and my wife and I we got a car. We don't drive it much, but I would have preferred. So, the same thinking, I mean, because I do travel a need to travel if any technology that improves that, I'm gonna support. Okay. I'm just to give you a flavor for.

Yeah, it's good. Okay. So, I'm willing to pay more as an individual when purchasing pollution products and services through green taxes.

Well, that's something that didn't exist. I use the car example. Okay. It's not a green tax. I mean they have a corporate discount, but I know, you know, in the Netherlands, for example, if you have an electric car, you do get it tax break on that car.

Purchasing pollution products. I mean, I think transportation is the greatest contributor that the average consumer can deal with. I buy bio clean products. Okay. We only buy bio cleaning products. We have a place. It's a very rustic cabin in (location). And you have to be green there. We're trying to protect the beauty of the country in this very remote location. So, anything we do with cleaning detergents anything that we put in the water has to be pure green environmental. So, I strongly believe in it.

Green taxes. Can you elaborate on that? What you mean by green taxes? We have the same impression. I expect that if I'm required to travel for business and I am, but that's the company responsibility to pay for that. Not out of my own pockets, but if I'm flying for personal reasons, I would be prepared to pay for that.

Okay, so I say yes, but business should be covered by the company.

I think that that's fair. Yeah.

I'm willing to pay, also as an individual, a fee to an NGO, such as myClimate when purchasing pollution products and services business related through an offsetting carbon footprint compensation. I mean I will give you an example. This is like myClimate.

Hmm.

So, what they do is they are calculating, for example a round trip Zurich Madrid. Its CO2 amount is 0.49 won tons, tons. And so, the question is more like related to, if you would be willing to pay you a fee to search for such a project, for example.

That's a longer question. I have I have a bit of a bias.

Not of a climate, but I give certain amount of money every year to Children's Charities for cancer research. That's that's you know, how I want to give back, you know. I've worked in this area before and there's a big question mark about whether the funds actually get destination and there's there's a there's a website I can't provide the name of it at the moment that it it's a way to validate based on multiple ratings.

Feedback from people who participate whether they believe the money gets to the end user as intended and it would surprise. A lot of people how many of these NGOs and Charities that are set up? Only receive a small fraction of what they say. They're going to give. And so, I'm a little bit skeptical not of the concept of giving. No, I do that.

Hmm, but for a charitable cause that is for the climate. I'd like to know those that actually can demonstrate that, they use the money that they're given and it doesn't go into some bureaucracy. So, I'm not there yet. It's not that I disagree. I would put neither agree or disagree as my answer. It's always a bit the problem with the ngos. It should be more transparent but they usually also on the

website they show how much percentage they use or for for, for admin costs. For example, because they also have correct people they need to be paid and how much so it's it's all for me a question of definition to but it's a longer discussion, but I know it's intended but you know, we also say Charity starts at home.

Mmm, you know and if you've got a cause in your own country that you believe in no, I want to give to that. Yeah before I worry about psychiatry, that's far away. That I know nothing about the to me. It's like a black hole that it goes into. It's just a personal philosophy.

So, if corporations pursued pro-environment corporate social responsibility policies would business travel, increase or decrease.

I would hope it would decrease not to the levels that I saw in some of the readings. You said, I think, you know, one was reducing their travel by 70 percent. I would say it can be reduced by 50 percent. But just the point, I would make a remark that I'm here to do business. It's not for business tourism, you know, and the way I grew up in the industry.

I've been doing this for a long time, close to 30 years if I go on business travel, and I want to do something personal. I organized it very separately. I don't take advantage of long flight to Brazil. I've never been to Brazil. I want to stay an extra week. My airfares already paid for in every company I worked for previously. This was forbidden. Our company is not as strict about that.

But I have personally, I'm here to work, you know, I've compensated enough, if I want to take, then I can take a holiday, but I'm not going to connect it to. I've seen senior executives fired for mismanaging their expense reports and I work too many hours to give up my career over, you know, I stayed an extra night at a hotel or I took more expensive airline because I don't like traveling with this airline... stop it. So again, it's personal, okay.

So now we got to the open questions.

I thought these were all open questions. I should have shut off in the beginning. Yes. No, okay. Okay.

So, your company has a corporate social responsibility policies related to business travel.

No, not so formal. We have to reduce it and maybe comes up in your questions. The EC was charged, executive committee was charged last year. It was limiting business. Travel the cost of business travel was growing exponentially here and the EC was asked to challenge scrutinize the business purpose, the frequency, the number of people, hmm, I mean different groups in the company were

traveling with an entourage every time they went there, and we have really reduced with that kind of discipline, the cost of business travel, the frequency of business travel, and the number of people have, oh my region, my area of responsibility requires every week that I'm approving or challenging, whether there's a need to business travel. It's not part of CSR or say, but it's part of our corporate work ethic, you know, to reduce business travel to the necessary. To the, you know, the frequency that allows us to operate but not excessively and the participants. There are no passengers, and no observers. If you're going to a meeting, you have a purpose for being there. Now, it seems so logical but telling you it wasn't always like that.

What is your understanding of, for example, 20, 40, or 50 percent of international travel expected in a job description, or employment contract? What happens if you do not travel as much as indicated in the contract or exceeded, you understand it to be measured as a weekly monthly or yearly percentage.

Okay. So, there's a few questions there. I think it's fair to any employee moving into a role because they have a personal life to have some expectation of what is required. If I tell you, it's 20 percent and a year later it's 50 percent, I've not been upfront with you, your family life. Your personal life is probably be stabilized.

And, in the end, it's not going to work. So, I think you have to manage that expectation. But then it's as business needed. I don't measure it.

You know, like saying we said 40 percent you only did 38. There's no such thing as stealing that there's an element of pragmatism, you know, you have peaks and valleys. I'll give you an example. I mean, one of our frequent travel is the (gender), that works in my team. (Partner) is (role) in Germany. (Gender) has a young boy, three years old. (Name) is on 80 percent and yet she's expected to travel to organize (gender) personal life. So, (name) moved from (role) into my area and (gender) asked me what is the expected business travel?

I said, that depends when you're not going to go to Asia for one day. Hmm, you know, if you're going to go to Asia, we're going to try and combine business trips to, for example, Korea and China or Korea, China, and Japan. It depends. So that week, you'll be off a hundred per, you'll be working hundred percent and then the following week, you know, it's up to you. So, the peaks and valleys.

And so, there's always a way to manage the expectation, but not to you, say here, if you don't travel as indicated, we live by objectives and do you understand is measured week? No, we don't hold people accountable for how much you travel as a performance indicator, in any kind of personal assessment. And because we have to scrutinize every travel request. In fact, the reviewer, in this case myself, I'm controlling that mmm, not the employee. So, I will tell some if you're traveling too much. I will ask them. Is it necessary for you to travel? So, it's it's more that than the number, okay.

Yeah. okay. What disadvantages do you see in travel for business, for (your organization) and for the individual.

Okay, disadvantages. Well for the individual, starting with that. It puts tremendous demand on their personal time.

When you talk about global travel, it's not just the time away. It's the recovery time from jet lag is real. Some people deal with it better than others. It also requires because we work in a six-workday week, not a five-workday week. The Middle East is open on the weekends, requires sometimes making personal sacrifice to travel on weekends.

We make that up, of course, but that's a disadvantage, you know, but you know, that up front. When you accept it. We don't try to make it a regular thing, but it's a reality.

Disadvantage for the company?

Well, obviously there's a cost to doing business. There is the consequence of adding to the global carbon footprint. But is that a consequence to the company? Now? It's a consequence to the environment. Yeah.

No, and it's an overused term, but we do live in a virtual world. I mean I could run the business from anywhere in the world. But the advantage of being here is you have all of the (location)s functions. And so my role, when I am here is to facilitate for the region's because I can meet with people being face-to-face. And it's important that the role is based here in that there's visibility because we say out of sight of mind here. We could be totally focused on Switzerland totally focused on Europe, but we have a very, very small team here to represent this whole group of fewer people on my team here in Zurich that are part of the partner business, but in the functions, there's a lot of people whose roles are dedicated to supporting the partner business, and I must maintain relationships with the medical affairs group, The regulatory affairs group, finance, human resources. So, it's finding the balance is the answer to the question. You know, it's not a disadvantage. If I was here all the time this would be a massive disadvantage to the business operations. If I was traveling all the time, it would be a disadvantage to the office. There's an in-between.

What benefits do you see in travel? So, for the organization and for the individual.

Well, for the business, you need to invest, time in understanding the local market. You need to understand the people, the business relationship with the partners you have? And I think it's also very important to to build the relationship with the regional teams because the regional teams are far removed from the day-to-day of the (location)s. And we try to encourage inter-regional

collaboration through a lot of best practice sessions so that we don't have to repeat it. So, we bring an operational efficiency into it. So, for example, one of our managers that manages one of our strategies, which is our flagship product. Every month, (gender) has a teleconference with all the regions at the same time. Sharing best practices to accelerate the business and understanding and learning. So, they feel connected to the company. So again, it's a balance of using technology and being their face to face. That's important. And this is what creates the organization. This is what enables us to accelerate the growth of the business.

It's a business travel is essential. With a defined purpose. I don't hear people say anymore. Hey, the next time you go to Australia. Can I come along with you? Because I said there's no room for any passengers. If you go there you have a mandate and I tell the region's. If you invite people from (location) to come, they have to leave with an assignment. It works both ways. They may want to be there to review your business and you say, okay, but I need your help with this this and this by next Monday. And then you figure out in the end, who is really committed for the equipment, who's there for the party? There are no parties. It is such. But it's too much going on for the individual. I mean, look, I think you develop a global mindset. We are an increasingly global company and I think it creates career opportunities for people that have the potential. The interest. So, I think it's great for for building organization capabilities. And I try to encourage that. We need to recognize that there are people in different parts of the world who have ambitions, and if they can't realize their career ambition in their country, they're going to leave the company. But if that means, they can come to (location) and do either a permanent or semi-permanent assignments, we have for example, just to make it real (gender) in Buenos Aires, who is in (role). (Name) has been with the company six years, plus – (gender)'s coming here for six months assignment to our sorry. For month assignment because of visa requirements to backfill somebody was going on, maternity leave, but also to develop himself in building bridges to the company. That's business travel. Let's go. That's a benefit.

What are your thoughts regarding business travel with regards to time management efficiency and work-load?

Well. It takes a lot of business discipline. You're working across time zones, but you know, when I'm flying day flights on most carriers today, you can get Wi-Fi connection. So that's my office in the sky. If I'm flying to Japan. I have you know, eight nine-hour flight. I can actually work for six hours. I can be online. I can have phone calls and I do it, so it's not again. It's not me just sitting. Give me another glass of wine. I've watched three movies. I'm actually working. Look. It's my office. So.

What are your thoughts regarding business driver? Yeah, you have to, I mean that's fun time management. You have to have well-defined priorities and you stay to your priorities.

Okay. How can the environmental dimension of the business travel be incorporated effectively into the management of multinational corporations?

So, you need a company mindset around us and we talk, it's all about the tone at the top. If we just pay we say, lip service to it never happens, but CSR means different things to different companies and some, it's a checklist. Yes. No, yes. No, yes, but where are you? I think you practice it. The practice that universally and you recognize the people that do it. It's not just part of an annual report. Then it becomes part of your culture, you know. Different companies of a different. Let's say intensity around that. I think we're as a company. We're heading in that direction, but we're no one would disagree. I would hope saying there's more we could do.

Interesting to be like the values.

Yeah, either we believe in the environment or not. If you want to be a trendsetter or a follower, you know, how important is it to, when you're recruiting people, you know, I put a lot of emphasis on our values and what we stand for the generation that's coming into the workforce. Now, they understand environmental concerns more than probably other generations.

And if you don't overplay it, but you say, look, this is something that really means something to us. Right? That can be the subtle difference in a prospective employee's decision to join your company or not, because they're proud to work for a company that has an environmental conscience. I have two sons in their early (age). They exactly think like that and one of their companies tell us, it's the largest telecommunication in Canada, they exemplify green. The average age is probably between 28 and 35, and they're just playing to what they believe it, corporate culture. Yeah.

Do you have any other thoughts on business travel? You would like to share?

It is not for everybody. Yeah. You know, it's not glamorous. I mean, I think that sometimes people say, oh, you're so lucky you get to travel I said the first year is okay, but I mean for me it's work. It's part of what I do. I have adapted my lifestyle to it, but don't get the wrong impression that, you know, we're just, you know, when I go to Peru, I'm going up to see the Machu Picchu. I've never visited. I've been in Peru three times. Do I want to go there? Yes, I do. I just have other places I want to go my personal travel. But overall, surely business travel can be reduced 50 percent.

So, thanks for the opportunity.

Thanks to you.

That was a professional interview bravo. Good luck on that. When(gender)gets his doctorate, we should revisit.

Yeah, definitely.

So congratulations.

Default_20190820-133254 Interview 3 (name), 20th August 2019, 13:30 AM.m4a

So, let's start. So basically, that's more than introduction. So, it's then you can choose the options that best describe your feelings relation to each of the questions below. Okay. So, first of all, well, gender, age it is easy.

This one.

Okay, then traveling for business increases business growth.

In general. I strongly agree.

I enjoy traveling for business.

I strongly agree.

Do you take part in an Airline rewards program?

Yes.

Do you know which one?

Yes, it's the Lufthansa miles and more.

Do you know which level it is?

Senator

How often do you travel for business? So, is it more than 40 percent between 2040? Or...

C, between 10 and 20 percent

How long are each of your business trips on average day trips, two days?

On average two days

So, video or audio conferencing is preferable to a business trip.

Ah neither agree nor disagree.

So, information technology has reduced the use of air travel for business purposes.

I agree.

My experience, business travel has been essential to achieving the results I have.

I agree

I understand the greenhouse effect, its causes and its consequences.

I understand.

The greenhouse gas emissions caused by an aircraft.

I strongly agree.

I understand the consequences of the global warming.

I strongly agree.

Which approach do you prefer towards environment pollution, do you ignore it, you do nothing you adapt and accept the consequences or you act.

C, be proactive.

I support the idea of the development of technology towards new green, aircraft such electric hybrid supersonic or biofuel

I strongly agree.

I'm willing to pay more as an individual when purchasing pollution products and services through green taxes.

So, this is not now any more about business travel. This is all types of travel. So, it's includes the personal.

Well, the focus of this questionnaire is actually business travel. If you would be willing to pay as an individual more when you do business travel.

Okay in that case, I strongly agree.

I'm willing to pay as an individual, again, a fee to an NGO such as myClimate, when purchasing pollution products and services business related still through an offsetting carbon footprint compensation. So, there's this tree this an example from myClimate.

I am aware of that, so, I think, I'd say agree because my preferred approach would be to avoid rather than pollutant pay, but in, but I agree with this. Yeah.

Okay, that's fine. Yep. Mmm, if corporations pursued pro-environment corporate social responsibility policies would business travel increase or decrease it.

It would decrease.

So then we get to the open questions does (your organization) have corporate social responsibility policies related to business travel. If yes, is it related to environment and sustainability? If not, if there is any plan to implement this in the near future?

Okay. So I'm I, I'm not aware that we currently have a CSR policy related to business travel. Uh-huh.

I'm not aware of a plan to implement this in the future.

I know that business that our organization is doing a lot to try to reduce its carbon footprint, but I've not seen concrete measures in there to restrict or to reduce business travel, there are recommendations, but there are no concrete measures.

Okay, but what is your understanding of for example, a 20 40, 50 percent of international travel expected in a job description or employment contract. And what happens if you do not travel as much as indicated in the contract or exceeded, you understand it to be as measured as weekly monthly or yearly percentage.

So, my understanding is that it's these numbers 20 40 50. I put into a contract. So that before you sign the contract, you can understand how the job will impact your private life, how much you will be away from home. I understand, it is being a yearly percentage.

But for me, it's, it's, it's simply an indication. If you don't travel as much, or if you travel as, or if you travel more, I didn't think anything happens. Mmm.

Okay. What disadvantages do you see in travel for business? For the organization and also for the individual.

So, these are the disadvantages. Hmm. Okay. So, first of all, it's costly. Costs.

Yeah, and as the okay, the there's no environment mental impact. So, for the organization is costs and there's a lot of downtime. So waiting at airports. Yeah. Transfers lost productivity through working in different time zones.

Yeah.

Okay, if individual it's downtime and it's health.

Okay, and the benefits for business travel for (your organization) for the individual?

I think as human beings, we genetically programmed to interact with each other face-to-face. So yes, you can use a telephone. You can use video conferencing but it will never, I don't think it will ever completely replace human contact. So, the benefits in business travel. Are that in some cases? It's very good for establishing, Rapport fit for building interpersonal relationship, so, if I'm negotiating with an external partner. It's easier to establish rapport and trust, when we're speaking face-to-face, and when we are communicating via email, or phone or video conference now for the individual.

Okay, sorry, two or three items. So, establishing rapport. There is. I think also within within the organization. Especially when we have like a satellite organization. We have a (location)s and we have affiliates. I think when a (location) person goes out to an affiliate. It also sends a signal. I'm prepared to invest time and energy to come to talk to you. I'm showing you that this is important as opposed to asking.

Yep.

And I went, when I also think of, for example, that the the situation with one of our affiliates, when we, when we took over a company, a couple of years ago, I think it was very important that the organisation travel to San Francisco that they met the people in person. They spoke to them, they said, this is who we are. This is what we look like. I thought, I thought that was very, very important. Yeah. Yeah. Take the time and exactly is very, very difficult to integrate. Another business through video.

Hmm. Okay.

So, for the individual, I think it's it's very good to help understand the environment, in which other people operate. I'll give you an example. We had a general manager in an easter country and we still have a and I didn't feel that (gender) was fully focused on what (gender) should be doing. When I went to visit (name) in her office. I understood that (gender) was dealing with power cuts, water shortages. There was a building site on the other side of the road where Lori's were parking in front of the building. They were blocking access. (Name) was having to deal with all of these things in addition to our job as a general manager because it's day-to-day life there. I never realized this until I turned up. (Name) explained to me. This is, this is my reality. So, yes, I'm the general manager of pharmaceutical business. I'm also getting lorries to move dealing with power cuts, dealing with an internet system, which doesn't properly work dealing with IT web, which only works for two hours a day. This is why you think I don't respond quickly to your it was it was a very, very it was an eye-opener, that's interesting. So that's a slightly extreme example, but it yet I think it helps very much you to understand the conditions in which other people operate. So, if you people's awareness and it broadens horizons.

Okay, what are your thoughts regarding business travel as regards to time management, efficiency, and workload?

I think as a company that, although business travel is essential. I think we travel too much.

I don't think as a company that we really, before we organized business travel, that we really have a clear idea of what everybody who is traveling is expected to come to contribute. So, I think that we can gain efficiency and reduce workload by traveling less or maybe by traveling smarter. I don't think we travel smart as a company. I know, for example, from our Affiliates that they can receive visits from three consecutive managers in three consecutive weeks. So, they don't have a will be visited by three different, hierarchical levels of hierarchy and three consecutive weeks when that could all be put together or maybe only one person needs to go.

Okay. It's maybe just scheduling of yeah, or not efficient.

How can the environmental dimension of the business travel be incorporated effectively into the management of multinational corporations?

That's a good question. To be like the values we have. Well, I think yeah, it is. So, I mean, there's I think there are various things you can do one is to, I mean, attach a cost to business travel, which is not just the air ticket. So, reattach them, attach a cost. So, it's not just the cost of the ticket. It's also the, the cost of pollution. I don't know to what extent that you could factor that into travel cost, I think what governments could do is, they could increase the tax on airline tickets? I think another effective measure would be that points that you earn line through own through airline loyalty programs, go to the company and not the individual. And I think that you could also include sustainability into corporate values.

Okay. So, last one you have any other thoughts on business travel you would like to share.

No, I think we've covered it. Oh, okay. We're super quick.

So, I stop it.

So, come a little bit closer so you can also read the questions. So, basically the introduction is more like to understand how the questionnaire works. So you can choose the options that best describe your feelings relation to each of the questions below. Okay. So, first of all, well, gender and age range

(age)

So, traveling for business increases business growth.

I think it would agree. Agree.

I enjoy traveling for business.

Not anymore, I used to. Neither agree or disagree.

Do you take part in airline rewards program?

Yes. Miles and more.

Do you know which level are you?

Senator.

On average, how often do you travel for business to travel more than 40 percent between 20 and 40

It means internationally?

It means outside of Switzerland?

I would say 20 to 40.

Mmm. Okay, how long are each of your business trips or so on average?

It's one day, one day. Okay. So, two days in total if I fly the night before typically.

Okay.

So, one day, it's one day.

So, video audio conferencing is preferable to business trip.

I would agree sir. Yeah. Well, it depends on the context. There are some people do but I would agree. Okay, many things. Yeah.

So, information technology has reduced the use of air travel for business purposes.

Yeah, I agree.

In my experience, business travel has been essential to achieving the results I have.

Yes, yes, probably would say strongly agree

I understand the greenhouse effect its causes and its consequences.

Yes, I understand, I'm not an expert is here.

I understand the greenhouse gas emissions caused by an aircraft.

Yeah, I agree.

I understand the consequences of the global warming.

Yeah, I strongly agree.

Which approach you prefer towards environment pollution. You do nothing or you accept the consequences as they come or you act and be proactive to reduce pollution.

If only these three then the third, act. It's right outside. The community. My.. I didn't bother commuting by train every day. I try to move. And when possible try to use the video, conferencing the sky, rather than flying there. Mmm.

So, I support the idea of the development of technology towards new green, aircraft such electric hybrid supersonic, or bio-fuel.

Boo, I'm an engineer and I know that is one do not really solve the problem. They shifted somewhere else. Why not, Yeah, I agree. I agree.

I'm willing to pay more as an individual when purchasing pollution products and services through green taxes.

I think it's why not. Well, that's more like in general. Yeah, I think it makes sense to until these things. I've done. People do not really care that much. I mean, oh, yeah.

I'm willing to pay also as an individual if feed to a ngos, such myClimate when purchasing pollution products and services. So, business related through an offsetting carbon footprint compensation. So I don't know if you've heard it is in your dossier. There's like myClimate is an NGO So this more like to give you an example, the showing for example a flight from Zurich to Madrid. It's so the CO2 amount is 0.49 tons. And so, it studies more like to support like projects and then pay a fee for that.

They would rather prefer. It's taken care by the government. Okay, so I disagree. Well, I don't need to know this. Yeah, like these ngos in detail.

So okay. Yeah. So, if corporations pursued pro-environment corporate social responsibility policies would business travel, increase or decrease.

Decrease, I think it would be crazy because people would use more technology.

Okay, so move to the open questions. Does (your organization) have corporate social responsibility policies related to business travel. If yes, this is related to environment and sustainability. If not, if there is any plan to implement this in the near future.

Let's say in general. I think the organization does not share too much. There is the CSR report, but it doesn't really do not really share too much power from that single event about CSR activities and say which are going on in the company. So, it will be this could be improved in general when it comes to to inviting the employees not to travel, to be honest. I do not hear this kind of message from the company name by, not to talk a business. But that's for a different reason. They say that's to save money. Actually, my boss, for example, invites me to travel even more. So, in that aspect I think is lacking it now. If I recall correctly, but I need to do. Not really pay attention to this thinking the website that we use for booking the airplanes, the real. Yeah, there is the amount of CO2 equivalent consumed, family, directly comics. I think it's there. But to be honest, I think it's not so easy to it's a number two, always 0 comma. Some people do it. So, it's a big number, but I think it's not so immediate to interpret. It's interesting. Actually, it's not so you don't feel ashamed by adding good day. Father. Yeah, even etcetera, as information, okay.

So, what is your understanding of for example, 20 to fifty percent of international travel expected in a job description, or employment contract. And what happens if you do not travel as much as indicated in the contract or exceeded to the understand it, to be measured as weekly monthly, or yearly percentage.

I would say yearly, in my case the periods, which when I tell him to more often than others, like September/October is going to be very intense. For example June July, it was very quiet to depends on the period all serious and say on a yearly basis. What will happen if you do not travel or you do travel more. Yeah. I mean for them, I mean the idea is that to be closer to the countries. In addition to the the cause, let's be more present.

The questions was what happen if you do not struggle, or if you travel more, I think nothing happens, you're lucky or unlucky, depending on, obviously that's to my knowledge. There is no compensation or whatever is rather more than expected. Therefore, you get, whatever. Okay, nothing.

And what disadvantages do you see in travel for business for the organization but also for the individual.

So, disadvantages so many cases for the company. The time is not properly utilized, time management. Yeah. Mmm. We spend a lot of time, just traveling and impacts real meeting for four hours, and on the other side. Yeah, so find management. I would say hmmm for the individual. I think. Personal life balance.

Mmm. Yeah. You have any other examples?

The company but it's also a matter of cost. Yeah, because if you'd rather not know. That's happy that we can. Mmm.

Okay, there are some, not all types of meetings. I mean, we have some technologies which allow to be more interactive. We have also these systems or something a few meeting rooms, but it's not democratized enough. It's not say this this technology we should exist them and it's very limited. And so, it's it's kind you can do it. You can do screen sharing, but it's not if you, to have an interactive session. Sometimes it's not as easy as its face to face and they'll do something politics. Is this super expensive I guess at the moment or so, it's not so spread. So this I would say this probably more like a benefit now.

So that will be the next question benefit of traveling for the organization is maybe more because you can be more interactive. You have benefits for for the organization or for the individual as well. I think you can be more interactive in the, on the other hand. I think it's strengthens the relationship with the people because connection is always strong and say, yeah, just having a whole. So I think from a business perspective, these international whatever flights should definitely could be reduced. But should not be abandoning. My opinion contacts still is a topic.

For the individual benefit.

I think benefit is that also personally, you enlarge your network. You get exposure to different cultures, and ways of working. So, I think it's empowering it.

Okay. What are your thoughts regarding business travel as regards to time management, efficiency, and workload?

When I go to Britain, for example in Netherlands, I spend more time traveling than than the affiliate and so definitely a lot of waste of time is there. Efficiency, so yeah. Waste of time and say it's the core, the core of it. The contrary on the other side is when they're always kind of interactive meetings, especially multiple people were. It's easier when you are face-to-face and the when you are sitting in different countries,

Okay. So, what are your thoughts in terms of time management and efficiency?

Almost okay, efficiency, and it's about efficiency. Yes.

Yeah.

That is for the meetings which actually require it and not work.

Okay, how can the environmental dimension of the business travel be incorporated effectively into the management of multinational corporations?

It the end is about message that you convey to the people. So if management will do they can I take my example (name) my manager, invites me to stay more in contact with the with the affiliates through other channels because of the environment, whatever it is, I would think of it, what if my management is kind of my manager is asking me and my colleagues to actually be more there. Mmm, on the street. That's a then, of course, I think the environmental aspect to the goes in second layer. Yeah, so I think, in the end, the the management need to live by.

Yeah, I mean the lead by example, so if you know, care of all the topics, my husband cares about the topic than they have to invite employee to employees to act accordingly. Yeah, it's if they don't care. So, basically the executives need to be like a role model and yeah.

Exactly.

It's like well convinced that this is a CO2 equivalent emissions in Hammond, Indiana. External beam of light is there? Yeah, I think this does not just not sufficient or does not mean you cannot wash your hands, because everybody's aware of it until you have to be stronger with saying the message. Yeah.

It's I think it's a good point.

That's what I also said before. It's a good line, the values. We have no other they're trying to operate and it's not coming from executives down and people don't really care.

Do you have any other thoughts on business travel you would like to share?

Yeah, perhaps only one, I think about in the past that we're occasion. For example, where too many people from that quarter. For example, we're traveling together to the affiliates for reviews, were cases, where they were more people from the airport, to the people from the office, could be

optimized. Not only the frequency of drinks, but also the number of people really need to go there and face to face because of you, many of these occasions. For example, we had, so we had to go there and each of us has a lot of one-hour for it. It was one of the tasks launch preparation, for example, so it was a kind of general review each work stream and only half an hour or one hour or less of their own with interest. Everybody was traveling for like 15 people. 15 people for actually one hour. It's not strong, not so useful. Perhaps you could have I mean three people would have gone there (role) lead etcetera and then all the other gonna jump.

Perfect. Yeah. Thank you very much. I stop it.

Default_20190821-163649 Interview 5 (name), 21st August 2019, 16:30 PM.m4a

No, okay. So that's more like the introduction, so that you can choose the options that best describe your feelings in relation to each of the questions below and so on so gender and age.

(age)

So, traveling for business increases business growth.

I neither agree nor disagree.

I enjoy traveling for business.

Disagree, okay.

Do you take part in an airline rewards program?

Yes.

Do you know which one? Do you know what the level is?

Yes, Miles and Moresilver. Okay, try to avoid business traveling.

On average, how often do you travel for business? So, like travel more than 40 percent?

Okay. Let me see. Maybe ten percent or between 10 and 20. Okay. Yeah, but rather tend on 20 and say.

Okey, how long are each of your business trips?

On average, usually daytrips sometimes two days. Yeah, but I try to fly in fly out yeah.

So, video audio conferencing is preferable to a business trip.

Yeah, I disagree. Yeah.

So, information technology has reduced use of air travel for business.

And and then I'm just being honest. Yeah, sorry. Yeah, I think I actually strongly agree. Yeah.

In my experience, business travel has been essential to achieving the results I have.

I agree.

I understand the greenhouse effect, its causes and its consequences.

I think I don't understand. I think I know this is not clicked yet that much, but no, I'm neither agree nor disagree. Yeah, can I just have one disclaimer here? Recorded or not how everyone I mainly work in the policy here. Hmm. So here again is CSR sort of (role). I don't accommodate from this policy CSR compliance side to see. Okay, what are the standards that we need to meet investors that want to have certain standards? Etc. But I'm more in the policies of my one this main destination is was Brussels. So I have that's why I fly out there in the morning and then come back. So this is why you go for daytrips. And then it's also due to my job. I'm very much. I need to be. Well, usually what people call network, you know, and it see people, you know, insurance or face. And then, just sometimes just chat just to get this content then to be able to call them up and you have some, some issue in discuss. Oh, this is why I would say, my job. It's sometimes really important to just see the people and to go to conference in the door. It's really boring the whole program. I just go there to see certain people so which is, I think maybe there's others that have the same situation. But usually I think they can choose. Well, I just have time with his green or something, you know, and so that often doesn't work for me. You know, I need to pretend like we're working group meetings, just

to see the people in the, to chat over lunch just to have the contacts. Yeah, just saying. So, you know why maybe these answers.

Okay, I understand the consequences of the global warming

I agree.

Which approach do you prefer towards environment pollution? So, you do nothing or you will adapt and accept consequences as they come or you act and be proactive to reduce pollution.

Adapt

I support the idea of the development of technology towards new green aircrafts such a like electric, hybrid, supersonic or bio-fuel.

I strongly agree.

I'm willing to pay more as an individual when purchasing pollution products and services through green taxes.

I'm gonna be honest, right again. It's not a test. So you're not going to see, okay? The bad guy here. No, but again, I'm a bit in policy longer than I. What, I don't like is okay, we have now this, this looks like combs like a hype and not that, it's not relevant or valid the whole discussion, but then you see often, especially when politicians probably some exact we got to do something and you know, that they introduce X and this is softer than counterproductive, you know, or this is the new, you know, not thought through or not jointly coordinated.

So, this is why I'm always skeptical about let's have a great tax, you know, and things. And it's like, okay, but it's not per se to say no to that, but we need to make sure that this is right taxing, the works, the the right way. Okay, so that's why I'm a bit just a bit hesitant on that one. But, okay, not that, I don't just want to pay.

Yeah. So, I'm willing again, as an individual, a fee to an NGO. Such myClimate, when purchasing pollution products and services business related to an offsetting carbon footprint compensation. I don't know if you're aware. There's it's an example and it's an NGO called my clients and they do, for example, you could pay. So, they show like a flight from Zurich to Madrid how much CO2 amount so you could, let's say, purchase or pay your feet and they can use it for a for a project.

I'm sure it's boring with everybody agree. So, I say I disagree,

Okay, it goes. If corporations pursuit pro-environment corporate, social responsibility policies would business travel, increase or decrease?

Decrease, decrease.

So, now we got to the open questions, does (your organization) have corporate social responsibility politics policies related to business travel. If yes, it's related to environment and sustainability. If not, if there is any plan to implement this in the near future.

I guess I should know that we have an environmental policy. Okay, but there's a new one, but it's a very overall environmental policy and I'm not sure. Now whether I think business travel is actually mentioned as one of the fields, but I'm not a hundred percent sure, but I know that we have also internal surely the guidance is a right turn and and this is a bit in the doing. So, we're trying to have a bit be a bit more specific and concrete on certain in certain areas. And one of them is business travel. Of course, it's think then to the equipment that we, we also provide and everything. So it's kind of a yes, but I couldn't really pull it out and show you a here. It is here. It says, but we definitely, we have statements in place also that the try to where we say and we want to avoid unnecessary business travel so that that is in place and might be actually additional sort of enforce maybe even in the future. So, there's there's even more to expect. Yeah,

Okay. What is your understanding of, for example, 20 40, 50 percent of international travel expected in a job, description, or employment contract. So, what happens if you do not travel as much as indicated in the contract or exceeded? So, do you understand it to be measured as weekly monthly or yearly present?

I would say yearly. So, yeah, so so I guess nothing happened. But I cannot speak for for, like, for our salespeople. Yeah, contractually and are obliged to trial. I don't know, okay.

What disadvantages do you see in travel for business?

I think my boss even likes it when (gender) sees I don't travel that much because it's usually cheaper and so on. Okay. Yeah, it's a good thing. Then I only travel and it's near really necessary and I try actually to follow that principle. Well for advantages for the organization of yeah, I would say there's there's just in general. There's a lot of lost time when traveling and, you know, talking we need to leave your time. Yeah, it's just wasted time. I think it's sometimes probably even under (gender)

manager and of course, people try to work, you know, and lounges and during the flight exam, but overall, you can always say, I mean, sometimes when I have really weeks where I do travel a bit, I mean, it's just it's not comparable to when you're in your office and at the same time and that goes with together. It's that just work keeps piling up, you know, then let's say at home, you know, because you usually are not that at least that's the case with me because I attend meetings where it's not just you can kind of just work on emails, you know the time. So so usually then the next day, your day stand there. Just yet. Yeah, usually full inbox and okay, then that again, throws you back.

This may be done more for the individual. I would say.

Yeah, maybe. But I think. Yeah. Yeah. Travel. But then I mean there's just not the same output. Yeah. From a company perspective. But yeah. Maybe this is more an individual experience to see. But I would say, I would save you from a company perspective. Yeah, I guess somewhere.

But this is kind of a surprise question because I didn't I was not aware that me, you might look at that, you know, okay, there's I don't know 30 percent of traveling and then they measure, you know, and if you're below that that can be looked at all. You're not doing your job correctly. But but I guess there are positions or functions where this section which is if that was so to me that was kind of new and not say, I mean, I could travel a lot but I try to keep it to a minimum and my boss is more sort of. I think (gender) kind of I'm sure (gender) appreciates that that I'm not trying to go to just sit, just whatever conference just for just for being there, you know, if there's a lot of clear sort of business goals, so that's why.

Hmm. That's rather good thing.

And here on the individual side. I mean, definitely also of course, yeah. Well, you know, it's usually you're just tired, you know, so sort of. It's not the same, you know, usually get home late and and then the, the almost a paradox thing is what I just mentioned before. Usually, you, you manage to do less actually while flying and still you come home them late and you're gone, you know, and so it's really yeah, would expect that. Maybe that you can you can achieve more. It's the opposite. Yeah, so it's

Okay, and you order disadvantage?

Yeah, maybe availability in general would say usually yeah, especially if you have like today meetings or something. In my case, then it's like happens. That always right then people. Yeah, but no, it's just general. You're just not that available. Okay.

What benefits do you see in travel for business?

That's what I mentioned before when I don't fully agree that a video conference can always sort of compensate for, for one like face-to-face meeting. It's just that you can, I think discussions are usually different when you meet somebody in person. That's just that's just really the main advantage, you can meet people in person and then discuss things that you otherwise.

Why have phone or video conference or email? It's just not the same. Are you would not get the level of trust or also information or anything? It's just not the same and sometimes it's real. Okay. I know it's tedious and everything but I gotta go there because this is an important person or this is something that we really need to to spark and that's why it's the needed that that you have a physical encounter.

Okay, so that's more for the in for the organization.

Yeah. Well again, I mean that's then for individual if I look from my sort of job just to fulfill sort of Miles my duties here, you know, but I would say but again from a company perspective that's just there comes the maybe with a little while here. This is more the efficiency. Something that is maybe lacks than the behind here is more sort of. Sometimes you have more substance. I would say.

In life meetings, you know, they tend to have more substance after life discussions or meetings in contrast to. I don't know why video conference call or a video meeting. That's just my experience. There's usually more substance. Okay. And then again, this is I look at it from a company perspective. So this is something that the company benefits from large overall. I would say, for the company.

Well, maybe I don't know again, depends on very, really draw the line between what is it? Company benefit? What is an individual benefit? But I would say also that I was a also, your employees are to certain degree visible. So, this is something that should not also be underestimated. You it almost goes towards sort of like, a bit of company branding, corporate branding. Also that you have your people on the ground. They show up, you know, you see their faces you see? Okay who works for a company gives the company a bit of a face, you know, and I'm assuming that we have good employees.

Please, this can actually be beneficial and you know, if then there's a superhot rigorous policy like nobody travels. Then we're just here kind of stuck in her Ivory Tower and just have video conferencing. And then this is sort of I think that the company would then become by time a bit almost anonymous. There's definitely also that that you know, people are out there that you know off there's a face to it and we can talk and chat, you know, and that's I think also from a company perspective of.

But in general, I mean, if you think more about the individual.

Private. I mean you see some benefits and you can just easier engage with these counterparts that, okay. So that's really the main reason that I actually go to these and you can just, I don't know, work group. I mean all these trade bodies trade associations and then there's a break, you know, and it just go to somebody and then ask hey, what was what's with that, you know, and it just continued information you need, or you can just liaise with some people at work. And I think that's really the main benefit. Why I? Okay, sometimes say, I gotta go, you know, I'm just dialing, even if there's a dialing option, you know, sometimes okay, but other than that, I don't see and I just have to look hard.

So, what are your thoughts regarding business travel as regards, time management, efficiency and workload.

There's a meeting whatever in Brussels. Let's say, should I go? So this is really where it starts. Okay. What is the better I do. You see, somebody do a drive. When did I need to show my face again? You know, so so all that comes together and if it's really then if yeah, it's tips over and I said, no, I gotta go. Can I just buy the dinner? Can I just just not attend it?

And I don't know, read the minutes, whatever. Just it's more than just the plain information. Here are the outcomes that meeting then that's sort of where I then. Yeah, we rotated position. You know. I need to sort of always balance that kind of and and just take everything into the equation. It's tiring for the individual as well. Yeah, so so I know.

Okay.

That means 735 is the Brussels Flight. Yeah. Waking up before six, you know, so that's always sort of what that these are my thoughts. And then, you know, coming back, usually with the I mean, I'm at home 10 11 or something. So I don't really know if you want shot that day and and yeah, just go to bed and even next day I'm usually tired and then have more or less full inbox, you know, of course, you do also work from the airport itself and check her mail system. But again, what I said before, it's not the same. So I really try to go only when I feel. Okay, it's necessary.

How can the environmental dimension of the business travel be incorporated effectively into the management of multinational corporations.

Well, here, I think essentially it does come down to having sort of hard targets or something, you know, where it's really you're being measured for it and then I wouldn't even go that far to have sort of, I don't know wages tied to the performance or something and (gender) said in the hardcore

example in the exist, you know, could even go that far and I think that could have an impact be honest, but maybe that's not even necessary. You know, for now. Let's say it's really just somehow measure the performance and then and then link it or just have at least targets, you know, because usually management especially also they try to fulfill their targets, you know, and so I think that's the only way it works. If it's just if it's just like okay a commitment or we would like to and we try and give her a best. I'm not sure that this has the same effect. It also has one.

I think that's really important. And you need to have somebody responsible for that particular area, sort of ownership and that person then can come up with ideas be that I don't know. In the in the whole flight, some whatever. If somebody books, a flight that that person you needless. He's had. What's the footprint, you know, and, and sort of that's where you start with incentives and I think that can also help. But anything I would say really measure the thing and we can call it kpi, whatever, or just just perform these to be measured. And especially I would even go with targets, we to define them and then trying to reach them. I think that's the most effective way and somebody should be given responsibility for that, you know. Okay, you make sure we reach these targets, but give that person also enough power to implement stuff.

That's also may be an important thing because also a, my experience with we see, okay, everybody agrees to turn thing. But then, if you come down to, okay, let's implement something. That might be good. Be that for environment or social reasons, whatever. Then sometimes you get push backs because then business have, you know, time where is too costly or it's just efforts or, you know, they're just other priorities. So, so you gotta have also that the the power to be able to didn't really introduce things.

Okay.

The equipment. I think that's very important. I think also it's also a bit, just people don't have time. You know, it's an efficiency. You will discuss about that. I think it's really it's much easier. They're very, it's very good, you know, if your bag and then it's always connectivity in hand. Can you hear us? And you know and stuff like that. I think nowadays. It's really good, two large screens and such as a credible, we can do with those, you know, and some I don't even know what everything what can be done with that, but it's really amazing.

So, I'm I think it's very important that I personally think we should do more, you know, in order to reduce especially the or avoid unnecessary business travel. I'm just saying, like having said that, I still think especially in positions like mine. I would not go so far and try to really avoid almost everything. Because, again, sometimes it's really, it's not the same, sometimes I especially need the personal contact. Show my face again and then we talk about also company sort of visibility.

So, all of that in some can I just be ignored and be that just out of cost consciousness or cost thinking or be that out of environmental thinking? I think we still be cannot move away from for business

travel and also that the way around again I mentioned it. I mean, there's one reason for us being here, close to the airport is the airport. So we can do is bring our global teams here.

And that's the same thing. The other way around, of course, you can have video conference on college a lot of that. But if you say okay, once a year we should me this is to, to also meet in person to have it's different. I think that's very important. And also, for team building, the whole nature of exchange and everything. And having people involved, you know, to get there buying this is something that cannot just be ignored urgency or will do the same but via conference, it will never be the same. So this is why the other end.

Okay, good. Thank you. I stop it.

Default_20190904-152007 Interview 6 (name), 4th September 2019, 15:00PM.m4a

So let me just explain the questionnaire quickly. So, you need to choose from the options the best describe your feelings in relation to each of the questions below. So, gender is clear, age range.

(age)

Okay. So, first question, traveling for business increases business growth.

Neither, I agree or disagree.

Okay. I enjoy traveling for business.

I agree.

Do you take part in an airline rewards program?

Oh, yes, Miles and More but I am standard.

Okay. Hmm. On average. How often do you travel for business?

I have the responsibility of the site in Switzerland. Yeah, well, I am more than 40 percent of more than 40 percent of my works in place. But this is global ?

Only global down for outside, Switzerland.

Hmm, 10 percent, 10 percent.

How long are each of your business trips on average?

Three to four days, okay.

So, video audio conferencing is preferable to a business trip.

Yeah, right.

Information technology has reduced the use of air travel for business purposes.

I agree. Yes.

In my experience, business travel has been essential to achieving the results I have.

Yes, I agree. We cannot replace it with IC.

I understand the greenhouse effect its causes and its consequences.

I strongly agree

I understand the greenhouse gas emissions caused by an aircraft.

I strongly agree

I understand the consequences of the global warming.

I agree

Which approach and you prefer towards environment pollutions. You do nothing, you adapt, or you act?

Act and be proactive to reduce pollution.

I support the idea of the development of technology towards new green, aircraft such electric, hybrid supersonic bio-fuel.

Neither agree or disagree.

I'm willing to pay more to as an individual when purchasing pollution products and services through green taxes.

I agree

I'm willing to pay as well as individual fee to an NGO such myClimate when purchasing pollution products and services business related through an offsetting carbon footprint compensation?

I agree.

If corporations pursued pro-environment, corporate and social responsibility policies with business travel, increase or decrease?

Decrease.

So now we come to the open questions does (your organization) have corporate social responsibility policies related to business travel. If yes, is related to environment and sustainability. If not, if there is any plan to implement this in the near future.

We have corporate social responsibility for business travel. I'm not sure that it is fully related to environment and sustainability. If we plan to implement something in the near future I think some

discussion asked already ongoing but near future, not so sure. If I suspect it will be more midterm. Not depend what we say with me up at case to take at least two years.

Okay, what is what is your understanding of, for example, 20, 40, or 50 percent of international travel expected in a job description or employment contract. What happens if you do not travel as much as indicated in the contract or exceeded? So, do you understand it to be measured as weekly monthly or yearly percentage?

I think in a job description is more to give, it's more a yearly percentage and it is to give you the dimension of the requirement to travel to go outside from your daily business, or not coming back. If you don't know travel as it is written in the contract, I think nobody really care of the travel percentages for you as far as you are delivering, what is expected.

At least for now. It's ready for my part which is not related directly to sales. Basically, some people are measured by number of face-to-face meeting on a year. It would be more stringent. Most probably.

Okay. And what disadvantages do you see in travel for business for the organization and for the individual?

Good for the organization is cost? It's it's time loose traveling. Not all the time is very efficient as a suspect. Really frequent other than it, cost a lot of energy inefficiency waiting time transfer time.

And what benefits do you see in travel for business.

The same for the company and for the individual for the company? I think it is what you cannot fully take out with IC video. Yeah, it is his personal contacts or influencing people or getting really what the understand this thing or what is it? Sure around. You see them in the context, not only meeting on topic. And sometimes to make it happen. I will set itself point because we say are you seeing meeting at IC video you discuss of point you'll get an answer. So I settled a deadline and then it gets postponed I think the commitment we have to make it up until I say no. The person will be there, and now we sign the contract or whatever. And it is different from remote.

For the individual something somewhere is rewarding to of this contact. So personal rewardings or cultural interaction. He's position gets strength. I think visibility. Yeah. Visibility.

Do you think an individual can have any personal benefits?

I'm not sure that it is really the advantage of the beginnings of people say, yes, I OK you discover then a new place but it's it's not you all new business.

Some people we say collect some points and society get an advantage by his next holiday, but I mean really to get an advantage and the pain of the year. So it's respect now to it.

Okay,

Okay. Can travel. I think it's not really an advantage personal benefit.

Could you arrange everything that you have some freedom you are out of business or yeah, could be. Yeah, you manage your own agenda? More than video conference inside the (location) now.

Okay, and what are your thoughts regarding business travel as regards to time management, efficiency, and workload.

As I mentioned before time management is for sure, negative impact.

Yeah, you mentioned here about wasting time working remote.

It's always a pain to until you get to connection. Your soul of any technical issues. We don't have a printer small things, but a lot of troubles. Workload, I think if it is clearly stated in your job descriptions on so much percentage and this is an agreement and I think the walk road. Okay. It's another kind of workload. You haven't a little bit higher workload because eventually you will be used as a messenger from both sides, clear. If you are committed to this whole then most probably you will get sometimes an additional one to clarify. If you see inside my qualities hearing you and please explain it directly. Okay, could be a slightly higher but I don't know, okay.

So how can the environmental dimension of the business travel be incorporated effectively into the management of multinational corporations.

I personally, I'm sure. I mean, to pay for carbon compensation tax. I think it's quite good things because clearly it's more costly, but the corporation is managed by a finance, what its cost. Okay. It's event of the year a discussion topic. If you don't cost nobody take care for sure. This is advantage of this tax. Just so on seeing we should, I mean this one possibility and not only is money is to collect

the data. So the number of travel the distance, I mean, the CO2 carbon emission to the could be another one, doesn't matter and then to make it visible in the company because what is visible, but normally people will question. But why so much and eventually you will be then the people will react better using the to, so better planning the travel because you need to make it transparent to all increase, how much they get for much indicator. So if you have the CO2 emission of you, I don't know what transport of good of business, travel of manufacturing your goods and you will discover that the business travel is higher than what you are selling. If you sell goods, if you are in service, could be different, it could eventually realize but easy to do efficient what we will do.

That makes it visible because I think exactly to this over here. I'm not sure it was a discussion that the on the flight tickets that you should put this carbon emission automatic. If I have, if I we took the train from the early longer, but it's less and then you are. All that you to start you thinking. As long as you don't know, okay, who is a newspaper in general, but it's not really, you know.

Do you have any other thoughts on business strategy would like to share?

I think we should at least if we do business travel, I mean, we will keep some level of business. However, you should better share the information. (Name) is traveling is going at this place and to be to made use of this messenger or connection here. I think we have in this (location). Good example, we have colleagues coming from affiliates, but normally, we don't know that the will be tomorrow or next week, some colleagues directly related with the don't know. I am sure in some situation. We could make better use of the travel activity by sharing. (Name) is will be next week on the site. Okay, you need some tools, but it's not the tools always it's never the tools the problems of a mindset of the people because that's why to discuss that and meet people situation and the people say, yeah, but why I should say I am here. Why it's I didn't really like to know that it's too much information. I mean, yeah. Even if it is a business problems, one is optimal decision to participate. Some people have a problem with this idea to make it completely inside the company. I don't know. I mean, to reduce a little bit business travel we have some tools, but I think we could put more effort in training, the people using better tools. So they train the people to use better to this for example about Skype for business or Skype. Who use if you was with a next tell apart about inside the company. Half of the time. You cannot see the person's of video be strict on. You want to share your document is not possible so that I don't manage it for or I don't manage when I get from another company WebEx, I think, instead of Skypes, and we also lost. Yeah, so you see good inside the company. Okay, to the here, but if it is between about an hour we are, yeah, we are back only to the phone. The technology needs to improve the technology or training to use the technology. I'm not sure that it is pure. Is a technology sometimes really we are not trained at all.

Yeah, that's true.

Then you discover this new. I mean, this is offer to use this tool during the IC .

Perfect.

Okay, thank you

I stop it.

Default_20190909-120351 Interview 7 (name), 9th September 2019, 12:00PM.m4a

So the first questions are more like you have to answer from agree or disagree levels and then we have some open question. So, first of all gender and age range

(age)

Yes, so traveling for business increases business growth.

I strong agree.

Okay. I enjoy traveling for business.

I agree

Do you take part in an airline reward programs? Do you know which one?

Yes, Miles and More. I also have a BA and Alitalia and One world.

Do you know the level?

Senator on miles and more

On average. How often do you travel for business?

Monthly I would say so between 20 and 40, okay?

How long are each of your business trips on average, day trip, three, to four or more than four days?

3 to 4 days

So, video audio conferencing is preferable to a business trip.

It is yes, strongly agree.

Information technology has reduced the use of air travel for business purposes.

Strongly agree

In my experience, business travel has been essential to achieving the results.

I agree

I understand the greenhouse effect, its causes and its consequences.

Very strongly agree

I understand the greenhouse gas emissions caused by an aircraft.

Strongly agree.

I understand the consequences of the global warming.

I strongly agree

Which approach to your preferred towards environment pollutions?

Adapt

Okay, I support the idea of the development of technology towards new green, aircraft, such as electric hybrid supersonic and bio-fuel?

I very strongly agree

I'm willing to pay more as an individual, when purchasing pollution products and services.

Very strongly agree

I'm willing to pay as an individual, a fee to an NGO, such as myClimate, when purchasing pollution products and services. So, business related through an offsetting carbon footprint compensation.

I agree

If corporations pursued pro-environment environment, corporate social responsibility policies would business travel, increase or decrease?

Decrease

So now we go to the open questions, does (your organization) have corporate social responsibility policies related to business travel.

Yes,

If yes, is it related to environment and sustainability?

No, we should have planned but I don't think we have all right now.

Okay, what is your understanding of 2040 or, for example, 50 percent of international, travel expected in a job, description, or employment contract. So, what happens if you do not travel as

much as indicated in the contract or exceeded and we understand it to be measured as weekly monthly or yearly percentage.

I don't think, you know, we're having a contract, you know, nothing to come from but we need to have been. During the view, we discuss about potential personal travel. And of course, you mean, estimation on average people working with him, is about 30 percent of the time travelling. There are no consequences.

Hmm. As I said before, as I think, unfortunately, business travel is still part of the way of making business. If it's less, I am assuming it will be less performing.

Okay, what disadvantages do you see in travel for business?

For the organization the costs associated. And for the environment I would say somehow, yes, because for me is more of a traditional issue, you know, we are selling drugs. So, we assume to do something of the system for the environment, something positive and again, you know, we need those. So tomorrow to respect environmental to be a sort of role model.

Okay. Anything else for the organization disadvantage?

Is also time that you are not real to your desk. So, basically the travel is somehow waste of time and space. Okay, and for the individual disadvantage more family time. For the individual also personal time you have to do, maybe to go to the gym, to do something that you like to do.

Okay, and what benefits do you see in travel for business?

Also, for the organization and for the individuals organizations is more business need. You know, the point is, you know, we are talking about medical. Our stakeholders are not ready to replace face-to-face meeting with, you know, something it's more sophisticated, and more IT driven. That's why in benefit from the organization point traveling is to generate more business, but great business opportunity.

Any other?

Not really much to be on stuff?

Okay, and for the individual?

To see a benefit for the individual is probably, you know. Somehow getting develop your improve your connection with your stakeholders. So, you develop a better understanding of the need sometimes face-to-face meeting, especially for the people that are not used to. Video conference and so on, it's times. This is something.

okay. You think there's any benefit for the, like personal benefit for the individual or no?

No, no. Because you don't do not have time to visit any countries and everything. Just okay. Today's.

How can the environmental dimension of the business travel be incorporated effectively into the management of multinational corporations?

Let the fine for a second with his business travel, you know, for me, you know, and I still think, you know, the mission before we should be the role model is some hours are from a company and that taking situation business travel, for example phone. So when you come into the office every morning you know, for example, if we have a company cars is not totally taking care about environment.

And, it is for me, something that, you know, we should start thinking because of business travellers could tried because and we are not thinking about the environment at all.

And of course, you know all the other business traveling when we use, we should probably push it with more training as an organization. You know. Now you were opened this a train is is becoming a relatively easy and quick way of traveling, but I can see because probably are so close to the airport. Logistically that most of us prepare to go by plane instead of by train, even sometimes these are between cheekbone. Now, put that thing.

Okay, do you have any other thoughts on business travel?

Because I mention to you, you know, those so I think we need to educate the little bit to be able to be more innovative the way we are doing business.

We are still using auto traditional business travel and traditional business way to make business, but we should be small help in the system. And they also society scientific society to promote, for example, online congresses. So now it's the of congresses is when I joined from a company, 25 years ago. I used to go to congresses has said nothing change, you know, and this is a little bit scary in a

world, but everything now is online. If you could be so location and some we should do more as an organization. We should invest more in this kind of a tool to help the communication. That's also an interesting.

Okay.

Yeah, I think so, everybody travels for different reasons. So it's also different. Yes, the different stakeholders just take all those. Are other former companies for business development of a partnership activities. So the commercial partner more problems for video conferencing.

I think you start thinking about other stakeholder like scientific society is cute. Indeed been support because they are not used to. I don't know if they had the possibility to the university know the university around the globe to a video conference. So they prefer strongly prefer face-to-face.

Yeah, okay.

Thank you

Default_20190910-113649 Interview 8, 10th September 2019, 11:30AM.m4a

So, let's start so gender, that is clear. Age range

(age)

Traveling for business increases business growth. So you very strongly agree. Strongly agree also agree, neither agree or disagree, strongly disagree, or very strongly disagree.

I agree

I enjoy traveling for business

I agree.

Do you take part in an airline rewards?

Yes

Do you know, which one?

Yeah, Miles and More and Emirates one.

Do you know the level?

Emirates I think I'm silver and Miles and More basic, silver.

Okay, so on average, how often do you travel for business? Is like weekly more than 40 percent or monthly? So, between 20 and 40 a few times a year.

It's completely dependent from year to year.

Mmm, this year. It's a few times per year. Last year. It was. I'd say yeah between it will be B, but this year it's we C.

Okay. So, should we take it for about?

I would say, yeah, I depend on the projects that, so it's, I'm not liking commercial traveling within may be here a few times per year. So between 10 and 20 percent. Yeah, okay.

How long are you two of your business trips on average? Is it mainly day trip to day three to four days?

Three to four days?

Okay, video audio conferencing is preferable to a business trip.

It depends, I mean you also have I would say neither agree nor disagree because for me we need to think about the video conference. We should not travel all the time, but you cannot only do video conferencing because you need to have the face to face in some cases.

Okay? Information technology has reduced the use of air travel for business purposes.

Agree, strongly agree.

In my experience, business travel has been essential to achieving the results I have.

Strongly agree.

I understand the greenhouse effect its causes and its consequences.

I very strongly agree

I understand the greenhouse gas emissions caused by an aircraft.

I very strongly agree

I understand the consequences of the global warming.

I very strongly agree

Which approach do you prefer towards environment pollution? So, you just basically do nothing or you adapt and I accept the consequences or you acting you're proactive.

Act. Hmm,

I support the idea of the development of technology towards new green, aircraft, such electric hybrid, supersonic or bio-fuel.

I strongly agree.

I'm willing to pay more as an individual, when purchasing pollution products and services through green taxes?

I strongly agree

I'm willing to pay. So, as well as individual a fee to an NGO, such myClimate, when purchasing pollution products and services always business related through an offsetting carbon footprint compensation. If you've heard myClimate to examine Swiss airlines, the word will tonight climate, which is an NGO. So, for example, I mean, they were great with different airlines, or I think only with Swiss because it's a Swiss NGO. And so, even when you book a flight with Swiss, you could, for example, you see, if you have, let's say a round trip from during to Madrid. How much is the CO2 emission the amount? And so, you could basically based on that, pay a fee, which is supporting a project for the environment.

Hmm, for the environment. Yeah. Yeah, but it's not solving the problem. So yeah. Interesting comment. I would like the project is not the solution. Okay, say I disagree? Okay, I don't disagree from the project. Yeah, okay, okay.

So if corporations pursued pro-environment corporate social responsibility policies would business travel, increase or decrease.

I think it would decrease because more awareness. Yeah.

So now we go to the open questions. Does (your organization) have corporate social responsibility policies related to business travel.

I don't know. I don't think so. But, okay, I don't know. Yeah.

So, basically the rest is anyway, if not, is there any plan? So, if you don't know, it's okay. What is your understanding of? So that's an example, 20, 40 or 50 percent of international travel, expected in a job description, or Employment contract. And what happens if you do not travel as much as indicated in the contract or exceed it? And do you understand it to be measured as weekly monthly or yearly percentage? If you have this, let's say, 20 percent of traveling in your contract.

I mean, my contract. If it's mentioned this. I don't understand this as a mandatory. Okay, I mean, in my field, uh-huh, (role) it might be different, but it's just to address the person in the position. Be aware. You will have to travel. So it's more than the travels are based on the needs. Hmm, then in the year, you would have less needs because there is no project and why traveling? But in my function is not an obligation in (role), it might be willing to obligation because might be willing to contract negotiations. So this is a different thing.

What disadvantages do you see in travel for business? So, for the organization and for the individual

Disadvantage? Yeah, it's tiring. But individual. Yeah, but it's also for the organisation because it's all kind of your energy management. And then, the energy will also invest in your works. At the end of your traveling, all the time. You need also to see how energy private and business with. Yep. And you need to cope. During the time you're traveling, you need to cope with the daily business. So, it's also all kinds of stress management or so.

So, it's a bit of time management. Yeah. Do you see any other disadvantage for the organization?

People travel a lot yet. I think it's also with the time management because then the time you travel, you have not be available in a different time zone. So, it's of course, you are traveling for a specific project that you do in this time zone, but your daily business happening in another time zone. You still need to be reachable. So please have time zones and maybe other people may wait for certain feedback, you cannot. It's also time of its kind of time management also put down.

Okay, and what benefits do you see in travel for business? So, as well for the organization and for the individual, for the organization.

I think when you meet the person because you can have a video based not the same, when you meet the person, you have a different level of communication or you build your relationship. And how, when you build this relationship, how can you solve challenges when you need to build a relationship when these are good? And then any problems you can solve them different way when you know the person. Okay, so that's a third benefit is how you build your word, your business relationship with your key stakeholders, but that's more for the individual learner and is for the organization because at the end you will achieve more with need to be very specific when you use this face-to-face meetings. They certainly information. When we asked the same question. You don't get the same answer of your call of your face to face meeting.

Yeah. So, does more for the organization and for the individual to see any benefit traveling for business?

Yeah, the benefits is also you meet the people you work with. Yeah, it's also, you live differently with the people. You are working with. It's also about of depend of your personality part of the culture when you travel international phone is, yeah, but you don't get this cultural aspects, not in the same way and when you travel and you see, the surrounding, you have a different understanding and which I've also in the benefit from the cost for the company because you have a different way of relating to these people know.

But you see any let's say benefit for the individual in any private benefit or?

For me is to get to know the people. They became make may become friends in the future. When it's like when you work here in general, just a new people understanding of different culture, understanding diversity, you get to know other countries and can give the opportunity to visit. Also. Cities all over some local foods. Yeah. I got this part of the for me, these individual aspect, I will directly.

And, also with (your organization) benefits, because if you have a person that really good, understand the culture of the people, are they, it works in their country and my understand what kind of challenge they face. And then you can solve this sort of the situation and different way. Yeah, this, this is intelligent. Yeah, especially when you where they actually different culture. Yes. And people also appreciate that you come and visit them and then. And then it's also benefit by the organization traveling so far to meet them and solve and to find a way to solve the discuss the projects of the problem. Maybe we are facing. It's part of the solution.

Okay. How can the environmental dimension of the business travel be incorporated effectively into the management of multinational corporations?

What I think is the awareness, do we need all the time to travel? And there's a multitude are clear. But in some cases, we are over doing it and I think, okay, so I so it stays now. I mean, we are changing travels in terms of cost saving but not of environment saving, and maybe also consideration.

Okay, so basically to create awareness.

All the impact on the environment or stabbing in the decision to travel or not. Now we have all the discussion about cost is your flights approval, not because of cost saving but I think the question is it on your but costs more it's also about environments and then I guess because only costs for now, for now. It's on I think we should bring also these aspects in discussing normally we need these flights and not only about costs, also about environments. Okay, and we need that because there is a certain point we have to travel in. This makes sense. It is beneficial than this, do it. But if it's not really required we can do video call. Then let's not do it. Also to protect the environment.

No, we are not. Okay economy. We're talking about economy. But in living animal gets the future, maybe their Community better. I don't know. Then we still need to think about it. Yeah, yeah.

So, basically, to find the solution on how to create the awareness and the impact on environment and not only on the costs.

Because there is certain thing in the company. We're talking about environments and how we manage here is plastic with the water bottle with glass and then we can clean it and not always throw away things. It's one step, but then, we can also extend this policy to also travel to do things. Well, then (gender) needs a policy as well. But also and to address because now be at the employer the employee is an address. We say, Okay, think about your travels in matter of cost saving but maybe we can also indicate the think about your travel yeah and source protection environment.

Okay. Do you have any other thoughts on business travel? You would like to share?

Hmm. Well, I think what we discussed before before the all this, all the service, the food is always plastic is, you know, it's not also not. There's normal family. Also to change, it might be a little things but might have also an impact because all the number of flights and each flights you throw away. All this best ink the sandwich. I in plastic is plate and everything is in plastic already to change. That can be small things but have some impacts. Step by step.

I think some Airlines do we already do? Um, yeah, sure.

I came for the company. This is where the aircraft companies, this is more about this aspect that because they will not reduce the number of stroke. They have. Because, of course, they want to do business, but then it's also the companies like ours and other international companies to bring awareness if they want to fly or not, and then it will impact the number of flights because the aircraft company one themselves. It will not reduce the numbers of. Right? No increase. Of course, now they are just fighting for slots for I don't know which company that went into bankruptcy presently in France. Remember? But now that's over fighting from them for their slots in the the airport.

Okay, good. Thank you very much.

Thank you.

So first of all that your gender and age range.

(age)

Okay good. So, traveling for business increases business growth. So, you always have these options from very strongly agree to very strongly disagree.

I guess it all depends, but I will then just put agree.

Okay, I enjoy traveling for business.

Oh, I do okay because I don't get interruptions.

Okay, interesting. Yeah, do you take part in an airline rewards program?

Yes.

Do you know which ones?

So that's my thing – Miles and More, you know, the level of senator but went down categories. So I'm not centrally was actually less so they were the one down of signature.

Good, so on average, how often do you travel for business? So is it like weekly you travel more than 40 percent, or monthly between 20 and 40 or maybe a few times a year or less than a few times a year?

I will say now 20 to 40.

Okay, how long for each of your business trips on average? Daytrip two days, three to four or more than four days.

So, on average, and average, I would say, two days.

Video audio conferencing is preferable to a business trip.

I think is in the context of how is what I'm trying to. It's sometimes it's not black and white. I think there's some elements that sometimes you do much better on a face-to-face interaction than you do with a video conference. But if I was to say video conference preferable to a business trip to, I will say, I will say yeah. Video on general do business trip. I will say I agree. Okay, because this agree or disagree, doesn't happen when you're neutral. It doesn't help a research. I find. Okay, personally, one date when you're here or there. What is your answer? You cannot you have to see it through? It doesn't help the it does. You cannot draw a decision on a maybe. So, okay.

Information technology has reduced the use of air travel for business purposes.

I agree.

In my experience, business travel has been essential to achieving the results I have.

I agree. I will strongly agree. Okay. Yes. I understand we're able to speak not only answer.

We have also open questions as well. Okay?

Okay.

And, I understand the greenhouse effect its causes and its consequences.

I will say oh, gosh, I'm not really sure. I was a disagree.

I understand that greenhouse gas emissions caused by an aircraft.

Agree, and then I need to change my answer online because then I agree. I understand the greenhouse. Okay, okay.

I understand the consequences of global warming

I strongly agree.

Which approach do you prefer towards environment pollutions? So, you do nothing or you adapt and accept consequences as they come or you act.

Okay, I support.

I support the idea of the development of technology towards new greens, aircraft, such as electric hybrid supersonic or bio-fuel.

I strongly agree.

I'm willing to pay more. So as an individual, when purchasing pollution products and services through green taxes.

Mmm. But I'll be with you in order for you to believe, you have to be willing to pay. Then I agree.

Okay. I'm willing to pay as well as an individual a fee to an ngo such as myClimate. So, it's an NGO that works with Swiss airline when purchasing pollution products and services. It's always business related through an offsetting carbon footprint compensation.

So this is as an individual, not as a corporation, not that is kind of confusing because I'm only to pay as an individual when purchasing for business related. So if it's business related, why would I pay from an individual to an NGO?

So that's yeah, so that's exactly the question. So, if you would be willing so when you travel for business, but still you have to pay.

Then I was saying, I will say strongly taxes for that so compensation. So, then the, it's almost like a family. If I have to, if I'm traveling for business, and now I will have to get a from my own taxes for business related to just compensation.

So, for example, that's an example, myClimate. It's an NGO, they work with Swiss are so they show, for example, if you fly have your flight during Madrid, how much is the CO2 emission amount and you have the possibility. So, let's say to pay, for example, 14 francs to a project, they can use in any any country. So, it's just a kind of compensation they have.

But then that means that each time, I travel for business and then paying out of my own pocket to support this element. On an individual level, if its individual to individual out of my pocket. I'm willing to do that but if I am traveling for business not. I think that's that's a business responsibility to do. I will strongly disagree.

Okay, if corporations, pursued pro-environment, corporate social responsibility policies would business travel, increase or decrease?.

I think some of it will decrease in a short-term basis because they have to continue to invest in it because I worked on such programs before. We're at the beginning, it's implemented and then it goes down. So, it is because something that you have to consistently doing, you know, I worked for another pharma company, worry, we incorporated this kind of solution. We can limit the amount of travel we were, we had to be because part of the company's vision was to be socially responsible. So was an embedded in everything that we do. So, when you are speaking about being environmentally friendly, we believed it as a people because it was part of our vision.

Just like here, we say, trust is environmental elements. So from paper to traveling, so we didn't mind not traveling because it was part of our culture and we were part of this greenhouse effect as everything that I did.

So, you know, you were doing something for the environment because it was part of the culture. But what happens is that if you don't make it part of the culture, it dies down because they'll tell you oh, you cannot travel here and you feel a little bit frustrated because you used to do things face to face. So it's a new way of doing business. But if you do it from an of motivational point of view, then you see the rationale and you're more willing to support it because it's not just oh this is just now, we are going to cut down travel.

Yep, and it's for this period of time and then later on, then you see it. Creeps up back again. So unless organization included in there, in part of their culture, then it's something that comes in the flavor of the year and they're measuring it or if you don't measure it, but here in this organization. It was part of our culture. We measure it, how we were living those values. So it was part of our values. It was part of our values the triple bottom. This is a mean I could basically say this because it's part, it's another in another pharma company. This is no one notice and for them. It's the triple bottom. It's a triple bottom line policy. I have not worked there for (time) and I know it socially responsible environmentally, son, and economically, so, we live those and everything was based on that triangle.

And so, will you will, you will go to a meeting with either were socially responsible in, giving back to to an NGO or we were environmentally friendly, we will go and plant trees clean, where it was needed.

That's really good, because I think that's what also somebody said in an interview that as pharmaceutical company. We should be like role model.

Yes, and actually went through Parliament.

Yes, and when we used to go to congresses, as we will see, we're not printing because we're environmentally friendly and we will do actually in addition to our products, we talked about what we were doing for the environment. One time was the tree and then for, you know, of course, we have regulations on what we could do for my being a social responsible person, but part of what we use to connect with a local charity, had to be based on these these guidelines on why we were given these funds. And so, so you felt so good about coming. We were able to actually draw people to come to see us because they were saying what we were doing with the environment. How we were partnering with the NGO. Why we were not, you know, this is this started when pharma was not allowed to give away pens and all of these days get gadgets. We begin to focus more on these elements. So as we have to change the way, we conduct our business because of let's say, restrictions, we had with the farmer we need to then. Look at what can we do to the environment to give back? What can we do in regards to how we produce, our products? How come our packaging? You know, when we look at life cycle management of our products should be with this responsibility? How from an environment perspective are we correct? So our packaging should be meeting these that greenhouse effect. When in my previous job, I used to use the logo of the environmental, because the paper if we print, it was a recyclable paper. And we were, we had the stamp of approval that meant that it meant that requirement. So, everything from our manufacturing, all the way to what the rep was saying, was a consistent communication. So, all these programs work, when the company believes it from the chair, to the person in manufacturing to the rep that delivers it, then we live it.

You're right. And I think there's still a long a long way to get here.

I was excited to. I mean is this really interesting? I didn't mind participating in here because I've been part of it. Then I, you know, why did I like working for the company that I work for was because(gender)was beyond the product. Of course, we focus on the patient, but you, you were a whole organization was just a whole, not just the economically element of it and you actually feel good in working at an organization that looks at it from we don't we didn't have picked. There was no paper cups. No paper cups because this is what how every it's a footprint, little by little that you that you did, towards making a difference and you felt so good about it. And when you actually are doing something yourself, then, you know, you're making a difference. Now, you know, I know we have later on time to talk, but when do I find business travel becomes important is that sometimes

these we are so electronically based. What's a FaceTime video conferencing that we lose the connection of people and relationships. What has made me successful is how connected I am with people. Today, I did my mid-year review with my manager and I write myself lower in an area because I felt that although I was doing other things that supported the affiliate, I was not able to have face-to-face interaction and that in an old school for me. I placed it as a low rating for me. Although I exceeded in many regards, the fact that I was not able to visit with them was not able to be with them. I felt that cut down on the relationship. If you ask me, if I had teleconference with them. Did I have a video conference? Did I provide him and I provided a lot of stuff but I didn't have the face to face. So this is where I find that if I was able to travel and not in that is when it comes to, it's important. The communication that we identify the how do we still build connections and connections are a different way of connecting, and we need to then identify that electronic means. It is a form of connection and why before we you had to wait like let's say. Now. I live here. My mother lives in (location). I will have to wait to send a letter and wait until that letter came back. But now I had WhatsApp and then I could always check and my mother at her age, guess what? Look, you got a little camera there. You could see me and then now I could see her. So the connection has gotten has improved because of electronic means. So I have not been able to travel, but am I less connected? So then, for those people like myself who feels that you have to actually travel to be connected in the meeting. I have to then now say how do I bring the connection in a way that allows us to still be not need to travel to build that connection. There is a different way of connecting if we need to change the language of what connection means because the period who the people who are doing these business travel, come from an era where it was different. They are my children this population. It's all electronic based, you know, two years or one year old working tablets. They will have a problem with connections because they will only use electronic means to connect. This will be their world if you ask them about. Would you approach other? No, I don't need to travel. I connect with you via electronic means. So how do we get this generation to connect with this is the X and Y or the whatever generation were in and how do we speak a language?

Without losing sight of where we are and who we are.

Very interesting.

So, that's, that's, you know, it's almost sweet. When you when we, when you communicate about this. This, this less traveling is put the jit, put it, put it image and thinking about your communication, where you see the evolution of a baby or two year old playing with a tablet, and then you go into an adult still playing with the tablet. But connecting to someone who's on the other side of your video conferencing. So that's your video where they're playing and now they're playing and they're still connected. So it's great.

Yeah.

So I kind of kill my own view but I'm also comes. Yeah, because there are people like myself that need to touch you to talk to you but I have a feeling connected, you know, but it either. Yeah. And

also that it's also cultural. Yeah, you know, from a European perspective. Do you feel more comfortable? That way? Duality? No feel more comfortable with you. Sitting next to them first, having a coffee having the conversation before business takes place. When you look at the Middle East, how our business conducted in those areas. So we need to understand the culture differences. And what what is acceptable within the culture? Before this whole element of less travel becomes? Actually the way interaction because in some culture is more important than others. Yes, me to guess and it's so it's understanding than the element is it is not that we're stopping face-to-face meeting. Is how many of them do you conduct? So how do you create change? Is that instead of going from, you know, monthly meetings now, I could cut down to 50 percent because I didn't have engaged in agree that we will do x amount of teleconference and will do x amount of field visits. And so, then this connection is agreed upon, and then we could create change little by little and not losing connections.

Okay, yeah.

Good. Now we got to the open questions, but I made some notes already here because this is the last one was really it's really more about additional thoughts. Does (your organization) have corporate social responsibility policies related to business travel.

Now, we have policies in regards to what to do the online tool for traveling, which are the partners that we need to have to make sure that you select the less expensive travel, you know, you have in terms of what within our policies is acceptable or not, in terms of traveling within the weekend or a hotel, cannot be five stars. There's a lot of those kind of rules. The Swiss policy regulations, you know, and it's all these rules, but their rules. They're not how we feel proud about what we do. So I got to make sure I'm following my rules to make sure that I'm not breaking any corporate policies, but I don't have any social responsibility way of looking at it.

So it's not related to environment.

No.

What is your understanding? So that's an example of a 20 40 or 50 percent of international travel, expected in a job, description, or employment contract. What happens if you do not travel as much as indicated in the contract or exceed it. Do you understand it to be measured as weekly monthly or yearly percentage?

I see that the twenty fifty percent. I see it, as a yearly percent of my work when it's in a job description. Whether what I find in this is specifically at our organization it is because the way we are compensating in our travel, other companies, give you, I don't know if this is part of the discussion, but in another company I travel you submit your expenses for that travel. Here. You get a lump sum

for, in the month, whether you travel or not. Well, to me, I find it's an unfair way of compensating because if you travel a lot you use it all. But if you don't travel at all, you keep it. And then you add in the compensation is says well your few you get this stipend for traveling. Well that I find works well for those who don't use that 50 percent. But if everyone is given the same stipend based on your your category of work, then for those who travels are not compensated in the same way as those that do, not it benefits, those who have limited travel.

But you still even if you have the lump sum you can still submit your expenses. It's just I think there's a minimum amount.

Yes. So there is there's one example, we have I give you week. We go for like tag, you're not congress and it's far away. And you cannot submit a taxi, which is also it has to be. Yeah, 2550, but then you have to go back and forth because I could never make it so you, you cannot do. It has to be one ride. That is 50, not back and forth, back and forth, back and forth. So if you go to congresses, if you frequently travel then that amount is used up and then people sitting there, lose your turn, your turn your. So people try to make it balance for not the same. But then, if you have someone who has a higher ranking, technically the person with the highest ranking should, should should take champagne. So, these are some of the things that I find keep it simple. If you travel, keep the eggs, you know submit what you what it wants to do, whatever you have and and then then some people will not be they even actually so yeah, this has nothing to do with this but in some element its.

Yeah, I will be looking at this percent of business travel. And then how how do you handle this this way of being compensated?

Because if they exceeds the contract, if no one is looking at that, I eyes. I look at. I just feel that the way in this company works is not consistent than any other company that I worked when I worked for multiple, big pharma and small pharma companies. For the traveler is not in the best way setup.

Okay, so, what disadvantages do you see in travel for business, for the organization? And for the individual?

Well, for the individual is it's a, it's I don't say I won't even use the word work-life balance. Its work life, harmony is when you have to travel to, let's say an affiliate of her business meeting and there's always still the work that continues. It doesn't stop because you have business travel. Then it's also is physically taxing on the person because you're not. If you are a depending on your ranking, you don't get paid for for overtime, but your body is still the same body, right? So they assume that because of your hours because of your compensation, how you compensate it and the fact that you make it extra four days, you don't get the extra time. But when my days are longer is when I do business travel because I let's say meet with the affiliate to full day. And then in the evening, that's when the work that is stays here continues. So business, travel adds double to. My work is the double that you're doing there. And then the evening work and then you're not paying, or you don't

have extra compensation days. And in here is, if you, let's say going back your member of the executive team, but if you go to congress's and you're working, this is my only speaking for my we have, I work all day. Centuries, congresses. I do all the day in the evening, and if I go to two or three congresses, never mind the extra four days. And then the, the travel that I received for the other travel. So there is the Swiss law for here in our, in our contract says that four members of this for the Swiss law does not apply for extra compensation. So, then I'm saying, okay at what level does that exist? You know, if you are GBT lead or the executive team? Yes, there are compensations are huge. But when you're in middle management, it's not the same. So our, our our separation of what you're not compensated for content is not. It's not consistent.

Because any cement or GBT lead is not the same as much. Like I'm saying, just specifically for me, I fall under the same ranking, but my compensation is not the same as theirs. Yeah. So in other companies that I work with, even though you were director, You by law were allowed to compensate your days. So it is physically. You're physically exhausted specially for us. When you do Congress work and people are working full day all weekend to then having to come back. You're not a seven-day rotation. It leads to burnout. And in a smaller organization where you're more lean. This is probably is needed more. Where the leaner you are, the more more people are doing the higher risk, you have for Bernal or illnesses?

So that's more for the individual for the organization.

I think it impacts productivity. But there's also benefits. I see. The disadvantage is the productivity is. Yeah, I think productivity will say it all.

And so the benefits you seen travel for business for the organization and for the individual

It goes back to the first question, you ask me it, it allows us to build stronger relationships. It allows us to be able to, for the individual for the organization. I think it's both post. Yeah. I think it allows us to write. That decisions quicker than on the phone. Did I say stronger relationship? I will edit it. Allows efficiency. Sometimes you go back and forth on the phone that when you're in a meeting, you're able to address because there's a lot.

Most communication is by what we don't say. It's what our body language tells us and you are able to get to quicker decisions by. And that is what the benefit. The one of the strongest benefit. I see of business, traveler of the face-to-face meeting. It is what you don't say and in a video or in an audio, you don't get that element. If the, you will never be able to take away the element of human interaction in the success that that brings

Interesting.

And in that, for me, it's in the past I had a team five (role). And it was mandatory that at least they had to face to face interactions or year because you could have all the video come and of course, I mean I was dealing with markets in Brazil and Argentina. So by the time we flew there, it was, it took us first is expensive, second, it takes a lot of time then you still have all the work that is back office. But when we did it twice a year, the relationship we had with those markings and was second to None.

First of all, because they felt that you came all the way and you reach across the miles to be with them. And they went over there. You fully present. We did not say you go there for two days. If you're going to go, we went there for four days. Then you had to feel visit, then you had a symposium. Then we maximize the opportunity. So the goal is also that if you have even long distance to go when your their plan effectively so that you maximize the opportunity and the activities that you're doing. And so the things that I felt that today I was ranking myself low because I was not doing the fill visit. I was able to plan in advance. I cannot go there as often, but let's plan ahead and so it was around whether they had a symposium when they had a congress. And then I was able to do multiple things. So some of these things is effective, planning allows to become effective and efficient, and still do the business interactions. That we want, is how we do it. It's not that we're stopping us from doing, and a lot of time when you hear about these omission of less travel, you automatically, see. Oh, we're stopping traveling. I'm going to impact the business. It's how we're going to do it to become more effective, and you still have those interactions. It's when and how.

Okay, it's basically the last one. How can environmental dimension of the business travel be incorporated effectively into the management of the multinational corporations. I think it's a little bit, but you mentioned with the previous company with an open organ has to be incorporated into the culture. How can the environmental de mission of the business holding cooperate, effectively, the management model.

Yeah. It has to be part of the culture and it has to be something not the flavor of the month of the flavor of the year. It is the way we do our business. It has to be the way that they conduct their business. So I was actually, with a supplier. (Name) was talking about how (gender) builds his sofas and (gender) says, you know, here about Switzerland is about being efficient. And therefore, every partner that I select has to meet those criterias. And so we also as an organization or any corporation, this doesn't have to be pharma has to also be aligned with being environmental. So we are partnering not only the way are environmentally friendly with those who do business with us, are also the same way. And so I use his words because (gender) says, I build Sofas in Switzerland and they have to be able to build the quality that is within the Swiss standard. So everyone that I select, although the production is here. They also have to meet within the guidelines that I select for building. And so therefore the standard is set. So for us here, is who do we select to print our paper? Who do we select two? We manufacture who are the agency that we're working with to be and that is taking it to another level and why not? And why can't we ask sourcing? We are committing to be environmentally friendly. We want to know our suppliers. What do you do to carry out the blueprint? Only through that change, not that we are forcing people. We're not forcing a certain

price. But we are, we are asking. How do you conduct our business? Do you are aligned with our values and end? That is perfect. We may end up selecting someone who doesn't but then we could in our footprint, get them to think differently. So in the past when I was in this particular company, I worked with. Had this in the triple bottom line, the influence we had was that the agency partner. We had adopted that in their model and they begin to work that way as well. And so when they were feeding back to us, we were feeding back each other because they began to believe as we believed and so it became in. You feel good about the place you work with. When you do something, that is not just about work. When you when we can make a difference. One person at a time. One tree at a time one airplane, right? At a time. Then we could change the greenhouse effect and it becomes a house. If you are able to change the window and other one changes the door, the other one is able to change the screw, then we could build this greenhouse together.

It's great. It's really great. I am impressed. You want to stop it?

And if we, you know, when I worked on the for senior side of the company, I'm like it should not be so dysfunctional. We should have a common cause and this common cause can bring us together because we're small enough to be able to pass the word on. So, anyway, those are my thoughts on the in being environmentally friendly and how we could, you know, make a difference. A lot of lot of interesting things, and I think if before can do all of this, it's still a long way to go. But anytime so simple. Now in this company that I worked for there was all these Scandinavian. Yeah, usually are in generally more environmentally more friendly. Yeah. Well, it's it is in the air. Is their way of life is the way of what they do. I mean you look at a country like Switzerland. What a beautiful country it is it, how can we keep this water? You know, if one was to look and do a picture of Switzerland and partnered with let's twist twisted Swiss Airline you carry the name, how can we keep this country? Beautiful? And why do we? Of course, they will say, we want people to travel less people will not travel less. They will travel smarter and they may choose to travel with you because the, you know, the what you're selecting, I may be willing to pay more because first of all, I know I feel safe traveling with Swiss I know it's going to be on time. I know it's going to be efficient. I know that my luggage is not a complete loss. So all of these things, why do you choose this Airline? Then if if that Airline is then able to say, you know, the gas that we use is this it may cost you a little bit more, would you be willing to do it? I will be willing to do it because the reputation that the company has then you are adding equity to the reputation, you know, in a company like us. A country that has green and has water. That is pure as blue. So, you know, then we may say, hey, should we partner with this? With this airline? Let's say we partner with with Swiss. We will do most of our business travel with you. You give us this price, but it's because the reason why we're selecting is because your environmental, so our suppliers believed in our, in our, in our values, so

Thanks to you really, really interesting.

Thank you. I'm gonna go

ENVIRONMENTAL PERCEPTION OF GLOBAL BUSINESS TRAVEL BY SWISS
COMPANIES IN THE ZURICH AIRPORT AREA

INTERVIEW 10, 11TH SEPTEMBER 2019 13:00 PM 2

Dear interviewee,

Please choose the options that best describe your feelings in relation to each of the questions below. The responses you give to this global business travel survey will be treated with the strictest sensitivity and anonymously. This set of interviews have been designed to provide information for the dissertation in order to complete the Doctorate in Business Administration (DBA) qualification at Swiss Business School (SBS) in Kloten, under the supervision of the mentor and school Dean Dr. Wolfs. Thank you for your help. (Ignacio Echeverria Arrondo).

Gender;

Age range;

1. Travelling for business increases business growth.

Very Strongly Agree	Strongly Agree		Neither Agree nor Disagree		Strongly Disagree	Very Strongly Disagree
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. I enjoy travelling for business.

Very Strongly Agree	Strongly Agree		Neither Agree nor Disagree		Strongly Disagree	Very Strongly Disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

ENVIRONMENTAL PERCEPTION OF GLOBAL BUSINESS TRAVEL BY SWISS
COMPANIES IN THE ZURICH AIRPORT AREA

3

3. Do you take part in an airline rewards program?

- a) Yes ☒ which one/-s? mile & more level/-s freq. Traveller
b) No ☐

4. On average how often do you travel for business?

- a) Weekly / I travel more than 40 percent of my working time ☐
b) Monthly / I travel between 20 and 40 percent of my working time ☐
c) A few times per year / I travel between 10 and 20 percent of my working time ☒
d) Less than a few times per year / I travel less than 10 percent of my working time ☐

5. How long are each of your business trips, on average?

- a) Day trip ☐
b) 2 days ☐
c) 3 to 4 days ☒
d) More than 4 days ☐

6. Video/audioconferencing is preferable to a business trip.

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ENVIRONMENTAL PERCEPTION OF GLOBAL BUSINESS TRAVEL BY SWISS
COMPANIES IN THE ZURICH AIRPORT AREA

4

7. **Information technology (IT) has reduced the use of air travel for business purposes.**

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

8. **In my experience, business travel has been essential to achieving the results I have.**

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. **I understand the greenhouse effect, its causes, and its consequences.**

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. **I understand the greenhouse gas emissions caused by an aircraft.**

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ENVIRONMENTAL PERCEPTION OF GLOBAL BUSINESS TRAVEL BY SWISS COMPANIES IN THE ZURICH AIRPORT 'AREA

5

11. I understand the consequences of the global warming.

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Which approach do you prefer towards environment pollution?

- a) Ignore – do nothing _____
- b) Adapt - accept consequences as they come _____
- c) Act – be proactive to reduce pollution ☒

13. I support (the idea) of the development of technology towards new 'green' aircrafts such electric, hybrid, supersonic or bio-fuel.

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. I am willing to pay more, as an individual, when purchasing pollution products and services, through "green taxes".

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ENVIRONMENTAL PERCEPTION OF GLOBAL BUSINESS TRAVEL BY SWISS
COMPANIES IN THE ZURICH AIRPORT AREA

6

15. I am willing to pay (as an individual) a fee to an NGOs such "myClimate", when purchasing pollution products and services -business related- through an off-setting carbon footprint compensation.

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. If corporations pursued pro-environment corporate social responsibility policies, would business travel increase or decrease?

a) Increase _____

b) Decrease ☒

Open questions

- 1- Does ~~my company~~ ^{my company} have corporate social responsibility policies related to business travel? If yes, is it related to environment and sustainability? If not, if there is any plan to implement this in the near future?

~~No~~ there is a code of conduct ^{green}

- 2- What is your understanding of 20/40/50 percent of international travel expected in a job description or employment contract? What happens if you do not travel as much as indicated in the contract or exceed it? Do you understand it to be measured as weekly, monthly or yearly percentage?

- It matters to do ~~your~~ a good job.
- No measured at the end of the year

ENVIRONMENTAL PERCEPTION OF GLOBAL BUSINESS TRAVEL BY SWISS
COMPANIES IN THE ZURICH AIRPORT AREA

7

3- What disadvantages do you see in travel for business? (2-3 items)

- a) For ~~the business management~~ ^{your company} - Time
- Health/Costs
- less effective because you spend less time with the team
- b) For the individual. - Time
- Health/Costs
- less effective

4- What benefits do you see in travel for business? (2-3 items)

- a) For ~~the business management~~ ^{your company} - human interactions is key to achieve better results for some important meetings
- b) For the individual.
- learn new places
- motivation

5- How can the environmental dimension of the business travel be incorporated effectively into the management of multinational corporations?

- Strategic clarity: awareness and people support this. It starts with people.
- In a policy, engaged people to make this happen.

6- Do you have any other thoughts on business travel you would like to share?

- lot of people just travel because they like it, it's their lifestyle, they like meeting people.
- An organisation needs to be serious on that being more engaged, have people behind this.
- Right level of incentive structure.

ENVIRONMENTAL PERCEPTION OF GLOBAL BUSINESS TRAVEL BY SWISS
COMPANIES IN THE ZURICH AIRPORT AREA

INTERVIEW 11, 13th SEPTEMBER 2019, 11:20 AM

2

Dear interviewee,

Please choose the options that best describe your feelings in relation to each of the questions below. The responses you give to this global business travel survey will be treated with the strictest sensitivity and anonymously. This set of interviews have been designed to provide information for the dissertation in order to complete the Doctorate in Business Administration (DBA) qualification at Swiss Business School (SBS) in Kloten, under the supervision of the mentor and school Dean Dr. Wolfs. Thank you for your help. (Ignacio Echeverria Arrondo).

Gender;

Age range;

1. Travelling for business increases business growth.

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. I enjoy travelling for business.

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

It depends if it's not too much

ENVIRONMENTAL PERCEPTION OF GLOBAL BUSINESS TRAVEL BY SWISS
COMPANIES IN THE ZURICH AIRPORT AREA

3

3. Do you take part in an airline rewards program?

- a) Yes ☒ which one/-s? mile & more level/-s 1
b) No ☐

4. On average how often do you travel for business?

- a) Weekly / I travel more than 40 percent of my working time ☐
b) Monthly / I travel between 20 and 40 percent of my working time ☐
c) A few times per year / I travel between 10 and 20 percent of my working time ☒
d) Less than a few times per year / I travel less than 10 percent of my working time ☐

5. How long are each of your business trips, on average?

- a) Day trip ☐
b) 2 days ☐
c) 3 to 4 days ☒
d) More than 4 days ☐

6. Video/audioconferencing is preferable to a business trip.

Very Strongly Agree	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	Very Strongly Disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

You need to create relationships

ENVIRONMENTAL PERCEPTION OF GLOBAL BUSINESS TRAVEL BY SWISS
COMPANIES IN THE ZURICH AIRPORT AREA

4

7. **Information technology (IT) has reduced the use of air travel for business purposes.**

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. **In my experience, business travel has been essential to achieving the results I have.**

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. **I understand the greenhouse effect, its causes, and its consequences.**

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. **I understand the greenhouse gas emissions caused by an aircraft.**

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ENVIRONMENTAL PERCEPTION OF GLOBAL BUSINESS TRAVEL BY SWISS
COMPANIES IN THE ZURICH AIRPORT AREA

5

11. I understand the consequences of the global warming.

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Which approach do you prefer towards environment pollution?

- a) Ignore – do nothing _____
- b) Adapt - accept consequences as they come _____
- c) Act – be proactive to reduce pollution X

13. I support (the idea) of the development of technology towards new 'green' aircrafts such electric, hybrid, supersonic or bio-fuel.

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. I am willing to pay more, as an individual, when purchasing pollution products and services, through "green taxes".

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ENVIRONMENTAL PERCEPTION OF GLOBAL BUSINESS TRAVEL BY SWISS
COMPANIES IN THE ZURICH AIRPORT AREA

6

15. I am willing to pay (as an individual) a fee to an NGOs such "myClimate", when purchasing pollution products and services -business related- through an off-setting carbon footprint compensation.

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

The organization should pay it its business related.

16. If corporations pursued pro-environment corporate social responsibility policies, would business travel increase or decrease?

a) Increase _____

b) Decrease X

Open questions

- 1- Does your company have corporate social responsibility policies related to business travel? If yes, is it related to environment and sustainability? If not, if there is any plan to implement this in the near future?

I don't know.

- 2- What is your understanding of 20/40/50 percent of international travel expected in a job description or employment contract? What happens if you do not travel as much as indicated in the contract or exceed it? Do you understand it to be measured as weekly, monthly or yearly percentage?

There is flexibility, alignment with the manager, it gives direction on what you can expect.

ENVIRONMENTAL PERCEPTION OF GLOBAL BUSINESS TRAVEL BY SWISS
COMPANIES IN THE ZURICH AIRPORT AREA

7

3- What disadvantages do you see in travel for business? (2-3 items)

- a) For ~~your company~~ ^{your company} - Costs
- Time wasted in waiting + transfer
- b) For the individual. - stressful
- Increase ecological footprint

4- What benefits do you see in travel for business? (2-3 items)

- a) For ~~your company~~ ^{your company} - Better outcomes, better results, you can achieve more like negotiations, you can create trust + relationships.
- b) For the individual.
- Relationship building which helps in my role
- Motivation to see new places, new people, it helps to develop myself
- ~~Learn~~ learn new cultures

5- How can the environmental dimension of the business travel be incorporated

effectively into the management of multinational corporations?

- CSR Policy - Approvals for traveller
- most of the times if travels need to be reduced, it's because of costs. - Costs of travelling need to be reduced.

6- Do you have any other thoughts on business travel you would like to share?

- Important is to look at the purpose of the travels. Sometimes it is necessary to have F2F meetings to achieve goals.
Sometimes video audio conferencing can be done and used more.
- Travel for business need to be reduced.
- I would def. support it to reduce it.

ENVIRONMENTAL PERCEPTION OF GLOBAL BUSINESS TRAVEL BY SWISS
COMPANIES IN THE ZURICH AIRPORT AREA

INTERVIEW 12, 13TH SEPTEMBER 2019, 01:00 PM 2

Dear interviewee,

Please choose the options that best describe your feelings in relation to each of the questions below. The responses you give to this global business travel survey will be treated with the strictest sensitivity and anonymously. This set of interviews have been designed to provide information for the dissertation in order to complete the Doctorate in Business Administration (DBA) qualification at Swiss Business School (SBS) in Kloten, under the supervision of the mentor and school Dean Dr. Wolfs. Thank you for your help. (Ignacio Echeverria Arrondo).

Gender;

Age range;

1. Travelling for business increases business growth.

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

It depends on the position.

2. I enjoy travelling for business.

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

ENVIRONMENTAL PERCEPTION OF GLOBAL BUSINESS TRAVEL BY SWISS
COMPANIES IN THE ZURICH AIRPORT AREA

3

3. Do you take part in an airline rewards program?

- a) Yes ☒ which one/-s? miles2more level/-s standard
- b) No ☐

4. On average how often do you travel for business?

- a) Weekly / I travel more than 40 percent of my working time ☐
- b) Monthly / I travel between 20 and 40 percent of my working time ☐
- c) A few times per year / I travel between 10 and 20 percent of my working time ☒
- d) Less than a few times per year / I travel less than 10 percent of my working time ☐

5. How long are each of your business trips, on average?

- a) Day trip ☐
- b) 2 days ☒
- c) 3 to 4 days ☐
- d) More than 4 days ☐

6. Video/audioconferencing is preferable to a business trip.

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ENVIRONMENTAL PERCEPTION OF GLOBAL BUSINESS TRAVEL BY SWISS
COMPANIES IN THE ZURICH AIRPORT AREA

4

7. **Information technology (IT) has reduced the use of air travel for business purposes.**

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. **In my experience, business travel has been essential to achieving the results I have.**

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9. **I understand the greenhouse effect, its causes, and its consequences.**

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. **I understand the greenhouse gas emissions caused by an aircraft.**

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ENVIRONMENTAL PERCEPTION OF GLOBAL BUSINESS TRAVEL BY SWISS
COMPANIES IN THE ZURICH AIRPORT AREA

5

11. I understand the consequences of the global warming.

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

12. Which approach do you prefer towards environment pollution?

- a) Ignore – do nothing _____
- b) Adapt - accept consequences as they come ☒
- c) Act – be proactive to reduce pollution _____

13. I support (the idea) of the development of technology towards new 'green' aircrafts such electric, hybrid, supersonic or bio-fuel.

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

14. I am willing to pay more, as an individual, when purchasing pollution products and services, through "green taxes".

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

ENVIRONMENTAL PERCEPTION OF GLOBAL BUSINESS TRAVEL BY SWISS
COMPANIES IN THE ZURICH AIRPORT AREA

6

15. I am willing to pay (as an individual) a fee to an NGOs such "myClimate", when purchasing pollution products and services -business related- through an off-setting carbon footprint compensation.

Very Strongly	Strongly		Neither Agree		Strongly	Very Strongly
Agree	Agree	Agree	nor Disagree	Disagree	Disagree	Disagree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. If corporations pursued pro-environment corporate social responsibility policies, would business travel increase or decrease?

a) Increase ☐

b) Decrease ☒

Open questions

- 1- Does ^{your company} ~~your company~~ have corporate social responsibility policies related to business travel? If yes, is it related to environment and

sustainability? If not, if there is any plan to implement this in the near future?

- There is a CSR Report not aware of a policy related to environment + business travel
- Answered: I don't know

- 2- What is your understanding of 20/40/50 percent of international travel expected in a job description or employment contract? What happens if you do not travel as much as indicated in the contract or exceed it? Do you understand it to be measured as weekly, monthly or yearly percentage?

- No consequences but it depends on the role if I travel less there might be consequences. It depends on the role + projects.

ENVIRONMENTAL PERCEPTION OF GLOBAL BUSINESS TRAVEL BY SWISS

COMPANIES IN THE ZURICH AIRPORT AREA

- Adds. Admin to Finance + HR / Assistants
↳ more workload + costs
- People get more rich and it decreases ^{imp} effectiveness

3- What disadvantages do you see in travel for business? (2-3 items)

a) For ~~YOUR COMPANY~~ ^{YOUR COMPANY}

~~YOUR COMPANY~~

- Time waste ~~very~~ ^{general}

- Employees are not working effectively as they would be in the office

b) For the individual.

- Health / Stress

- Time lost / Time management

- Less time for Private / Family

- Costs of Travels

4- What benefits do you see in travel for business? (2-3 items)

a) For ~~YOUR COMPANY~~ ^{YOUR COMPANY}

~~YOUR COMPANY~~

- Achieving the goals

- Visibility of the organ. easier to create trust

- Motivation of employees

b) For the individual.

- Motivation

- Status

- Visibility / Self-marketing

5- How can the environmental dimension of the business travel be incorporated

effectively into the management of multinational corporations?

- Policies & Regulations

6- Do you have any other thoughts on business travel you would like to share?

- The org. need to implement something clever that may not be misused + incentivize right behavior (to be defined).

Default_20190918-120654 Interview 13 (name),18th September 2019, 12:30PM..m4a

So most of the question or really for you, then to answer between very strongly agree and very strongly disagree. And then we have also some open question at the end. So first of all, your gender and age range,

()

Traveling for business increases business grow.

I strongly agree with that.

I enjoy traveling for business.

I strongly agree with that.

Do you take part in an airline rewards program?

Yes, Miles and More.

Do you know the level

It is gold.

So, on average, how often do you travel for business? So weekly, monthly, a few times a year less than a few times a year.

Between 10 and 20 percent, yes.

Yeah. Okay. How long are each of your business trips on average?

Two days, two days.

Video audio conferencing is preferable to a business trip.

Agreed.

Information technology has reduced the use of air travel for business purposes.

Strongly agree.

In my experience, business travel has been essential to achieving the results I have.

I strongly agree.

I understand the greenhouse effect its causes and its consequences.

Strongly agree

I understand the greenhouse gas emissions caused by an aircraft.

I agree

I understand the consequences of the global warming strongly understand.

I strongly agree

Which approach to your preferred toward environment pollution? So, you do nothing or you adapt and accept the consequences as they come or you act and be proactive to pollution?

Act.

So, I support the idea of the development of Technology towards new green, aircraft, such electric hybrid supersonic or bio-fuel.

I strongly agree

Micro-mobility: I support, green micro-mobility.

First we've to define what micro-mobility is but I would say I strongly agree support that. Yes.

I'm willing to pay more as an individual when purchasing pollution products and services through green taxes.

Strongly agree

I'm willing to pay more as a corporation when purchasing pollution products and services through green taxes.

Strongly agree

I'm willing to pay. So as an individual, a fee, for a NGO such as myClimate. So, they work with Swiss Airline when purchasing pollution products and services. So always business related through an offsetting carbon footprint compensation.

I don't know really what this is. So I neither agree nor disagree.

If corporations pursued pro-environment corporate social responsibility policies would business travel, increase or decrease.

Mmm. I would say it would increase.

Can we get to the open questions? Does (your organization) have corporate social responsibility policies related to business travel? And if yes, is it related to environment and sustainability? Or if not, is there any plan to implement this in the near future?

There's no social responsibility to create the business travel, and there are no plans right now.

Okay, what are the implications and consequences of micro-mobility?

I don't know what micro-mobility is, right? I can't. So we don't have a policy which says you shouldn't take this Airline or that Airline, we do it. And you know, I don't want to fly with these cheap airlines and all that. I want proper but it's a hub. It's ad hoc. It's not a policy, which says you will not travel with their lines that don't that we're only traveling their lives that are carbon positive or. Yeah, we do. You don't have. Yeah, but we have a CSR policy for environment. So if you look at again, the energy we use we try to look at green energy. So from a building, yeah. For every site and building their we have an environmental carbon footprint policy. I think.

So if short distance is less than an hour, so what you would define I mean less than an hour, you can't really go far. So it's like International for me. So I think my probability if you take Switzerland who I consider to be at all the quite quite a head, in my culpability, the quality of the train bus, tram all that. It reduces other polluting factors like the car. So a lot of if you take me for firm a lot of us don't travel in, Switzerland by car. We also want to train more tram or if we go to Zurich. So the consequence of that is it encourages you to use less polluting means of transport versus what I would call traditional individualistic my car. My my, my motorbike my, you know, I want to be in my comfort area. If you create an environment where people feel connected to an E with easy access, you take those barriers away, you can implement less printing, I will see ways of transport and increase people who want to use them. Why do people, why do we see lot of problems with cars and other European countries that don't have proper micro-mobility to network. So I'm gonna take my strap is because they do not trust worthy. I'll be late. It's not comfortable. It's not safe. It's it's not clean. It's hard to get to, they are always in strike, you know, so the barriers are are self-inflicted. So I've lived in many European countries, and I can tell you if I look at the Netherlands. And Switzerland are out there really up there for me and you really want to use public transport. You say, why should I take my car? Doesn't make sense. I got to pay more for parking here in other places. You say, whatever happens. I will take my car. If you live in Belgium, you live in France, you're not going to, you know, struggle with the Metro with the crowd and with the, the risk of a strike and difficulty to get some place. So I think. That's what my probably can do. If it's properly setup.

Next one. What is your understanding of that's an example of 20 40, or 50 percent of international travel, expected in a job, description or employment contract. And do you understand it to be measured as weekly monthly or yearly percentage. And what happens if you do not travel as much as indicated in the contract or exceeded.

I think for me, this is more indication of how much you need to interact with another country or other countries. The expectation to travel. I think these are contracts that have been written over and over years is the old-fashioned. Way is the only way to work with another countries to go there. I think, with technology, changing with number of other things, the word travel is almost replaceable by interaction or responsibility. So, you're hired generally to have a international role with the expectation to take responsibility to work with with other locations. Now, if you take a responsibility of a team or a human being, never going to see them is also not responsible. So there has to, we have to find the best way for you to go and interact with them. We've also created a corrupt system in the way that individuals are rewarded to travel. You know, I get the special lounge, I get a special fare, I get a business class and all that, that has created the sense of what I just want to get on a

plane because it's to my advantage. If we can rebalance that with if you travel, it should be comfortable. But not necessarily to only your benefit. This would be a win-win. Yeah, I think it would make the interaction more balanced. I still believe today. There are people who travel, but don't need to travel. They could do it by phone. They could do it by email. They could do it in a different way, but they choose to go to do that one-day trip. Or that? Why? Because it's another air mile. It's the, it's the prestige. It's whatever they consider to be as a, as a win for them as a person, not for the company.

Okay, because that's also one of the next questions. So, what disadvantages do you see in travel for business for the organization and for the individual?

So that's a bit, the disadvantage for travel for businesses. That if you don't have a and who understands how to balance the need, the need of what type of interaction would work. Best for my, my international solution that I do manage be, they will choose the, I would say, the way they've always seen others do it. I think it's generational and maybe the new generation will change that, but the right now, the only way people have understood to work abroad is you have to go there. And they think, oh my God, you know, they always paint the picture of. Yeah, I just got off a flight from this country and I've been there. They make it sound like it's a terrible thing happening to them. But actually, they're quite it's a sign of status. It's a sign of important. It's a sign of or you see I work in Dubai. They throw these names are also as a social factor of importance and and how to say group that of leaders that they belong to. So for me, the disadvantage is one that the company is not using his resources in the right way. There's a cost for travel which which is maybe not necessary. And there's a personal time which is not, well, spent. I think the disadvantage for for the individual is overall. I think held, but family, you know, not being home or using this as an excuse, not to be home. I do believe that our people who have now gotten so used to traveling that. It's also a way for escaping something else. Maybe. But I don't want to go to that psychological analysis. Okay?

So, what benefits do you see in travel for business, for the organization and for the individual?

I think you mentioned something. If you're with the right way, it's efficiency. It's a benefit for the organization company and for the Earth and for the person you're doing. If you've identified the real need for your travel. You know, that the effort you're going to be doing to get to the place. Will be counter balanced by a much higher multiplier of efficiency that you'll get out of the travel that you've planned. In the first years of the acquisition I was going to San Francisco almost every two months why we wanted them to feel very close to the company. I felt that for my role it was important that they see me and they get the trust, when the trust was there, now, it won't. I only require one or two travels a year and those travels are very much tied to the things we are using to continue improving the relationship. The rest is done by phone or email. If I had not seen that change of efficiency, I could have said.

Yeah.

Well, yeah, I've always been going four times and I need my U.S. trip is going to. I get good miles. I can maybe become gold to platinum. I can, you know, collect my hotel miles and I can tell all my peers' friends that I'm really important. I'm trying to San Francisco. That is the wrong mindset. I think the real advantage here is, is you gain efficiency? And I can now use my time in a different way.

But then, as well, you mentioned to build trust and relationships.

So, the trust. So you continue building trust and really I mean, the people factor is important and when you create that that trust you don't need, you know, to maintain always the same level of visibility to keep the trust at a high level, but you do need to keep that connection. Yeah. And relationships.

Okay, for the individual?

I think they gave the game back time to do other important things. Either their own private life or for the company. Spending 11 hours on a plane, going back and forth is a day of your life and you're doing not much with it. Yes, you can reflect, you can say you're working on the plane, but we all know that it's not good for your health and it's not really giving you any value. I think that time I would rather do with reconnecting with other teams that don't tend to see me a lot, which are closer to me, so I can apply that to more of a micro-mobility situation. So, for me, the benefit is using my time more efficiently and I think having a healthier balance. And this is where work-life balance comes in. I live my life at work, but I want to also balance it with the work. Okay?

You see any other benefit for the individual? I think you mentioned. It's a bit before that. Some people use it a bit as stages as well, or it sounds like great going to some traveling to some places. You think(gender)could be also bit, like you said prestige, no procedures.

I think some people see it as a prestige and status as to think that could be a benefit as well or to work with record. Not just a benefit for the individual, traveling for business. What benefits do you see in travel?

Right? For the turning in a positive sense, you know, that's from, he's not a positive sense. I think the the travel for business, for an individual is to enrich for me there, their work relationship.

Okay.

Anything else?

Not really.

Okay. Next question. How can the environmental dimension of the business travel be incorporated effectively into the management of multinational corporations?

I think you need is some police, you know, human beings like anything. You want to, you want to put in place, eating clear rules guidelines and policing. If we hope that people will do the right thing. I'm sure we're going to fail. If you want someone on a mass scale to change, you need to put guidelines in place and make sure you reward and (gender) was kind and police them. So for example, you would need probably a other federal law saying by this date or companies need to have a green travel policy in place, and that policy will be audited at some point. And maybe with some outcomes if there's a hope, you know. Made by ministers or whatever that the private sector will realize that there's an issue we can go on and on like this until we really have a huge issue and then we're doing drastic things, no, planes taking off anymore. Maybe we can't, even they'll be summer months because it's so hot. No trains will be able to. So, you're going to completely reshape your professional environment with the word. Hope. I think. Now we need strong, Sops and policing. We are at a stage where it's at. My feeling we're in a red zone already.

Okay. Do you have any other thoughts on business travel you'd like to share?

I think the only thing I would say is that we should maybe take the word travel into context of how what's the best way to do business? And travel is one of one of them. If we stigmatize business travel, then you're going to polarize people who says, well, you can't work without travel and then the debate can go on. And on. I think it's better to talk about how what's the best way. Given the environment challenges? We are facing given all the advanced in technology. All the positive things with my permeability. Are there other ways to rethink the way to do business. And yes, we need to travel, but if combined with other things, maybe we can do it in a smarter way.

Okey

But I would be very much for government guidelines in requiring companies, to enforce something, we've done that for equal pay. We've done that for standards of care of employees. I think, now the the element that is to be taken care of is the environment, it's not a human being but it impacts us all indirectly.

Yeah.

Good.

Okay, good. Thank you.

Default_20190924-110638 Interview 14 (name), 24th September 2019, 11:00AM.m4a

Perfect. So, first of all, we need your gender and age range.

(age)

So, traveling for business increases business growth.

Yeah, you neither agree nor disagree. I don't think it's related.

I enjoy traveling for business.

It's very general statement. Sometimes it's time to not a mile degree.

Yeah, okay.

I used to enjoy it more.

Do you take part in an airline?

Yes

You know which one?

Both Star Line Swiss and also KLM Air France. So Miles and More and KLM. I forget the name, they call it Swiss. It's frequent traveler. Although I probably go to senator in the next month or two.

And since I came here, my KLM Air France is back down on Ivory. I have a hundreds of thousands of miles. I haven't used yet. But that one I was Platinum for many years, but no longer. Okay, I lived in Amsterdam. So yeah, I flew all the time from a firm's people. Yeah. So, on average, how often do you travel for business?

So, it's like weekly monthly few times a year.

Monthly.

So, between 20 and 40 percent you think?

yeah closer to 20.

How long are each of your business trips on average day trips?

Two days, average would be two days.

Video audio conferencing is preferable to a business trip.

It depends on the topic neither agree. Nor disagree. Okay, its content related.

Information technology has reduced the use of air travel for business purposes.

I strongly agree.

In my experience, business travel has been essential to achieving the results.

I strongly agree. Also.

I understand the greenhouse effect its causes and its consequences.

I very strongly agree

I understand the greenhouse gas emissions caused by an aircraft.

Very strongly agree

I understand the consequences of the global warming.

I strongly agree

So which approach you prefer towards environment pollution, you do nothing or you adapt accept the consequences as they come or you act and be proactive to reduce.

What's the difference between adapting and acting? I mean I make changes so I'm not an activist I act.

So I support the idea of the development of technology towards new green, aircraft such electric.

I strongly support.

Greener way of transportation. I support micro-mobility, which is defined as the ability of personal movement within short distances through minimalistic needs.

I strongly support it. I don't say I have strongly use it. I am in favor, okay.

Do you have any example?

Or um, well, I mean I try to use the I mean the tram thing but I don't I like the idea of the mobility scooters around the city except that I'm finding them increasingly annoying. In fact, if I did what I find its secondary annoying as my wife finds them very annoying. Her have to bother me because(gender)doesn't like to see people on the sidewalks the way flakes rules.(gender)can dance to people on them because they are spawn supposed to do to on. And then(gender)annoys me

okay

Oh and I mean, I lived in Amsterdam. I cycled a lot but here it's just not flat enough. I was in the city, it turns down by Zurich I recycle more. Yeah, it's through Holland is a bit flatter than here. Yeah, and for me to come here from home.

So, I'm willing to pay more as an individual when purchasing pollution products and services through green taxes.

Very strongly agree.

I'm willing to pay more as a corporation when purchasing pollution products and services through their green taxes

Very strongly agree.

I'm willing to pay you as an individual, a feature on NGOs such as myClimate. So, they work with Swiss Air Lines when purchasing pollution products and services. So, always business related to an offsetting carbon footprint compensation.

Neither agree nor disagree. Do you want reasons or? Yeah, because I don't have any evidence of what they do when they say off. So this is always asked on that on the airline tickets. Do you want to pay a little extra to offset? If I knew that they were doing something sure but I don't want to contribute money to Swiss if they're not doing anything.

So, if corporations pursued pro-environment corporate social responsibility policies would business travel increase or decrease?

Decrease

So now we go to the open questions, has (your organization) have corporate social responsibility policies related to business travel. If yes, is it related to environment and sustainability? If not, if there is any plan to implement this in the near future.

I don't know. And I read the social responsibility report, but I remember that part. I remember. Okay factories.

Okay. Yes. What are your thoughts about micro-mobility, implications and consequences?

I think it's very good. I just think it's sometimes not practical.

Okay. So, what is your understanding? If, for example, if there's a 20, 40, or 50 percent of international travel, expected in a job description or employment contract, until there's more question. Do you understand it to be measured as weekly monthly or yearly percentage and what happens if you do not travel as much as indicated in the contract or you exceed?

I've never understood how people measure that, weekly? And even when you asked me before 20 percent it's very hard. It's been 60 percent of my last month, but there maybe I don't travel for two or three months in a row, so, I don't know. I don't know how to calculate that. Hmm, and I've never found that those were very meaningful and contracts, never seems to reflect reality shortly later.

But do you think it would be like consequences if somebody would like exceeded?

Let's say you have 20 percent and somebody tries no consequence for exceeding, there are certainly consequences for refusing. Okay.

Yeah, that's a good point. What is advantageous to you see in travel for business? So, for the organization and for the individual?

We don't have good systems for knowing where people are very frustrating when you're looking for people and they're off traveling. Otherwise, for the company, I mean, cost.

Hmm. And and it's inefficient use of time.

For the individual, its travel, in the modern world with security and TSA and taking your shoes off. It's just aggravating. If you go to the US, exceeds the UK, to the UK is horrible. I've found so many times. I've been able to fly there and then I come to fly back to 1. Let me putting things on the plane, or take my bag or you read some. It's the inconvenience of the modern. Travel experience, the shrinking seats, and economy the poor poorer services. The delays. I find you get sick more when you travel a lot.

Okay. And what benefits do you see in travel for business, for (your organization)?

Our organization doesn't have good remote Working Solutions. So it's really, it's the only way. Sometimes also you build personal relationships, better face-to-face, so I didn't really understand. We don't know, we don't know because we don't have those because we don't have the remote

working. You need to see people to meet them. Okay, you need to be, you need the face to face in this organization. There are other companies that are more effective at remote working and before us my past two companies were both more effective. Okay, any other planet? So it's said, build relations. Yes, building relationships. It's understanding the working environment and other offices. You don't capture that from an email. So culture be culture and also it's for the company. It's our presence. And in many places is important. It's being seen.

Yeah. And for the individual?

Well, I think. Especially earlier in your career. It's fun. I mean, it makes you feel like their job. It's enriching. Mmm. There's a Tipping Point when it becomes mature or boring or you realize that you haven't actually seen the places you've been to, you've gone from the airport to the hotel and back to the airport. But in the beginning, especially when people take extra time, when you're younger and you don't have other arrangements, you can stay over and weekend. I think it's personally enriching. I think that it is educational.

Okay

And then there are personal benefits, you know, all the years. I had to platinum cards from KLM, family, Platinum cards, my wife and son, would they were stranded? They were put in hotels. They got to board business class, when I wasn't there, you know, there were like two miles status. It carries across the more people watch only one person. You know, the thing that's the funniest is a people in the company who make the most money, get the most free hotel for their families, of course. Because they travel more and then when I was traveling all the time, yeah, we would every other year, my wife on. And I would go to the US for free because I had enough miles that every other year at three round-trip tickets. Sometimes the consecutive years. And when we went on vacation, we stayed and we went all over the world. We stayed for free because I had so many miles. Yeah. I made more money than people working for me, didn't travel, but didn't get those benefits. That's a little bit. It's a strange kind of thing. Yeah.

Yeah, there's organizations. I know that the so people are not allow to get the miles under private. Let's say account, but the miles go to the company. Yeah, but then it doesn't go to the people in that because just that's just that that no one likes that because they don't. If I knew that all of this EC miles were going to people who don't travel, that would be different. They're all going into the organization's bank account at the that's a no featured, certain things that were really annoying like that, but not that big a deal. If they traveled that the people who don't travel they have a yeah, I could that that would be great. But if but the fact that they travel, if the benefit goes back to the company's, yeah, to use then to see them for our benefit anybody. So why would that? Yeah, I think it's just a funny twist of fate, the people traveled and people who make those body, get the most benefits. That's that's today's world.

Okay, and how can the right environmental dimension of the business travel be incorporated effectively into the management of multinational corporations?

Well, could spend more time on figuring out where to situate meetings. They only for, we only do it for convenience of the people and they don't think about the environment, spend more time on. Sorry, you said to in deciding a multinational company in deciding where to situate meetings and interactions. We in general company's (location)s, are situated for other purposes than environmental. Access to your port is some ways environmental, but it's usually not. That's not a reason. Just spent more time. And and you could also look within functions to how different functions impact the environment.

Okey

I had the experience once getting on a plane, flying back from Boston to Amsterdam with my colleagues and we had a cost-cutting activity. So, the global (role) meeting had been moved out of a very nice hotel and into the corporate (location) to save money, and all the people who lived within one hour of the office, had been sent home from the hotel to stay at home, and it come to the meeting. And when we got on the plane to fly back to Amsterdam, we saw all of our colleagues from another department. Then we said, what are you all doing here? We didn't see you in the office at all week and they said, oh no, we're flying through Boston. Our off-site was in Florida. They flew everyone from the corporate (location)s down to Florida to have a meeting on the golf course and everyone globally and then back to Boston. And so it was different functions and different attitudes about spending and so it's really different. Let's say cultures or rules or even companies.

Yeah, definitely.

One of our divisions would have sales meetings at Iceland and places like that because they can afford it, seen in the same way as one of our other divisions, which only has a sales meetings by that quarters because it was under pressure for spending. What's in a company rule? It was division and function.

Do you have any other thoughts on business travel you would like to share?

Um, I think that one of the things that's interesting in different companies and is the cultural attitudes towards it. A few years ago, we had a cost-cutting. We had some layoffs and then we had this monitoring of travel. All right, around the time there was a review of travel and so the top hundred people for spending were reviewed by our CEO. (Gender) maintained a list to had a list to see if it was on the top 100 to monitor who was spending a lot of money and some people talk it is took that as a piece of pride. I had a couple people tell me. Oh, yeah, I'm one of the top spenders on travel. There were a few people who said things like that because they were proud of how much

they traveled and the other thing we did and we also did in my past company, but we did it here to was to start looking at how many people go to meetings from different functions? Because we were sending so many people to congresses who were just hanging around and that was confirmed, that was recognized. And that was a big push back that people had to justify. That's to be a justification.

Okey

Different companies have different overviews. I have not been to our Singapore office. I've been asked many times. I have no reason other than visiting, so I don't go but I know other people who if they're asked they just go. Just because someone said I could so without that oversight and kind of self-responsibility it gets out of control.

Yeah, but I think now, isn't it knew that all travels outside Europe needs to be approved?

It is not new. It's always been that way, but the thing that they're doing now is, they're asking multiple functions to put everyone down on the same page because before, if you had a meeting two people would ask one and two people the other one, so basically there's nobody saw the whole thing because each only saw their own and said, okay, I'm sending two people are going to congress. That's and then when they figured out, how many people were there because you'd run into other people in the hallway. They say, wow. (Gender) actually said 15 people but no one saw an overview. So now they're asking that the spreadsheet, combined al the departments. And so if there's a multiple group, one person submits it for all the people who were going and before some members, took it more or less seriously. So a lot of departments were left on their own to do it and so it wasn't consistent now, it's more consistent.

Okey

Congresses or state meeting and not coordinated. But and also, there needs to be an over a little bit of oversight into some people abuse the system. Not so much for personal like miles or anything like that, in my past company. The want the US (location) were in Boston, and the European and EMEA (location) were in (location). And so some people would go two times a year, one time a year because there was a meeting at to go to some people would fly over six times a year. And you say why and take could just important for me to be seeing me seem. And so I found one of the people who was reporting to me was flying over four or five times a year, but then they would just working in an office and nothing to do. They just wanted to be there. So we put a stop to that but it's hard to tell, you don't know. You have some trust. And so I personally don't like to travel. I like to travel by, don't like to travel without a reason, you don't like to just go and work in another office somewhere just so I can be somewhere else. I don't think that's valuable. Some people want to have some connection to the very senior management and to the EC it's very difficult. If you work in an affiliate and you don't travel and you've never seen any of the people, you've never heard their voices

except on a video content, you don't know who they are but below that level there's a lot of unnecessary travel. Just to shake hands and have a nice dinner somewhere.

Okay.

I worked so gems. I'm was very good about the way we structure global working because most of our senior, it was a US company. When I was in the Netherlands, most of our Senior Management was European. And so we had a very good working arrangement, that in the Netherlands. You didn't do any local business in the afternoon. Local business was only in the morning and in the corporate (location), you didn't do any local business in the morning, you did local business in the afternoon. You did global business in the morning with Europe because that's what so everyone calendars were always able to over for the most part and every once in a while, a new person would join in and that understand that because they would send some ridiculous requests. So we were pretty good about that. And then we had good systems. I don't think Skype is very good because there are other systems that seem to be better.

okey

They used Adobe Connect and in Adobe Connect, you can have standing online meeting rooms. You don't have a constantly set up a Skype call. Each individual could have their own meeting room, that was permanent that you could use at any time you could store things in and so you always had it anytime you wanted, there was the wrong meeting room. So it was very easy to collaborate here. It's very hard to collaborate externally. It's impossible. Most impossible to collaborate with other companies. So with other company, they don't have control system. So it's easier to go. Sometimes. Okay. To meet everyone. You can come in and you could probably just, you have just one moment. I'm just finishing you. So, you could come in and you could, you could get up to speed really, really quickly. Here to get up to speed. You have to talk to people who are involved, need to go, and you just spend time. They need to come here. So that part more difficult. We need to stop this one, right?

Yes, thank you

Thank you

Default_20190924-130720 (name) Interview 15 (name), 24th September 2019, 15:00 PM.m4a

Perfect. So first of all your gender and age range.

()

Okay good. Then traveling for business increases business growth.

Yeah, I agree.

I enjoy traveling for business.

No disagree. This is only supinated. Yeah.

Do you take part in an airline rewards program?

Yeah, Miles and More.

Do you know, the level?

Yes, silver, so frequent traveler, yeah.

On average, how often do you travel for business? So is it weekly? So more than 40 percent monthly a few times a year or less than a few times a year less than few times a year.

Okay. So more or less than 10 percent. Probably.

How long are each of your business trips on average day? Trip, 2 days, 3 to 4 days or more than four days.

On average, two days.

Video audio conferencing is preferable to a business trip.

Strongly agree. It does not always replace but strongly.

Information technology has reduced the use of air travel for business purposes.

Very strongly agree.

In my experience, business travel has been essential to achieving the results I have.

It's too general. I mean, some things can be achieved without travel. So then it's neither agree nor disagree, but there are moments where you need to travel because you will never achieve the same. So I don't know what to think. Probably, agree somehow because there is a positive impact.

I understand the greenhouse effect, its causes and its consequences.

Very strongly agree

Okay, I understand the greenhouse gas emissions caused by an aircraft.

Very strongly.

I understand the consequences of the global warming.

Very strongly.

Which approach, do you prefer towards environment pollution? So, you do not think you adapt except consequences as they come your act be proactive to reduce pollution.

I would say act

I support the idea of the development of technology towards new green, aircraft such electric hybrid supersonic, or bio-fuel.

Yep. I strongly support.

I mean, in addition to considering, if you really need to travel that much because it will be always some impact. But yeah, so this is why, but still, if it would be, yeah, better acceptable to the environment and because they will, there is mobility needed these days. We are not living on our island anymore.

Okay, so greener way of transportation. I support micro-mobility which is defined as the ability of personal movement within short distances, through minimalistic means.

Yeah. fully agree. I mean very strongly support. Mm-hmm.

I'm willing to pay more so than individual and purchasing pollution products and services through green taxes.

Yes, very strongly agree

I'm willing to pay more as a corporation when purchasing pollution products and services through green taxes.

Yes, I also strongly very strongly agree.

And I'm willing to pay more as individual a fee to an NGO, such as myClimate. It's an NGO working with Swiss when purchasing pollution products and services. So always business related through an offsetting carbon footprint compensation.

Yes, very strongly agree. I mean, we make benefits from traveling so we should also compensate.

Okey. If corporations pursued pro-environment corporate social responsibility policies would business travel increase or decrease?

I hope decrease.

I'll get to the open questions. Does (your organization) have corporate social responsibility policies related to business travel? And if yes, is it related to environment and sustainability? If not, if there is any plan to implement this in the near future?

So we have, of course, corporate social responsibility. For the moment, the work of the environmental committee is more bit of the state of the, of the arts, where we are. So we have been catching up as it was only recently initiated, but one of the next focus is also on the traffic on the travel. So both commute to work, but also business travel. So it is not yet actively, but it is one of the plant project. And I think we are evaluating it as part of. So what we currently gaining is the total footprint, the carbon footprint and they are as far as I remember. It's already included in the total footprint and we are getting better / aspect. So it's now a think, the second year that we were determining the carbonyl carbon footprint and there we have additional measures. So we are following the the concepts. Okay, so bring your cheese in the environment.

What are your thoughts about micro-mobility, implications and consequences?

Now, I'm I think that that's essential for the future move. I mean back to get away from everything, needs to be done by cars, using e-bikes. I mean, this is already a great thing to get to work. So in particular, for the, the commute that this is fantastic and also helps to link with the public transport.

Okey.

So small distances can be done via the micro-mobility and larger distances can be linked into to public transport. That of course is not relevant and for the business travel time, you cannot go with e-scooter to France.

Yeah. So what is your understanding of? So that's an example, 20, 40 or 50 percent of international travel, expected in a job description, or employment contract and to understand it, to be measured as weekly monthly or yearly percentage.

Each and what happens if you do not travel as much as indicated in the contract or you exceeded? Well, it depends on the role. I guess there are some jobs if you have a local global role. So I see it probably on a monthly basis because foreign field medical or for sales rep. I mean, they cannot do the work from the office. They need to go wherever they, they need to go. And if it's in a large country, some of them might even need to fly. So I would say on a monthly basis. It depends on the role. But I would say on average on a monthly basis and some customer facing. So it's more customer-facing roles. They need travels. Because you cannot expect the customer to travel, to you meaning Physicians or even visiting hospitals, or if you are a monitor in a clinical study, you have to be at the center. So, there are some roles that there are just require travel, but if you can combine them so that you don't need to fly back and forth. And so that that's helpful or I mean, what I don't like is some of the managers when they are in the US and then they just fly home for the weekend and then they fly back to the US because they have another appointment the next week. This I really don't understand. Of course. It's yeah on the other hand. They are so many weekends that they spent traveling already for business. But yeah. This is really unnecessary flights. Yeah.

Okay, so what disadvantages do you see in travel for business? So, for (your organization) and for the individual.

The disadvantage for our organization, of course, it's high cost because you need to pay for the hotel. You need to pay for the for the trip here, for the trip, their service, to the employees because travel is can be an accident or even if you travel to countries where the security is not that hide, and there is a certain risk to the employees and Blake time. I mean people are not that fit if they travel a lot. I mean, we know with jet lag and all that stuff. So they are not hundred percent up to the potential. Are they would have. Yeah, that's more for the organization. And then for the individual, it's it's the same. I mean, work-life balance. When traveling is, of course, far more difficult in particular. If you have a family, you don't see your family. You don't see your kids and this could be 10. Yeah, I mean you need to be able to compensate even potentially burn out or just work-life balance. Sometimes negatively affected. It's also security party individual. I mean, it's always a risk to travel and I mean is to detect could be done strikes and all that stuff. So I mean there could be then also even not as planned. So yeah.

Okay, and what benefits do you see in travel for business as well, for me for formal, and for the individual?

At least the first contact. It's good to know the person. So like the lips are a little relieved site integration. Yeah, it's how you say relationship building with customers or affiliate. So it's both customers partners. Or affiliates, I would say because in the partner business, you need to be at the partner to discuss and with an affiliate. Also, I mean, I supported it last year in (location) and it was good to be there and you get a very good impression. If you're really there about the situation, the team was really motivated. I really sense the positive energy and it was very rewarding and then we could do all the other work, then we are phone. This one trip was really, it would have that the outcome would not have been as positive and it would not have been that smooth. So also trust building. Trust is important. The personal contact is important. So issue management. I mean, if there's really a problem then it can be better solved. We are personally contact but not always necessary. I mean if you know the person and also video conference, for example, I mean, this is what I'm currently not using. A lot is the video conference. I'm using the Skype calls and this is really fantastic wisdom with the screen, but with your conference could be because then you see the person, so I guess from personnel. Yeah, from yeah, inter interactions personal interactions of human beings. It's if you see the person that that's much more, much more closer contact than if you just hear the person.

For the individual there I see more to broaden their horizon to really. I mean, you had to put you have the possibility to travel to a country where you might not travel, for private and that's really beautiful. You still see. Even if you are only in the taxi from the airport to the hotel, or to the, to the company, you get a bit of an impression and then you, mmm. Also, you have the evenings or so where you can taste local food or if it's a nice city. You have a chance to visit sites or so in your private time if it allows the schedule, of course, so it's brought on the horizon. I mean, really

we sit and that's good for our tolerance of other cultures and basically could see of course, I'm going shopping so that every opportunity but it's not from my perspective. So if I from my perspective advantage is that it is really two. Yeah, two to get to know a new culture, something, huh. I was when you had the company, I mean, just how people behave and you learn a lot from the just from discussion interaction at lunch or dinner you learn a lot about the country.

So how can and environmental dimension of the business travel be incorporated effectively into the management of multinational corporations?

Well, I would say really reduce it to the necessary. I still believe that sometimes. Yeah, it is not necessary. So, test first for alternative, think twice before you travel. Look for alternatives. I mean going to Paris does not mean plane is the best. You can take the train. The TGV or what? I like is Geneva. For example, that we have two policy that the train should be taken. So this is already an interesting step to connect our affiliate in order to decide in Geneva with us. Even if it's quicker to take the plane and cheaper to take the plane, but we have to clear guidance to travel by train as far as I remember. So these are good. So guidance has company guidance, of course, and yeah. Is it really business? Your business travel? Its business travel also seen the commute to work or not. It's really that at your travel for business.

Yeah. Yeah, so global, yeah. Exactly.

Yeah, because in general, of course for for a company for environmental considerations, it's also how much home office you allow because if people don't need to commute by car, then of course and work from home, you have also an impact on the decision on the entire washed because they told me to yeah, they have ideas about reducing parking space or making parking, space, multiple security, and these kind of things Spike to work activity, that we have launched this year. We will expand next year so that this is a bit of a topic in the environmental committee. Yeah, we discussed. I think that's, that's a good thing. It's not about global traveling but I think support team or working from home is reducing, of course the community and people coming by core and cardio activity where we got the rebate for the electric bike last year. This was also nice idea. So company working with ebike vendors that we get rebates and then encouraging people to. Yeah, to go by ebike.

Great. So, do you have any other thoughts for business travel?

Of course, is keep your it equipment up to date. So use the newest technology that you can replace business travel. With the most fancy equipment. That is still it secure. Nobody can listen to it. Yeah, I mean these days versus it security. No, but really, I mean, if the technology is not either, the connection is not good or so then using. No, next time I'm traveling again because it was not only, yeah. Online meeting also then only once this is really working, perfectly ordered the nice video conferencing service or so, then yeah. Or I mean what I also like is these interactive flip charts or a

bit of the video from it where it's really that the sides are connected virtually so that people from working from home, but also from different sides can work it and then it is replaces that everybody flies in and us for a workshop. For example, I mean, for a lot of projects. We have kickoff workshops or so. And that would really replace that people need to fly in but that they can contribute. Yeah, but there I see a lot of improvement over the last year's(gender)restrains with the Skype for business. Hmm, I can do this a lot.

I've heard now, a lot of other technologies that I didn't even know that companies have already. We have heard that.

Yeah.

Okay. Good, we have no more questions. Thank you.