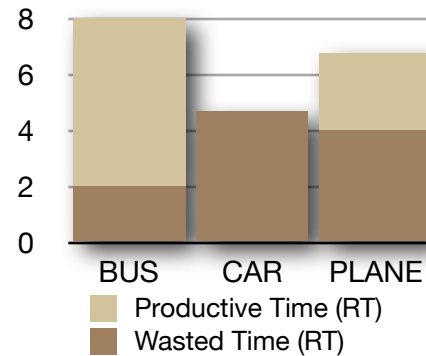


Travel Modes: Rethinking business travel with consideration of cost, productivity, and sustainability.

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Reevaluating business practices is a logical consequence of the challenging economic context and a byproduct of increased attention paid to *green* and *sustainability indices*. At Pemba Serves we have long identified environmental sustainability and social responsibility as intrinsic to our operations; the economy has forced us to take an equally critical look at cost-cutting measures. We have been pleased to find our economic analyses have largely justified our environmental efforts. Presented here is an examination of travel options from our main office in Madison, Wisconsin to a national sales meeting in downtown Chicago. We assess the economic, productivity, and environmental costs and benefits of automobile, intercity bus, and airplane travel.

Travel Mode: Productivity

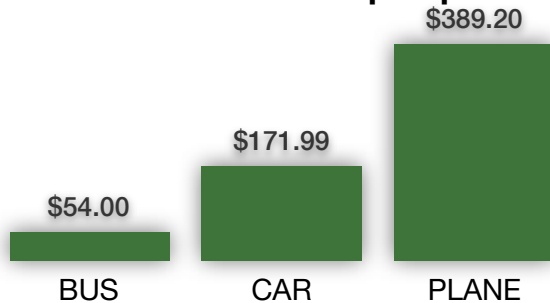


With the increased prevalence of wifi hotspots and 3G-enabled devices, the geography of “the office” is changing; with some discipline we are able to be effective from almost anywhere now. In valuing the cost of travel, total time in transit is no longer the most relevant statistic. Rather, minimizing wasted time is a critical when choosing between modes of transportation. Time-management experts suggest uninterrupted blocks of time (such as on an intercity bus) can be far more productive than multitasking in the office².

¹ Car travel time assumes no traffic congestion - a generous assumption in Chicagoland. We do not evaluate the potential productive time on a mobile phone.

² <http://blogs.harvardbusiness.org/hmu/2009/01/pay-attention-an-interview-wit.html>

Travel Mode: Roundtrip Expenses



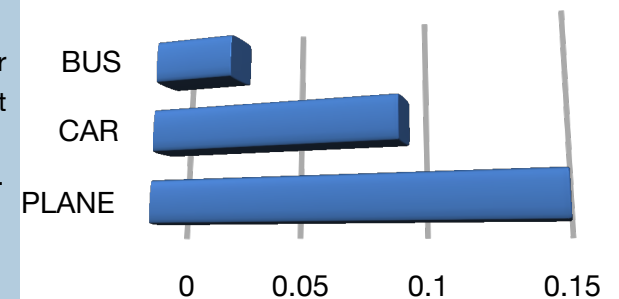
The direct costs of travel is an obvious first measure, and the roundtrip expenses represented here make a compelling case for intercity bus travel. Regular flights and buses make all three options feasible for Madison - Chicago travel. Proposed HSR will be an attractive option.

¹ Car expense calculated using GSA personal vehicle reimbursement schedule, 2009: www.gsa.gov/mileage

² Bus and Plane expenses do not include travel from terminal to destination (Taxi ORD to Loop is \$80 RT). Folding bicycle proved to be an economical, efficient, and enjoyable solution for the 1.5 miles on each end of the bus ride.

Putting a dollar value on externalities is tricky business, but as a company we have decided that certain goals are worth pursuing. Our business and our passions are in the outdoors, and climate change is an existential threat to the health of ecosystems and of our business. Minimizing our CO₂ footprint is a top priority. Air travel, especially short trips, are particularly deleterious. Many studies have found intercity bus to be among the least-worst options¹. We are also leery of carbon-credit schemes, contending purchasing carbon credits in the first-class lounge is akin to buying indulgences from the Catholic Church in 1500 ².

CO2 (tons per passenger, RT)



¹ e.g.: <http://www.sightline.org/maps/charts/climate-CO2byMode>

² http://www.carbonradewatch.org/pubs/carbon_neutral_myth.pdf