ctm

The state of **travel program maturity**

FIVE FINDINGS SHAPING
THE NEXT STAGE OF
CORPORATE TRAVEL

A mature travel program does more than manage bookings, policy, and spend.

It gives travelers confidence that the program will work when plans change. It gives travel managers clearer visibility, fewer manual escalations, and more time to focus on strategy. And it gives the business a stronger view of the value travel returns.

That is why maturity matters.

Top performing programs connect policy, technology, data, suppliers, risk, and traveler support into one coordinated experience. They make the right choices easier for travelers. They help travel teams see issues earlier. They give stakeholders clearer answers about cost, performance, risk, and value.

The program does not simply respond. It anticipates, adapts, and guides.

To better understand how organizations are navigating this complexity, the CTM Travel Program Maturity Index surveyed 274 travel buyers and program leaders. The research assesses travel program maturity across eight dimensions and five stages, providing a benchmark for how effectively organizations are connecting the people, processes, technology and data that underpin the maturity of a travel program.

The findings suggest that while most organizations have established the foundations of effective travel management, relatively few have developed fully connected programs that consistently deliver strategic business value.

Five findings shaping the next stage of corporate travel

43.7/100

1. Travel program maturity remains a work in progress

The average travel program maturity score was **43.7** out of **100**, placing the programs surveyed broadly in the middle of the maturity journey. While core policies, suppliers and governance are generally well established, many programs continue to rely on manual coordination, disconnected processes and reactive decision-making.

44%

2. Operational demands continue to limit strategic progress

Almost half of respondents (**44%**) spend more time managing day-to-day operations than strategic improvement. Administrative tasks, disruption management and manual processes continue to reduce the capacity available for program optimization, stakeholder engagement and long-term planning.

25.8%

3. Connected data remains one of the greatest opportunities

Only **25.8%** of respondents have travel data connected across multiple business systems. Although organizations are collecting significant volumes of information, fragmented data continues to limit visibility, reporting and informed decision-making.

3.1%

4. AI adoption is still in its early stages

Only **3.1%** of respondents report AI being embedded across their travel program. The findings suggest that while interest in AI is growing rapidly, widespread adoption will depend on stronger data foundations, governance and integrated technology ecosystems.

60%

5. Traveler experience has become a strategic priority

Nearly **60%** of respondents identified traveler experience as a priority for their travel program. Increasingly, organizations recognize that traveler experience contributes not only to satisfaction, but also to compliance, productivity, resilience and overall program performance.

What the findings tell us

Mature travel programs are not defined by one tool, one policy, or one technology. They are defined by how effectively every part of the travel program works together.

> The research points to a clear conclusion: most travel programs do not need to start again. They need to connect what they already have.

That means connecting

Data across systems.

Policy to the booking experience.

Traveler behavior to supplier strategy.

Risk visibility to traveler support.

Program performance to the outcomes finance, procurement, HR, and business leaders care about.

The full report explores where those connections are strongest, where they are most likely to break, and what separates lower- and higher-maturity programs across all eight dimensions of travel program maturity.

For many programs, the next stage of maturity is not more control. It is a travel program that sees more, explains more, and moves earlier.

The question is where your program is already connected, and where it is still relying on manual work to bridge the gaps.



Download the research.
See where you stand.

The CTM Travel Program Maturity Index gives travel leaders two ways to explore the findings.

Explore the full report

Download the full CTM Travel Program Maturity Index to examine the eight dimensions that shape maturity, what separates lower- and higher-maturity programs, and the practical steps travel leaders can take to move forward.

Download the Report →

Assess your own travel program

Complete the CTM Travel Program Maturity Assessment to see where your program sits across the maturity framework and identify the areas with the greatest opportunity to improve.

Take the Assessment →

About the research

The CTM Travel Program Maturity Index is based on responses from 274 travel buyers and program leaders. The research assessed travel program maturity across eight dimensions and five stages, from Reactive to Intelligent, including independent insights from Temoji Consulting.