FestiveRoad

The annual T&E leaders' Pulse

# PULSE 2.0

2026 RESULTS

## The challenge has moved from external to internal.

Two gaps now exist: The Strategy Gap and The Capacity Gap.

**56** leaders completed the 2026 Pulse

**$8bn+** combined programme spend

THE PLAN

### The Strategy Gap

T&E leaders shared only:

**1 in 3** are executing strategy well

**1 in 5** are AI ready

**1 in 6** can meet stakeholder needs

THE PEOPLE

### The Capacity Gap

**63%** of leaders say they lack resources

2 BIGGEST PAIN POINTS

- Policy & Approvals
- Data & Technology

**Good news:** all these gaps are addressable.

## Focus for the next 12 months

Top three priorities named by T&E leaders – three foundations, one story. You can't realise the value of one without alignment across all three.

| 79% | 79% | 70% |
|---|---|---|
| Tech & Integrations | Data & Analytics | AI & Automation |

**Watch out!** Focus on strategy and stakeholders is needed too.

## What does this mean for your programme?

Two gaps. One fix. Get the plan right, then build the capacity and capability to deliver it.

01 · ASSESS

**Assess your programme, capacity and capability**

If half or more of the team's time goes on day-to-day ops, the bandwidth to deliver strategy isn't there.

02 · DESIGN

**Design the future state**

Build a blueprint for the programme you want in three to five years' time, then work back to what has to be true by the end of this year.

03 · BUILD

**Build the plan**

Sequence the quick wins, lock down the long-term moves and put accountability next to each.

TAKE THE PULSE

**See how your own programme compares.**

A few minutes of input, a personalised benchmark in return.

Take Your Programme Pulse

**Better Begins Here**

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