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Two local professors have some advice for bean counters and green-eyeshade types: Don't zero out that corporate travel budget just yet.



True, teleconferencing and other technical advances can yield some of the benefits of face time, but forgoing all first-hand experience may come at a "significant cost," say Mark Mortensen, a professor at the [Massachusetts Institute of Technology's Sloan School of Management](#), and Tsedal Beyene, a professor at [Harvard Business School](#).

 **HARVARD | BUSINESS | SCHOOL** The two studied a multinational chemical company using a combination of interviews and surveys, the Sloan School of Management said in a press release.

Face time, the study suggests, is invaluable in establishing trust, and trust is much harder to build through just phone calls and teleconferencing tete-a-tetes.

"While it comes as no surprise that global collaboration presents numerous obstacles such as cultural and language differences, misaligned time zones, and uneven access to information, Mortensen and Beyene found that in-person interactions play a critical role by fostering both 'direct' and 'reflected' knowledge, which help to build trust in different ways," the press release said.

The study is titled, "Firsthand Experience and the Subsequent Role of Reflected Knowledge in Cultivating Trust in Global Collaboration."

For more information about the study, please click [here](#).
 (By Chris Reidy, Globe staff)

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