



Mental Model Research 2009

UE Meeting Presentation | 10.01.2009

Phase II Findings

Phase I | Recap: What We Did

Engaged with other internal departments to see if similar work has already been done.

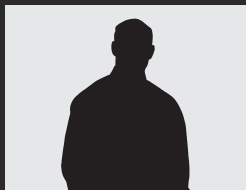
Interviewed 11 people in their homes (9 visits).

Interviewed 5 people at the Crystal City Gateway lobby area.

Phase I | Major Outputs

Personas

9 Mental Models along with insight from a set of hotel lobby interviews were used to generate 3 pairs of personas.



Balanced

He has adapted to his life on the road and enjoys travel despite being away from home. Balance is not just important in travel, but it is a way of life. He is driven by principles and strong beliefs and takes loyalty very seriously.



Not Balanced

The unbalanced HFBT often feels pulled in two directions, work and home. She is constantly trying to make this lifestyle work for her. Frequently, she feels like home-life and family suffer due to being away so much.

Themes

In addition to giving form to 9 Mental Models, the in-home interviews illuminated 10 different themes.



Phase II | What We Did

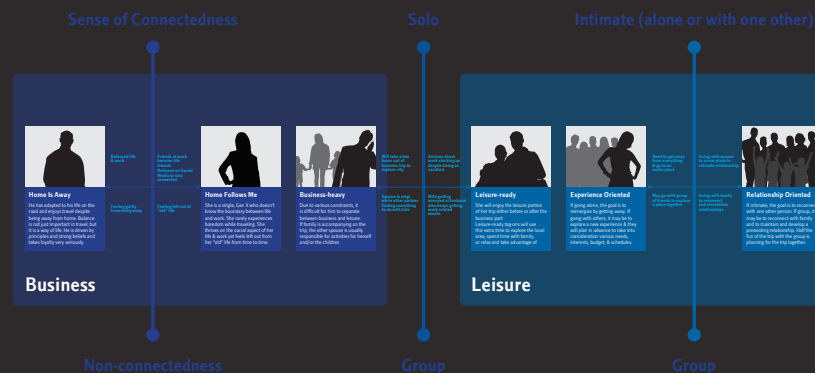
Brainstorming session with UE members.

Focus groups with HFBT, Leisure, and Transition travelers in Bethesda, MD and Chicago, IL.

After Phase II | Major Outputs

Refined Personas

9 Mental Models along with insight from a set of hotel lobby interviews were used to generate 3 pairs of personas.



Matrix of Themes

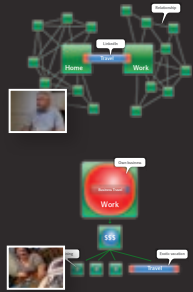
In addition to giving form to 9 Mental Models, the in-home interviews illuminated 10 different themes.

Themes	Guest Needs	Design Opportunities
Family Maintaining a strong family structure is always a priority and family travel can definitely have an impact. Unclear ways to expose family members to new things through various activities or help educate to shape over a lifetime into adults is always top of mind. Travel is used as a time to reconnect with family to help build stronger relationships, maintain relationships or even create new ones.	Help me build stronger relationships with my family Help me expose new cultures to my family Help me expose my family to new things and activities	Assist in current family activities Understand when it's time for guests to reconnect with family and provide options Provide new family activities Expose cultural knowledge/information and make it easily sharable among members
Principles/Drivers People are motivated towards certain things and making specific decisions based on what they believe and perceive to be valuable. This is the kind of stuff that is usually discussed at the board level, the ethics, of experience, it makes up the fabric of people's core that guides everything else that they think, do, and say. It is closely related to the theme of Identity and Tradition.	Help me live out my values and not compromise them Help me balance work and life Help me create feasible goals Help me attain/capture important life milestones	Reinforce guests' values Recognize guests' values and respect them if they're different from ours Support lifestyle on road "I.e. What if a person is not a 'driven' individual but stays at one of our performance brands?"
Tradition People hold to certain beliefs, thoughts, and actions based on childhood experiences, education, or upbringing. Many claim that such traditions make up part of their core foundation. The theme ties closely with the theme of Identity and Principles/Drivers.	Help me preserve/create traditions	Provide ways to evaluate parts of their trip that are meaningful and may do again Provide ways to capture these meaningful moments
Identity Many individuals are consistently evaluating themselves (education, skills, work life balance, etc.) as well as their relationships. Some have a clear goal of what they have to become in the future (in our Circle of Life activity), some are still searching for who/what they want to become, while some are self-actualized content with who they are and wish to share their personal discoveries with others. The theme of identity is closely related to Tradition and Principles/Drivers.	Help me [us] rediscover who I [we] am [are] Help me develop my identity Help me suspend and retrieve my identity	Provide ways to allow guests to rediscover who they are Provide relevant ideas for personal growth activities Show guests ways to make the most of their time (for reflection & rejuvenation) Understand guests' usual routines and provide alternatives. Provide ways to gradually introduce guests back to their usual routines Provide ways to put together important stories to share with loved ones
Social Connection Sometimes people need help maintaining long lasting relationships with friends and/or colleagues. The elderly enjoy having an influence (mentoring) others and sharing their own life experiences with those who are willing to listen. Younger individuals have embraced a culture that has redefined social interaction norms and rituals through the internet and social media products. Otherwise, people share important moments of their life with others through photos, blogs, email, or even using the trip itself as a social experience.	Help me sustain long lasting relationships with friends and/or colleagues Help me share important moments of my life with others Help me connect/maintain connections with others	Provide ways to help guests engage and develop personal networks (even new networks) Provide ways to easily share important moments of travel with others Let guests find ways to "mentor" others or get mentored by others - offer ways for guests to share own life experiences with others
Routine Overall, people need help accomplishing every day tasks, sticking to daily routines, and being more efficient. However, sometimes people need to escape the monotony of life or the "hurry and bustle" of work to experience freedom. During travel, certain routines need to be supported throughout the journey while others may need to be suspended for individuals to experience.	Help me accomplish tasks Help me by supporting my daily routines Help me escape monotony Help me with efficiency	Make usual tasks easier or take away some mundane tasks (i.e. grocery shopping, laundry, etc.) to open up space for guests to do other things
Sense of Time As we move through our lives, we experience time differently. Some experience time as a fleeting moment, while others experience time as a long, slow journey. The theme of time is closely related to Identity and Tradition.	Help me to establish/maintain "pause points" for my experiences and goals	Ping guests for "pause checks" that let them know how much time they have left

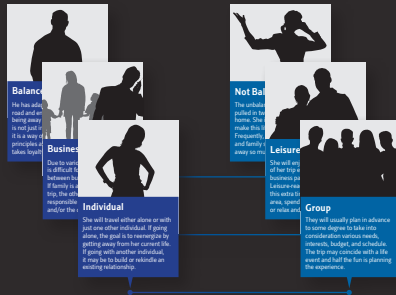
Phase I

Phase II

Logic of the Research



Mental Models



Personas

HFBT

Transition

Leisure

Bethesda FG

HFBT

Transition

Leisure

Chicago FG

Focus Group Content

Part I

Questions

Part II

Concepts



In-home Interviews



Themes

User Needs

User Needs

Design Opportunities

Design Opportunities

Phase I | Summary & Wrap Up

Setting Up for the Focus Group

Principles/Drivers

- ① Reinforce guest's values and respect if they're different from ours.
 - Ex. what if person is not a "driven" individual?
 - Ex. Service Recovery Model.
 - Ex. Com form of complaint?
- ② "Support lifestyle on road."

Social

- ① Provide ways to help guest engage with and develop her (new) networks.
- ② Provide ways to easily share

⑥ Understand guest's usu. routine and provide alternatives. Gradually introduce guest into his/her usu. routines. (ex. stressed about groceries, laundromat)

TRADITIONS

Provide ways to evaluate part of their trip that were meaningful

ROUTINES

~~Make easier, easier.~~
Take away some mundane tasks

Personas Recap from Phase I

Using all the findings to date, the UR team was able to develop three main groups of personas:

High Frequency Business Travelers:

Business travelers who spend 100+ nights a year on the road.

Transition Travelers:

Business travelers who tag-on additional leisure days to a business trip or leisure travelers who cannot suspend work.

Leisure Travelers:

Vacationers who travel for leisure.

Using Personas to Determine Focus Groups

High Frequency
Business Travelers:



High Frequency Business Focus Group

Bethesda FG

High Frequency Business Focus Group

Chicago FG

Transition
Travelers:



Transition Traveler Focus Group

Bethesda FG

Transition Traveler Focus Group

Chicago FG

Leisure
Travelers:



Leisure Traveler Focus Group

Bethesda FG

Leisure Traveler Focus Group

Chicago FG

Using Personas to Determine FG Inquiry

**High Frequency
Business Travelers:**



**How do they
balance**

life & work?

**Transition
Travelers:**



**How do they
balance**

leisure & work?

**Leisure
Travelers:**



**How can we
better understand**

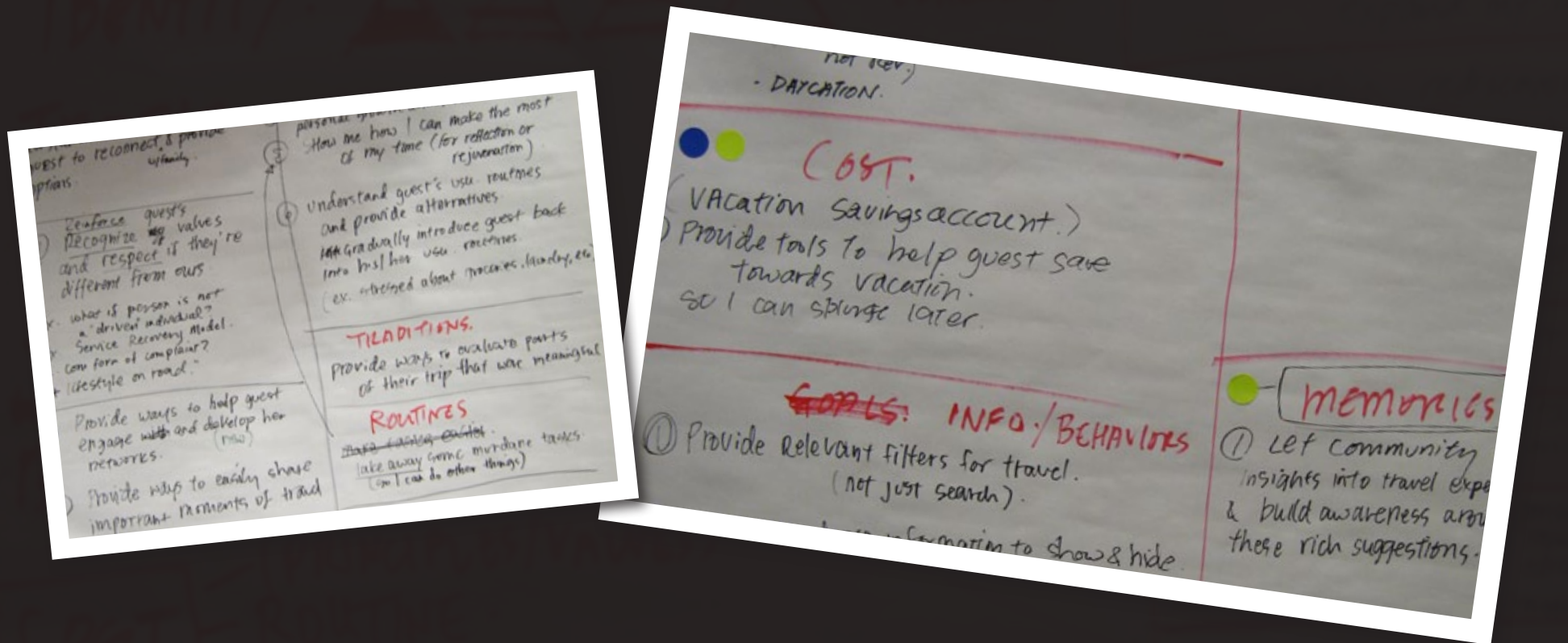
**individual &
group travel?**

Themes Recap from Phase I



Building the Themes Matrix

Analysis & Synthesis ...



Building the Themes Matrix

writing to impacting one's life goals or milestones.



Tradition

People hold to certain beliefs, thoughts, and actions based on childhood experiences, education, or upbringing. Many claim that such traditions make up parts of their core foundation. This theme ties closely with the themes of Identity and Principles/Drivers.

Preserving traditions and even creating new ones are fundamental to many individuals and this preservation must not be compromised when away from the home.



Identity

Many individuals are consistently evaluating themselves (education, skills, work-life balance, etc) as well as their relationships. Some have a clear goal of what they hope to become in the future (as in our *Circle of Life* activity), some are still searching for who/what they want to become, while some are self-actualized (content with who they are) and wish to share their personal discoveries with others. The theme of Identity is closely related to Tradition and Principles/Drivers.

People travel to re-energize themselves, to gain personal growth, as well as to strengthen relationships that may contribute to their identity.



Social Connection

Sometimes people need help maintaining long-lasting relationships with friends and/or colleagues.

The elderly enjoy having an influence (mentoring) others and sharing their own life experiences with those who are willing to listen. Younger individuals have embraced a culture that has redefined social interaction norms and rituals through the internet and social media products.

Oftentimes, people share important moments of their life with others through photos, blogs, email, or even using the trip itself as a social experience.



Routine

Overall, people need help accomplishing every day tasks, sticking to daily routines, and being more efficient.

However, sometimes people need to escape the monotony of life or the "hustle and bustle" of work to reenergize themselves.

During travel, certain routines must be supported throughout the journey while others may need to be suspended for individuals to rejuvenate. Towards the end of one's travel, returning back to suspended routines can be stressful and people tend to plan on ways to ease back into their normal rituals.



Sense of Time

Themes to User Needs

wanting to impacting one's life goals or milestones.

important life milestones



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Help me preserve/create traditions



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Help me develop my identity

Help me suspend and retrieve my identity

Help me pass on a legacy (to the next generation, acquaintances, people with similar interests, students, friends, family)



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Help me sustain long lasting relationships with friends and/or colleagues

Help me share important moments of my life with others

Help me connect/maintain connections with others

Help me influence others (mentoring someone or getting mentored)



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Help me accomplish tasks

Help me by supporting my daily routines

Help me escape monotony

Help me with efficiency

Sense of Time

User Needs to Design Opportunities/Implications

wrong? To impacting one's life goals or milestones.

important life milestones

i.e. What if a person is not a "driven" individual but stays at one of our performance brands?



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Provide ways to capture these meaningful moments



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Help me pass on a legacy (to the next generation, acquaintances, people with similar interests, students, friends, family)

Provide ways to allow guests to rediscover who they are

Provide relevant ideas for personal growth activities

Show guests ways to make the most of their time (for reflection & rejuvenation)

Understand guests' usual routines and provide alternatives. Provide ways to gradually introduce guests back to their usual routines

Provide ways to put together important stories to share with loved ones



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Provide ways to help guests engage and develop personal networks (even new networks)

Provide ways to easily share important moments of travel with others

Let guests find ways to "mentor" others or get mentored by others - offer ways for guests to share own life experiences with others



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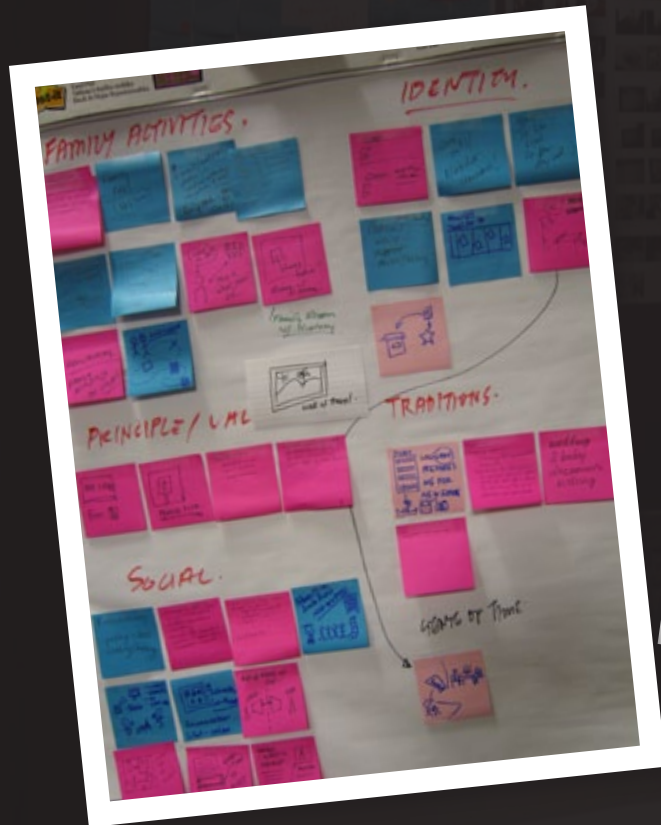
Help me with efficiency

Make usual tasks easier or take away some mundane tasks (i.e. grocery shopping, laundry, etc) to open up space for guests to do other things

Sense of Time

Brainstorming Using Design Opportunities

Brainstorming with some UE team members



From Brainstorming to “Concepts”

Through the brainstorming session, we were able to produce 5 concepts that would test the themes, user needs, and design opportunities.

NOTE:

The purpose of the 5 concepts would be to demonstrate some of the findings in the Matrix of Themes and not to test the concepts at face value. They were formed to probe guests' level of needs and comfortability with the themes.

Phase II | Focus Groups

From Interpretations & Understandings to Validation



Focus Groups | What We Did

We conducted focus groups with the persona groups identified in Phase I. The groups were held at Marriott headquarters and in Chicago, IL.

Each session lasted about an hour and forty-five minutes and consisted of discussions around customer needs & themes identified in Phase I.

We also gathered feedback on product concepts built around unmet user needs from Phase I.

Focus Groups | HFBT Findings

Where is Home?

For some HFBTs, home is where their families are. It's somewhere most stable and away from their work.

For others, home is where they currently are. This could be their hotel room while they are on a project for a few months or a city they reside in for a job assignment.

Connectedness

Feeling torn between work and home responsibilities is often related to how connected someone feels to their loved ones, friends, and families. The more connected they feel, the less torn they are.

"The internet helps a lot. You can pay bills online, you can stay connected and IM people. You can also Skype with people. There are a lot of options to stay connected."

Focus Groups | HFBT Findings



Family:

Being away from home is difficult for these road warriors and they often feel torn between their responsibilities back at home and their work.

"There is a huge sacrifice for the people who are home. Things are important. I used to have the best manicured lawn in the neighborhood. I used to prioritize things differently when I was home. Everyone has a role in the family but when you're gone, these things change. I had to teach my daughter how to mow the lawn. The family dynamics change when you're gone and when I get home, I don't want to have to worry about the lawn; I'd rather spend time with my family."

Focus Groups | HFBT Findings



Social Connection:

Being away on travel most of the time puts a strain on friendships and social ties.

"It really takes the extra effort and work to keep in touch with friends, because you're gone all the time. I used to get together with people during the week but I can't do that when I'm traveling. It takes the extra effort."

Focus Groups | HFBT Findings



Principles/drivers:

Work doesn't end in the office or after a meeting. HFBTs are "on" all the time and often work around the clock. They prefer to work while away on travel so that when they get home, their time is dedicated to their family and friends.

"I feel that I get more work done when I'm on travel. I get back to the hotel, work out and then start working again. I get all my work done during the week so that I have the weekend to spend with my family. If I was back home, I'd be working during the weekend, too."

Focus Groups | HFBT Findings



Routines:

The bills still have to get paid, fitness routines continue, and diets are maintained on travel. Travel has become a part of these people's lives and there is little difference between their routines at home and on the road.

"I've been doing it for so long, travel is a part of our lives. We have our weekends and just plan our time together for the weekends. We just adjust and adapt our lives."

Focus Groups | Transition Group Findings

Balance: Business & Leisure

It can be difficult to achieve the right balance between getting everything done for work and also scheduling in some time for leisure.

Sometimes, there is unanticipated work that needs to get done and the leisure part of the trip is cut short.

Individual v. Group Dynamics

The dynamics of the trip is different if the participant is expecting other to join him/her on the trip. Having family or a friend join for the trip or parts of the trip often creates additional stress.

Sometimes, a tag-on guest doesn't understand that he/she has work to do or that he/she isn't able to spend as much with the guest as originally expected.

"If someone is traveling with me, I usually plan to work a certain time and then plan ahead to spend time with them. I can arrange my schedule so that I work certain days or times and then spend time with them when I'm done."

Focus Groups | Transition Group Findings



Family:

Transition travelers sometimes often invite family members to travel with them or to join them at the end of their trip. A business trip can morph into a leisure trip once work is done.

"If my husband and kids join me, they usually keep themselves occupied until I'm done with work. Everyone is self-sufficient enough that they can find things to do when I'm working."

Focus Groups | Transition Group Findings



Social Connection:

Many transition travelers will visit and spend time with friends who work or live in the city they are traveling to. This is a great way to stay connected with their social circle.

"We go for a conference but we make plans to all meet up while we're there attending the conference. It turns into a social event, too."

Focus Groups | Transition Group Findings



Cost:

Adding leisure days to an existing work trip is a cost effective way to enjoy a mini vacation.

"It's not every day that I get to go to Hawaii so I'm going to stay a few extra days."

Focus Groups | Transition Group Findings



Sense of Time:

Since the original purpose of the trip was business, balancing the time spent on work and leisure and knowing when to transition between the two can be challenging at times. This is especially true when transition travelers invite others to travel with them.

"They understand this is a work trip and if a client calls or work needs to be done, that I need to stop and attend to that. There are no hard feelings."

Focus Groups | Transition Group Findings



Identity:

The balance between business and leisure is often a struggle for transition travelers. Often times, the lines are blurred and some might even need a reminder to have fun.

"The computer for me is like 24 hours a day. All the neat places I get to travel are also work related. I find it kind of frustrating that I'm in Hawaii or some other exotic place but I'm responding to emails all day."

Focus Groups | Leisure Findings

Experience v. Relationship

There seems to be two main purposes to leisure trips: one is to seek new experiences and go to places one has not gone to before and the other is to use the trip to enhance relationships.

Both experience and relationship trips can happen alone, with one other person, or with family or friends. Although not mutually exclusive, people tend to weigh towards one of these two purposes.

Intimate v. Group Dynamics

The dynamics of traveling alone or in a group is vastly different. There's a lot more planning involved when traveling with a group. Groups involve taking other people's schedules, budgeting, and interests in mind.

When traveling alone or with one other person, the itinerary can be much more spontaneous (though not all the time).

Focus Groups | Leisure Findings



Family:

Leisure travel is often done with family or to visit family. Family vacations are very popular and people really look forward to these trips as a way to reconnect with family.

"Christmas, spring break, vacations ... same time. We have a block of time that we have to make something happen during that week with family."

Focus Groups | Leisure Findings



Social Connection:

Group travel with friends is a very popular type of leisure travel. With busy schedules, it is often difficult to get friends together. Taking a trip together is one way to reconnect.

"We do a guys trip every year and we really try to keep that going. It's a set trip at the same time every year for the beginning of spring training."

Focus Groups | Leisure Findings



Cost:

Most people are cost conscious and if traveling with a group, one must take into consideration everyone's budget. People are more likely to look for deals when planning a leisure trip.

"We booked our group Vegas trip early because it was a great deal. The airfare was cheap and the casino we stayed at had a great package deal. It was spontaneous and we wanted to get together as well."

Focus Groups | Leisure Findings



Tradition:

A leisure trip often represents more than just a trip to get away. Many participants made it a tradition to travel during certain times of the year, for special events, or to the same location. For families, they mentioned wanting to create a family tradition to take a trip every year.

"Every year, we go to spring training and we go to the same steakhouse every Sunday. We work our schedules around that night."

Focus Groups | Leisure Findings



Information:

Many participants mentioned researching for a trip and some found it to be very enjoyable. The planning phase is when they are gathering lots of information in order to plan their trip.

"We usually start with how much it will cost and then it's how long we can stay for. Then we start looking into what activities to do. Someone will come up with the idea for a destination. There's usually one or two people that are the planners and the rest will just say yay or nay."

Focus Groups | Leisure Findings



Memories:

Creating memories is a very important part of leisure trip. Most participants stressed over wanting to remember the trip through photos, memorabilia, or souvenirs.

"We have an annual guys trip that we do every year. We do this to have something to talk about later. It's about memories, creating memories."

Focus Groups | Concepts



Focus Groups | Concept 1

Scenario 1: Photo Frame Product



Scenario: Katie had a long day at work. As she goes to her refrigerator for an afternoon snack, she previews the various vacation spots she's considering at the end of this year. Below each image, she can see how many Marriott Rewards points she needs and how many points she's already saved up for that specific destination.

Questions: Would you want access to planning and previewing future travel experiences through an easy to use photo frame product? Would you want Marriott to recommend destinations and deals directly to your home? What kind of information would you like to see on this photo frame product?

Focus Groups | Concept 1

Scenario 1: Photo Frame Product



Help me establish "pulse checks" on my relationships & goals

Help me be in control over my information

Help me escape monotony

Help me by supporting my daily routines

Overall, this concept was not well received and participants expressed little interest

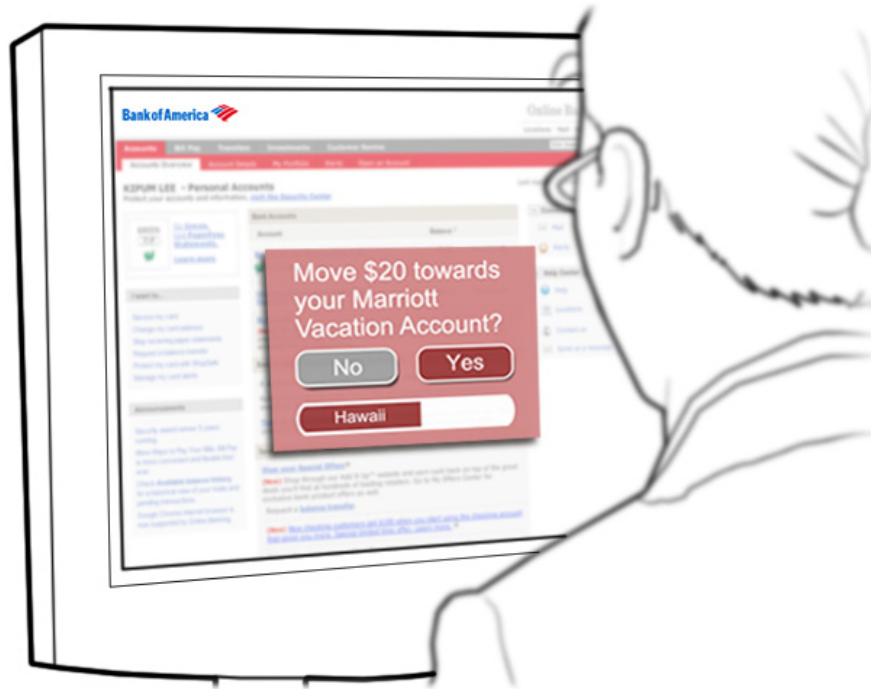
Most participants felt they were already inundated with information and saw this contributing to the clutter

Most mentioned that they would expect this information to be in email form or presented on the Marriott Rewards website. They would be more likely to use it if it was sent via email

Some HFBTs mentioned that having something like this during their stay could help alleviate their frequent boredom and might interest them in the hotel room setting

Focus Groups | Concept 2

Scenario 2: Marriott Vacation Account

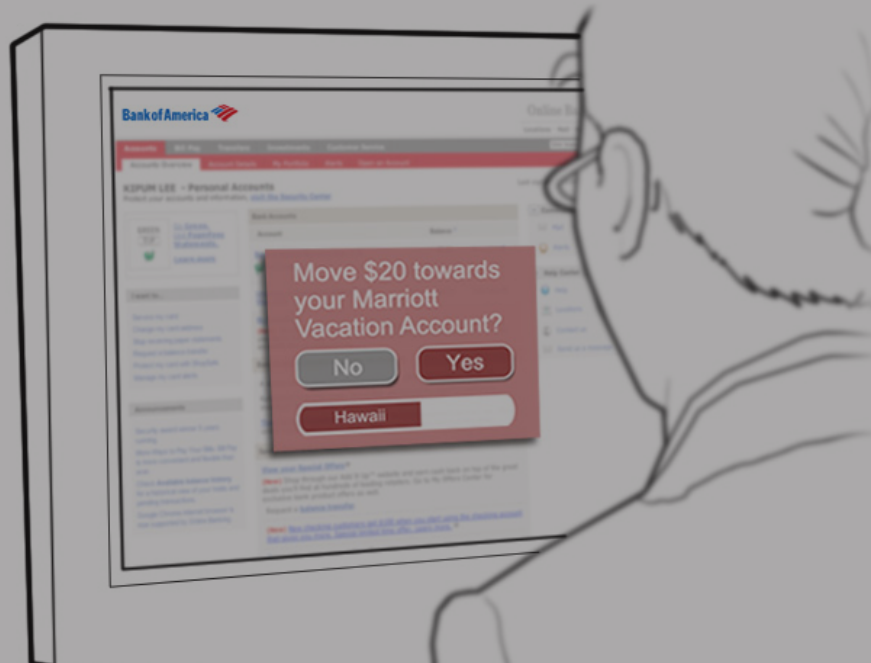


Scenario: Janet sets aside the last weekend of every month to take care of her monthly bills online. After taking care of all her bills, her bank asks her if she would like to contribute some remaining funds into her Marriott Vacation Account. She also gets a preview of how much she's already saved towards an upcoming Hawaii trip.

Questions: Would you want a way to set up a vacation account with your bank? If so, what kind of information would you like to preview as you are prompted to contribute to your vacation account?

Focus Groups | Concept 2

Scenario 2: Marriott Vacation Account



Help me create feasible goals

Help me plan financially for the future

Help me feel like I'm saving something by keeping costs down

Overall, participants showed little interest in this concept. Some could see how this might be helpful for some people (younger generation) but didn't feel that they themselves would benefit

Most felt that they did not need any help saving towards a vacation and those that did already had some sort of similar tool with their banks

Participants who travel in groups did see a benefit for being able to organize the cost of the trip and having everyone pay for their portion of the costs using a similar tool

Focus Groups | Concept 3

Scenario 3: Activity Sharing Interface

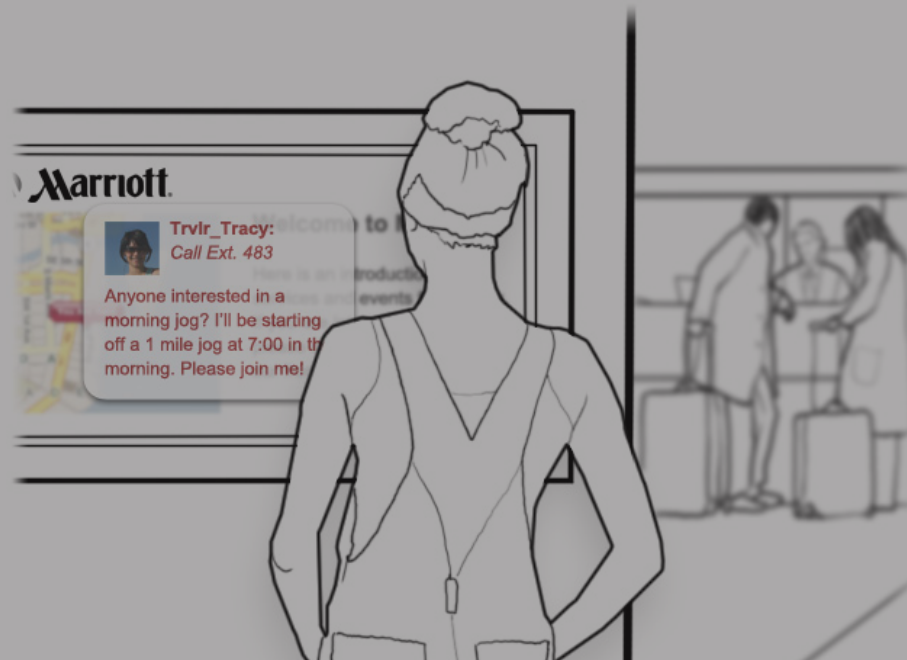


Scenario: Jill is an avid runner who usually runs with her best friend Hannah. While away from home, she finds another jogger in the hotel through the lobby interface who is also interested in a morning run. She sees Tracy's post and decides to join her the next day for a jog at 7:00 AM.

Questions: Would you want to know if others at the hotel are interested in an activity? Would you like to post such activities for others to see? In which type of activities would you be interested?

Focus Groups | Concept 3

Scenario 3: Activity Sharing Interface



Help me accomplish tasks

Help me by supporting my daily routines

Help me escape monotony

Help me with efficiency

Help me connect/maintain connection with others

Overall, participants did not see themselves using this interface, with the exception of HFBTs in Chicago who were big fans

Many participants mentioned it would be “creepy” to meet up with random strangers or to have others see what they were doing. They women were especially concerned with safety

Several participants stated that when they traveled, they preferred to spend time with their own group and were not interested in meeting up with others

The Chicago HFBTs found this tool to be very useful and thought it was a great way to meet up with others to work-out (run) or to explore the city (new restaurants, go site seeing, etc)

Focus Groups | Concept 4

Scenario 4: Sharing Media With Others



Scenario: Steven is on travel in China away from his wife and daughter. He communicates with them through the TV in his room and shares images and video clips that he took earlier in the day.

Questions: Would you want to communicate with people through a video interface? Would you like to share images and video clips with others during your travel? Would you like to organize your images and clips of your trip during your travel as opposed to afterwards? What types of information would you like to associate with your media?

Focus Groups | Concept 4

Scenario 4: Sharing Media With Others



Help me build stronger relationships with family

Help me balance work and life

Help me preserve/create traditions

Help me by supporting my daily routines

Help me connect/maintain connection with others

Being able to communicate with friends or family using technology is a big hit with participants but interest in using a Marriott provided tool is low mainly because they are already doing this using another tool. They also like the ability to share immediately as opposed to post trip. Most are using Skype to video conference or are posting pictures and videos online to share on Facebook

Several people were concerned with uploading any content to Marriott servers and if that content would be private. Privacy and technology were definite concerns

Social media has made it very easy and quick to share thoughts, photos, videos, etc with friends and family and some felt this tool would be an extra and unnecessary step

Focus Groups | Concept 5 (Leisure)

Scenario 5: Family Room Theme



Scenario: The Russell family opted to try a “Family Room Theme” for their vacation. As they enter their room, they see images and notes left by the Monahan family who previously stayed there. The Monahans posted images of their experience and left recommendations for the Russell family.

Questions: Would you and your family (or group of friends) be willing to share parts of your travel experiences with others? Would you want to know about some of the things other families (or group of friends) have done while they were in the same hotel?

Focus Groups | Concept 5 (Leisure)

Scenario 5: Family Room Theme



Help me expose new cultures to my family

Help me expose my family to new things and activities

Help me support family education

Help me build stronger relationships with my family

Help me use information to build my relationships

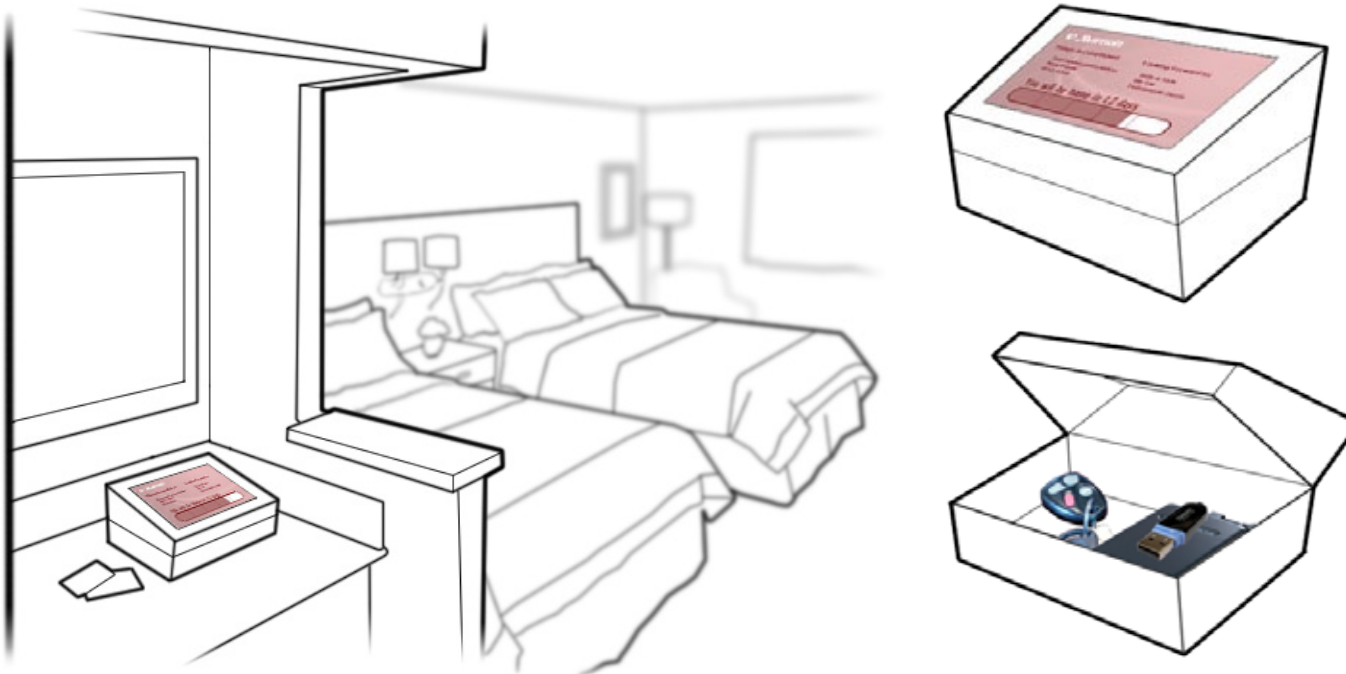
Interest in this concept was low and most mentioned that they did not like to think about other people staying in the same room

What other families enjoyed or liked is not necessarily what they would like. Also, every family has its own purpose, budget, interest, dynamics, etc

Although everyone knows that hotel rooms are occupied by others before they arrive, several did not like being reminded of this

Focus Groups | Concept 5 (Transition, HFBTs)

Scenario 5: “I’m On Travel” Box

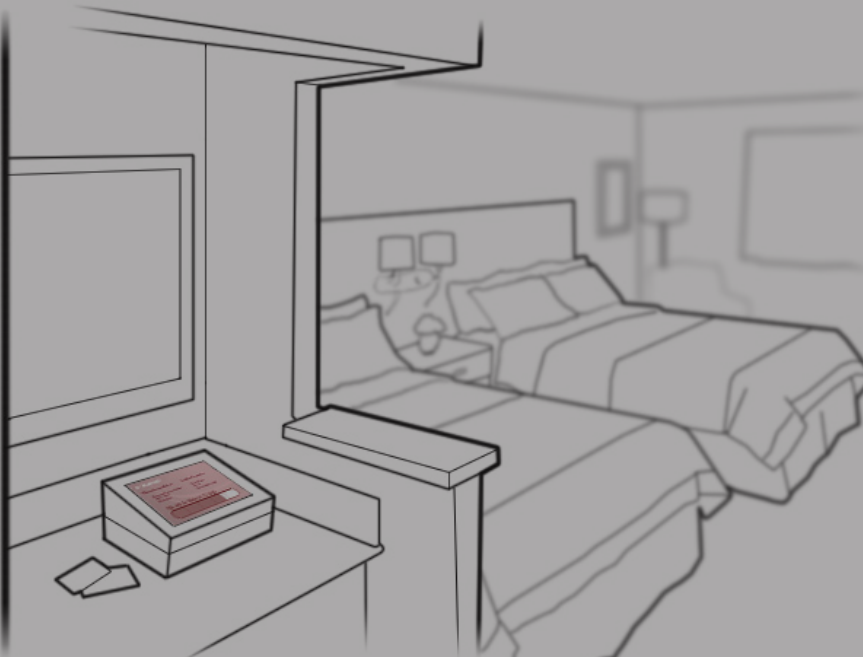


Scenario: As James walks into his hotel room, he leaves things that remind him of home in his *I'm on Travel* box. This way, he can concentrate on the upcoming business meetings and not worry about the fact that he is away from home. As his day of departure approaches, his *I'm on Travel* box notifies him of the accomplishments achieved during his stay and the things he can look forward to when he goes home.

Questions: Would you want to suspend triggers that remind of you home while you are away on travel? Would you like things to remind you that you are on travel as opposed to being at home? Would you want reminders of things to look forward to at home as the day of your departure approaches?

Focus Groups | Concept 5 (Transition, HFBTs)

Scenario 5: “I’m On Travel” Box



Overall, this concept garnered the least amount of interest from participants

Most people did not feel that they needed help with separating home from travel, especially from any tangible products

Several participants thought that putting things into this box would just lead them to forgetting to take the items once they check out of the hotel

Focus Groups | Validations Summary

Validated Major Themes

HFBTs: Balance between life and work

Transitions: Balance between leisure and work

Leisure: Understanding individual and group travel

Notes:

HFBT: There was a difference in the Chicago and Bethesda groups.

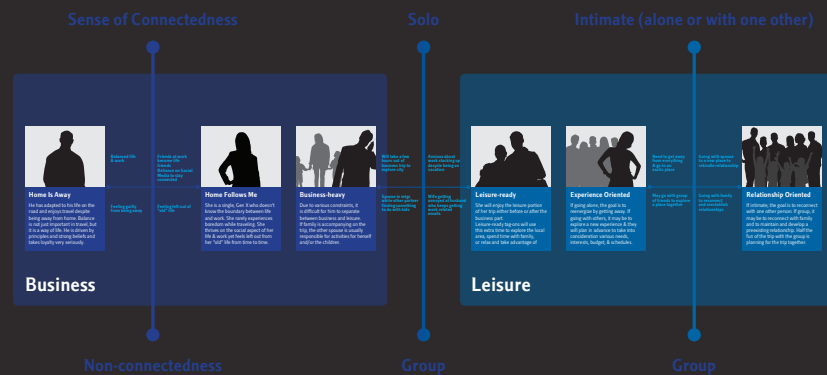
- The Bethesda group was made up of mostly government workers and government contractors while the Chicago group was all consultants. The Chicago group was largely single with no kids while the Bethesda group was married with children. The average age was also younger in Chicago. This resulted in a very different attitude towards the work/life balance.
- With less responsibilities back home, the Chicago group did not struggle as much with the work/live balance and was basically accustomed to life on the road.
- The Bethesda group found it much harder to manage their work & their families back home. There was a lot of guilt felt from being away so often. There also seemed to be more tension with spouses.
- Overall the Chicago group was younger and mentioned using social networks to stay connected with friends and family. They often traveled with other consultants and boredom wasn't an issue.
- Overall the Chicago group was more balanced and had adapted to the life of a consultant and had no problem working their every day routine into their situations.

Phase I

Phase II

After Phase II | Major Outputs

There were two major outputs following Phases I & II of the research:



Themes	Guest Needs	Design Opportunities
Family Maintaining a strong family structure is always a priority and family travel can definitely have an impact. Uncovering ways to expose family members to new things through various activities or help educate to shape over a children into adults is always top of mind. Travel is used as a time to reconnect with family to help build stronger relationships, maintain relationships or even create new ones.	Help me build stronger relationships with my family Help me expose new cultures to my family Help me expose my family to new things and activities	Assist in current family activities Understand when it's time for guests to reconnect with family and provide options Provide new family activities Expose cultural knowledge/information and make it easily shareable among members
Principles/Drivers People are individual towards certain things and making specific decisions based on what they believe and perceive to be valuable. This is the kind of stuff that is usually discussed at the board level, the ethics, of experience, it makes up the fabric of people's core that guides everything else that they think, do, and say. It's closely related to the themes of Identity and Tradition. Sometimes travel is more than features and amenities, but about supporting a lifestyle or attitude. It can range from the small things (i.e. being welcomed to a hotel with a drink, receiving a verbal greeting when something goes wrong) to impacting one's life goals or milestones.	Help me live out my values and not compromise them Help me balance work and life Help me create feasible goals Help me attain/capture important life milestones	Reinforce guests' values Recognize guests' values and respect them if they're different from ours Support lifestyle on road "I.e. What if a person is not a "driven" individual but stays at one of our performance brands?"
Tradition People hold to certain beliefs, thoughts, and actions based on childhood experiences, education, or upbringing. Many claim that such traditions make up part of their core foundation. This theme ties closely with the themes of Identity and Principles/Drivers. Preserving traditions and even creating new ones are fundamental to many individuals and this preservation must not be compromised when away from the home.	Help me preserve/create traditions	Provide ways to evaluate parts of their trip that are meaningful and may do again Provide ways to capture these meaningful moments
Identity Many individuals are consistently evaluating themselves (education, skills, work life balance, etc.) as well as their relationships. Some have a clear goal of what they have to become in the future (in our Circle of Life activity), some are still searching for who/what they want to become, while some are self-actualized. Content with who they are and seek to share their personal discoveries with others. The theme of identity is closely related to Tradition and Principles/Drivers. People tend to re-emerge themselves to gain personal growth, as well as to strengthen relationships that may contribute to their identity.	Help me [us] rediscover who I [we] am [are] Help me develop my identity Help me suspend and retrieve my identity	Provide ways to allow guests to rediscover who they are Provide relevant ideas for personal growth activities Show guests ways to make the most of their time (for reflection & rejuvenation) Understand guests' usual routines and provide alternatives. Provide ways to gradually introduce guests back to their usual routines Provide ways to put together important stories to share with loved ones
Social Connection Sometimes people tend to maintain long lasting relationships with friends and/or colleagues. The elderly enjoy having an influence (mentoring) others and sharing their own life experiences with those who are willing to listen. Younger individuals have embraced a culture that has redefined social interaction norms and norms through the internet and social media products. Otherwise, people share important moments of their life with others through photos, blogs, email, or even using the trip itself as a social experience.	Help me sustain long lasting relationships with friends and/or colleagues Help me share important moments of my life with others Help me connect/maintain connections with others	Provide ways to help guests engage and develop personal networks (even new networks) Provide ways to easily share important moments of travel with others Let guests find ways to "mentor" others or get mentored by others - offer ways for guests to share own life experiences with others
Routine Overall, people need help accomplishing every day tasks, sticking to daily routines, and being more efficient. However, sometimes people need to escape the monotony of life or the "hustle and bustle" of work to experience freedom. During travel, certain routines must be supported throughout the journey while others may need to be suspended for individuals to experience. However, most of the time, when attending to an experience, guests can be distracted and people tend to play on want to make back into their normal routine.	Help me accomplish tasks Help me by supporting my daily routines Help me escape monotony Help me with efficiency	Make usual tasks easier or take away some mundane tasks (i.e. grocery shopping, laundry, etc.) to open up space for guests to do other things
Sense of Time The overall experience and unique travel experience in maintaining and experiencing "time" (i.e. when experiencing and going through the experience, time is perceived to be different from the normal time, and it's a good thing).	Help me to establish/maintain "time" (i.e. when experiencing and going through the experience, time is perceived to be different from the normal time, and it's a good thing).	Ping guests for "pulse checks" (i.e. when experiencing and going through the experience, time is perceived to be different from the normal time, and it's a good thing).

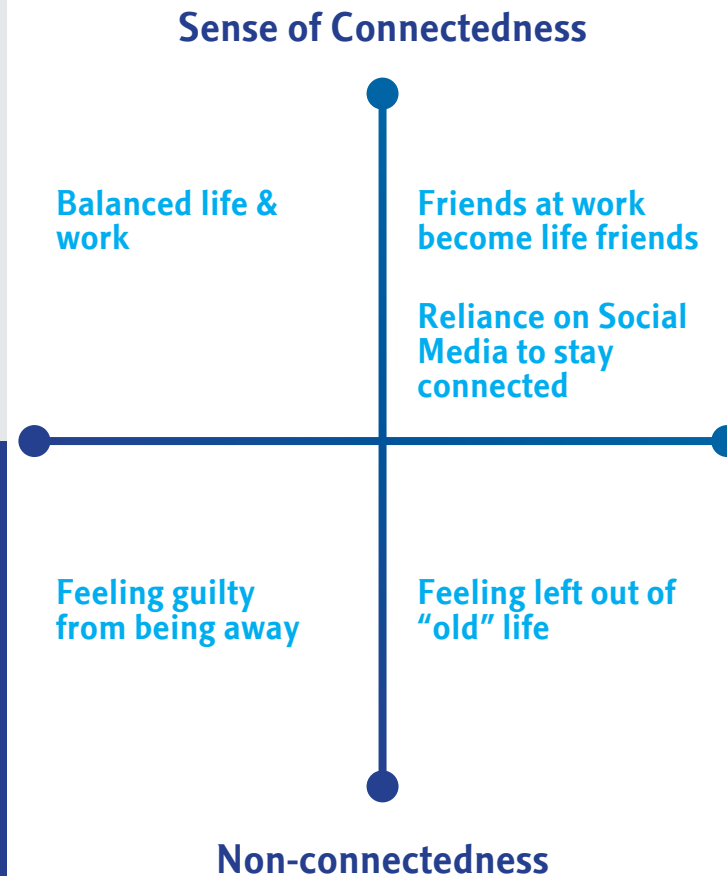
Refining Personas | HFBTs



Home Is Away

He has adapted to his life on the road and enjoys travel despite being away from home. Balance is not just important in travel, but it is a way of life. He is driven by principles and strong beliefs and takes loyalty very seriously.

Home is somewhere away & stable



Home Follows Me

She is a single, Gen X who doesn't know the boundary between life and work. She rarely experiences boredom while traveling. She thrives on the social aspect of her life & work yet feels left out from her "old" life from time to time.

Home is wherever my body is

Refining Personas | Transition Travelers



Business-heavy

Due to various constraints, it is difficult for him to separate between business and leisure. If family is accompanying on the trip, the other spouse is usually responsible for activities for herself and/or the children.

Business-heavy

Solo

Will take a few hours out of business trip to explore city

Anxious about work stacking up despite being on vacation

Spouse in mtgs while other partner finding something to do with kids

Wife getting annoyed at husband who keeps getting work related emails

Group



Leisure-ready

She will enjoy the leisure portion of her trip either before or after the business part. Leisure-ready tag-ons will use this extra time to explore the local area, spend time with family, or relax and take advantage of being away.

Leisure-ready

Refining Personas | Leisure Travelers



Experience Oriented

If going alone, the goal is to reenergize by getting away. If going with others, it may be to explore a new experience & they will plan in advance to take into consideration various needs, interests, budget, & schedules.

About discovering new places & experiences

Intimate (alone or with one other)

Need to get away from everything & go to an exotic place

Going with spouse to a new place to rekindle relationship

May go with group of friends to explore a place together

Going with family to reconnect and reestablish relationships

Group



Relationship Oriented

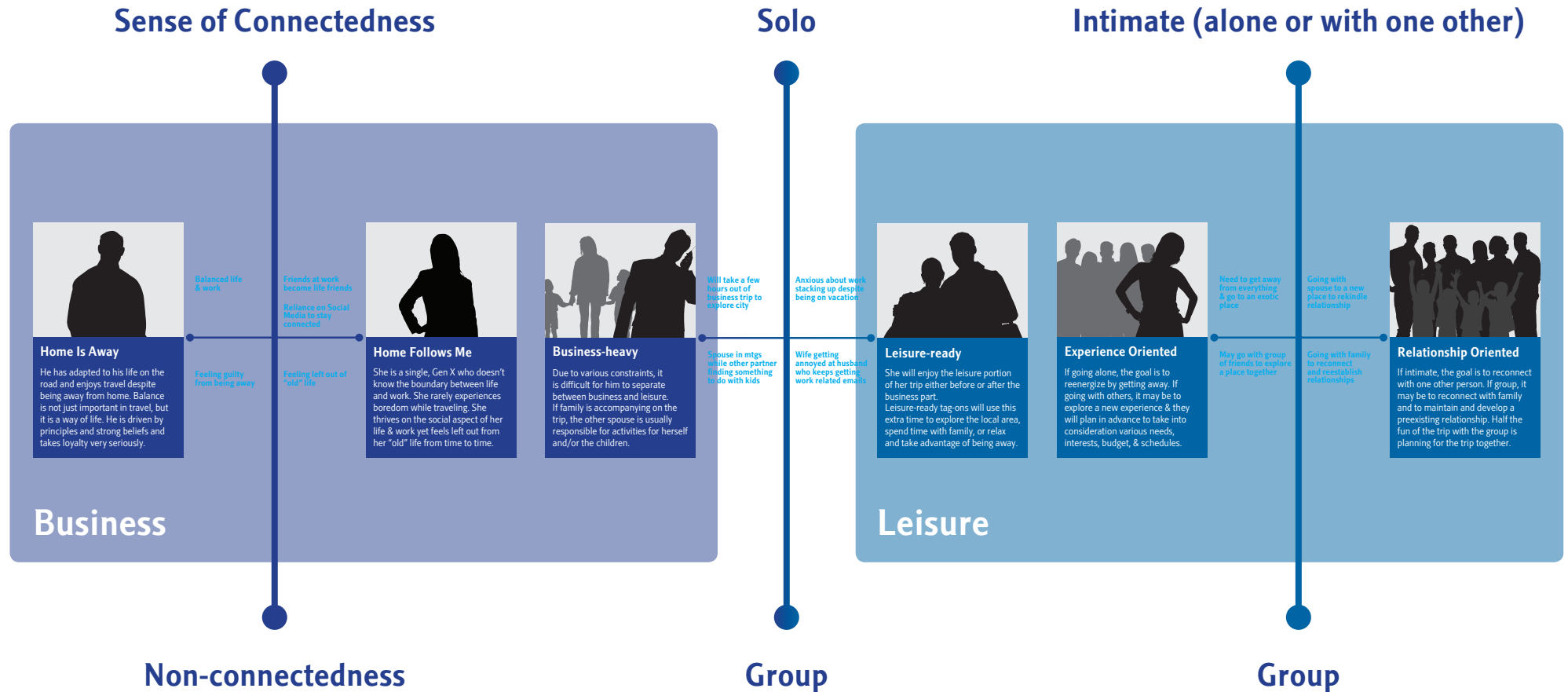
If intimate, the goal is to reconnect with one other person. If group, it may be to reconnect with family and to maintain and develop a preexisting relationship. Half the fun of the trip with the group is planning for the trip together.

About family vacations, spending time with loved ones

Phase I

Phase II

Refined Personas | Added Dimensions



Next Steps

The next, and final phase of the research is validating findings from Phases I & II in an online panel (quantitative study)

The focus groups (Phase II) uncovered several themes that the team would like to get more clarification on:

- Feelings of guilt toward family or loved one(s) when FBTs travel or work too much
- The role that cost plays in the different phases of travel
- Spontaneous v. Planned travel among Leisure (and perhaps Transition) travelers