Team Members

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Structure of this Document

1. Initial Secondary Research: Exploring the basic details about Marriott and the Issue Statement
2. Some Research on Millennials
3. Early Ideation to Identify Problem Statement
4. Secondary Research to explore ideas discussed the past week
5. The Quest For A Problem Statement
6. Excerpts from the Design Brief
7. Research phase
   A. In-person Interview Prep
   B. Cultural Probe Kits Prep
   C. Collecting and observing millennial travel posts on social media
8. Research phase [Insights]
9. Ideation: Framework/Models
10. Prototyping final concepts
Initial Secondary Research: Exploring the basic details about Marriott and the Issue Statement

January 22, 2014

**Business Challenges**
- Energy and Sustainability Costs
- Ongoing Capital Needs for Refurbishing
- High Employee Turnover Affects Profits
- Pricing and Revenue Management

January 22, 2014

**Issues**
- Demand Highly Sensitive to Personal Income, Corporate Profits
- Dependence on Reservation Systems

January 22, 2014

**Exploring Points of Entry**
Started mapping a journey of a trip I took to LA. One of the reasons that a lot of millennials travel is for events that involve friends. Was surprised how many people, processes and
artifacts that were involved before the day of departure.
Jumping to Solutions
Millennials are price elastic until they’re not… Marriott needs to make an impression now.

Third party booking agents fill unmet demand… how can Marriott better enter that pain point to protect their brand?

Service recovery… misplaced blame… should we rethink “terms and conditions” disclosure at all points in the value chain.

David Lee King - Social web, emerging trends, and libraries
David Lee King is the Digital Services Director at Topeka & Shawnee County Public Library, where he plans, implements, and experiments with emerging technology trends. He speaks internationally about emerging trends, website management, digital experience, and social media, and has been published in many library-related journals. David was named a Library Journal Mover and Shaker for 2008. His newest book, Face2Face: Using Facebook, Twitter, and Other Social Media Tools to Create Great Customer Connections, was published in September. David maintains a blog at http://www.davidleeking.com.

Industry Opportunities
- Loyalty Programs
- Time Share Resorts
- Mobile and Social Media
- Electronic Check in

Designing The Digital Experience
Large version of my Designing the Digital Experience talk.

Some Research on Millenials

Docs on behaviours and attitudes
Millennials: Money & Diversity
Here’s one of a three part documentary we shot about the millennial generation and the book by Thom and Jess Rainer.

Core Characteristics of Millennial

Why Generation Matters
Early Ideation to Identify Problem Statement

What are millennials like?

Exploring a ‘superman’ model to address disruptions
Why do millennials travel? What issues do they have?
Secondary Research to explore ideas discussed the past week

January 28, 2014

Global Distribution System - Wikipedia, the free encyclopedia

Can hotels tap into the GDS owned by the airlines?

Would it be a better travel experience to alter flight travel plans through the hotel concierge?

January 28, 2014

By 2015, Chinese tourists could spend more
than all the world’s luxury shoppers combined

In two years, Chinese tourists could be spending as much as $194 billion a year in Europe, the US, Asia and other vacation spots. That’s according to Morgan Stanley, in a research note this week on luxury companies. That figure speaks of the growing economic clout of China’s middle class, but also the irony that so...

Are all millennials homogeneous?

Integration of multiple airline systems: a work in progress | Travel Industry News & Conferences - EyeforTravel

New technologies and standards, like XML, can herald a new era in airline distribution. Such efforts can result in the creation of interoperable services that meet the needs of suppliers and intermediaries, allowing them to work in unison. A lot depends on the quality of the language.

Mobile and Technology | Travel Industry News & Conferences - EyeforTravel
U.S. Travel Survey Reveals Travelers Still Frustrated with Aviation Security Process | U.S. Travel Association

Exhibitor News > Travel Technology Europe 2014 > Digital Visitor top industry giants to win â€” Innovation in Travel award

Future Travel Experience - Airport Check In, Baggage, Security, Immigration, Boarding, Arrivals

Future Travel Experience - Airport Check In, Baggage, Security, Immigration, Onboard, Boarding, Arrivals

Booz Allen Industry Report on Travel Industry

Value Chain of Travel Industry included
January 31, 2014

Design methods/tools from Stanford Dschool

Great tools that we could explore in our process!

February 1, 2014

The Future of Flying - 4 Major Trends Set To Shape Air Travel by 2015 - arabiangazette.com

The Quest For A Problem Statement
February 1, 2014

Ranjith’s Version

**Issue**

How can the hospitality industry be not responsible but accountable for the travel experience as a whole for its customers.

**Assumptions**

- We are not looking to attract more customers for Marriott
- We are looking to change the experience of the current customers
- Both digital and human interaction

**Problem Statements**

1. Participation of different industries in the travel experience
2. Terms and conditions that are not known to the travelers and employees
3. Lack of focused information to help travelers navigate through their issues
4. The nature of randomness and high probability of issue interference (efficiency)
5. Previous or friends experience based perception
6. Lack of buffer or room for unexpected change in travel schedule

Expectation mismatch

Ranjith’s Version 2

Issue

How can Marriott change the look and feel of its hotels to attract more millennial without changing anything.

Assumption

Marriott wants to attract all customers to all hotels

Problems

- Perception and Brand of Marriott is seen as catering to non-millennial
- Cost of stay
- Digital presence is there but not digital experience

Products and services are not designed to cater to millennial

Research

February 3, 2014

Smartphones replace room keys at select Starwood hotels
"It fundamentally changes the hotel business," McGuinness says. "It changes the job of the front desk. The front desk becomes the concierge desk."

**Excerpts from the Design Brief**

**Problem Statement 1.0**

Marriott International is not in control of the entire “travel” experience, yet aspires to hold themselves accountable for any potential “travel” disruptions that may occur for their guests. Marriott does not currently possess a mechanism thorough which to anticipate/forecast disruptions within the entire travel value chain, and has relied heavily upon the concept of “service recovery” to improve the “disrupted” experience of their guests (after the incident has been self-reported). Many travelers are unaware of their “recovery” options, or choose not to complain, and have less than ideal experiences.

**Goals and Objectives of the Project**

The main goal of this design project is to ascertain a deeper understanding of the needs and expectations of the Millennial Generation while engaged in traveling. Developing new methods to service those needs, through a digital solution, will be the primary objective. Attempting to penetrate Marriott’s hospitality brand value throughout the travel value-chain poses a significant risk. That is, Marriott is not in control of third-party vendors, value-chain partners, nor the actions of their own hotel guests, yet “pre-emptive service recovery” (as we define it) requires that Marriott assume the burden of problem solving for all parties involved. Guests of Marriott hotels will be the primary beneficiary of this new “service recovery” framework, however, all service providers within the travel value-chain will experience less pressure on their customer service providers if Marriott is successful. As currently envisioned, obtaining open access to the technology
infrastructure of travel service providers (e.g., airlines) and personal data from hotel guests are the primary constraints.

Schedule of Work

<table>
<thead>
<tr>
<th>Tentative Schedule</th>
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</thead>
<tbody>
<tr>
<td><strong>Week of 02/23/2014</strong></td>
</tr>
<tr>
<td>Continue user research/engagement</td>
</tr>
<tr>
<td>Collect travel journals from selected participants</td>
</tr>
<tr>
<td>Continue to monitor social media trends on popular platforms: (#Marriott / #travelninja)</td>
</tr>
<tr>
<td><strong>Week of 03/02/2014</strong></td>
</tr>
<tr>
<td>Consolidate and analyze user research data</td>
</tr>
<tr>
<td>Consider cultural probes</td>
</tr>
<tr>
<td>Ideate prototype solutions</td>
</tr>
<tr>
<td><strong>Week of 03/09/2014</strong></td>
</tr>
<tr>
<td>Spring Break</td>
</tr>
<tr>
<td>Potential Marriott experience</td>
</tr>
<tr>
<td><strong>Week of 03/16/2014</strong></td>
</tr>
<tr>
<td>Test prototype solutions with select users</td>
</tr>
<tr>
<td>Ideate/refine possible solutions</td>
</tr>
<tr>
<td><strong>Week of 03/23/2014</strong></td>
</tr>
<tr>
<td>Continue testing of prototype solutions</td>
</tr>
<tr>
<td>Efficacy testing of proposed solutions</td>
</tr>
<tr>
<td><strong>Week of 03/30/2014</strong></td>
</tr>
<tr>
<td>Develop final presentation / deliverable</td>
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</tbody>
</table>

Proposed Budget

<table>
<thead>
<tr>
<th>Proposed Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>$300</strong> User research packages</td>
</tr>
<tr>
<td>Cultural probe materials: (disposable cameras, journals, postcards, maps)</td>
</tr>
<tr>
<td>15 users @ $20 each</td>
</tr>
<tr>
<td><strong>$100</strong> Interview Materials: stationary, stickers, binders, etc.</td>
</tr>
<tr>
<td><strong>$250</strong> Misc. travel expenses to local airports, Marriott locations, train/bus stations, etc.</td>
</tr>
<tr>
<td><strong>$500</strong> Design and printing fees for final deliverable</td>
</tr>
<tr>
<td><strong>$1,150 Total Proposed Budget</strong></td>
</tr>
</tbody>
</table>
Preparing for the research phase

A. In-person Interview Prep

In-person Interview Plan

TIMELINE: Finish Feb 25

BETA RUN: February 13- Thursday

INFORMATION WE NEED

- Age, profession,
- Frequency of travel,
- Mode of travel
- How they feel about travel

WHAT WE DO

1. Give them intro speech – similar to intro doc of the design probe kit
2. Ask about a recent or memorable travel experience
3. Give them the word association game - Fill out a journey map
4. ‘Things that I wont travel without‘

February 17, 2014

Making the most of our interviews

Putting the final touches on our interview materials which will be in use this week. Beta testing tomorrow with traveler friends to refine our process. Want to be sure we’re getting the information
February 19, 2014

Testing our “interview”

Tried out our word association and pain point location exercise tonight. Two interviews planned for tomorrow. Two more before the week is out. Thanks to our guinea pig who helped us refine the flow and instructions. Recorded audio and tested our note taking format as well. Found that having the audio to go back to was really great in terms of being able to hear-what-we-didn’t-hear.

B. Cultural Probe Kits Prep
February 10, 2014

Initial ideas for design probe kit - mini journal, camera, postcard prompts, priority exercises, journey maps and real maps with stickers and pins. Starbucks gift card as incentive??
Design Probe Kits

TIMELINE: Finish Post Spring Break

BETA RUN: February 13

MATERIALS

- Journaling kit (stickers, maps, pens)
- Camera
- Instruction materials
- Gift Card? Some Incentive?

WHAT WE DO

1. Give them the kit Digital/Physical Kit
2. Explain what they have to do
3. Remind them once before their
C. Collecting and observing millennial travel posts on social media

February 11, 2014

Learning from Millennials in digital spaces

Going on vacation
Packing to go: meh whatever
Unpacking when you get home: Shoot. Me.
#Vacation #Packing #Bah
February 11, 2014

More from our Millennial
Friends in tweet and blog land

It's cool. I definitely wanted to spend FOREVER in line at security this morning. #travelwoes
pic.twitter.com/XKqtxtgM3G

Van Dana
Yesterday

In Dallas, 33 degrees. In other, better news american airlines pleasantly surprised me with their excellent selection of dark electro chill station. Way better than Virgin's selections. The music will bring me back to AA again. — at Courtyard By Marriott.
And so the journey begins in matching flannels! Graz to Vienna by train. Vienna to
London to NYC by plane. JFK to Brooklyn on the wonderful NYC subway!
See you soon New York!
February 12, 2014

Traveling occurs while ON a vacation/business trip: subways, taxis, buses, walking, driving, etc...

February 12, 2014

Start Here

Welcome to Never Ending Footsteps If you’re new here then let me tell you a little bit about myself. My name is Lauren and I’ve been travelling around the

I am getting in touch with her. And she is cute – Ranjith

February 12, 2014

The 30 nicest travellers to follow on Twitter
Man vs World

A friend on Twitter is a friend indeed! Man vs World presents a list of the 30 nicest, kindest, friendliest travel tweeters and bloggers on Twitter... This should could help... i am looking into 10 of them to see for any patterns of halo or bad experiences

February 12, 2014
Virgin Atlantic Introduces Google Glass Trial - The Virgin Atlantic Blog

Virgin Atlantic passengers will be the first air travellers to experience the benefits of pioneering Google Glass technology as they arrive at Lond...

February 15, 2014
Standing Out

Standing Out

Due to the whether conditions, recent travelers think airline travel has shifted from “destination to destination” to “destination to any possible nearby destination”.

People don’t mind taking a rental car to reach home instead of waiting in an airport where no one is sure if there is a flight.
Research (Ongoing)

Insights

- People don’t seem daunted by making complicated travel plans - they’ll take the red-eye with long layovers or stay at a cheap hostel to save money - mostly to have that extra cash for other experiences during the trip
- There’s an overarching theme of ‘I’ll figure it out as I go along’

People currently writing the journal

<table>
<thead>
<tr>
<th>Name</th>
<th>Destination</th>
<th>Trip Type</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kelly Lewis</td>
<td>Europe</td>
<td>Leisure (post-law school graduation trip)</td>
<td></td>
</tr>
<tr>
<td>Divya Natarajan</td>
<td>Trip to Seattle from DC</td>
<td>Business + Leisure</td>
<td>Stayed at a Kimpton hotel for part of the trip</td>
</tr>
<tr>
<td>Phil Larinto</td>
<td>Trip to Europe</td>
<td>Education + Leisure</td>
<td></td>
</tr>
<tr>
<td>Pete Berg</td>
<td>Everywhere ( Florida, Taiwan, Kyrgyzstan)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Elizabeth Lacher</td>
<td>U.S.</td>
<td>Business + meet friends along the way</td>
<td>5 weeks of training</td>
</tr>
</tbody>
</table>

February 24, 2014

Millennials Are Tough

One theme coming out of our interviews is that Millennials are willing to put up with a lot on their journeys in order to reach their destinations/desired location. Two stories we’ve gathered also showed that people are motivated to speak up when their friends are involved or will be involved in bearing the brunt of bad service.

Here is one example from a person:

"Last night we stayed at a sketchy motel in Daytona Beach, FL. It’s one of those drive-in ones right off the beach, and we stopped there because the sign said rooms for $50/night, which
is 1/3 of the price of the nicer hotels on the Daytona strip (and by "nicer", I mean 2 star chain hotels). This was a sketchy rundown strip mall looking place. I rang the buzzer at the office, and an Indian guy came out. Told me he only had a few rooms available because of the Daytona 500, and he was cash only tonight (probably because he’s evading taxes). I told him sounds good to me, paid cash, and he gave me a key. The room he gave me was filthy and reeked of cigarettes. There were actual cigarette burns through the comforter and the garbage can in the room was full, so it definitely had not been cleaned very well. The room was just shabby in general - a small bed; a few patched up holes in the wall; an old CRT TV balancing precariously on a wicker stand; hard, rough towels; no complimentary soaps or shampoo. I would have been fine with it if I were traveling by myself, but since I’m with a lady, I went back up to the front desk and told him I didn’t want to stay in that room. He told me sorry, no refunds. But I could pick another room. I told the guy he’d have to take me around to every open room at the hotel one by one, and if none of the rooms were decent, I wanted my money back. He did, and I picked the one relatively okay room out of the bunch. It wasn’t nice, but at least it didn’t smell like cigarettes and came with a mini bar of soap. We stripped the comforter off the bed before laying down, because who knows when they last cleaned that thing. So that was last night."

February 24, 2014

**Car Breaks, Dinner On The Mechanics**

In this example a car breaks down and the mechanic shop owner and his family give the customers the ROYAL treatment. The theme of going above and beyond in terms of sharing/family feeling of hospitality is coming out in our interviews.
"Also on the Mongol Rally, my friends and I destroyed our car on the Pamir Highway of Tajikistan and developed a nasty oil leak in our transmission, our starter and fuel pump both broke, among other things. We somehow managed to make it through Tajikistan and southern Kyrgyzstan, breaking down and getting towed, fixing our car with duct tape and chewing gum, hemmorhaging oil ("masla") and push starting it to get it going.

Finally, we limped into Bishkek, the largest city in Kyrgyzstan, and found a mechanic shop. Talk about service! We hadn’t showered in 3 or 4 days, and were exhausted and stressed out. In addition to fixing up our car (which took two days), one of the mechanics invited us to stay at his home. He cooked us food and got us liquored up on plenty of vodka. The owner of the mechanic shop took us on a tour of Bishkek and took us out to dinner at an expensive restaurant with a waterfall inside of it. They got our car back in decent working order for the first time in two weeks...without that stop we never would have made
it to Mongolia.

Of course, a few days later in Kazakhstan, our cylinder head cracked and our car was fucked once again, but for a few days, we were back on track.”

**Ideation: Framework/Models**

*Ideation session 1. Let’s work on fleshing out each of the models*
How might we’s as a frame to ideating possible solutions

April 16, 2014
Framework we worked out with kip in class today
Ideating solutions
Prototypes for employee facing information systems