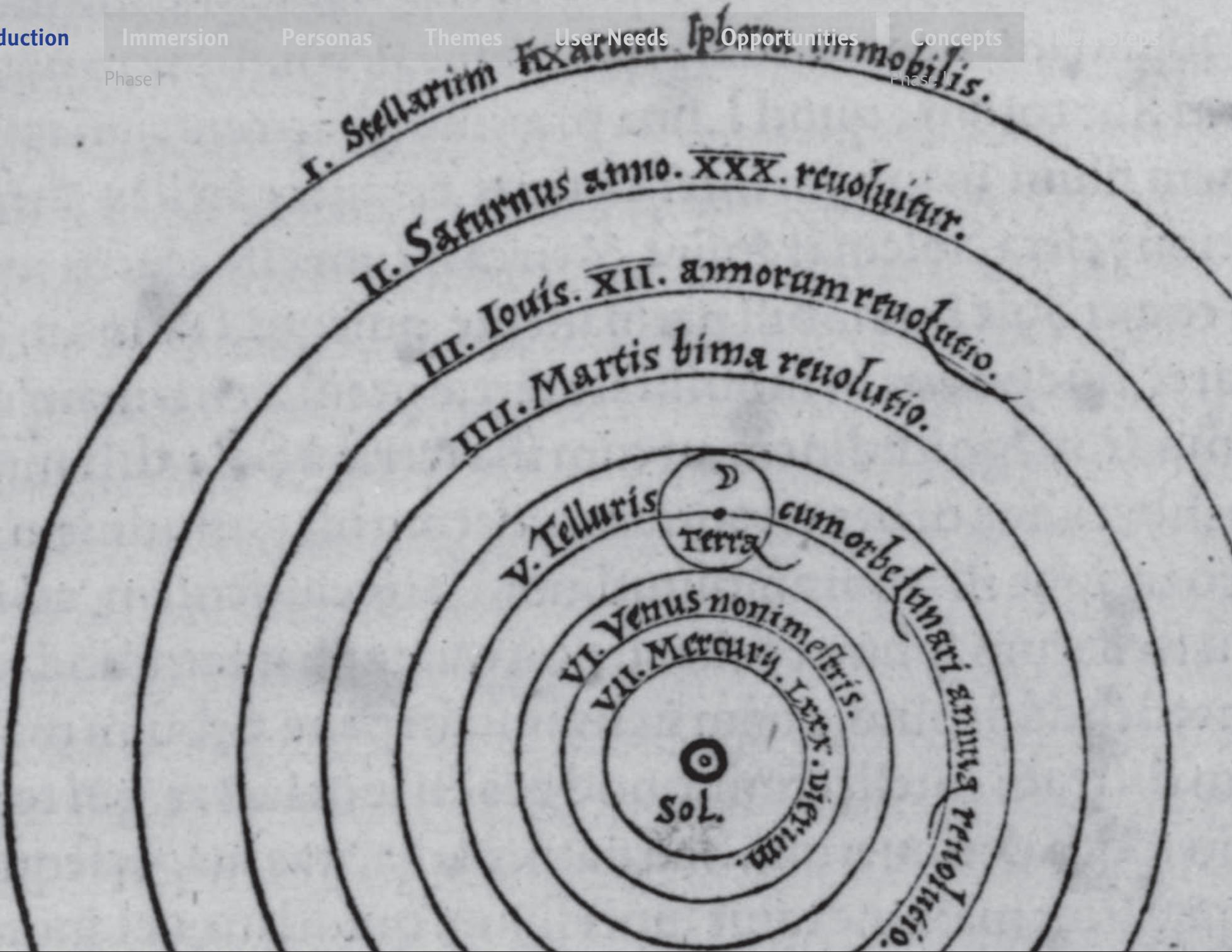


Mental Model Research 2009

UE Meeting Presentation | 09.03.2009

Phase I Findings



The Importance of Conceptual Models

REP. HENRY WAXMAN: Do you feel that your ideology pushed you to make decisions that you wish you had not made?

ALAN GREENSPAN: Well, remember that what **an ideology is, is a conceptual framework with the way people deal with reality. Everyone has one. You have to -- to exist, you need an ideology. The question is whether it is accurate or not.** And what I'm saying to you is, yes, I found a flaw. I don't know how significant or permanent it is, but I've been very distressed by that fact.

REP. HENRY WAXMAN: You found a flaw in the reality...

ALAN GREENSPAN: Flaw in the model that I perceived is the critical functioning structure that defines how the world works, so to speak.

REP. HENRY WAXMAN: In other words, you found that your view of the world, your ideology, was not right, it was not working?

ALAN GREENSPAN: That is -- precisely. No, that's precisely the reason I was shocked, because I had been going for 40 years or more with very considerable evidence that it was working exceptionally well.

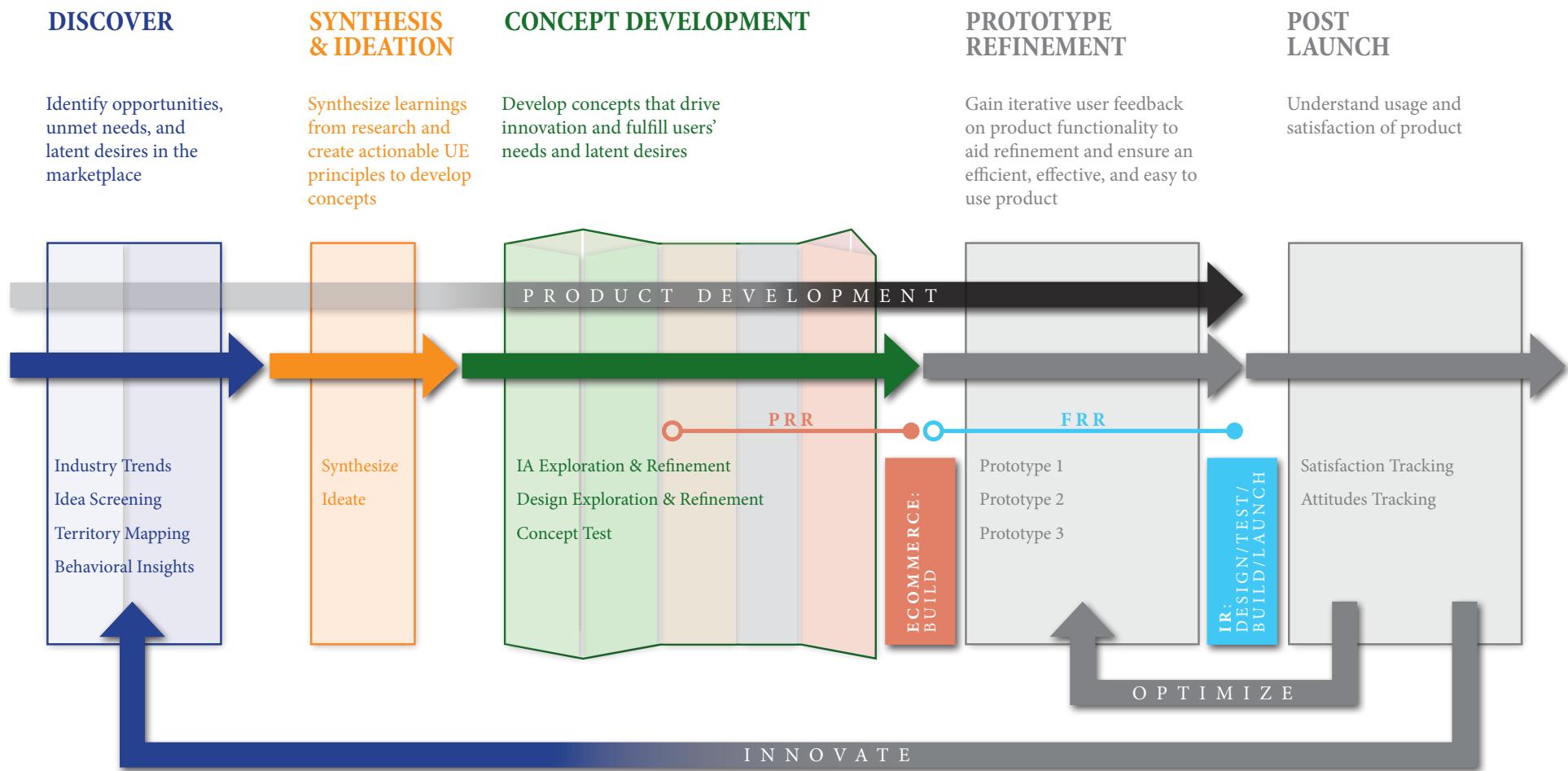
Alan Greenspan interview, October 23, 2008

http://www.pbs.org/newshour/bb/business/july-dec08/crisishearing_10-23.html

Phase I

Phase II

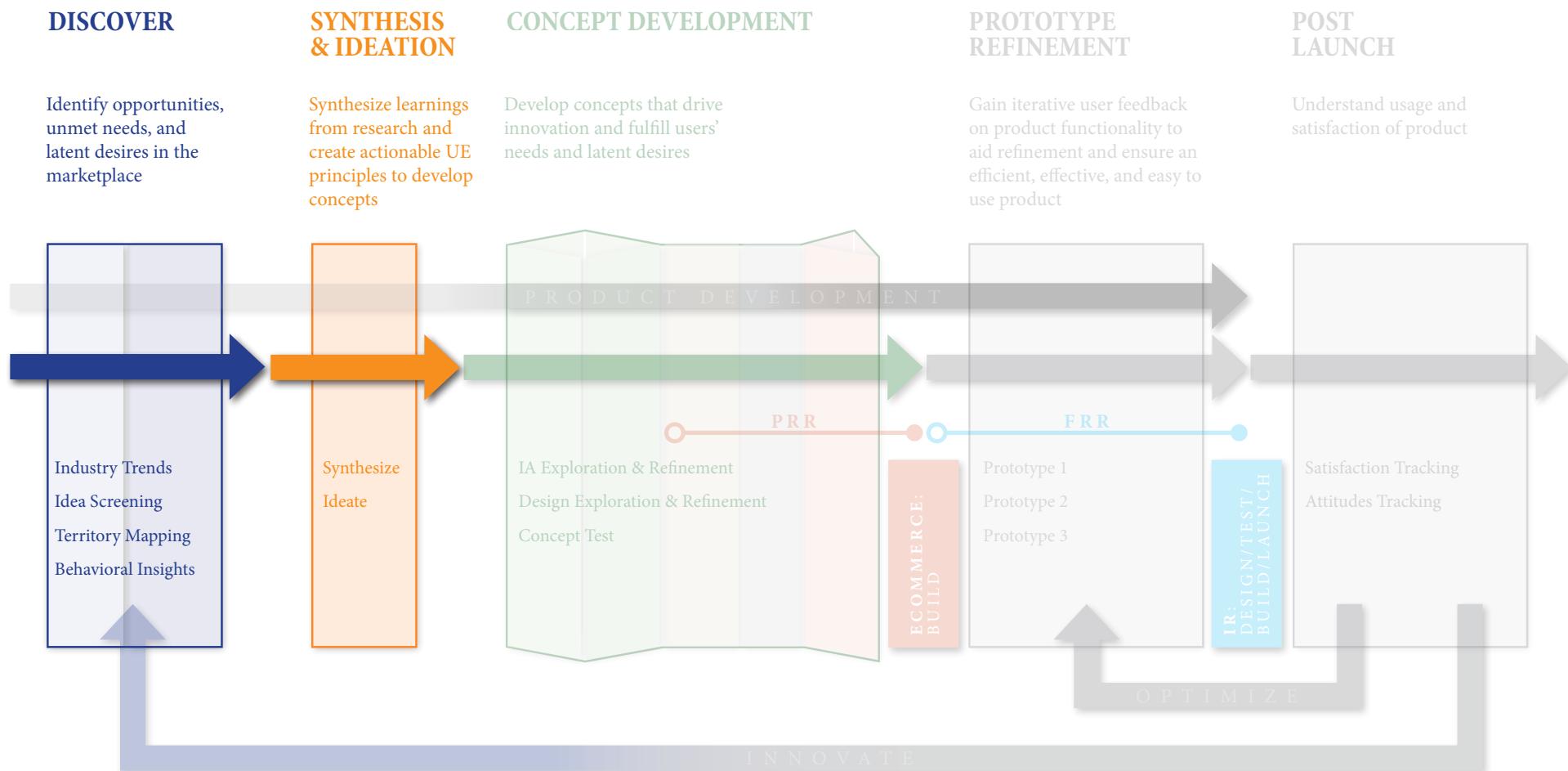
Product Development Lifecycle



Phase I

Phase II

Product Development Lifecycle

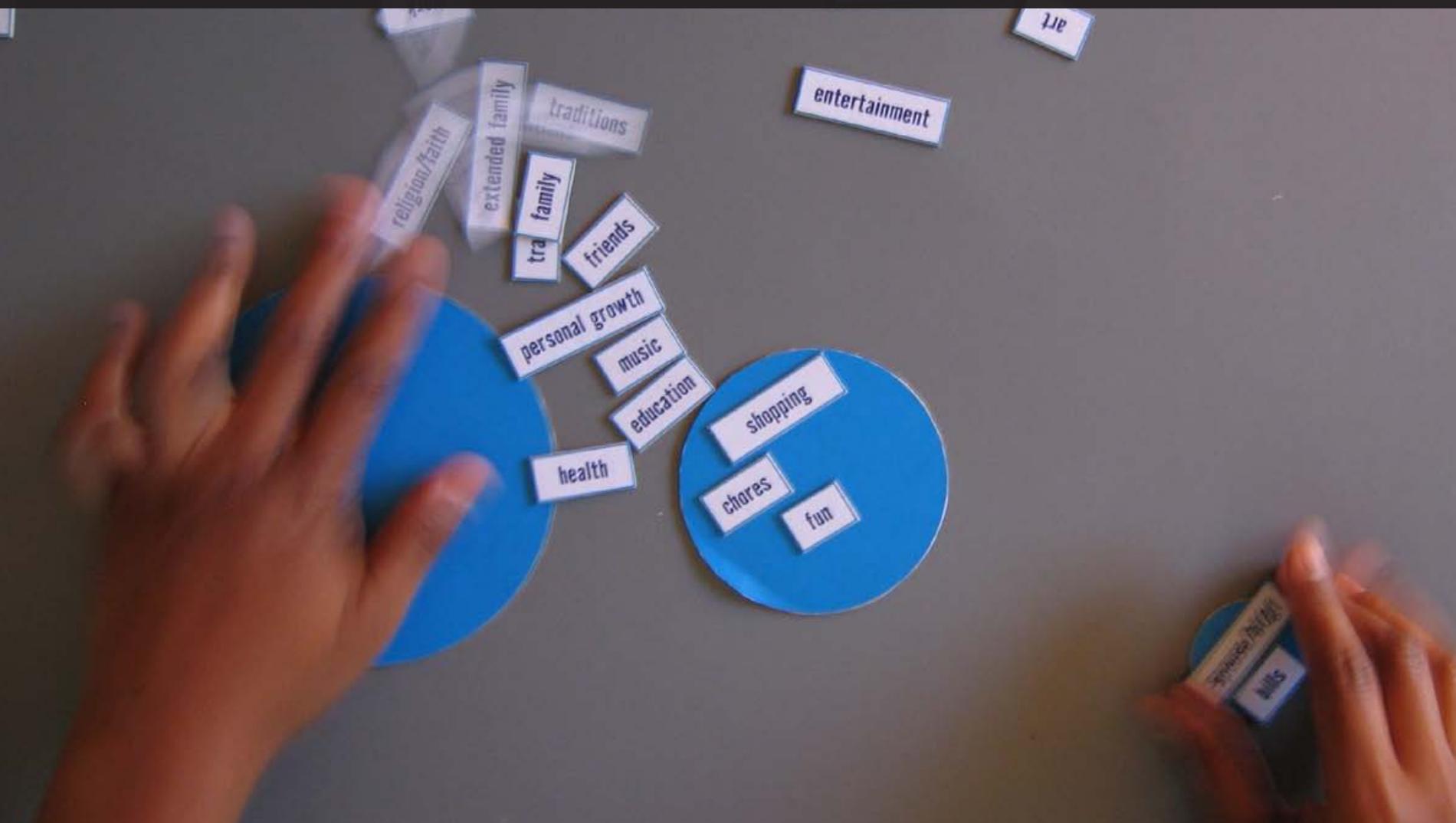


Phase I

Phase II

Phase I | Ethnographic Research (Data)

Immersion: People's Lives & Travel

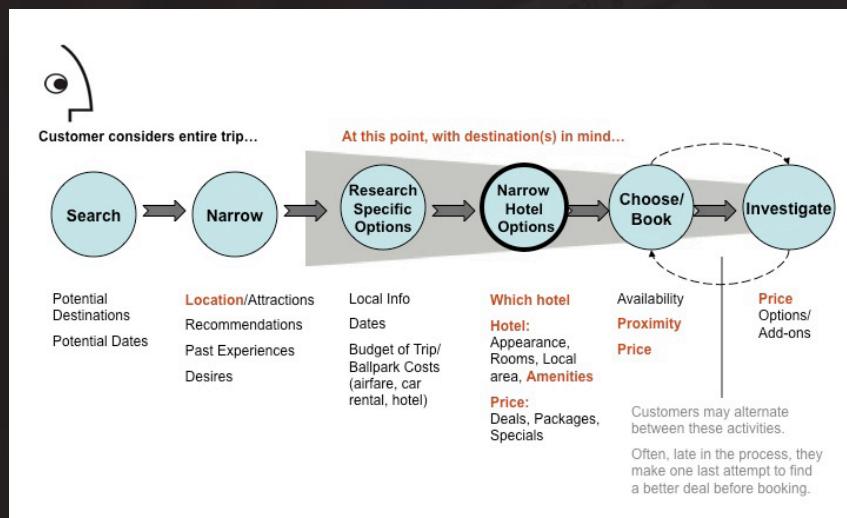


Phase I | Scope & Purpose

Originally ...

The UE Team requested a mental model of our FBT on how they use information on our hotel websites.

In some ways, this was our starting point:



One Path Research, 2006

But it evolved ...

We uncovered that it is very difficult to come up with a unified, mental model when the scope is enlarged to the domain of travel and people's lives. Even in the way people interact with various Marriott products, it is not one unified, linear process.

There may be several frameworks & that these models are complex & multi-layered:

- Understand how people's lives relate to travel
- Discover the complexities of travel based on different guest segments
- Understand how discoveries influence Marriott.com

Phase I | What We Did

Engaged with other internal departments (Brand, Rewards, Marketing) to see if similar work has already been done.

Interviewed 11 people in their homes (9 visits).

Interviewed 5 people at the Crystal Palace Gateway lobby area.

Brainstorming session with UE members.

Phase I | Who We Met

For the in-home interviews, we met the following:

3 Business Elites:

Travel primarily for business, will tag-on a few days for leisure, and will research information about the local area

- Female with family
- Male domestic traveler and typical FBT
- Male very high FBT (80+ night/year) & international traveler

3 Frequent Fliers:

Travel only for business and most often research more details about the hotel amenities

- Last minute traveler & Gen X
- Typical FBT
- Social bee blogger

3 Vacationers:

Extended leisure trips for 4 or more nights and will either have one destination in mind or a few destinations in mind

- Larger family travel
- Gen Y group traveler
- Baby boomer couple

The Interviews

Each in-home interview was approximately 1.5 hours and consisted of questions pertaining to life and travel in addition to two activities:

Activity 1:

"Circle of Life"

Activity 2:

Mapping out the Travel Journey

"Circle of Life" Activity

It was an icebreaker to get people to talk & share.

Some had different expectations for our visit
(even took out their computers thinking our visit would be a lab activity).

Part 1:

What is your current life like?

Part 2:

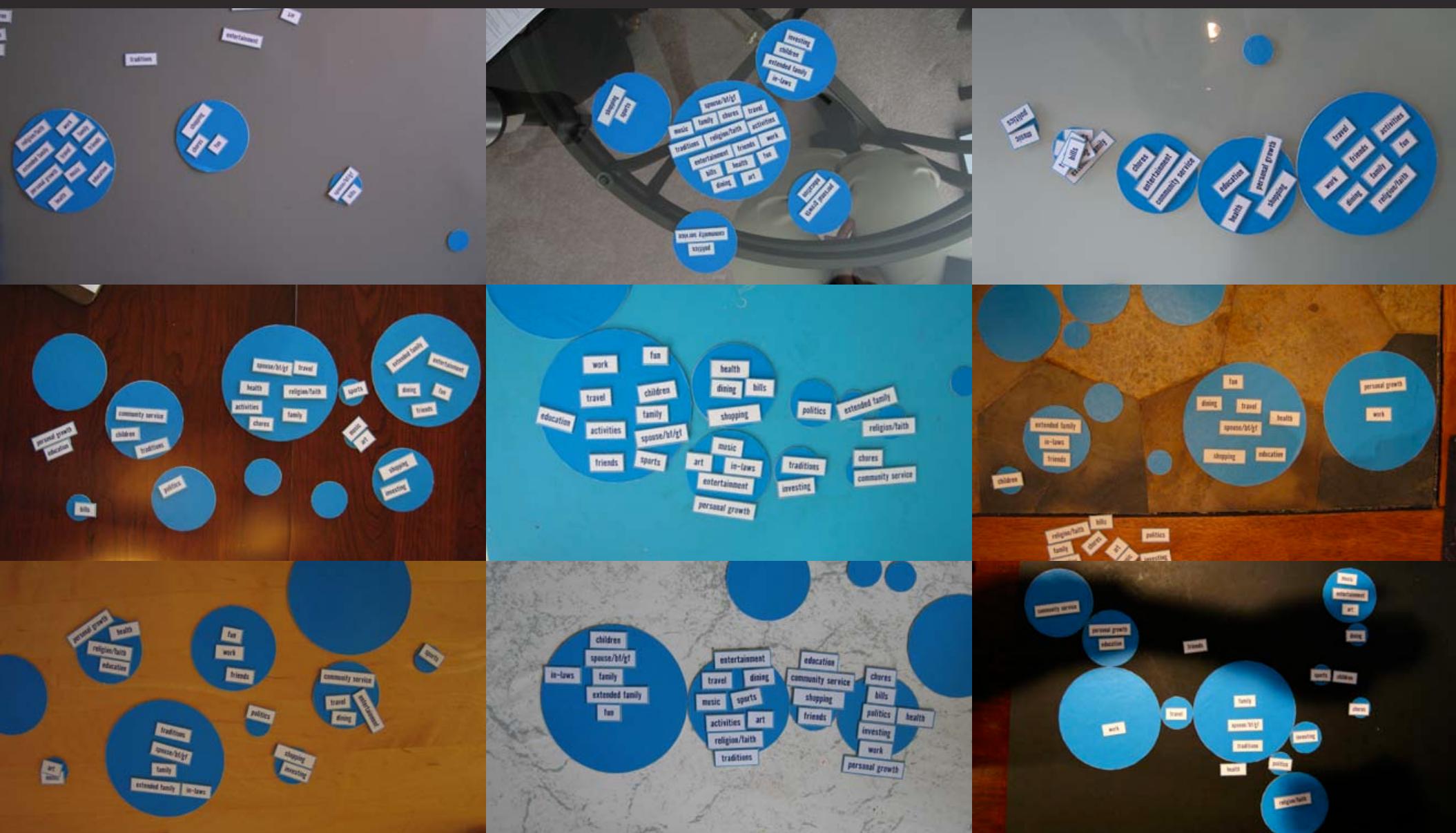
**If you could change your life,
what would you change?**

(one person described this as
"Lottery Circles" - if he won the lottery)

Phase I

Phase II

"Circle of Life" Activity



Travel Journey Mapping Activity

The purpose of this activity was to get people to talk about their travel experience (business & leisure for some) and learn what people think at feel at moments along the journey.

They were given an assortment of ambiguous images and were asked to tell a story about a typical travel journey and to narrate thoughts and feelings along the way.

Phase I

Phase II

Travel Journey Mapping Activity



Phase I

Phase II

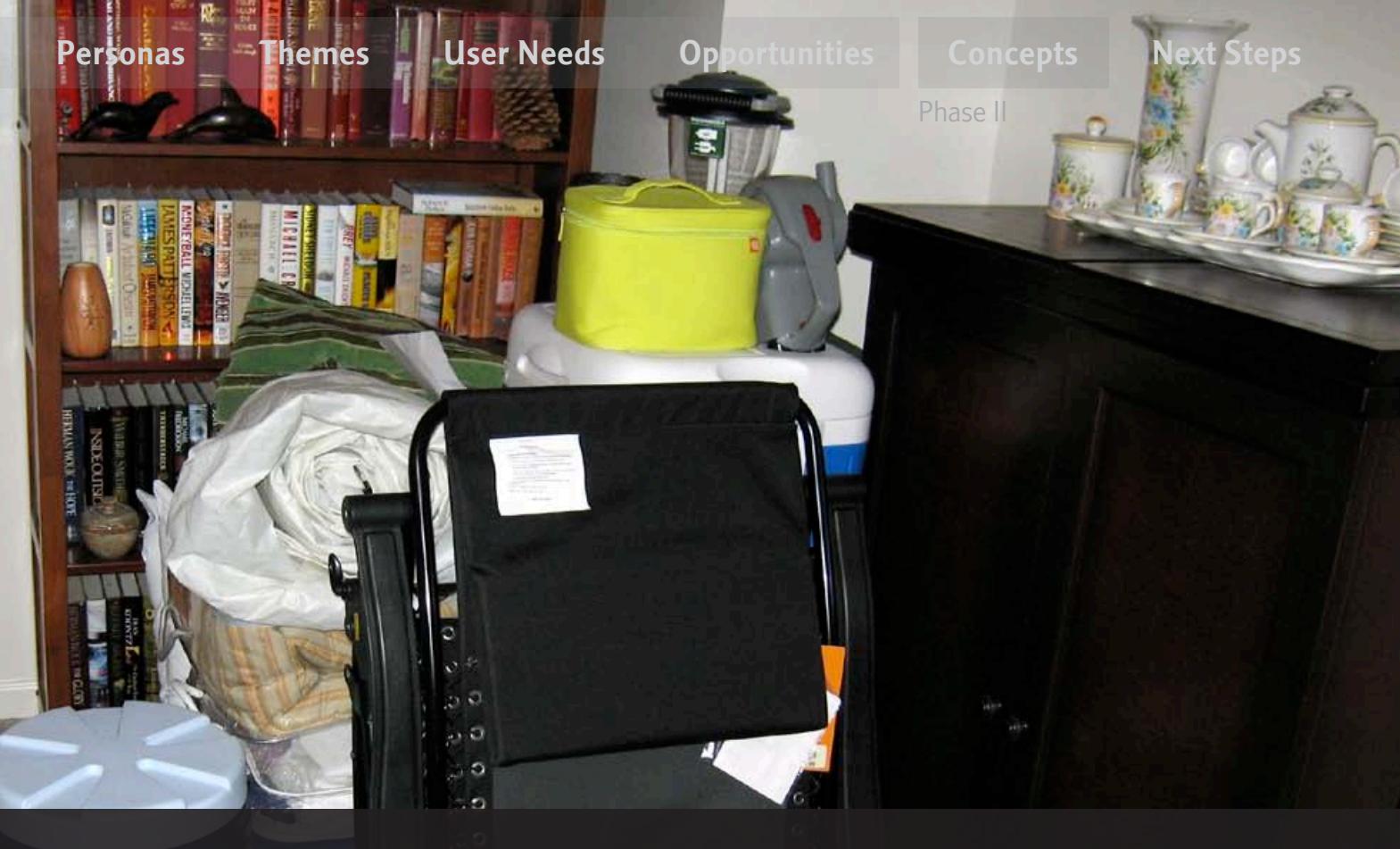
In-home Interviews

What we saw and heard ...

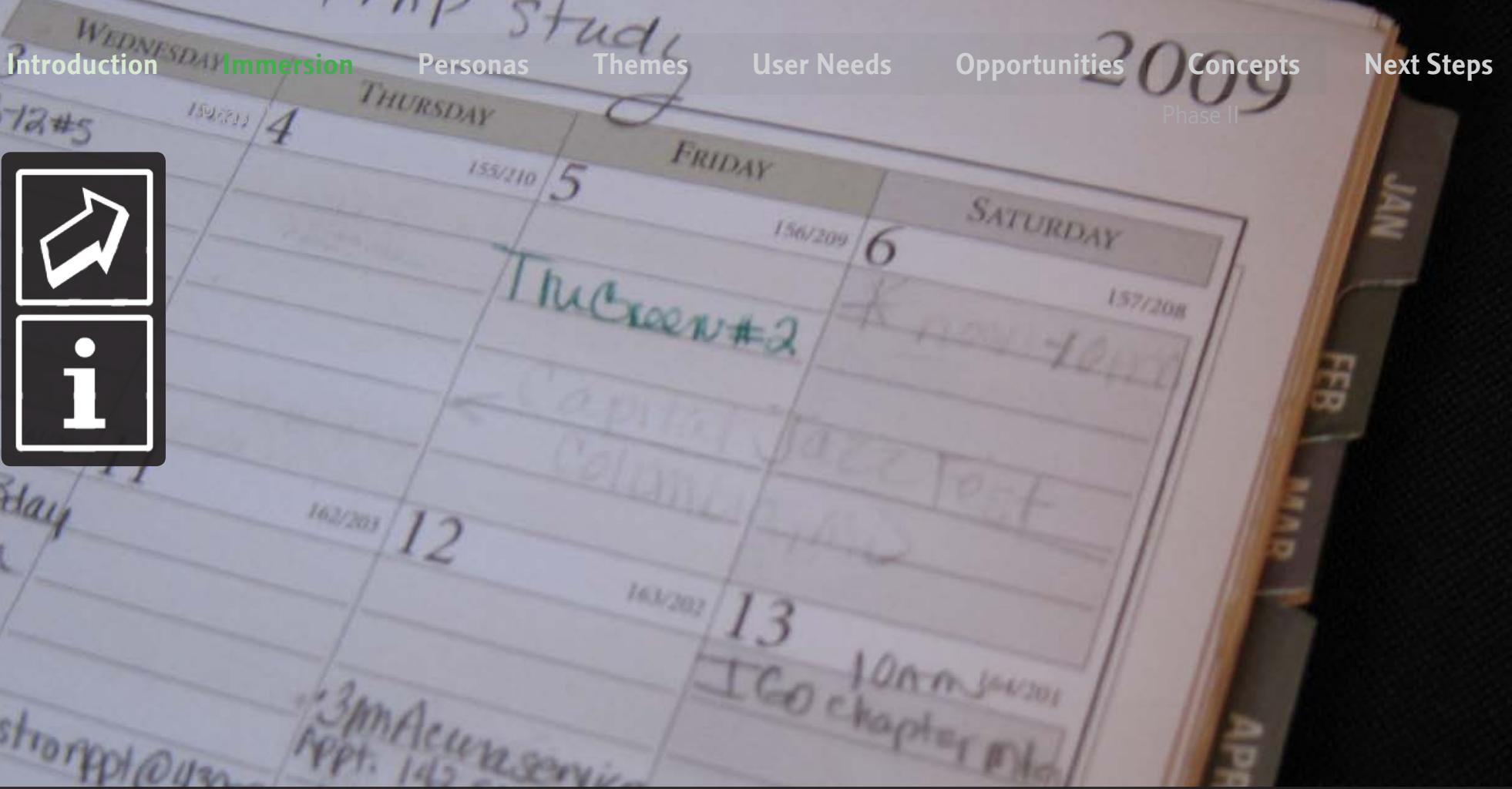


Phase I

Phase II



"I pretty much know where I've been before and I have a list in my head of where I want to go next. It's really about new experiences - we want to look back on it, not just like a beach holiday - things we're going to remember for the rest of our lives."



"I'm making sure I leave this weekend free. As much as I love the Capitol Jazz Fest, I erased it because I told myself I need a break. The Jazz Fest means people, finding parking, sitting outside ..."

Phase I

Phase II



"My family has five generations of PhD's. We travel a lot to numerous universities around the world. That's why we travel - the idea is to expose them to opportunities. I don't want to limit my kids to one country, one town, one community."

Phase I

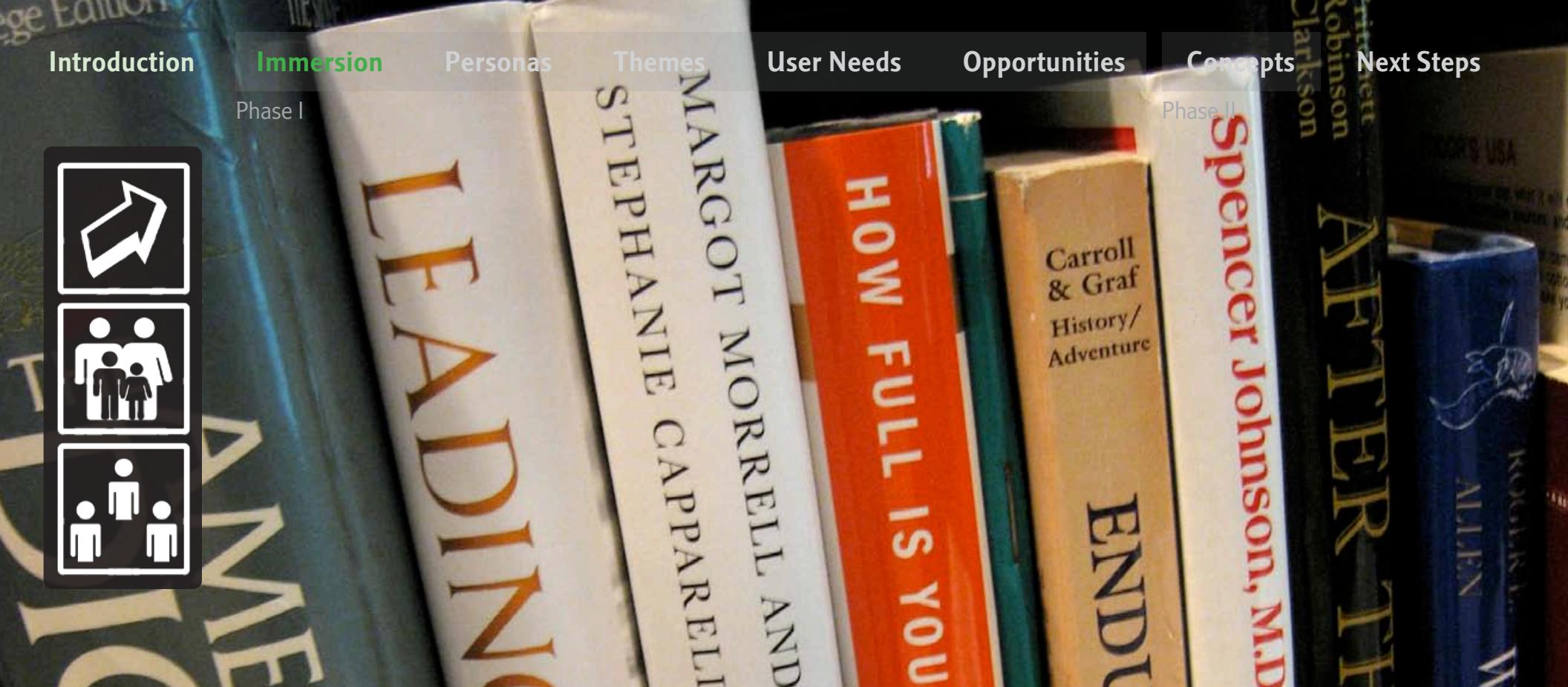
Phase II



"My wife and I are pretty much attached at the hip. Like when I go on one of those trips [business related] I *hate* eating alone. I hate it."

Phase I

Phase II



“It’s a lot easier to define things we can feel and touch and things that we can intellectually understand. My philosophy in life is simple - at the end of the day, when all is said and done, what do you leave behind?”

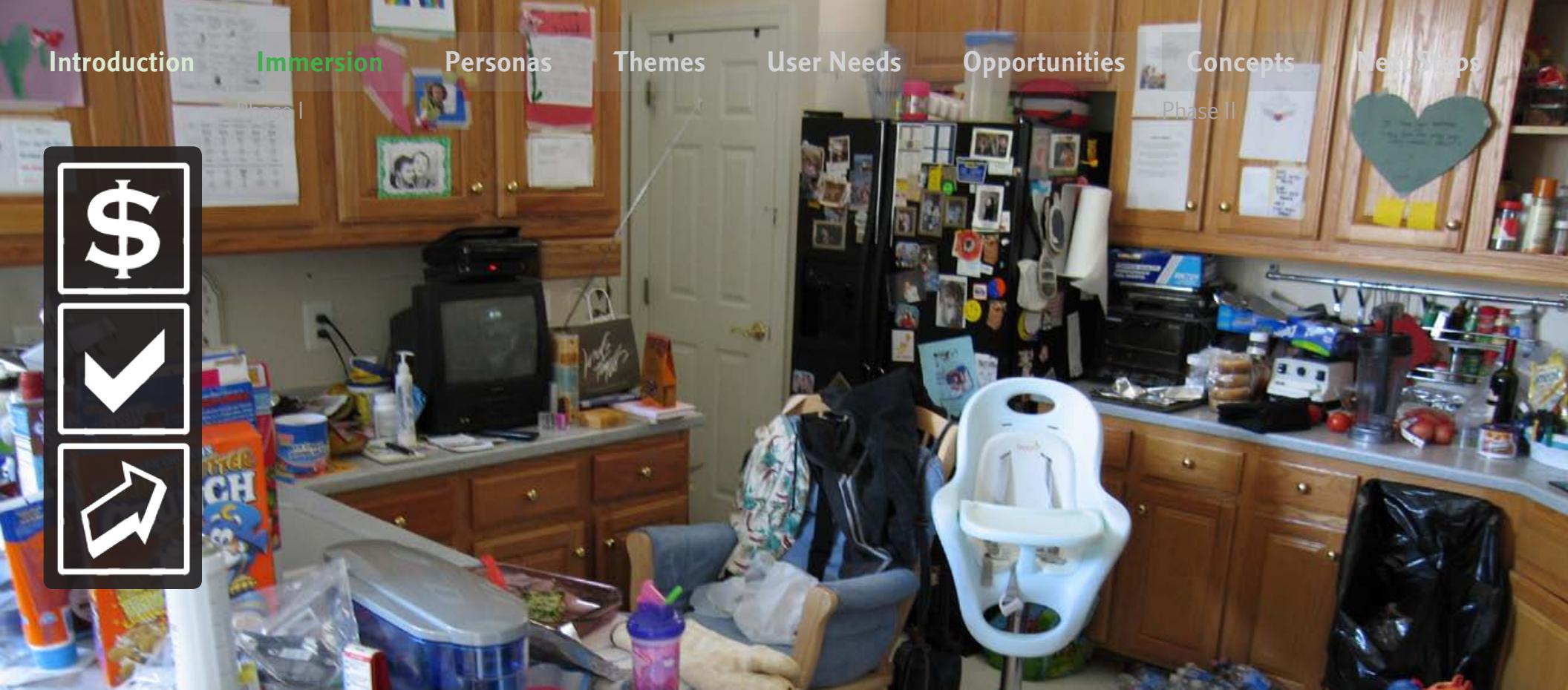
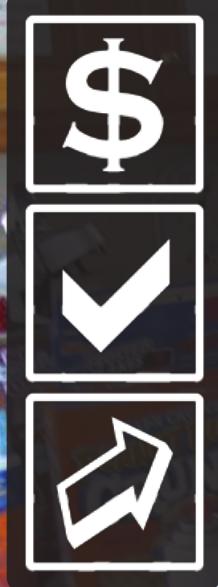


"I-Pods are really exciting in this family. We have three and we'll bring it on the plane and pass it along with snacks during travel. I'm constantly thinking of diversions for the kids. Just organizing seven people is an activity in itself."

Phase I



"We're not active church goers, but it doesn't mean we're not faithful or religious. Both of our jobs are service oriented - we're always serving others. To me, that's a component of religion and faith. Tradition is part of our family foundation."



"We order everything from Amazon.com - probably 90% of the things in the house. We have prime shipping for a year for \$79. We are best friends with our UPS man. It's more convenient than going to the Giants across the street."

Phase I

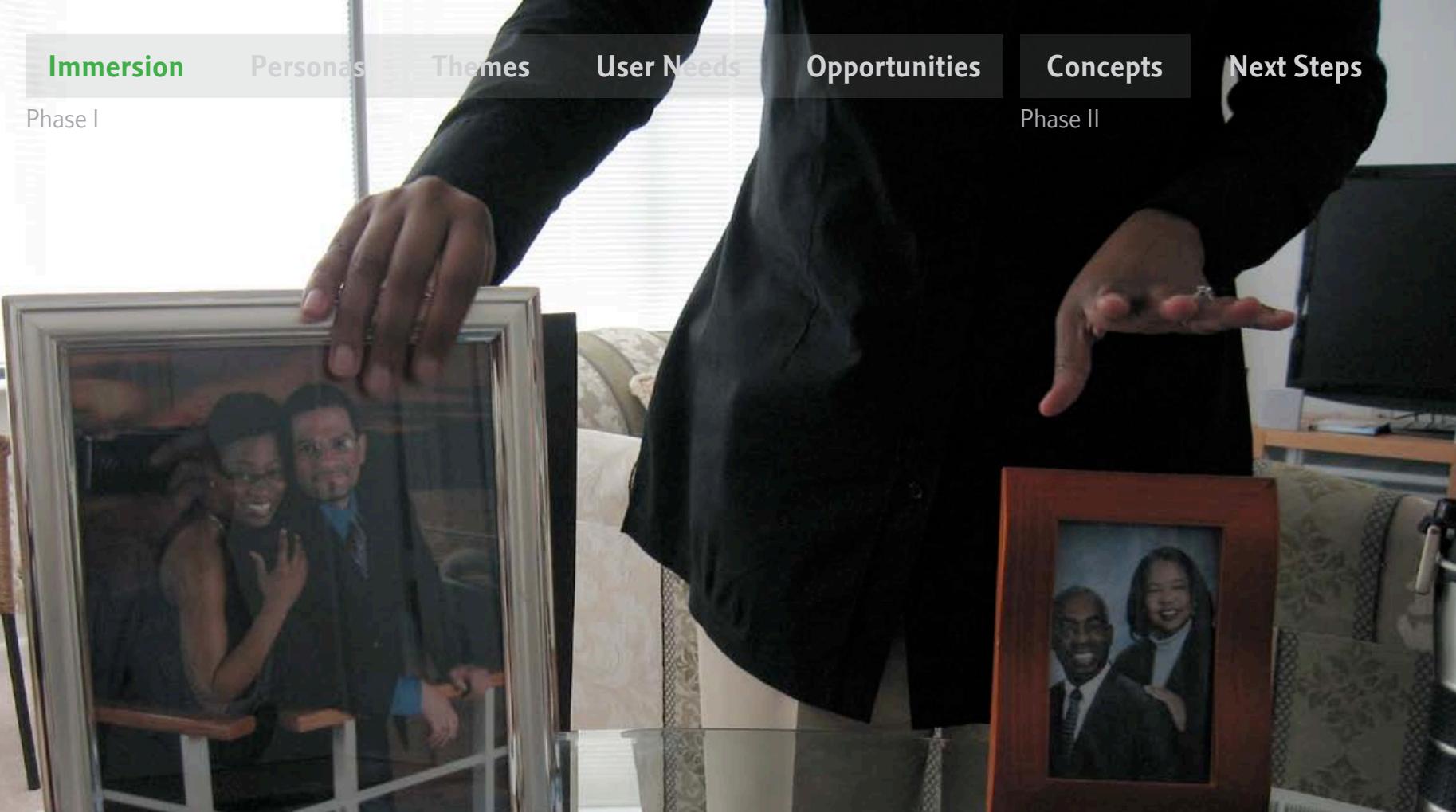
Phase II



"I wrote a blog post one time of how I didn't have my charger for my phone at the hotel. I asked the front desk one time if they had a spare, and housekeeping came back with a box. I have contributed to that. I *hate* packing and unpacking."

Phase I

Phase II



“I always go back to the example of my parents. I have a picture of us and also of my parents to remind me of what’s important. These people are the nucleus, and I want to emulate that.”



Collect papers and
trash.

“Fun and personal growth is maybe taking a class, going out with girlfriends, going to a spa - those things I never do. I’m so tired by the end of the day, I don’t have energy to do things for myself let alone do something like that.”

Phase I

Phase II



“Even the suncream I use is Australian Blue Lizard. I was walking somewhere in Baltimore and I saw the word, ‘Autralia,’ and I was like, ‘I gotta go.’ I bookmarked something on Trip Advisor.”

Phase I

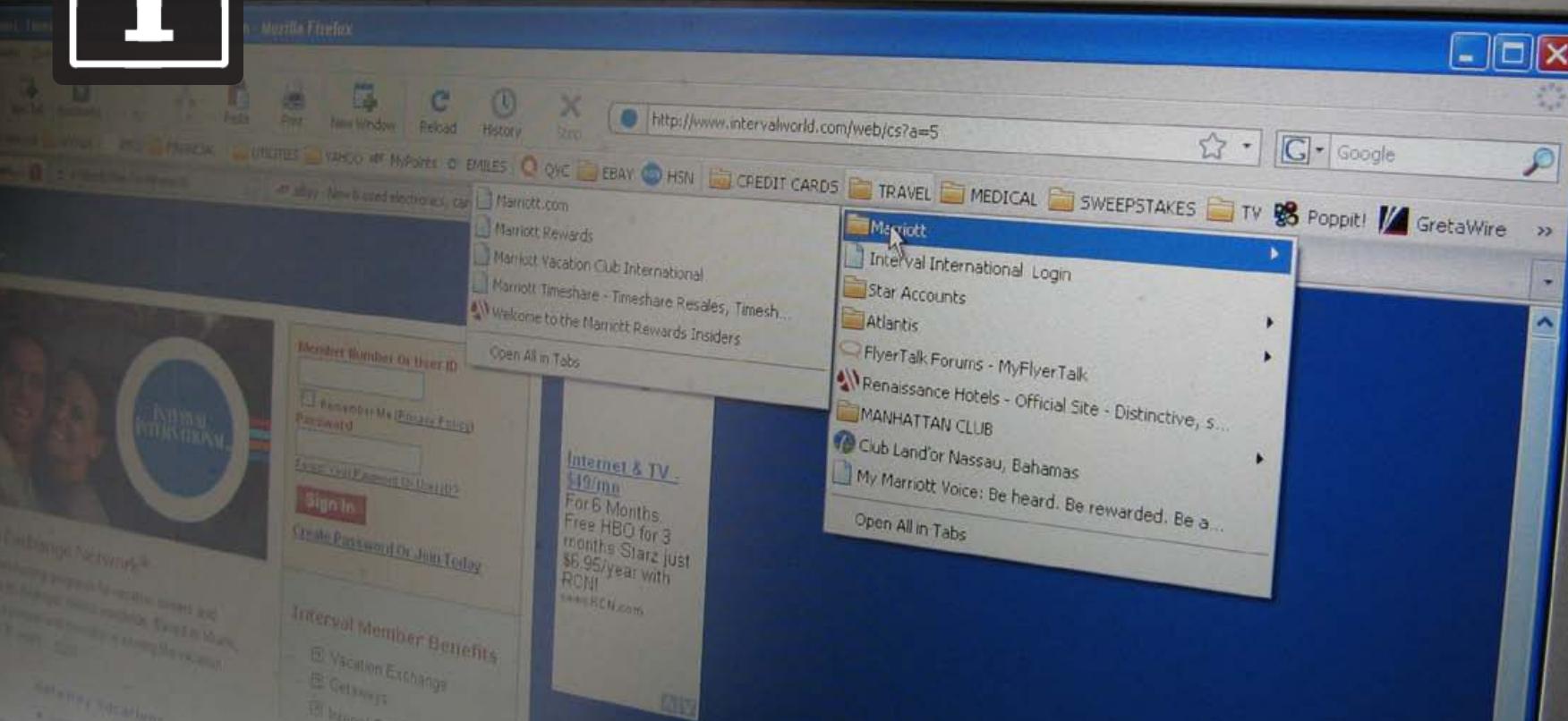
Phase II



"I do try to have fun - not on a regular basis, though. To me that seems like a little distraction if I'm having too much fun. I feel guilty because I could be doing something else. I actually time my fun - I almost create situations to not have fun."

Phase I

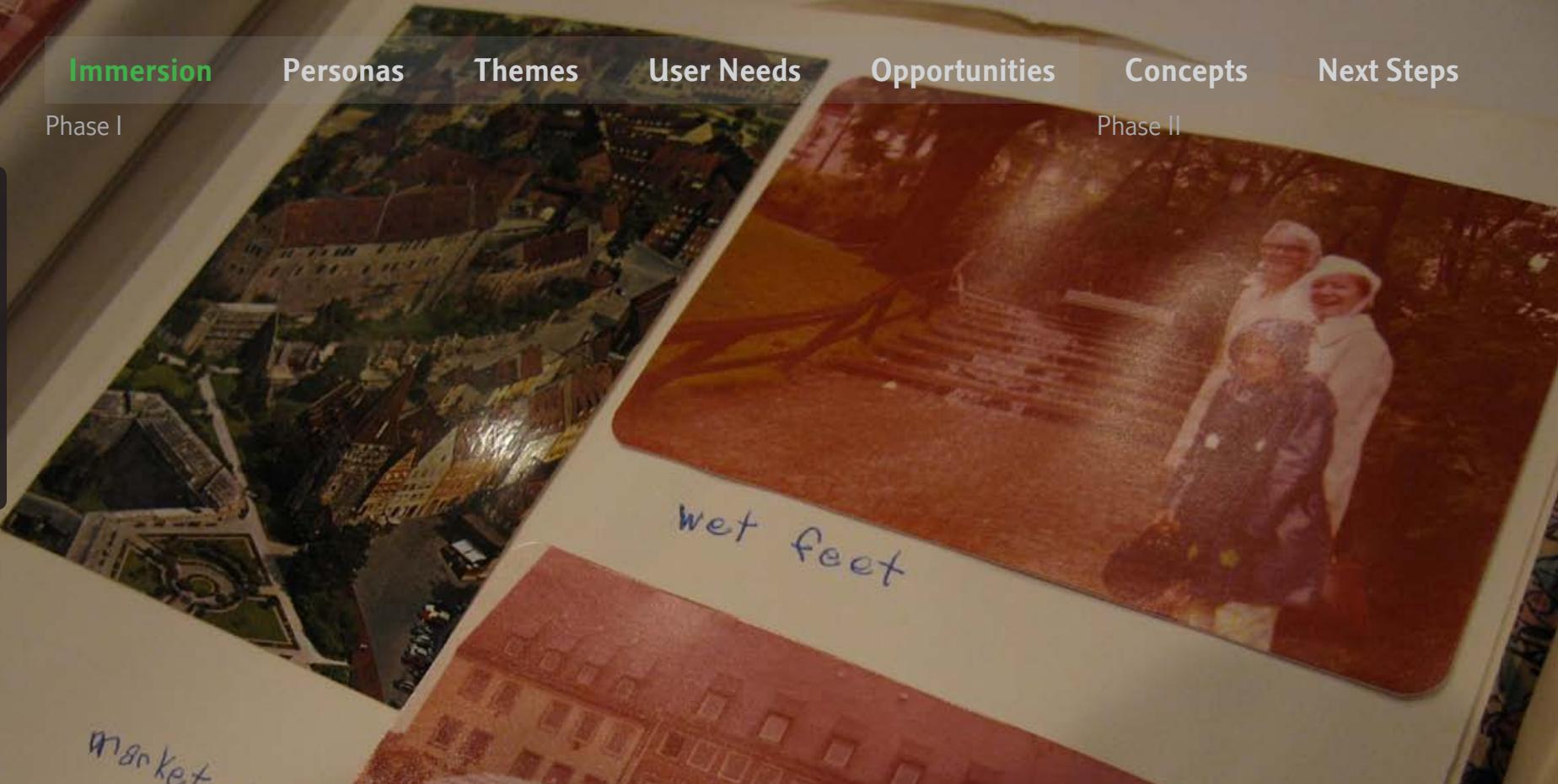
Phase II



"I have a Marriott folder where I keep all things Marriott. My husband is a life-time Platinum member but I do all the account managing."

Phase I

Phase II



"For our bigger trips I keep journals - just so you can trigger what happened. During my trip, I'll take the hotel pad and pen and make notes of what we did that day and what stands out - so when you come home, you have an idea of what happened."

Phase I

Phase II



"Unfortunately, this is always going with me because I'm constantly checking work emails. They come in like every 5 seconds, drives me crazy ... most of it's just junk anyways."

Phase I

Phase II



“Usually, I need a vacation from my vacation. That’s my post-vacation relaxation I need. For example, I tend to do laundry during the trip so I have less to do once I get back.”

Phase I

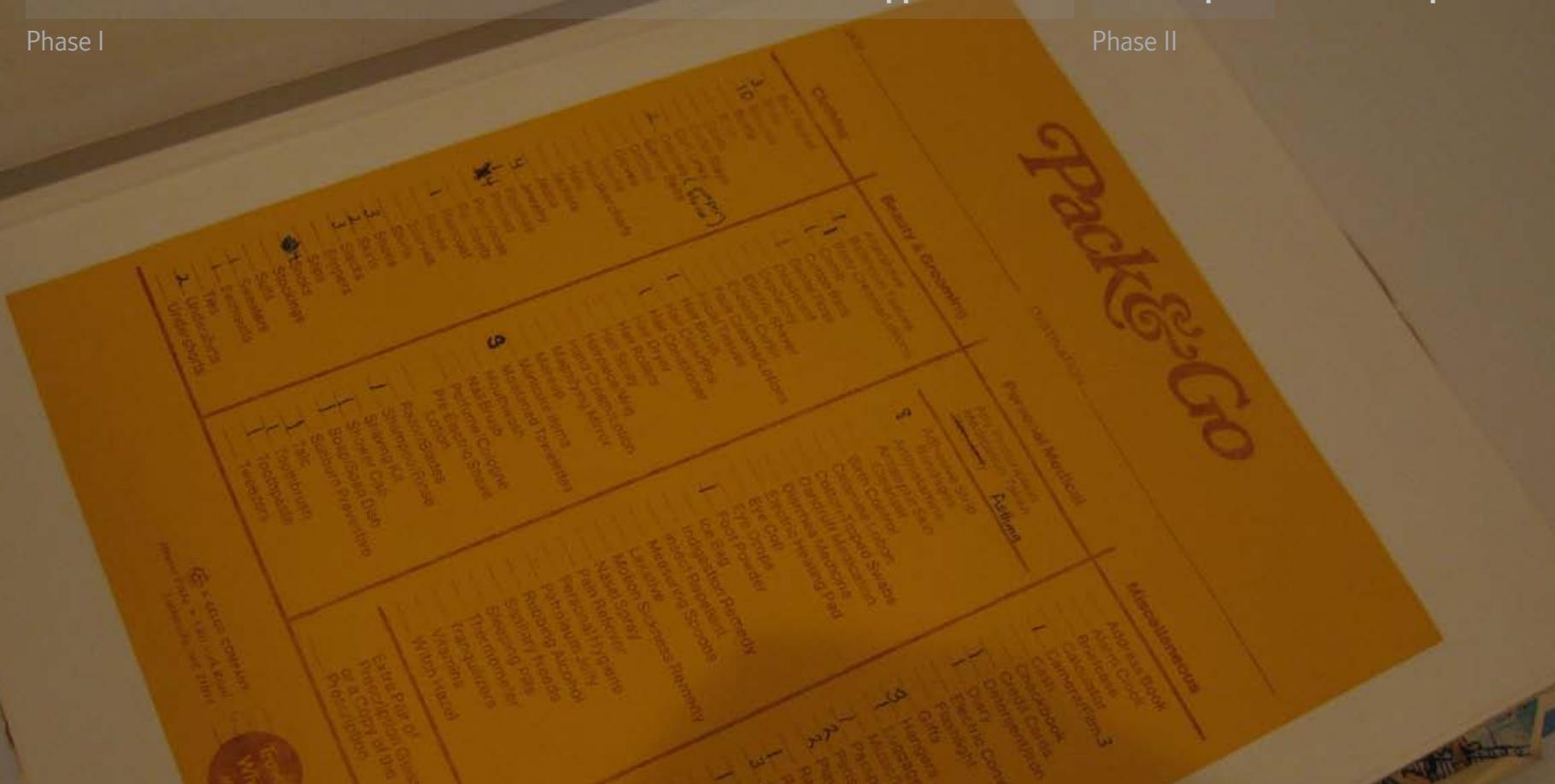


Cooking and Cleaning Items	Food Items	Toiletries	First Aid
washing up bowl	pan spray	toothpaste	sun block
dish sponge	hot chocolate	comb	insect repellent
dish soap	bacon	deoderant	antihistamine cream
Dish towels	eggs	hair mousse	benadryll
pot holder	milk	face wash	band aids
plates	salt	tooth brushes	antiseptic cream
bowls	pepper	towels	headache pills
knives	ketchup	toilet paper	diacalm
forks	mustard	mirror	aftersun
spoons	mayo	soap	tweezers
wooden spoon	instant potato	tissues	
spatula	beans	shampoo	Camping Gear
can opener	bread	conditioner	
cutting board	cereal	sewing kit	tent
kettle	macaroni cheese	hand sanitizer	tarp
frying pan	chilli		tent pegs
sauce pan (small)	peanut butter		lamp
sauce pan (large)	jelly		torch
mugs	rice pudding		batteries
plastic tumblers	bananas		duvet
pealing knife	cheese		sheets
bread knife	beef burgers		pillows
paper towel	hot dogs		air mattress
trash bags	corn cob		chairs
tin foil	graham crackers		mosquito sticks
table	chocolate		matches
camping stove	marshmallows		
lighter	tuna		
Water carrier	beef		
bamboo skewers	cheesy popcorn		
scissors	instant coffee		
			Miscellaneous

“Half the fun for me is planning the trip. I spend a year planning - where we’re going to go, where we’re going to stay, how we’re going to do it.”

Phase I

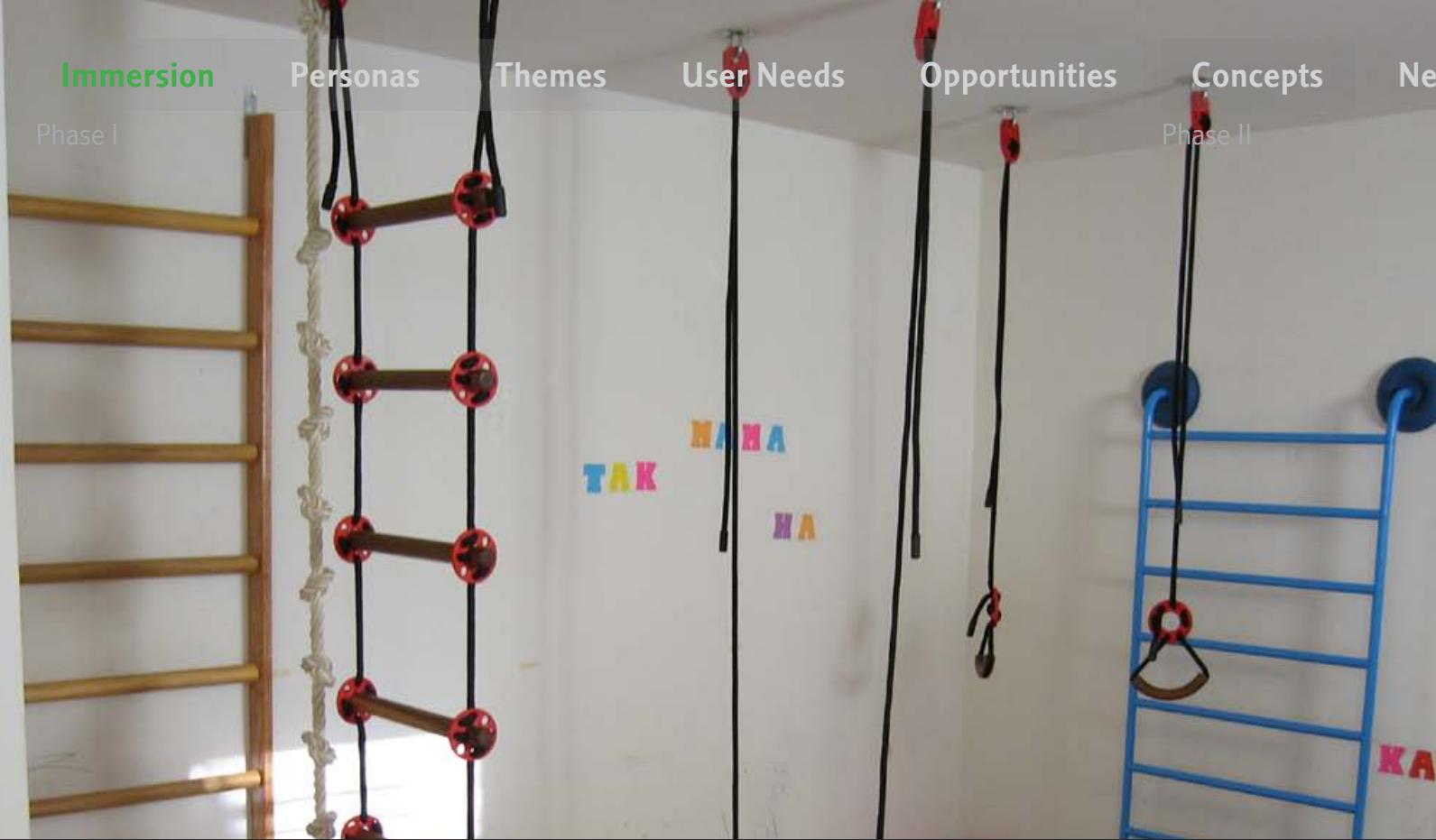
Phase II



"I usually have an itinerary. I do a lot of research in advance to see where other people have recommended. But if there's a cultural festival or something, I'm happy to change the plan."

Phase I

Phase II



“Sometimes I miss out on opportunities for discounts. There are lots of discounts for a family of four. Since my daughter is only 1.5 years old and new to the family, sometimes I think we only have 3 in the family and forget about her.”

Phase I

Phase II

Phase I | Hotel Lobby Interviews

Hotel Lobby Interviews at Marriott Crystal Gateway



Phase I | Hotel Lobby Interviews

We interviewed 5 people and gained some insight into how they balance time away from home as well as how they deal with transitions from business to leisure & leisure to business:

"The problem is, I feel like I'm on business when on pleasure travel. You see, I tend to go straight to the bar once I get into a hotel because that's what I do when I'm on business. My wife hates that so we deliberately started staying at a Bed & Breakfast for leisure trips because that forces me to be on vacation."

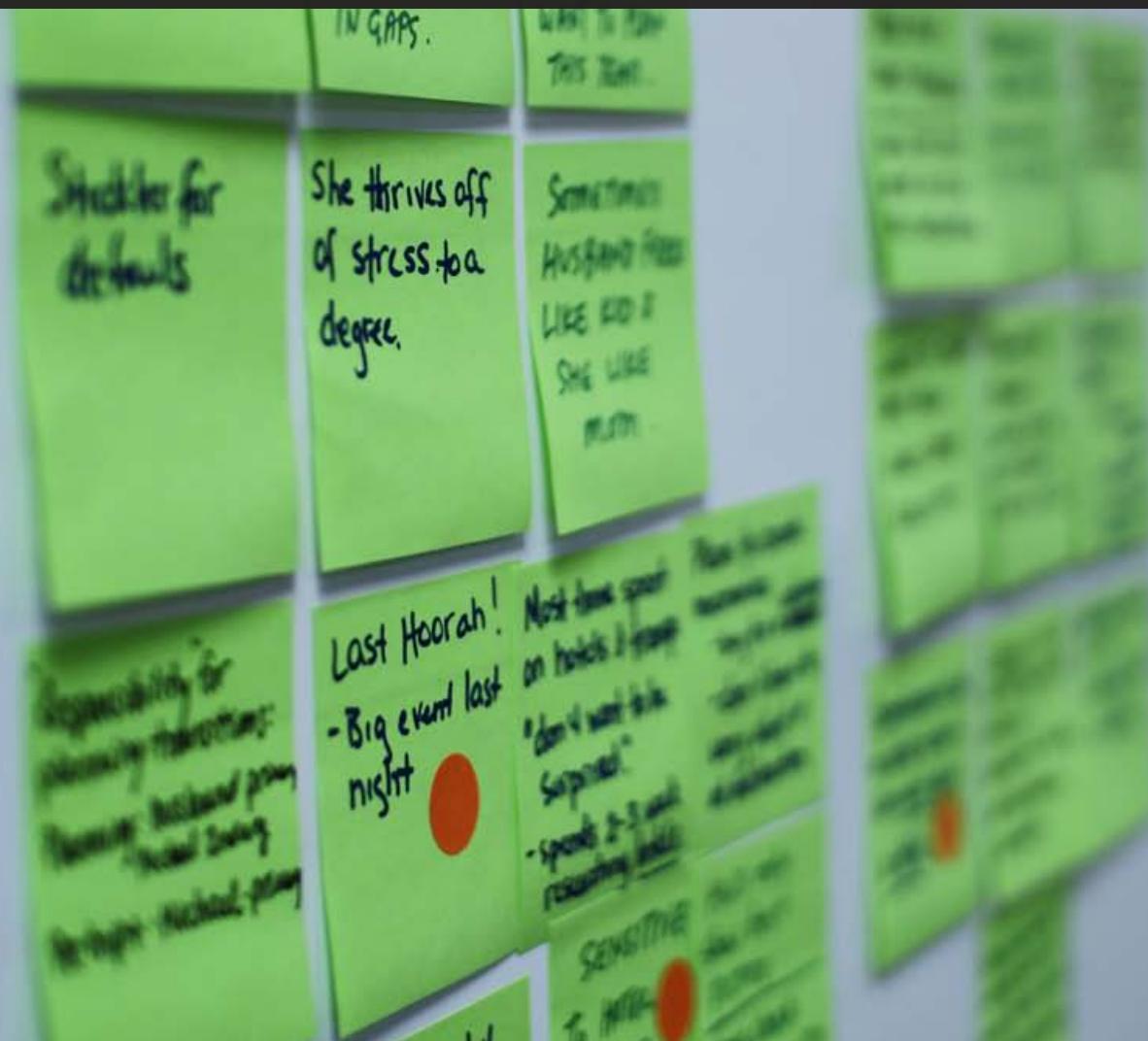
Alan, a hotel lobby interviewee

Phase I

Phase II

Phase I | Analysis & Synthesis

From Data to Interpretations



Introduction

Immersion

Personas

Themes

User Needs

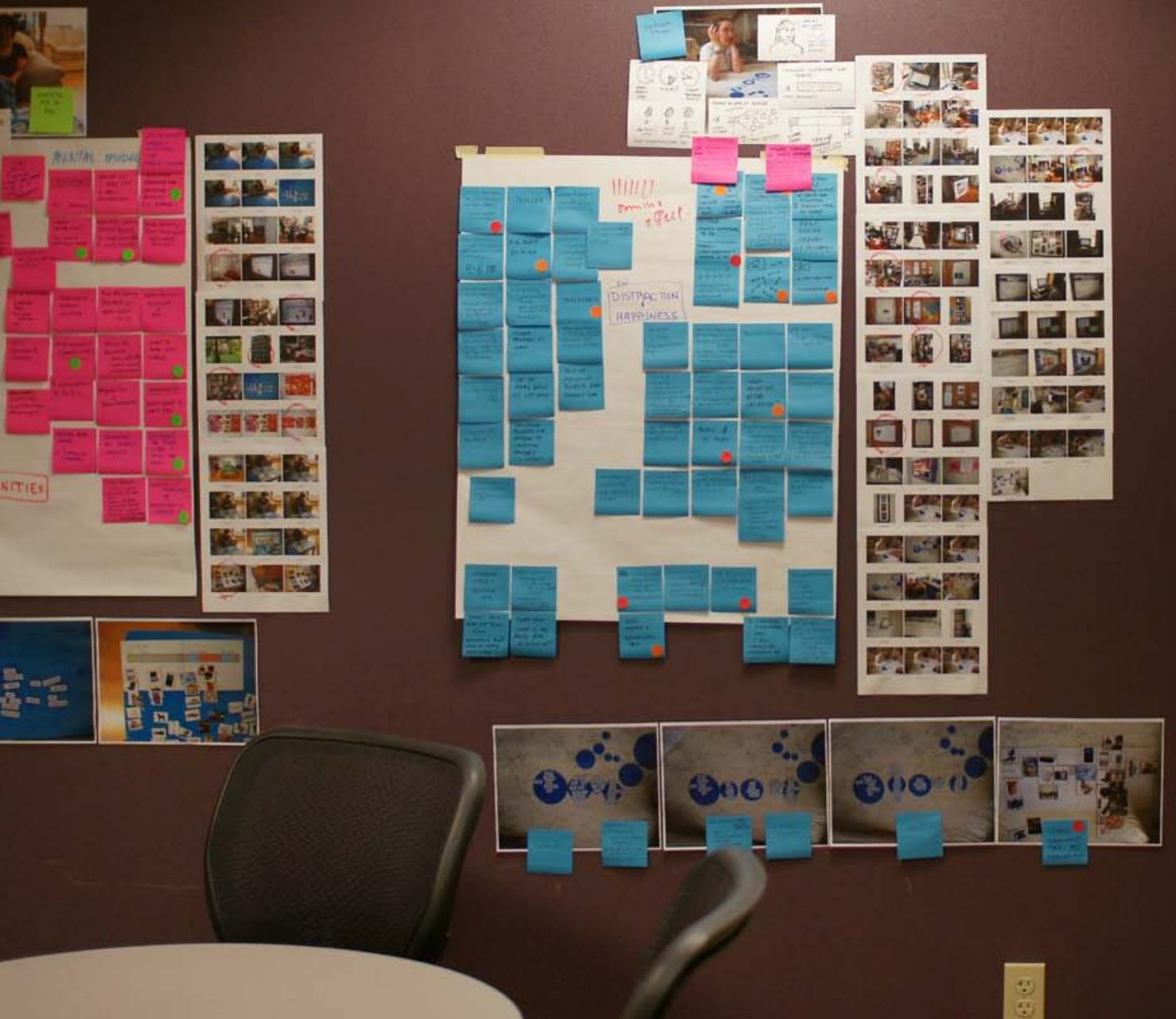
Opportunities

Concepts

Next Steps

Phase I

Phase II



Phase I

Mental Models



Legend

Before we start, we need to take a moment to explain parts of the mental models.



Life



Positive



Stress

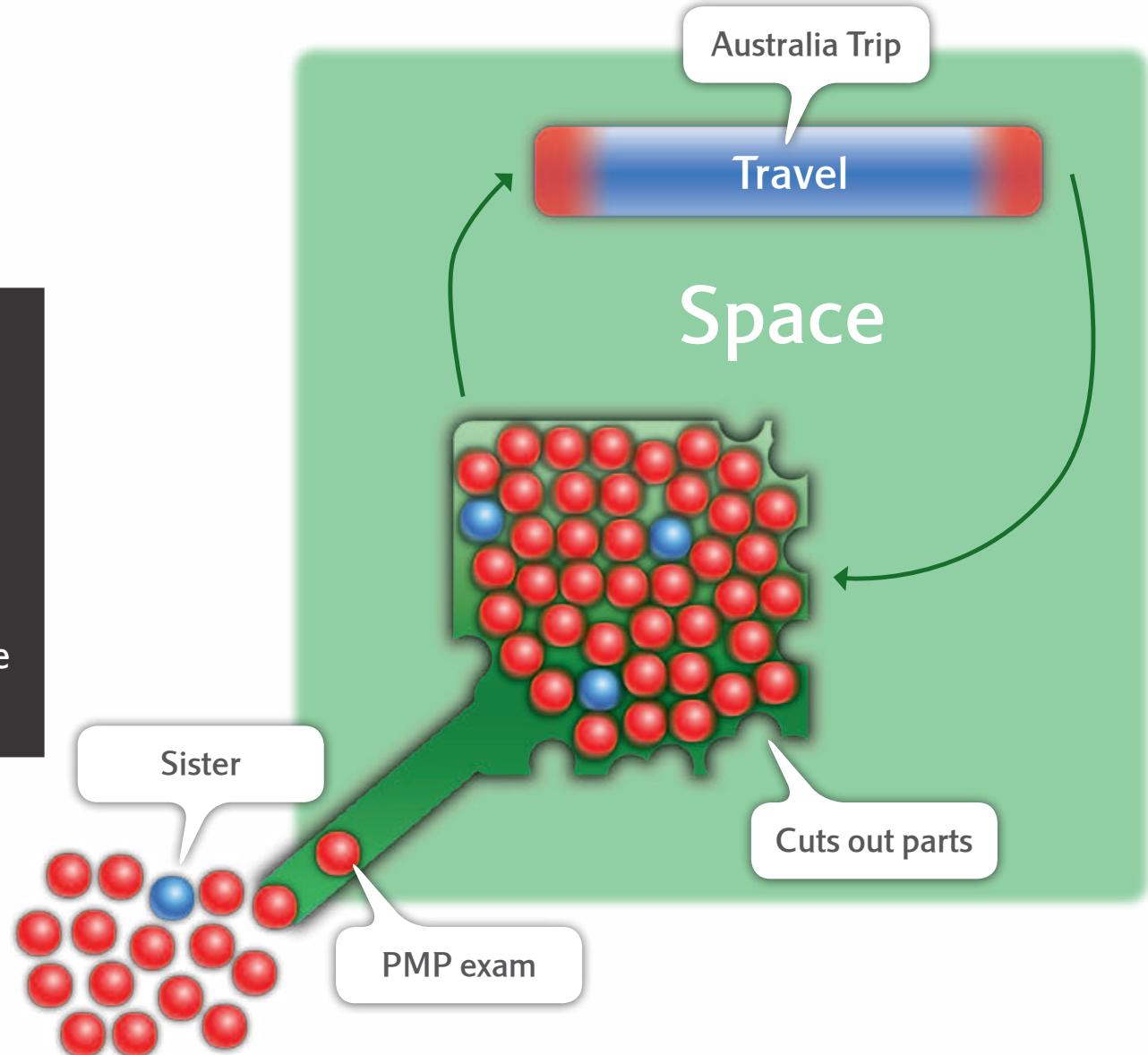


Travel

Phase I

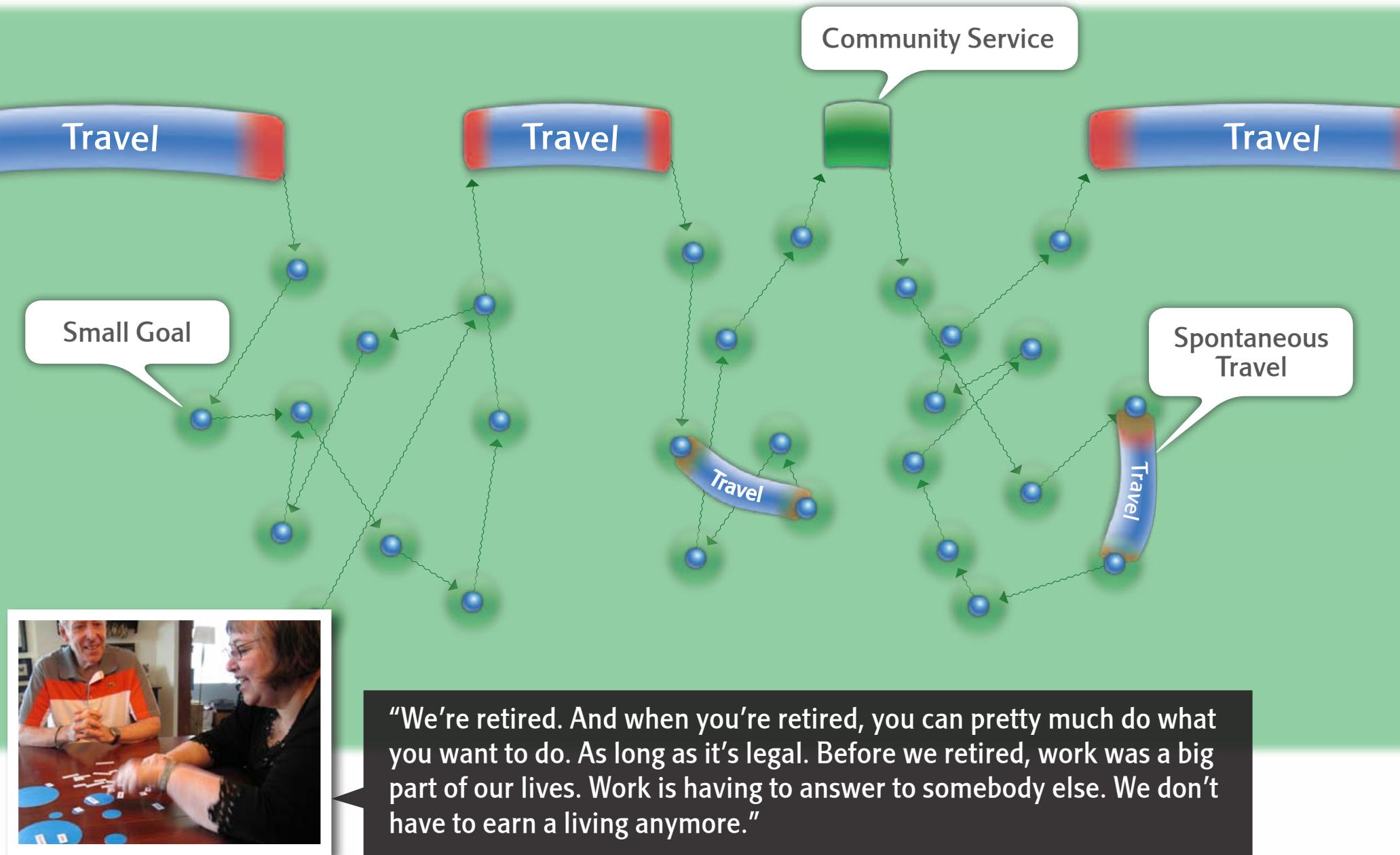
Phase II

"I do try to have fun - not on a regular basis, though. To me, that seems like a little distraction if I'm having too much fun. I feel guilty because I could be doing something else. I actually time my fun - I almost create situations to not have fun."



Phase I

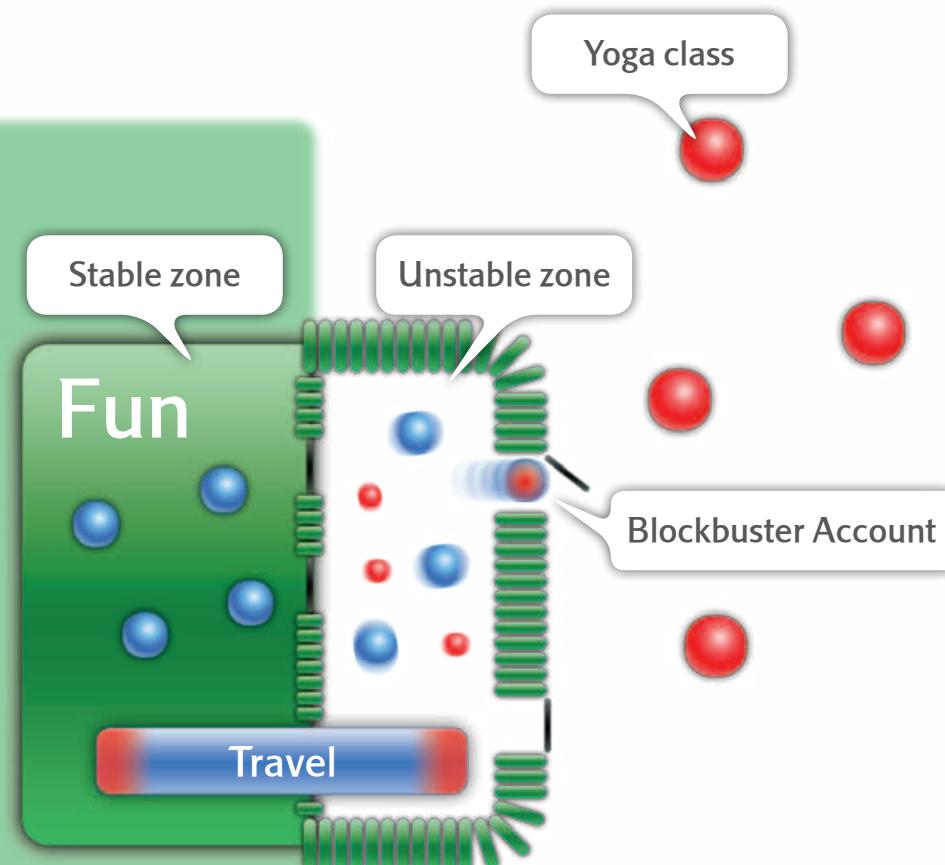
Phase II



Phase I

Phase II

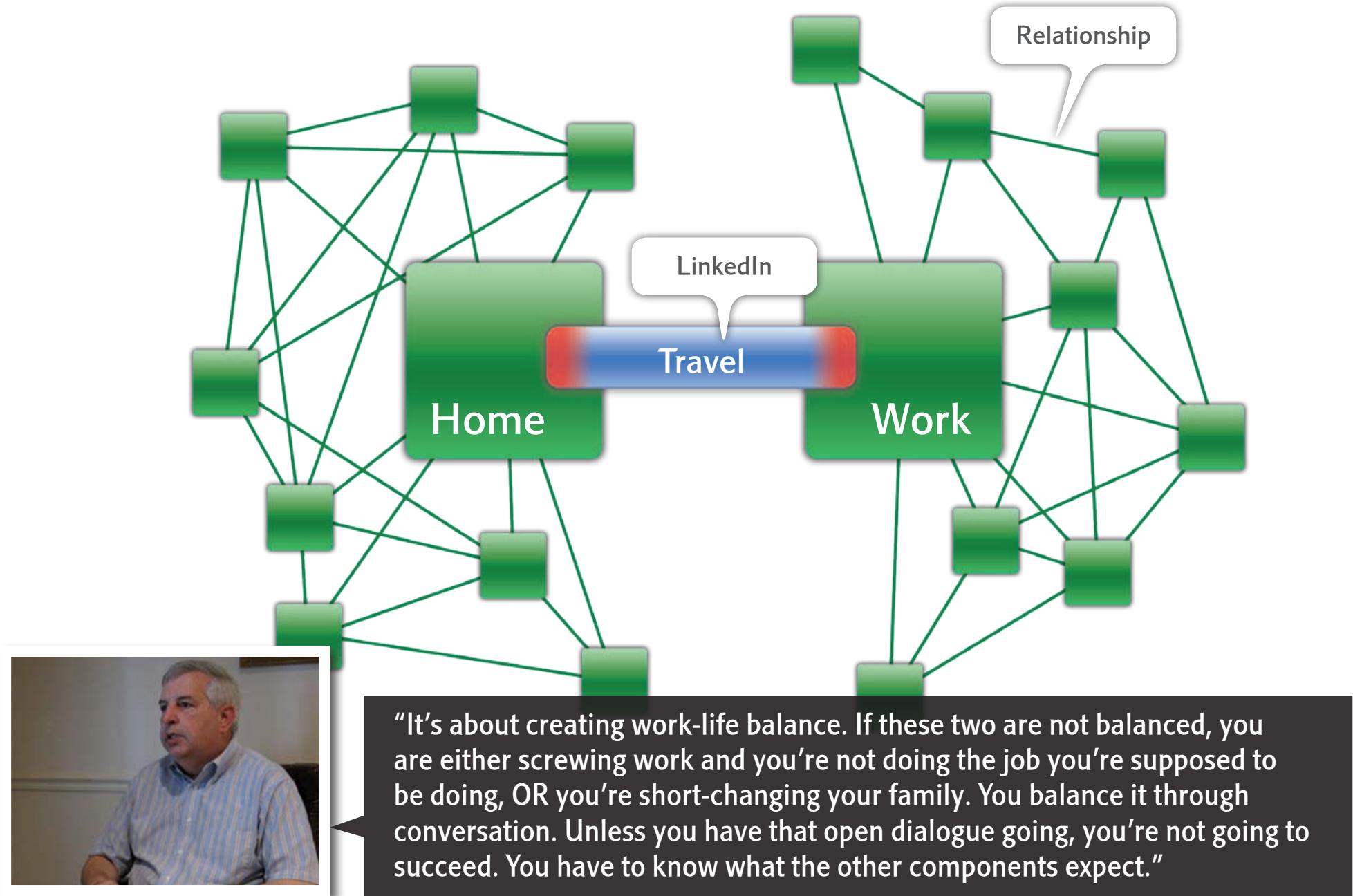
Social



"I like a variety of experiences. I don't know why, it makes life interesting? Makes life fun? I also don't like to manage details. I had a hard time managing my Blockbuster online account. I had my friend manage it for me. But I cancelled it when she moved."

Phase I

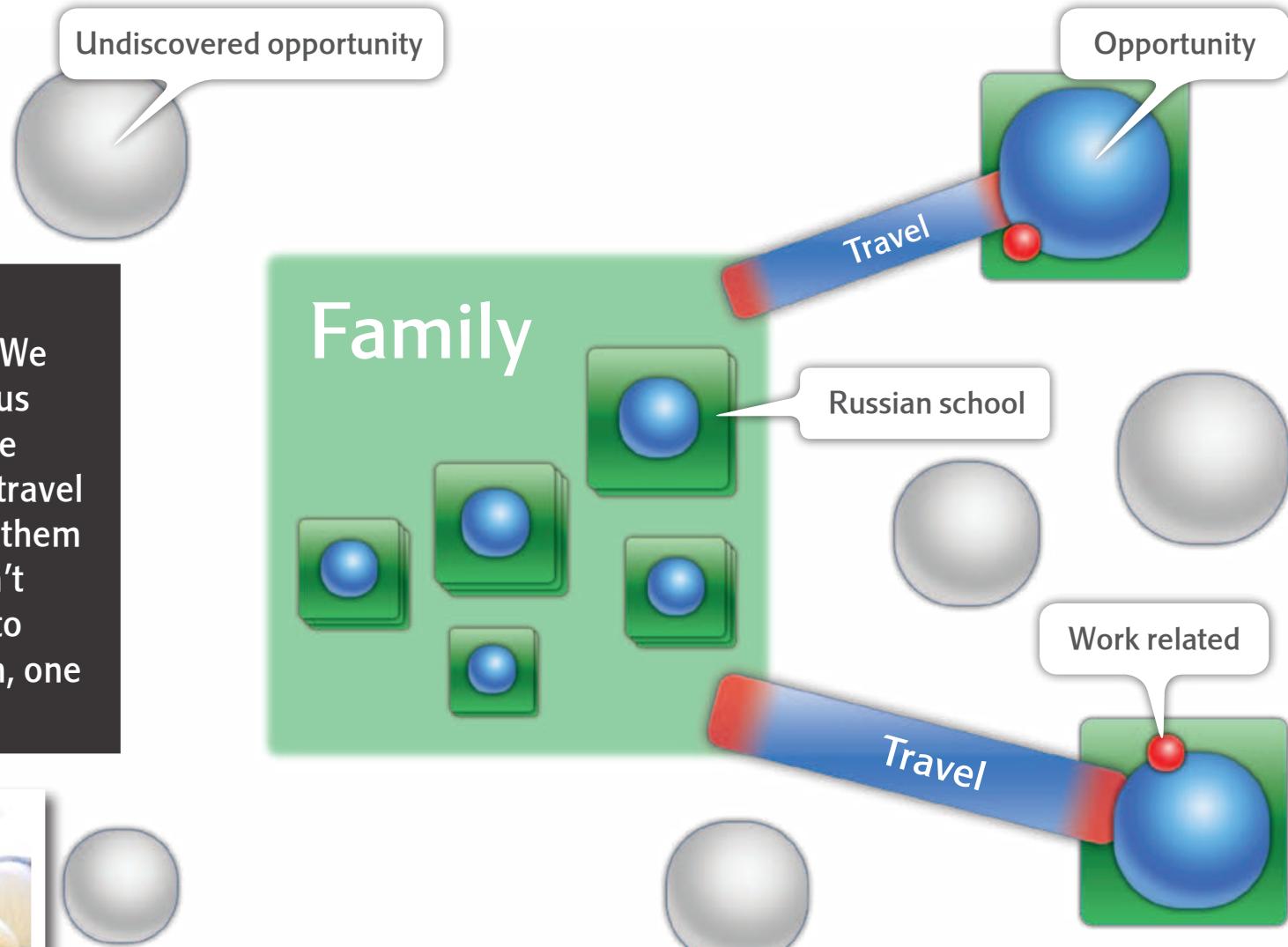
Phase II



Phase I

Phase II

"My family has five generations of PhD's. We travel a lot to numerous universities around the world. That's why we travel - the idea is to expose them to opportunities. I don't want to limit my kids to one country, one town, one community."



Phase I

Phase II

"I think I do a good job of taking care of things at home, but obviously the house is not perfectly clean. I feel like as long as the kids are happy and healthy and everyone has dinner, things are good."



Upcoming Disney trip

Evening tasks

Afternoon tasks

Family

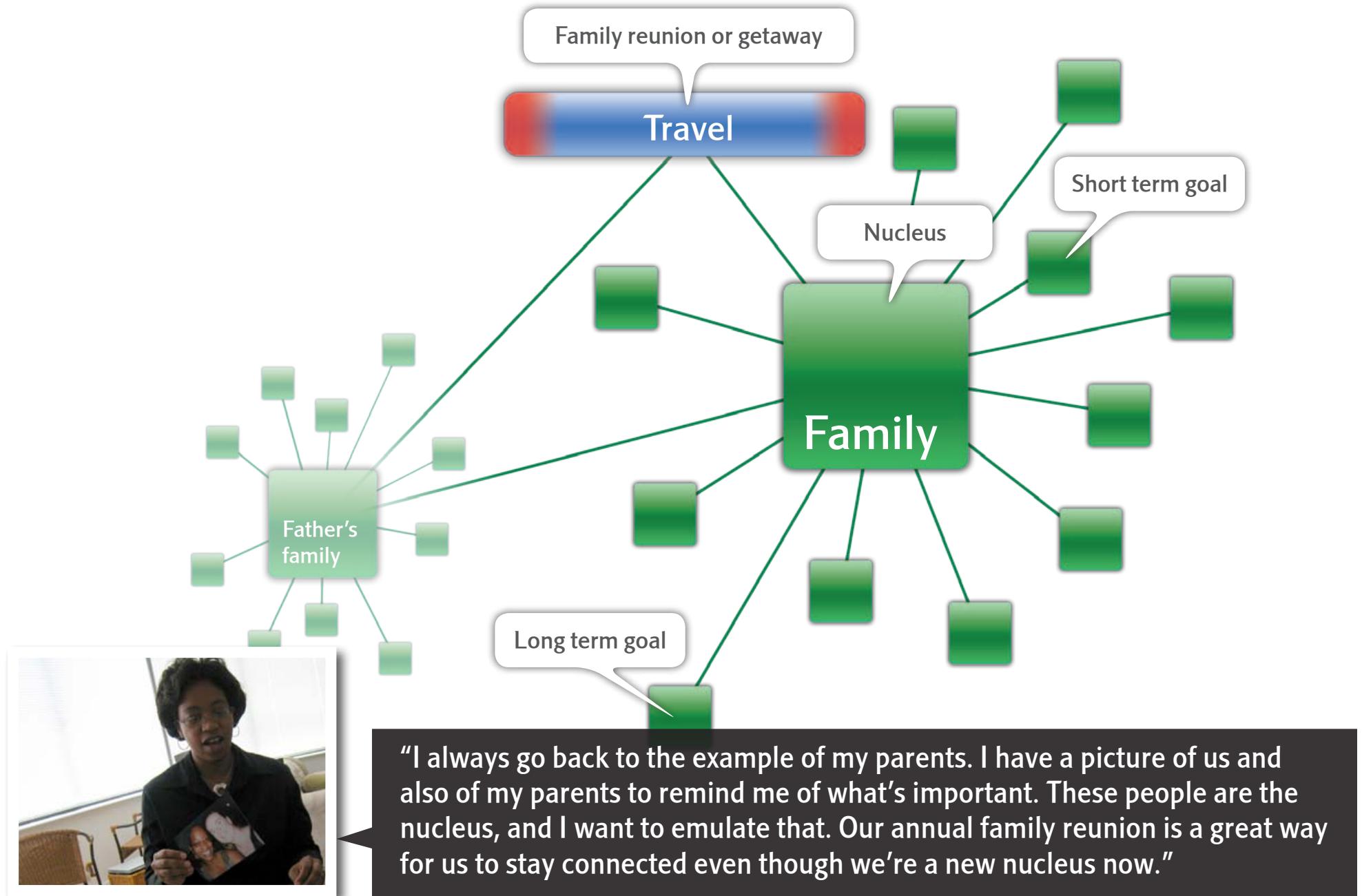
Morning tasks

Daily tasks

Each Day

Phase I

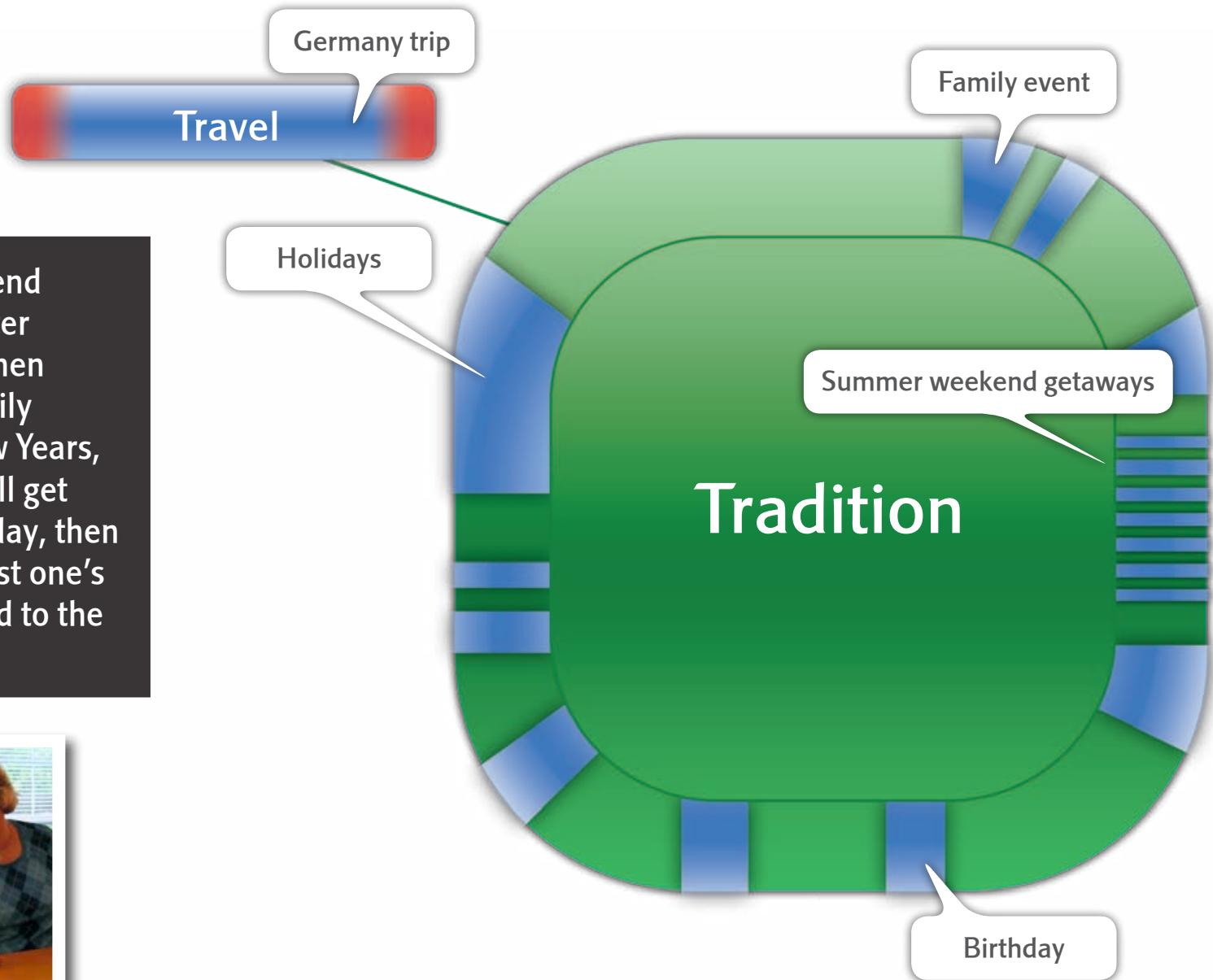
Phase II



Phase I

Phase II

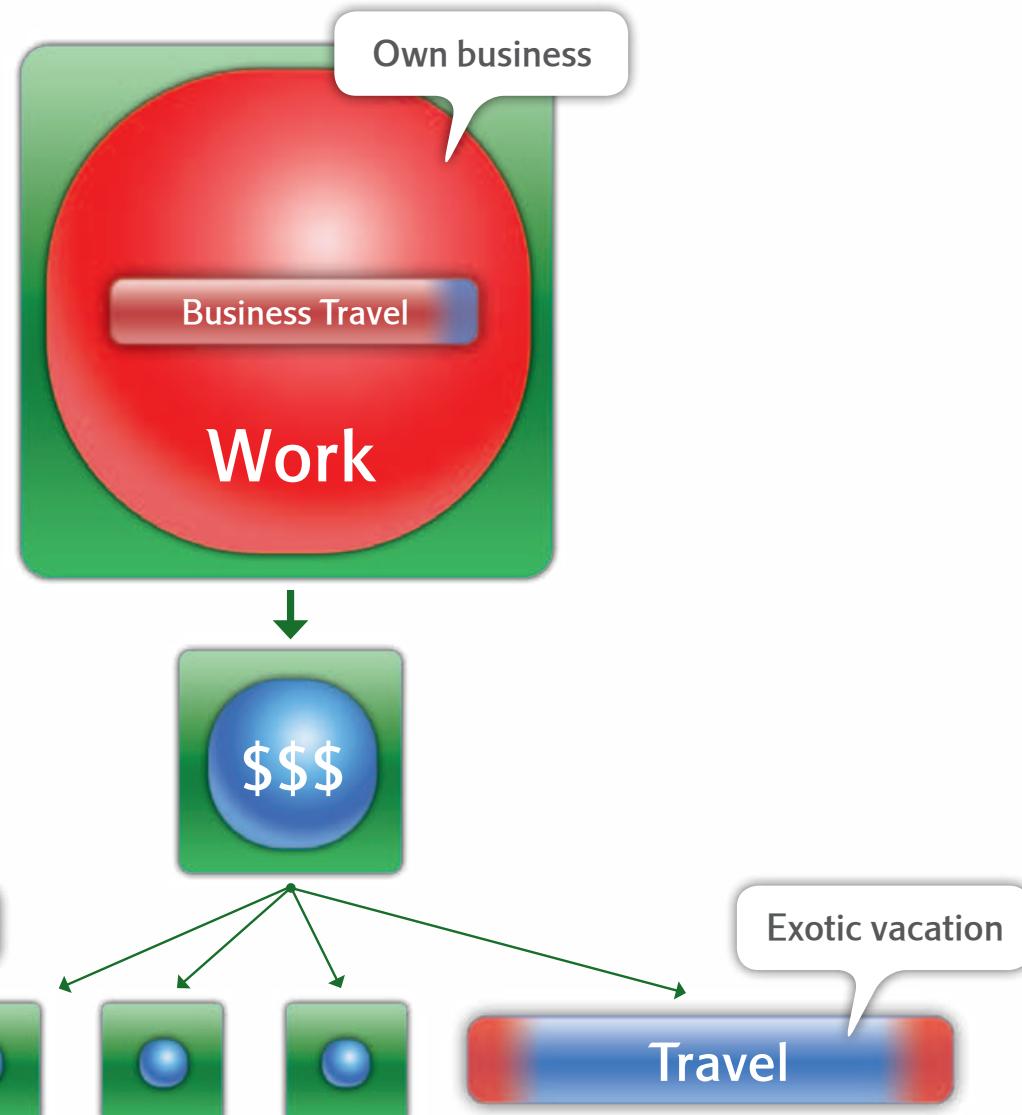
"After July 4th, the end of summer party, after that Thanksgiving, then Christmas, then family Christmas, then New Years, our winter trip, that'll get through to my birthday, then Easter ... after the last one's over we look forward to the next one."



Phase I

Phase II

"I know it sounds really sad but, literally, 90% of our time is tied up with just working. We like to travel, though. I guess that's broadening our horizons ... we went to Africa for our honeymoon. We're also really snobby. It's interesting that as our income grows, we can afford luxury."



Phase I

Phase II

Phase I | Personas



Phase I | Personas

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

Phase III of the research will focus on further refining and validating the personas.

Personas | High Frequency Business Travelers



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.

Who Are They?

HFBTs are on the road the majority of the year (100+ trips a year) and struggle to balance their work responsibilities with their obligations back at home. They are highly motivated and have different ways of dealing with being constantly on the road.

Key Needs:

- Help me balance work & life
- Help me connect & maintain connection with others
- Help me accomplish tasks
- Help me support daily routines
- Help me with efficiency
- Help me escape monotony



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.

Theme: balance between life & work

Two ends of the HFBT spectrum

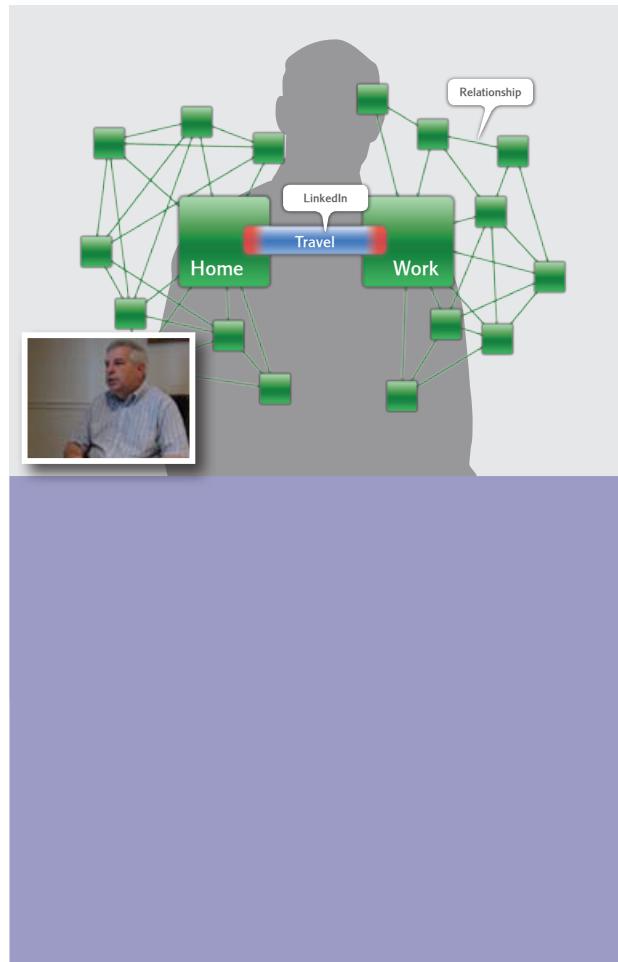
Balanced

Not Balanced

Phase I

Phase II

Personas | High Frequency Business Travelers

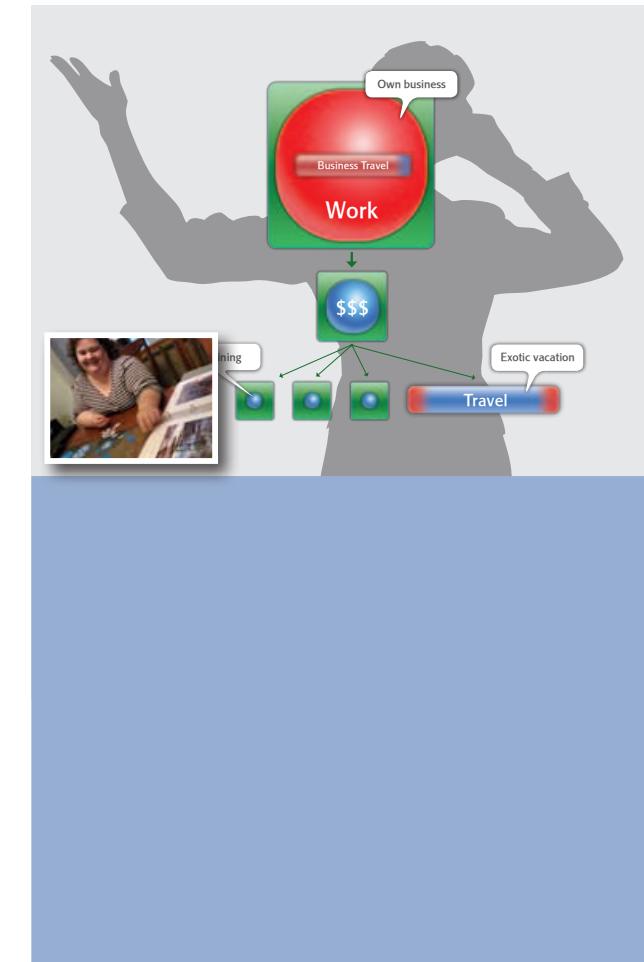


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Theme: balance between life & work

Two ends of the HFBT spectrum

Balanced

Not Balanced

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.

Who Are They?

Transitioners are those who primarily travel for work & add-on leisure or may travel for leisure but have difficulty in leaving behind work. They will also usually have other family members come along with them & struggle in going from one mindset to the other.

Key Needs:

- Help me balance work & leisure
- Help me remember to have fun
- Help me with efficiency
- Help me gain exposure to new cultures and experiences, especially if I'm with my family
- Help me build stronger relationships with family



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.

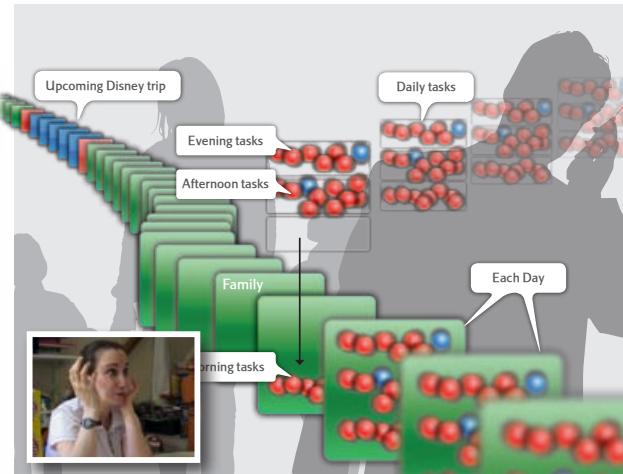
Business

Theme: balance between work & leisure

Two ends of the Transitioner spectrum

Leisure

Personas | Transition Travelers



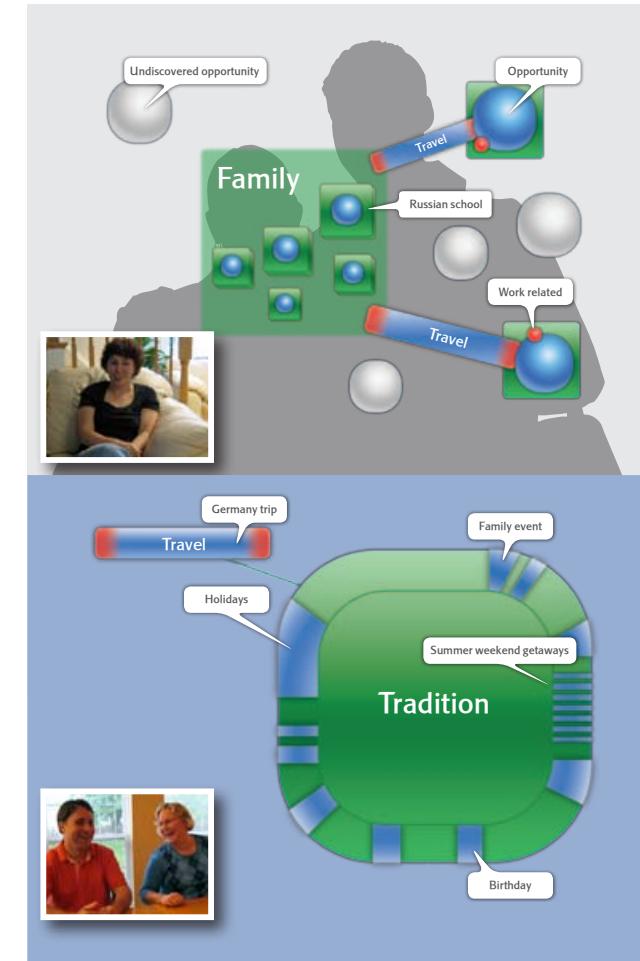
"The problem is, I feel like I'm on business when on pleasure travel. You see, I tend to go straight to the bar once I get into a hotel because that's what I do when I'm on business. My wife hates that so we deliberately started staying at a Bed & Breakfast for leisure trips because it reminds me to be on vacation."

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- Help me build stronger relationships with family



Theme: balance between work & leisure

Two ends of the Transitioner spectrum

Business

Leisure

Personas | Leisure Travelers



Individual

She will travel either alone or with just one other individual. If going alone, the goal is to reenergize by getting away from her current life. If going with another individual, it may be to build or rekindle an existing relationship.

Who Are They?

Leisure travel for fun and entertainment can be something that forms spontaneously or a trip planned months in advance and anticipated. It can be intimate and individual (alone or with just one other person) or with a large group (family, group of friends).

Key Needs:

- Help me build stronger relationships with family
- Help me connect/reconnect/rediscover relationships
- Help me share important moments of my life with others
- Help me preserve/create traditions
- Help me escape monotony
- Help me reenergize

Theme: individual v. group travel

Two ends of the Leisure spectrum

Individual



Group

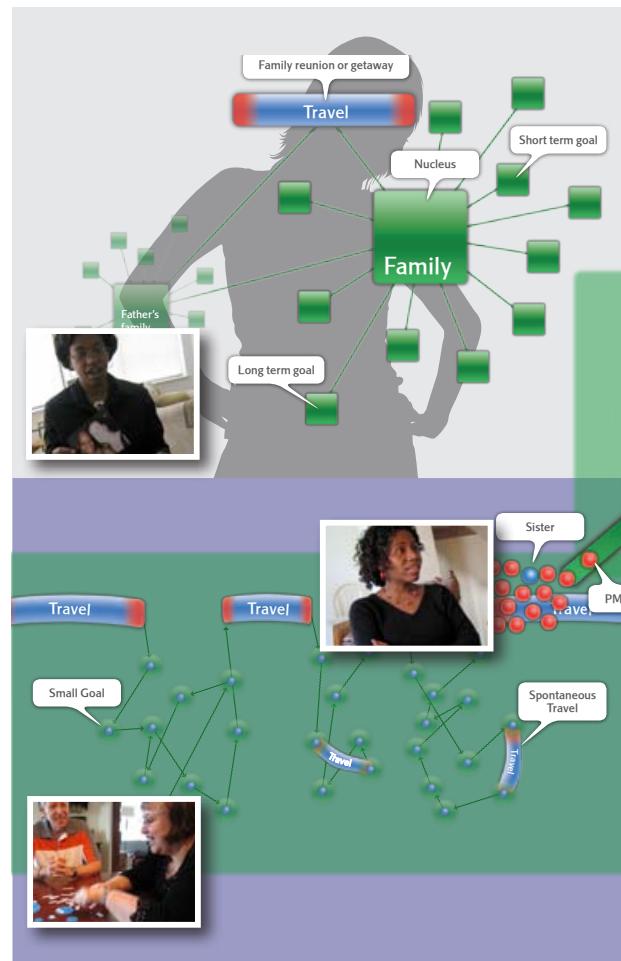
They will usually plan in advance to some degree to take into consideration various needs, interests, budget, and schedule. The trip may coincide with a life event and half the fun is planning the experience.

Group

Phase I

Phase II

Personas | Leisure Travelers



Who Are They?

Leisure travel for fun and entertainment can be something that forms spontaneously or a trip planned months in advance and anticipated. It can be just an individual (alone or with just one other person) or with a large group (family, group of friends).

User Needs:

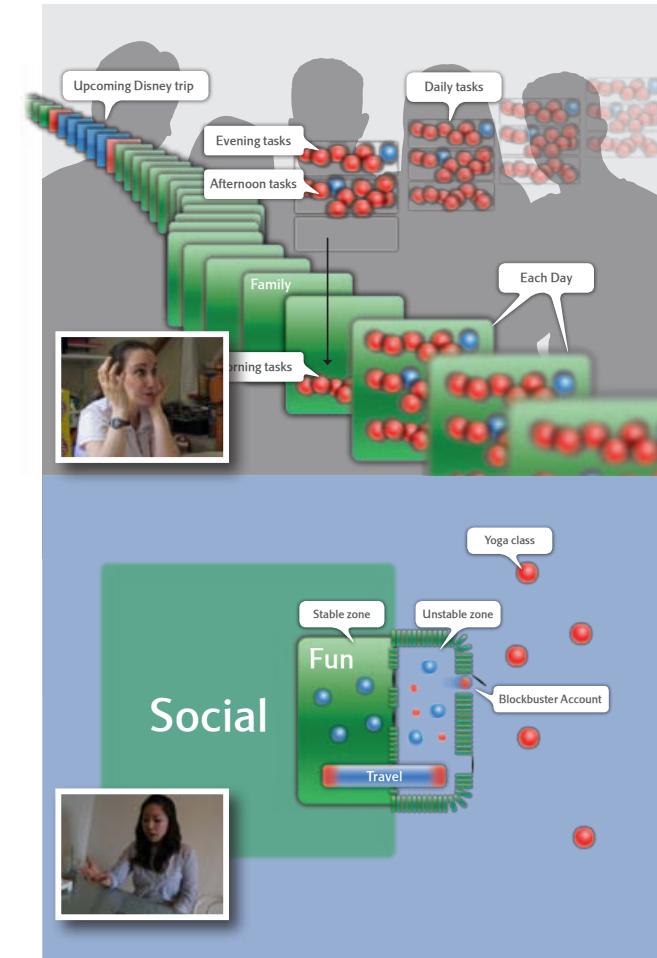
- Help me build stronger relationships with family
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- Help me preserve/create traditions
- Help me escape monotony
- Help me reenergize

Theme: individual v. group travel

Two ends of the Leisure spectrum

Individual

Group



Phase I

Phase II

Phase 1 | Themes



Themes



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 one's 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.

Themes



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 brand level, the *ethos*, 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 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 smile, receiving a verbal apology when something goes wrong) to impacting one's life goals or milestones.

Themes



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.

Themes



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.

Themes



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.

Themes



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.

Themes



Sense of Time

Life can be overwhelming and people need assistance in establishing and maintaining “pulse checks” on their relationships and goals. For instance, family happiness, educational opportunities, performance goals, and stress factors are all evaluated during these pulse checks.

Between these pulse checks, many factors can contribute to high stress and can cause individuals to forget to have fun or create a sense that fun is not so important.

Themes



Cost

People are always looking for a deal. In general, they need help planning for the future and/or keeping costs down.

Cost is always an issue but not a *priority*. Especially during travel, people are willing to negotiate on cost based on their desires and idea of what travel should be.

The need for “fun” can sometimes trump cost-savings. People will try to save elsewhere, such as when planning the trip, so they can splurge *during* the trip.

Themes



Information

Sometimes people need help packaging, processing, and transferring information during planning and pre-trip phases. Gaining access to relevant information at the right moment can be tricky.

Many rely on their spouse's input when planning as well as getting input from other family members. Group travel can be more complicated: some people may want to be pushed all the information while others require more controls or filters.

Several resources are used throughout the travel journey, ranging from online reviews to travel books and newspapers.

Themes



Memories

People are just as passionate about creating stories as they are telling them. Before returning home from a trip, people need to have captured at least one memorable story to share with others.

While on travel, that one last “Hurrah!” can be that one pinnacle moment that sums up their travel experience.

Sharing photos, collecting souvenirs, writing blogs are all ways people collect memories. The travel experience does not end once someone returns home. Through selective artifacts, they enjoy re-living their travel moments.

Phase I

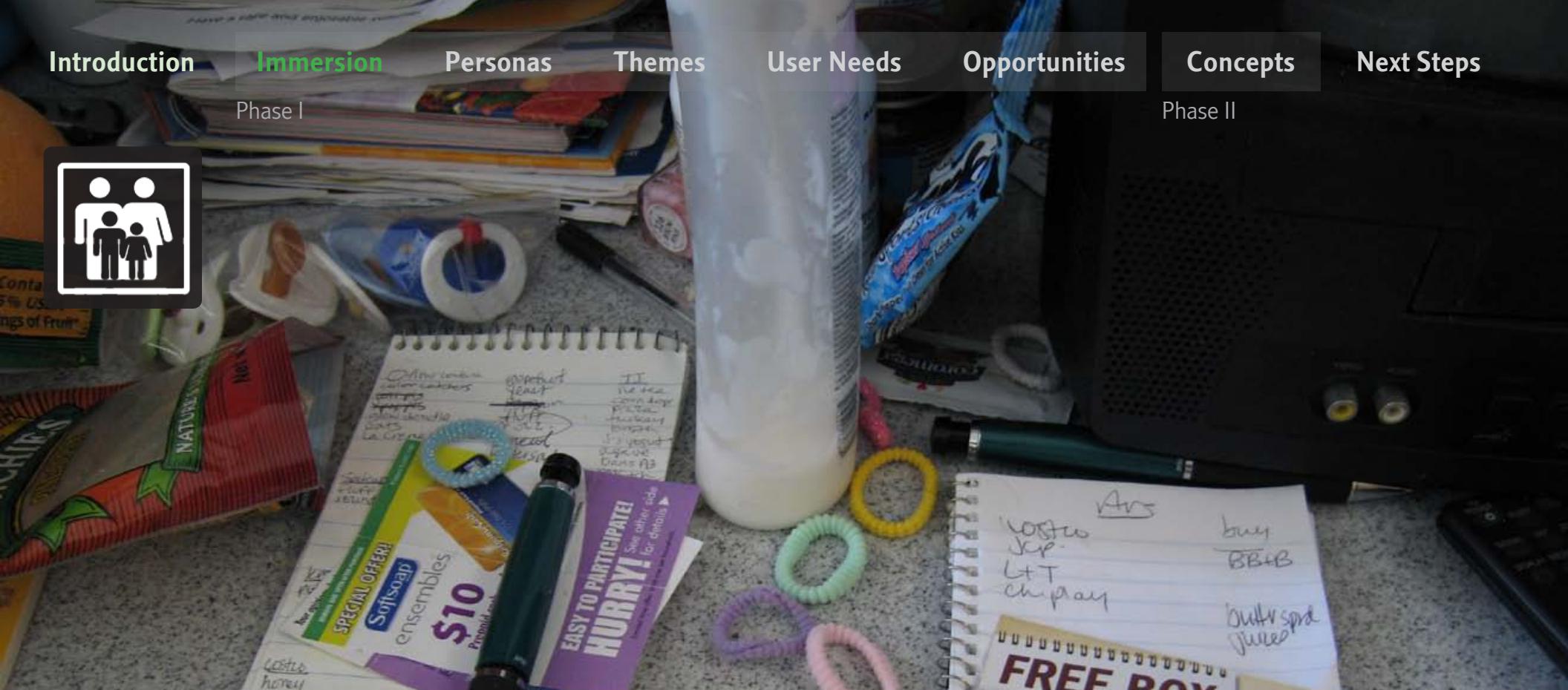
Phase II

Phase I | Appendix

Additional images and quotes from Phase I
Ethnographic Research

Phase I

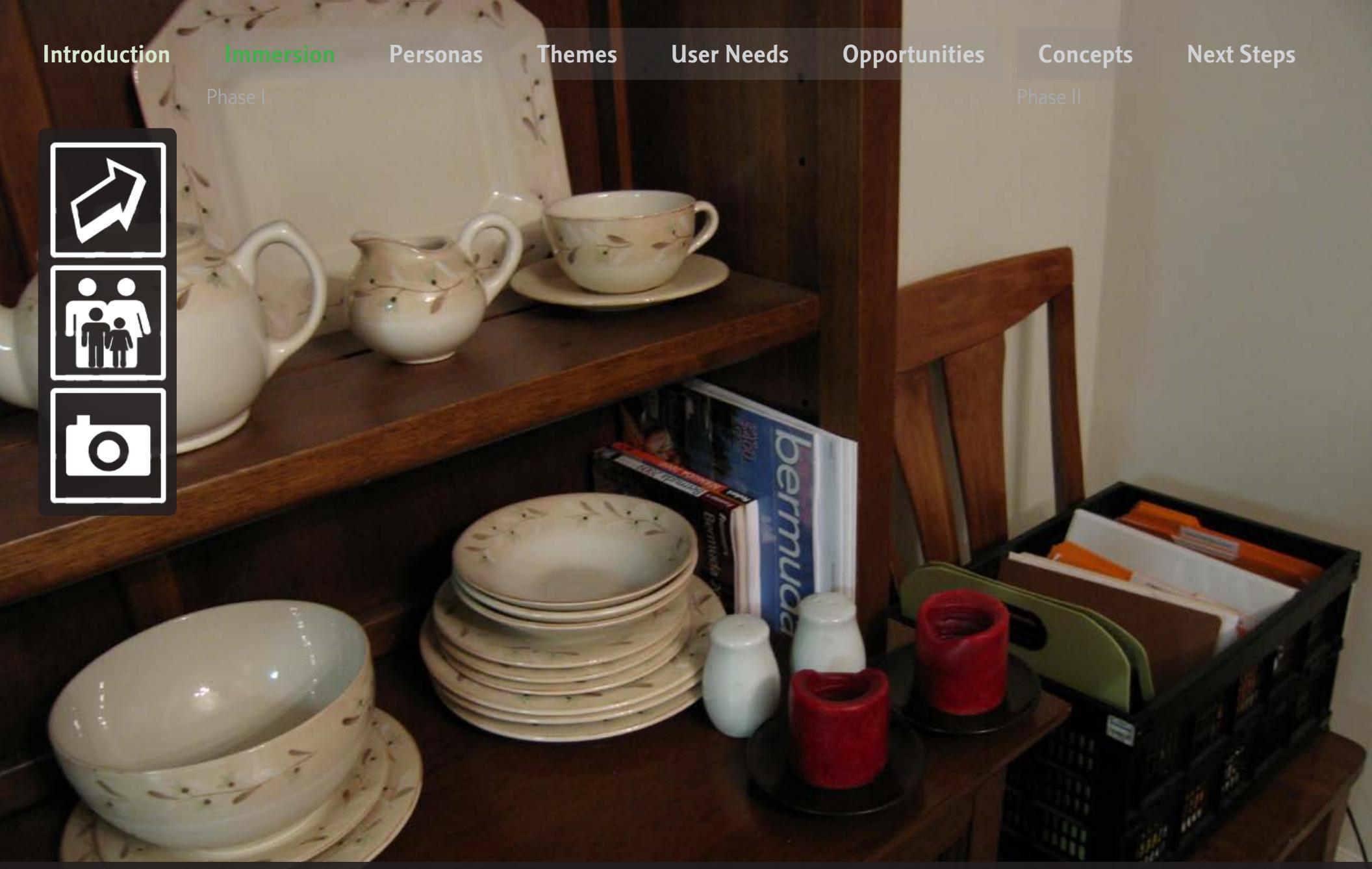
Phase II



"I feel like a juggler. We now have a new teenager in the house. He just turned 13 last week. That's the biggest challenge - trying to integrate a person who thinks he's a man - into our quiet family. When I go to sleep at 8PM, I don't know what he does."

Phase I

Phase II



"Bermuda is my husband's fortieth birthday gift."

Phase I

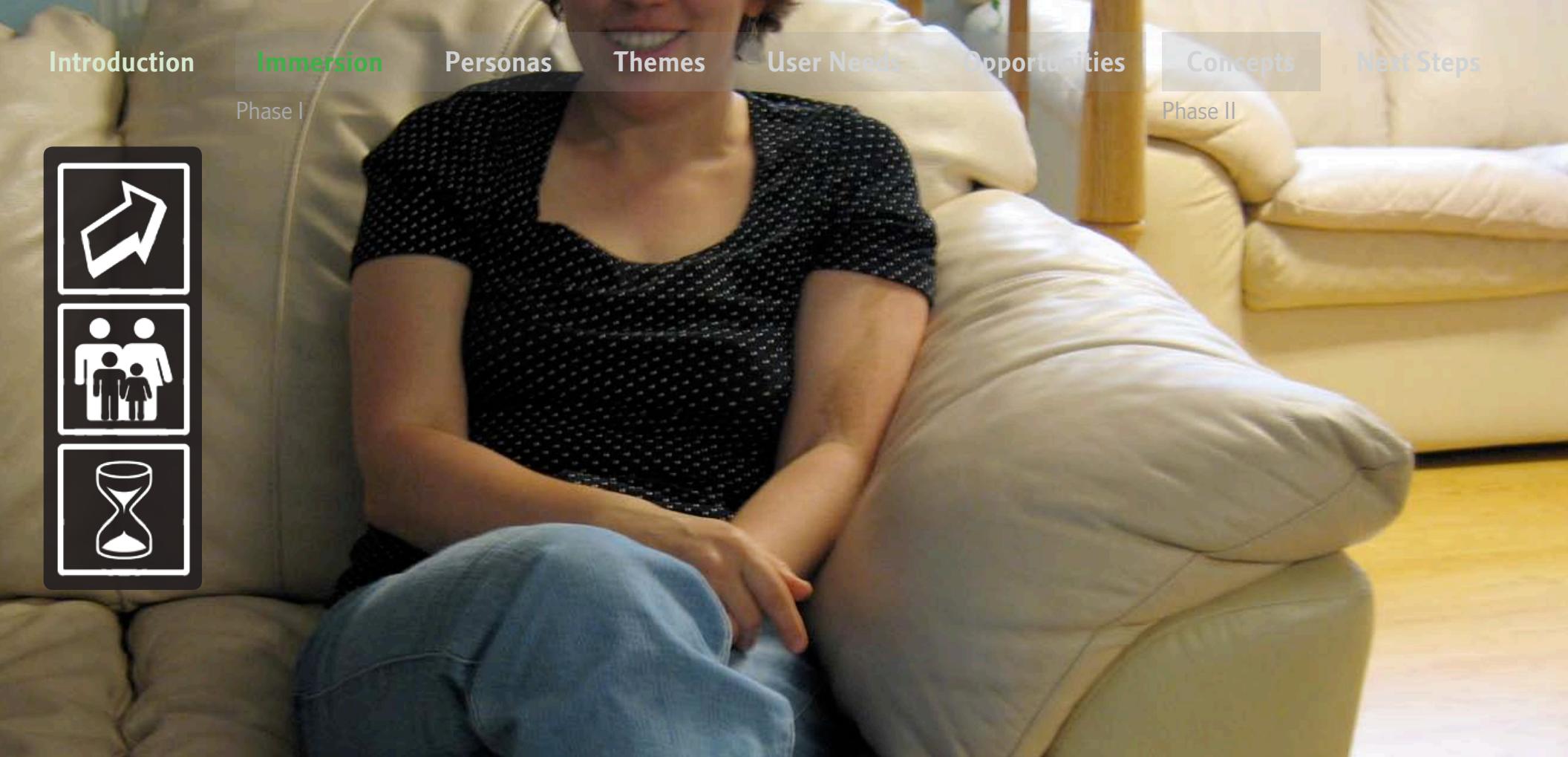
Phase II



“I’ve been the CIO of various companies since 1992. Moore’s Law says technology doubles every 18 months. So I’ve got to stay up to date. So I’m constantly educating myself. Also the reason why I teach - to teach and learn from my students.”

Phase I

Phase II



“My husband and I are always attending work related symposiums. The company usually pays for one airplane ticket and hotel so it’s an excellent opportunity for the entire family to go.”

Phase I

Phase II



“Like I said, if we won the lottery, that big blue circle in the middle would be travel.”

Phase I

Phase II



"The more people click, the more women get treated for breast cancer. Poor women. I do the hunger site, the literacy site - and I do that every day. I do my charity for the day."

Phase I

Phase II



“The University of __ has a program to accommodate distinguished professionals. They don’t advertise this, but they said I could get a Masters degree without an undergrad degree. That was probably the proudest moment my dad had of me.”

Phase I

Phase II



"Christmas Eve is always at my wife's family's house. One year, they decided they were going to change the menu. And that was the end of that."

Phase I

Phase II



“That's my first wine tasting when I was nine on the Rheine.”

Phase I

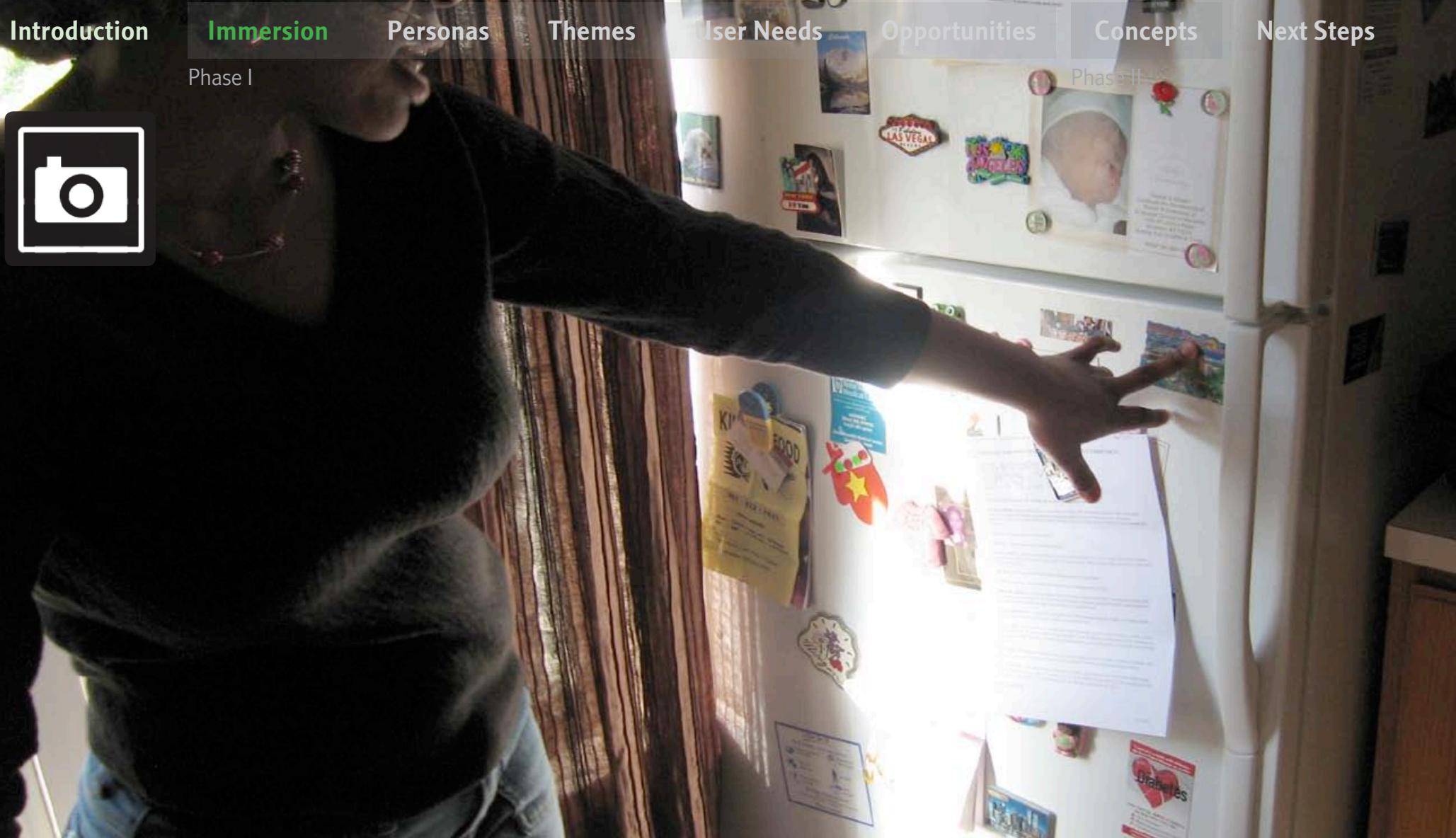
Phase II



"After July 4th, the end of summer party, after that Thanksgiving, then Christmas, then family Christmas, then New Years, our winter trip, that'll get through to my birthday, then Easter ... after the last one's over we look forward to the next one. "

Phase I

Phase II



"I like collecting magnets to remind me of places I went."

Phase I

Phase II

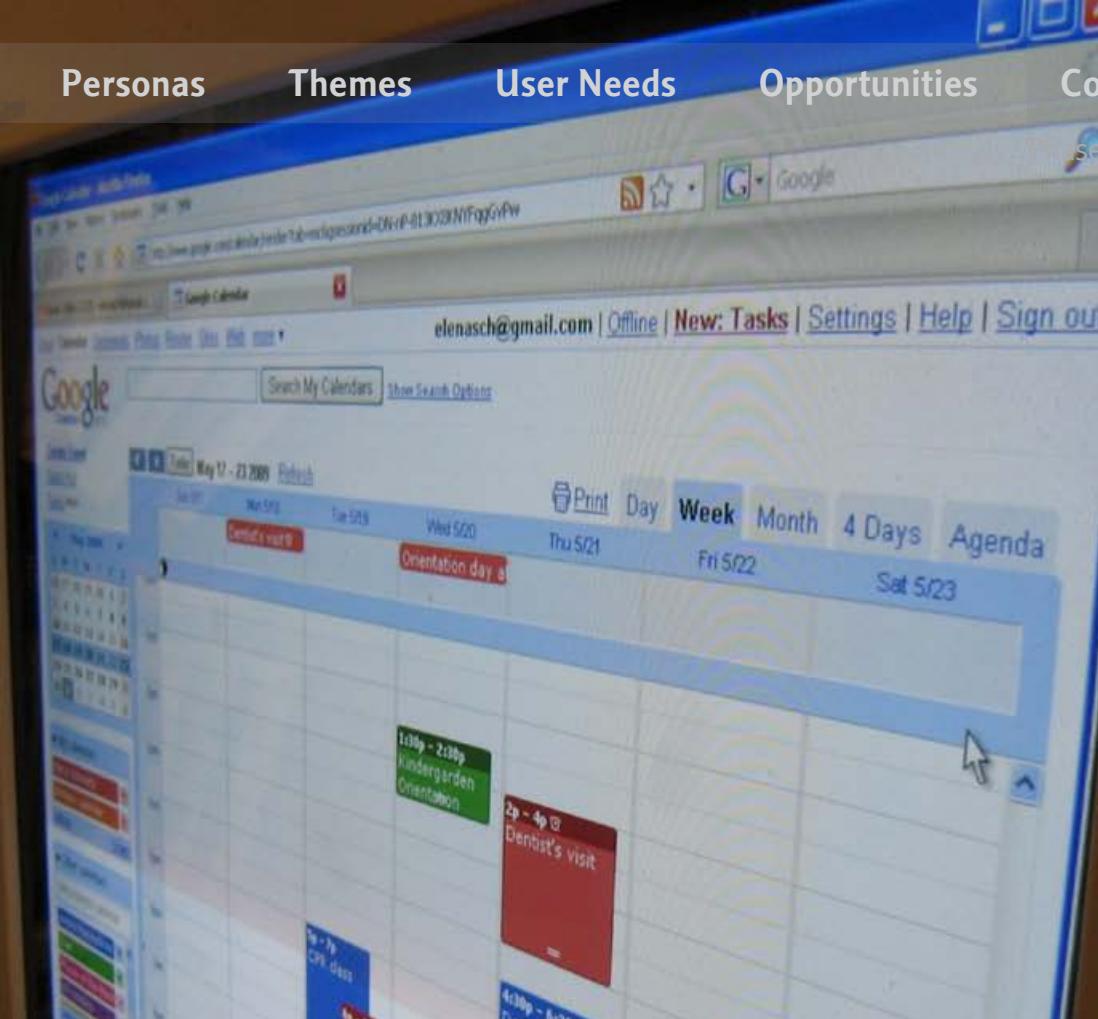


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"I set up a special Yahoo account. I get several emails per day. I do this first thing in the morning and all day long. It's fun getting the rewards. If you're going to get something anyways, might as well get it through them."

Phase I

Phase II



“When my husband and I get an idea, we will put it into Google Calendar. It’s a shared document. We also use this to plan for travel. I spend about 10 hours in front of computers every day.”

Phase I

Phase II



"If you're going somewhere exotic, make sure you call your credit card company to let them know that you're going to be making some odd charges in Tanzania or something."

Phase I

Phase II



“The trick we learned for post-trip is you always take another day when you come home so you can catch up on email, regular mail, grocery shopping, and laundry. You don’t come home Sunday night and go to work Monday morning.”

Phase I

Phase II

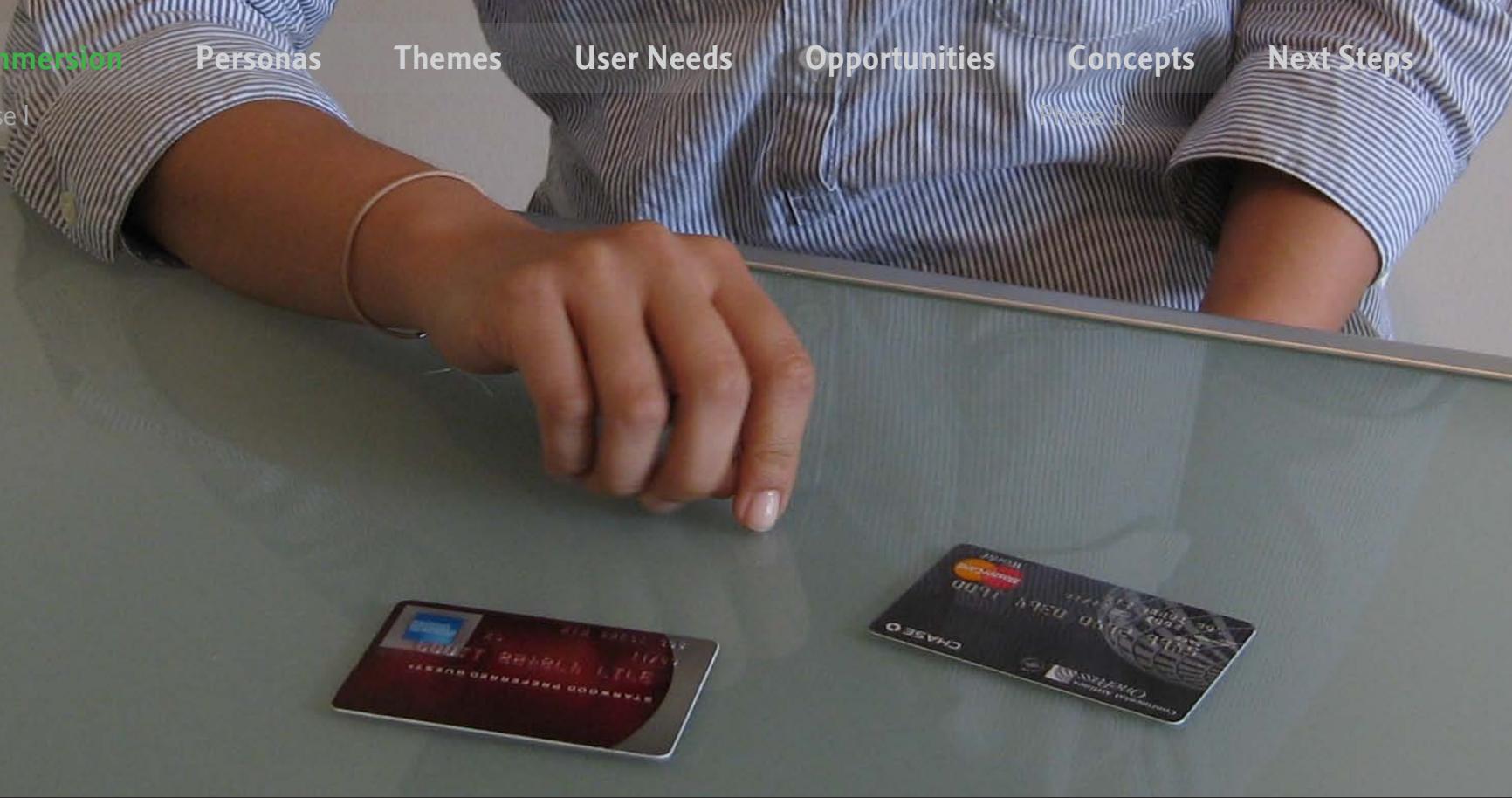
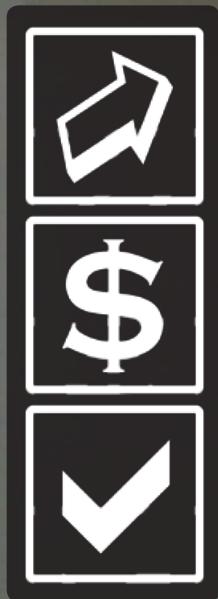


The AOL Mail inbox shows an email from Alex LaFountain with the subject "good books". The email body contains a link to a website: <http://www.nickriordan.com/index.php/books-for-children/recommendations/>. The AOL homepage banner at the top features a map of the United States with various states highlighted in green and yellow, and a headline about Obama's \$75 billion housing plan.

"Here's an email of my 10 year-old telling me of a list of good books. It's actually a good way to communicate with the kids. Facebook is great, too - it helps us all communicate in the same house. I check my email at least every hour every day."

Phase I

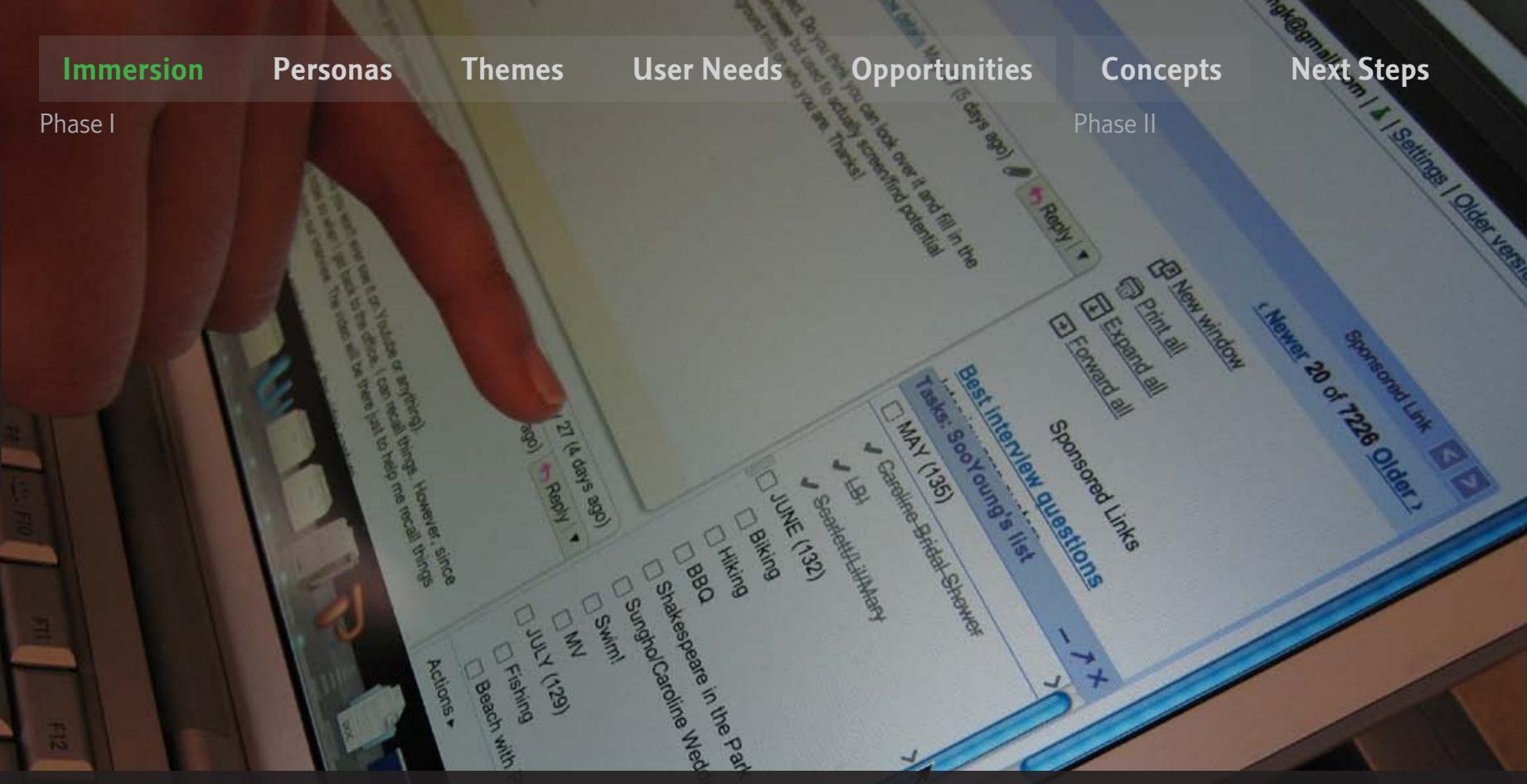
Phase II



"I consolidate all of my bills for convenience. Almost everything goes on my Starwood SPG credit card - I use it as my primary card because I like the points. I've been able to redeem a lot of them. I've been so many places with the points."

Phase I

Phase II



"I want to really go deep sea fishing because someone told me about it. I create a task list using Gmail and I tell people so they can join me. I want to do 80% of my summer list because I don't want it to go by without doing some things. "

Phase I



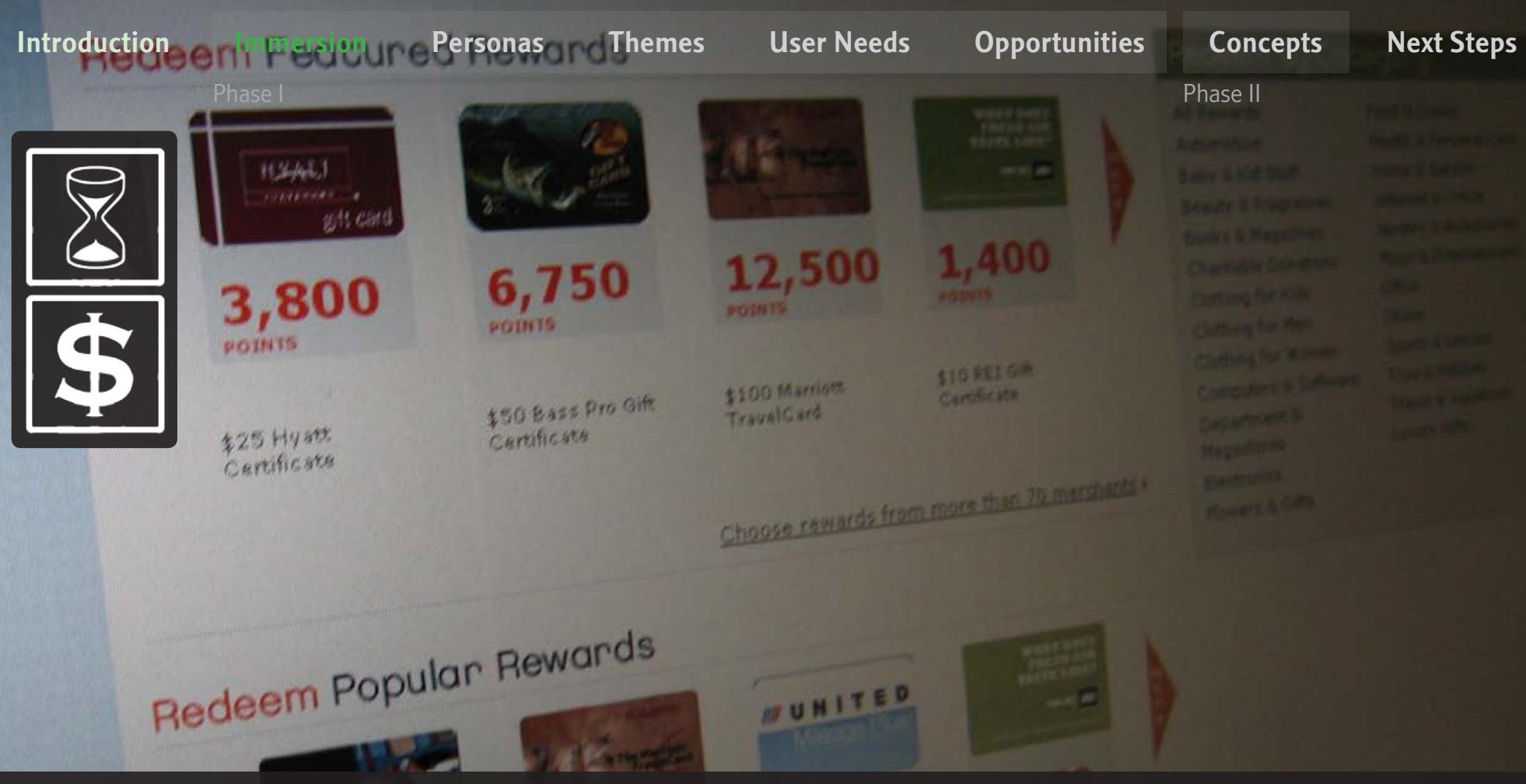
"When we decided to go to Germany, we got two travel books just to start the planning. We also talk to people - the neighbors across the street gave us one of the best places we ever went in Germany. "

Phase I

Phase II



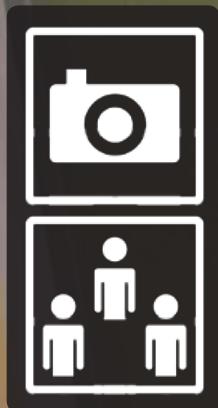
"I really wanted an iPhone. I don't get a lot of calls on my Android phone, but I just like using stuff on it. There are things that work better on my G-1 that connects better to Google services."



"I do a lot of clicking for points at MyPoints.com. And when I get 12,500 points, I usually buy a \$100 Travel Card for Marriott. Let me refer you cause I get more points for that."

Phase I

Phase II



“Our post-trips is longer than your diagram because we keep all those things. If someone asks, ‘Hey, how was your trip?’, we show them all these things - photos, brochures - and we re-live the trip.”

Phase I

Phase II



"This is the theatre house I went to in 1980. When I took my husband to see the same play, I showed him the seat I sat in."

Phase I

Phase II



"I tend to retain memories a lot through pictures, images, and video because my parents and grandparents did that - the storytelling that they do - my mom would tell stories with them. I have oodles of photos from travel."

Phase I

Phase II



“I take lots of pictures. When we went to Africa I took 40 gigs of photos. I’ve made six books from travels and those are just ones I’ve printed out.”

Phase I

Phase II



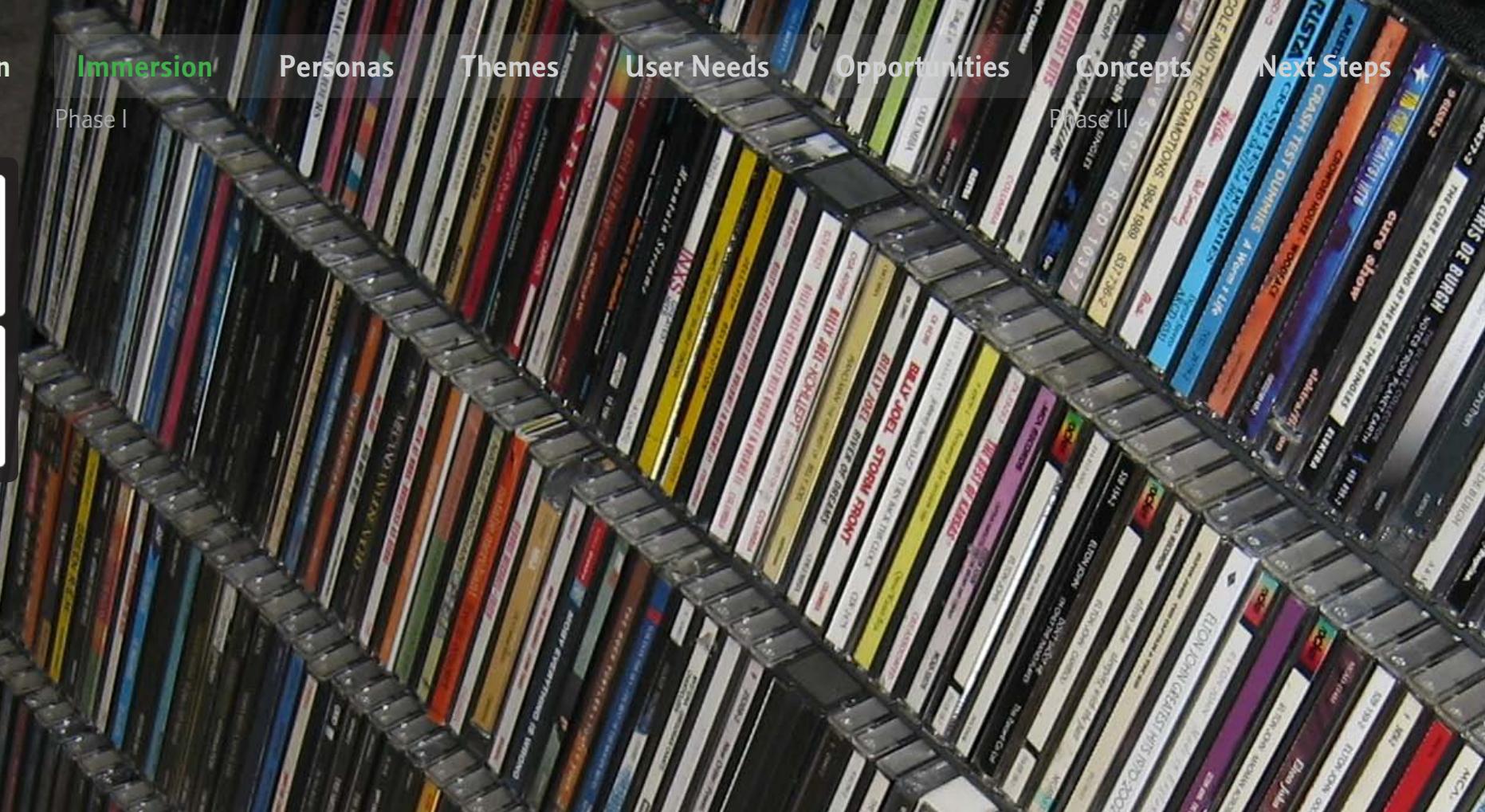
“I have running what-to-do-lists around here. I try to meet goals and get overwhelmed. Sometimes things I plan don’t go as expected - I try to be so structured and that doesn’t leave room for any changes. And then I’m like oh my Gosh ...”



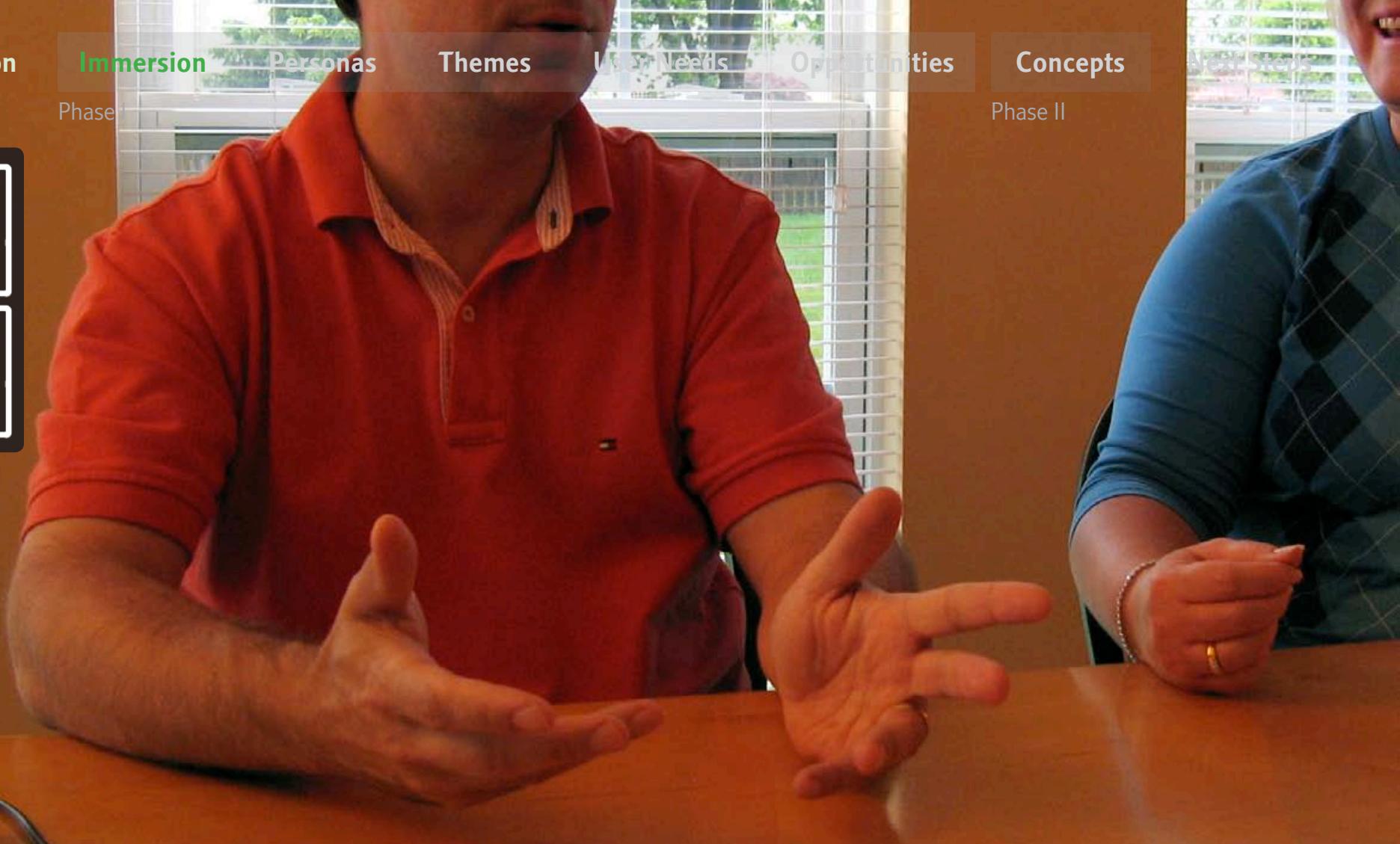
"My husband and I have been learning a lot from each other. Whatever his deficit is, I'll add to that. We're kind of the Yin and Yang and complement each other."

Phase I

Phase II



“Luxury is buying something without having to worry about it. We went to Colombia and since it's the place with all the emeralds in the world, we bought two nice rings just because we felt like it.”



"I try not to take work home with me, but if I'm away and I'm staying the night, I'll take work with me just to have something to do."

Phase I

Phase II



“We have it on when other people are over. We want to re-live our trips. It’s also a good way to share with our family.”

Phase I

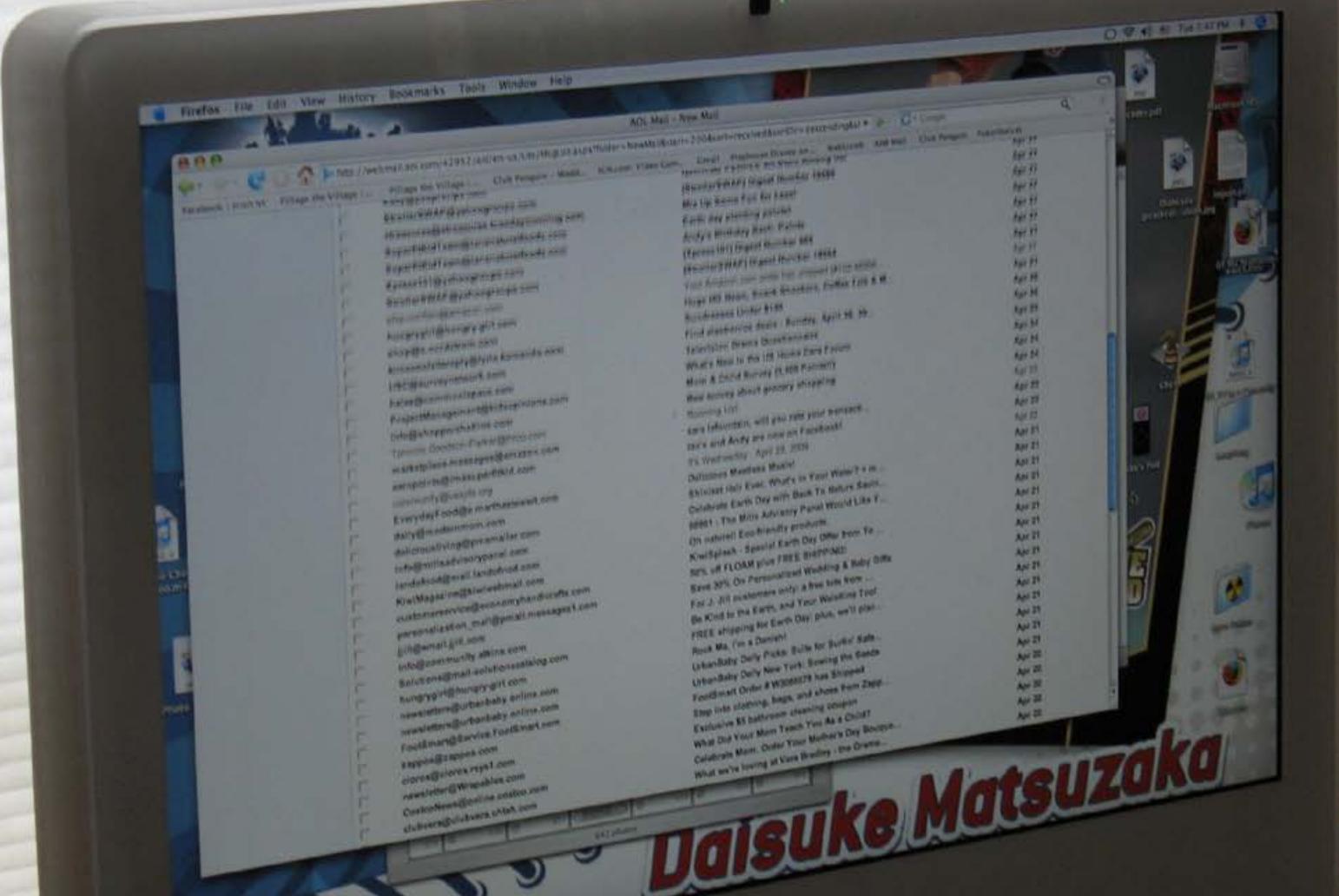
Phase II



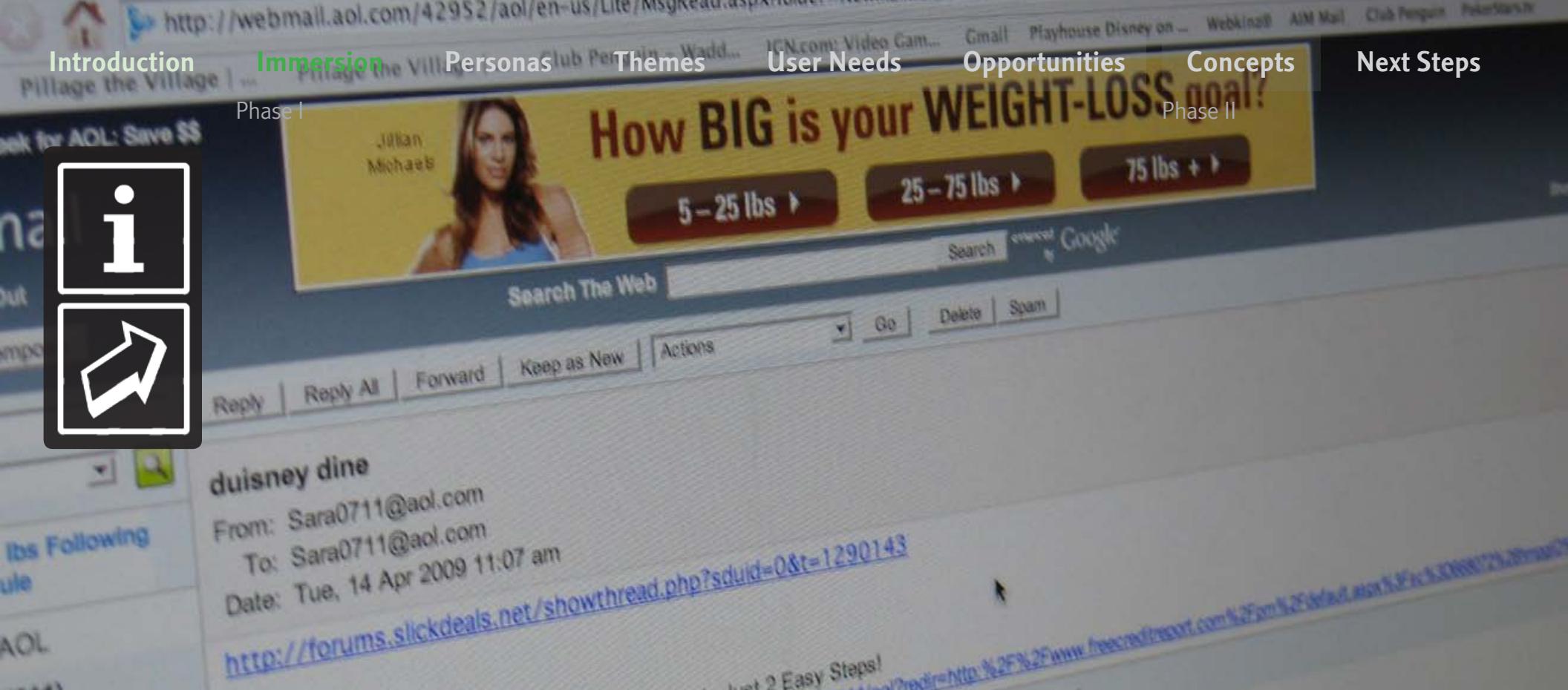
"We do a lot of activities. My five-year-old son does karate 3 times a week, swimming 2 times per week, Russian school 2 times per week. We try to hike as a family every weekend and water ski 2-3 times per week. We're very busy."

Phase I

Phase II



"I just deleted this reminder. Now I'm down to 611 unread emails."



"I send lots of emails to myself. That's like the biggest way of remembering things. Sometimes I don't have a piece of paper. When I'm upstairs, and nursing the baby, I have some time to think and I use my laptop to send reminders to myself."

Phase I

Phase II



"Since our kids' grandparents are in Russia, we take lots of pictures and video and send it to them. They want to see their grandkids growing up."