

Steps What does the person (or group) typically experience? Interactions What interactions do they have at each step along the way? Things: What digital touchpoints or physical objects would they use? Places: Where are they? People: Who do they see or talk to? What steps does a typical person find enjoyable, productive, fun, motivating, delightful, or exciting? What steps does a typical person find frustrating, confusing, angering, costly, or time-consuming? How might we make each step better? What ideas do we have? What have others suggested? Positive moments Negative moments Areas of opportunity At each step, what is a person's primary goal or motivation? ("Help me..." or "Help me avoid...") Goals & motivations F A I R P L A N E Guided city tours SCENARIO Browsing, booking, attending, and rating a local city tour Visit website or app Enter What do people experience as they begin the process? Exit What do people typically experience as the process finishes? Extend What happens after the experience is over? Travel booking section of the website, iOS app, or Android app Choose a city, dates, and number of people Browse available tours A customer navigates to the city tours section of our website or app The customer types a city, dates, and the number of people who will attend the tour to see what tours are available The customer sees available tours for their dates, city, and number of people City tours section of the website, iOS app, or Android app City tours section of the website, iOS app, or Android app It's fun to look at options and imagine doing each tour, like shopping for experiences If you don't follow this path immediately after your booking, could we send a follow-up? Engage In the core moments in the process, what happens? Entice How does someone initially become aware of this process? Help me get this flight or hotel booked Help me have more fun or learn new things on my trip View detail on a single tour After seeing a tour that interests them, the customer clicks or taps to view more. They see information about what and where the tour will cover, plus its price, time of day, and tour guide. Start purchase of a tour After deciding to go on this tour, they click the Purchase button Complete payment information They fill out their contact and credit card information, then continue Confirm payment & book tour They see a summary of what they are about to purchase, then they confirm and the tour is booked! Email confirmation An email immediately sends to confirm their tour and provide details about where and when to meet their guide Email reminder One day before the tour begins, a reminder email is sent to all tour participants. The email emphasizes where and when to meet, and what to bring (if applicable). Arrive at tour location Using their own means of transportation, the customer makes their way to the tour location at the scheduled time. Meet the guide & group Tour participants meet the guide and other people who have joined the same tour Experience the tour The guide brings the group around the area, explaining things as they go. Typically this lasts about 3 hours. Leave the guide & group The guide wraps up the tour and everyone heads their separate ways Prompt for review One hour after the tour finishes, an email and in app notification prompt the tour participant for a review Writing & submitting review The tour participant writes a review and gives the tour a star rating out of 5. Tour appears in the user profile The completed tour appears on the "past experiences" area of a customer's profile with a few details on where the group went Personalized recommendations Participation in the tour informs our backend recommendation systems, which the customer may experience via better personalization Personalized tour offers The customer receives an email 14 days after their tour with personalized recommendations for other tours Personalized tour suggestions after new travel booking When a past tour participant books new travel with us, we show them personalized tour recommendations in their arrival city. Based on ten customer interviews and observations from the Fairplane Guided City Tours team Claudia Larmon Menaka Mahajan Jerome Phillips Alejandro Flores Emma Sato Booking other travel Most customers discover city tours as they are booking other Fairplane travel City tours section of the website, iOS app, or Android app City tours section of the website, iOS app, or Android app City tours section of the website, iOS app, or Android app Payment overlay within the website, iOS app, or Android app Payment overlay within the website, iOS app, or

Android app Customer's email (software like Outlook or website like Gmail) The tour guide makes first appearance at this point, although the customer doesn't interact with them yet. Customer's email (software like Outlook or website like Gmail) Tour locations tend to start in a specific public space (e.g. the steps of a statue in a town square) The customer looks for the group or guide, often from a distance as they walk closer Direct interactions with the guide, and potentially other group members Direct interactions with the guide, and potentially other group members Some tours include interactions with shopkeepers or restaurant staff (e.g. on a food-oriented tour) Direct interactions with the guide, and potentially other group members Most common objects people interact with on tours are bikes, Segways, food, and beverages. Often takes place at the same place where the group met the guide, but not always Help me make the most of my trip to this new place Depending on the tour participant and guide, tipping/cash may be involved Customer's email (software like Outlook or website like Gmail) "Leave a review" modal window within the profile on the website, iOS app, or Android app Completed experiences section of the profile on the website, iOS app, or Android app Recommendations span across website, iOS app, or Android app Customer's email (software like Outlook or website like Gmail) Post-purchase screens website, iOS app, or Android app To some degree, this is communicating indirectly with the tour guide, who will see their review If other users interact with this person, they will see these completed tours also Help me avoid seeing tours for the wrong dates, locations, or numbers of people Help me see what they have to offer Help me understand what this tour is all about Help me feel confident that my purchase is finalized and tell me what to do next Help me feel confident that my purchase is finalized and tell me what to do next Help me commit to going on this tour Help me get through this payment part without too much hassle Help me make sure I don't forget about my tour so that I don't waste money or get disappointed Help me feel confident about where to go and which one of these people is my guide Help me feel good about my decision to go on this tour and to feel welcome Help me leave the tour with good feelings and no awkwardness Help me spread the word about a great tour or provide watch-outs and feedback for one that was not so good Help me see what I've done before Help me see what I could be doing next Help me see ways to enhance my new trip Tour photos, videos, and explanations are exciting to see People express a bit of fear of commitment at this step It's reassuring to read reviews written by past travelers People sometimes forget to put in their dates or number of people, which leads them to discover tours they can't actually attend Excitement about the purchase ("Here we go!") Trepidation about the purchase ("I hope this will be worth it!") Several people expressed "information overload" as they browse Current payment flow is very bare bones and simple We've heard from several people that the reminder emails were essential, especially if they booked way in advance People expressed awkwardness about finding their guide in a public place How might we make our guides easily identifiable (via a distinctive hat or shirt color, for example)? Our guides tend to be so good that people are reassured when they meet their guide Sometimes people are matched up with tour participants that they don't really like People love the tour itself, we have a 98% satisfaction rating People are unclear whether a tip is necessary, especially for non-Americans on an American tour How might we make it clear that tipping is appreciated but not necessary? How might we equip people to tip after the tour? (e.g. via Venmo or equivalent app) People feel peer pressure to tip a guide when someone else on the tour tips, leaving them feeling weird and bad if they don't How might we totally eliminate this awkward moment? Customers report feeling review fatigue We have very low review rates (15% of people review experiences and tours) People generally leave tours feeling refreshed and inspired People describe leaving a review as an arduous process People like looking back on their past trips We think people like these recommendations because they have an extremely high engagement rate Could we automatically carry over the city from your booking? (e.g. via a cookie) Provide a simpler summary to avoid information overload Make it easier to compare and shop for experiences without having to click on

them Show highlights or common phrases from reviews, or Uber style "great guide" badges? How might we progressively disclose the full review so that each step feels more simple? Could we A/B test different language to see what changes response rates? How might we help people celebrate and remember things they've done in the past? How might we extend the personal connection to the guide long after the tour is over?