

Air-Centered Business Travel

Ecomobility 2035

Master Thesis by
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Preface

Air traveling always fascinated me, the opportunity to fly to any region on planet earth is a significant component of today's life.

When I was a kid my father often was traveling for his business for several days or weeks, although this was a hard time he always brought some presents and toys from the visited destination.

My first physical contact with an airplane was in the late 90's on a family vacation to Portugal. During the flight a stewardess brought some kids, including me, to the cockpit to be greeted by the pilots and admire all the cool looking displays, knobs and buttons. A childhood dream.

Shaped by this and many other experiences traveling became a major driver in my early twenties and I started exploring different countries and cultures on trips, through studying abroad and internships.

Albeit, all the opportunities technology creates for us we cannot take anything for granted nowadays and have the obligation as human beings to take care of planet earth. Resources are limited and our carbon footprint is bigger than the world is able to deliver.

While always having the fascination for mobility and coming from an automotive background, this master thesis with Embraer as part of the Design for Interaction program at TU Delft in the Netherlands has given me the opportunity to see mobility more universal and take off into new perspectives.

Thanks to both my mentors Elmer & Luciana and my project chair Suzanne for making this project happen and pushing me to deliver a great product. Also thanks to all my family, Dennis Gecaj, Ece Celik and all the others who supported me during the project.

In a few years I might be a business traveler.



Abstract

How does business traveling look like in the future? This master project examines the today's travel landscape and uncovers issues business travelers are experiencing during their trips. With the stakeholder Embraer - an aircraft manufacturer from Brazil - the context of this project is very intentionally set to a door-to-door journey with special focus on the transport modes before & after the flight.

With the design intervention of an avatar, the traveler is made more confident during the trip, while at the same time the brand Embraer is established. Based on each trip and the traveler's unique preferences a trip is crafted by the Embraer AI for each unique travel destination and communicated to the traveler in an easy and understandable manner. The trip is turned into a magical and sheltering experience by the avatar, who translates complex and sometimes inaccessible information into concrete actions and a transparent itinerary.

The Embraer avatar is accompanying the traveler independent of the platform and with the final product design - a mobile application - the trip experience is made tangible.

1. Introduction

In our globalized world, companies are operating across national borders. Business traveling is a major component of every successful operating organization. In the long history of commercial aviation the airplane has proven to be a reliable, safe and convenient way of traveling. In 2014, besides leisure, one quarter of international incoming airline passengers in the Netherlands represented business travelers (NBTC, 2015). The global business travel association yearly global report showed a growth rate of 5.8% in 2017 for business travel spending in 2017 and is expected to grow from 1.33 trillion dollars to 1.7 trillion in 2022 (Dyson, 2018).

Despite the fact that digitalization is reshaped the interaction between people and established an alternative to physical face-to-face conversations, going on a business trip is at an all time high. Face-to-face meetings are strengthening the bond between people and it is much harder to convey personal nuances over a virtual chat (Klein, 2019). At the end of the day productivity is based on the collaboration with colleagues and teams, yet interpersonal connections are fundamental to do so.

According to the WTTC business travel is improving global corporate productivity at a return on investment rate of 10 to 1 (WTTC, 2011).

This means for every Euro a company spends on a business trip, it generates a gain of 10 Euros in the overall business revenue.

Although there are also downsides for business traveling, especially for the business traveler. Challenges in business travel lay in the disruption of the daily work routine, time pressure and stress in day-return trips or being disconnected from colleagues, family and friends. Also, the travel logistics of getting to an airport regarding multiple transport modalities can be a challenging endeavor in a world with increasing traffic congestion.

Concerning air travel there are also other risk factors such as competition with railway transport for short and medium haul trips. The pursuit for more sustainable alternatives even encourages government initiatives to restrict air travel on short haul routes like Amsterdam to Brussels and put focus onto railway transport instead (Dutchnews, 2019). Transport modalities are different means of transport like a car or a train. There are many different combinations of transport modalities of how we can get to the final destination or to an airport. Acting on behalf of the company the traveler is responsible for a successful trip procedure.




Figure 1. Business Meeting

”

Business travel improves global corporate productivity at a return on investment rate of 10 to 1.

WTTC, 2011

2. Stakeholder

The stakeholder for this graduation project is Embraer, an aircraft manufacturer focusing on research and manufacturing of commercial, executive and military aircrafts based in Brazil. In the commercial aircraft market Embraer is engaged in short to mid range two engine aircrafts focusing on domestic and international flights, mainly on the continental markets.

Technological progress and collaborations with Uber allowed Embraer to design an electric vertical take-off and landing aircraft (eVTOL), to see where the future of transportation might lead to. Nonetheless today's business is still relying on manufacturing of classic aircrafts for airlines, but shifting to

new perspectives of mobility will allow Embraer to engage in new products and business models.

The opportunity for this project lies in the creation of a new mobility scenario for business travel which helps guiding Embraer into a new age of ecomobility in 2035 and align future products to the specific needs and requirements of business travelers to stay competitive in the aviation industry and even extend operations into new fields of mobility.



Figure 2. 2 Embraer Aircraft of Lufthansa & KLM at London City Airport (LCY).

3. Domain

The project domain characterizes the area of relevance and what circumstances and factors are to be considered. In other words, in which field I want to make a contribution as a designer. (Hekkert&van Dijk, 2011). The domain for this project is „Air-Centered Business Travel“.

Domain



Air-Centered
Business Travel



According to Fly Aeolous 62% of corporate travelers are using the plane once a year, whereas 30% use it at least once a month (Fly Aeolus, 2017).

Competitive pricing in the air travel industry and the aircraft as a fast

transport mode makes the plane an attractive option for the business traveler.

Besides taking the train or using the car, the airplane is an indispensable mode of transport especially on intercontinental routes.

On short and mid range routes a high speed train connection is an alternative in terms of travel time and sustainability. A transportation study by the european commission showed that the door-to-door travel time below 800km is faster by high-speed rail compared to flying. (European Commission, 2010)

Door-to-Door travel time is crucial for the business traveler and the combination of different transport modalities can make the difference for not only a timely arrival, but the overall trip comfortability.

From the very beginning the scope of the project was laid out to focus on air travel, not only because the stakeholder is an aircraft manufacturer, but also because the plane is and will be an extensively used transport mode. Projections by Eurocontrol for the year 2030 include an increase of 1.4 - 2.2 times more flights than in 2009. (Eurocontrol, 2010).

This could mean more than doubling the air-traffic capacity in Europe. The seven year forecast released in 2018 confirms this trend with a high-growth scenario. (Eurocontrol, 2018)

On the other side, air-traffic forecasts may be fluctuant due to endeavors of states like Germany or the Netherlands to limit air-travel because of environmental concerns. Economic uncertainty as well as seasonal demand in air travel are also directly connected to the overall air-traffic movement.

Making the business trip „air-centered” the context gets more defined and detailed. Relying on commercial aviation for the business trip many additional stages are added to the trip, such as airport transfer, security screening or immigration in the destination country.

A core theme of the project is the transfer to and from the airport, which gets even more important the shorter a plane trip gets, because the transit and wait time at the airport might be longer than the actual flight itself. A fundamental problem in todays travel and traffic is the dependence on fossil fuels and the linked green house gas emissions.

In Europe the transport sector is contributing to almost one quarter of the overall emissions. (European Commission, n.d.)

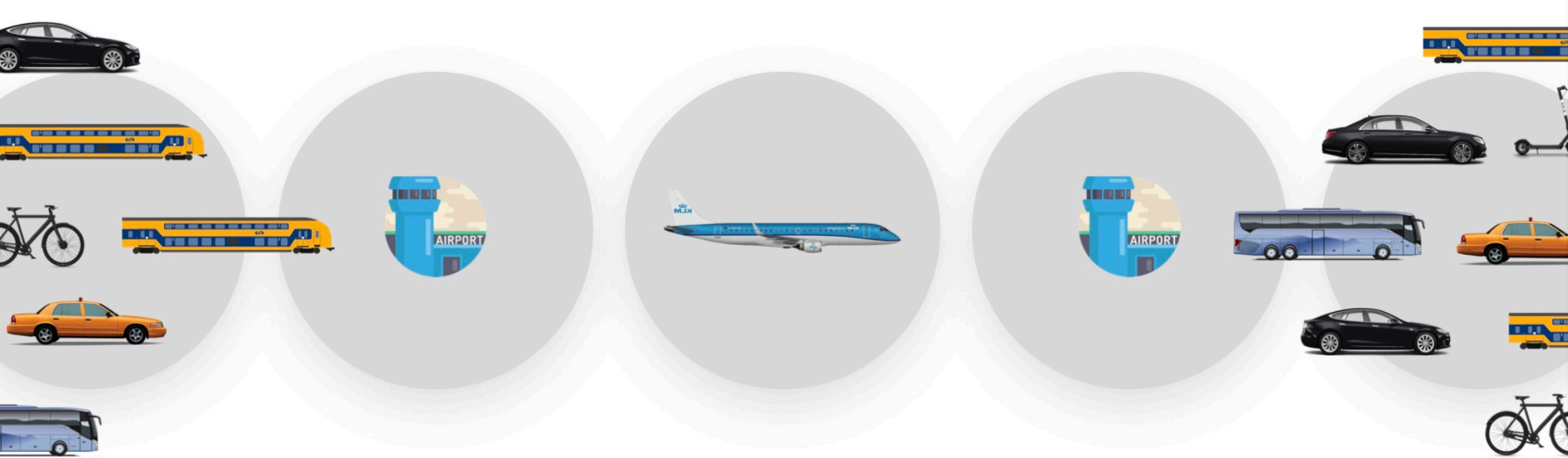


Figure 3. Trip stages. Air-centered business traveling.

4. The Assignment

In the very beginning of the project the objective was formulated in the project brief. The assignment is about the approach and outcome, what to research and design, and how the design intervention does look like.

Designing a product-service system to enable business travel in a sustainable, yet novel and holistic manner.

The goal of the project is to design a product-service system using the Vision In Product Design approach (VIP).

Therefore, products for door-to-door travel will be researched and current developments and trends will be analyzed. Why are transportation systems built how they are?

Especially new ways of mobility like autonomous and shared mobility, which are currently transforming the transportation sector are of special importance. The collaboration with Embraer will give valuable insights in the current situation and research findings of an aircraft manufacturer.

After defining context and interactions of products from today's mobility landscape, concepts are created with the aim to create a holistic air-centered business travel experience. Finally, one concept is selected to design a product-service system.

Although I am focusing on air-travel, the solution space is not limited to traditional aircraft design or air-travel like it is today. Rather, through collection and analysis of research results the solution should address the actual needs of a business traveler in an "air-centered" travel scenario meaningful for the stakeholder Embraer, but also involving non-air related solutions.

5. Process & Methods

For the project air-centered business travel the Vision in Product design process is used. Vision in Product design is a context-driven design process, with the focus of creating a raison d'être, which is about the reasoning of the product or in other words: what I wish to offer people in the future context. First of all the today's travel landscape is examined on a product, interaction and context level.

The future world is then created by collecting context factors from relevant fields in mobility and business travel to then come up with a mission statement. The mission statement is meant to take position on the future context. Combined with the interaction vision the interaction and final product is designed (Hekkert&van Dijk, 2011).

The Vision in Product Design approach (ViP) is used throughout the project by combining context factors from relevant fields in mobility and business travel to create a future vision and design a final manifestation.

Besides the Vision in Product design process other methods and techniques are used. In the research phase a literature review was conducted to examine the problems of business travelers, business travel and the travel landscape.

Also, business travelers from different industry sectors participated in a survey and were interviewed. The results are gathered in a customer journey map including the happiness levels during the trip stages.

With the product characteristics of the interaction vision a moodboard is created, which helped to design the final product.

5. Process & Methods

Vision in Product Design Process

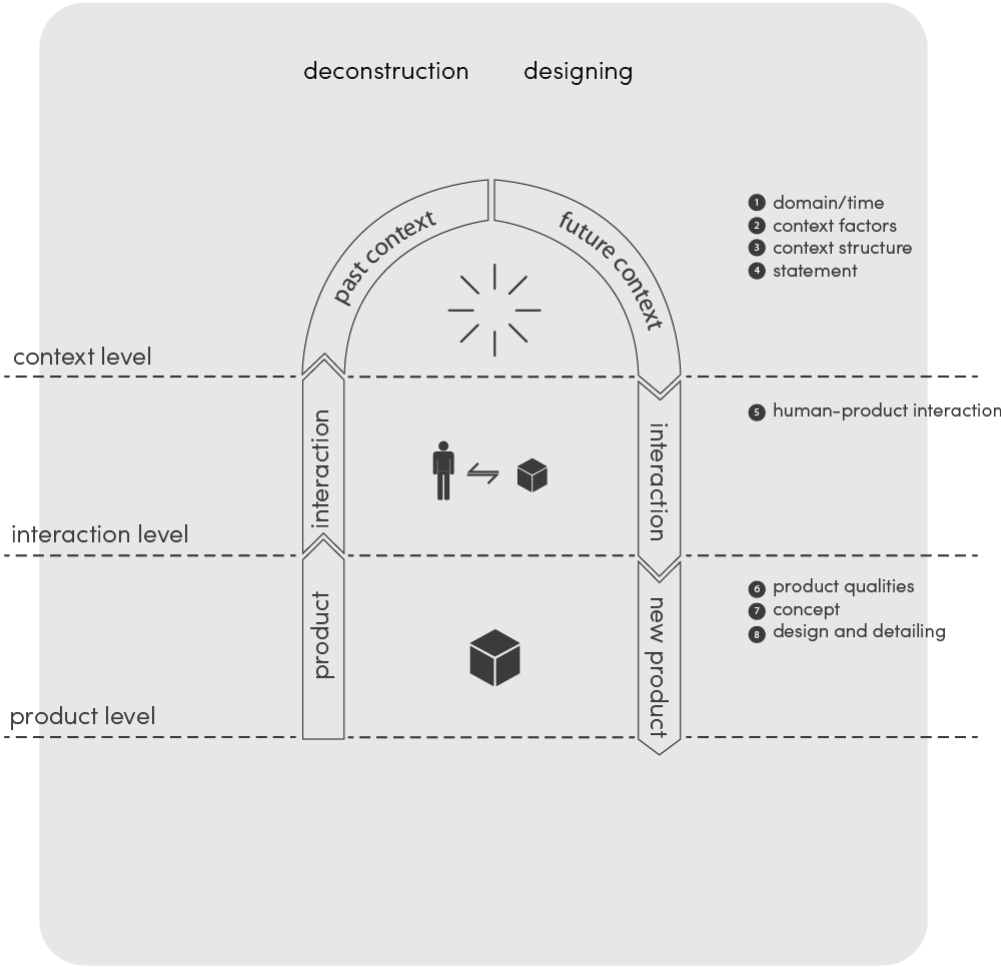


Figure 4. VIP process description

6. Today's Travel Landscape - Product Deconstruction

On an air-centered business trip a traveler is relying on different transport modes and services. To get a sense on why business travelers act in a certain way during a trip the deconstruction of the transport modes gives a first picture on how products came to be, what the pro's and con's are and what product and interaction qualities consist of.

In the beginning a plane, a train and a car were deconstructed, however, for a more holistic view a bike and a ride-hailing service (Uber) and an airport were added later as products. This already showed that the today's transport environment is complex, because within each transport mode there are also many services which results in a different product. In different categories each transport mode was analyzed on good working properties (++), properties which can be improved (+), and properties which are not existing (-).

Following the most important and interesting insights are summarized.

Ride Hailing (Uber)

Ride Hailing services like Uber or Lyft are called through an app and offer a direct transportation experience using the road network. Compared to a train, every destination can be reached directly with a car without changing the transport mode. The use of standard mid-size sedans, vans or luxury sedans helps the customer for individual requirements.

First of all, a ride-hailing service offers all the benefits of a car like the road network, comfortability, privacy and flexibility. However, inspired by a taxi, Uber was designed from the very beginning to act as urban mobility provider for short distances. Long distances are economically not viable for this business model. Although this may change in the future with advancements in autonomous driving.

Bike

In the Netherlands there are more bicycles than inhabitants and the cycling infrastructure is omnipresent, which guarantees an easy usage of the bike in the daily life. Especially to get to the train the bike is very handy and fills the short distance gap between your origin and the train station.

Luggage doesn't fit on a standard bike and weather influences makes the bike not the ideal transport mode for a usual business traveler. Although, there is a lot of potential for a single sized transport vehicle in terms of sustainability and flexibility.

Personal Car

A privately owned vehicle is an ideal option for individual point-to-point travel, just get into your car and leave when ever you want to where ever you want to go.



Ride Hailing Uber Limousine

User Interaction

- ++ Ease of use
- ++ Cost control
- + Availability
- Vehicle controls
- Long distance



Security&Safety

- +Active&Passive Safety
- ++ Closed environment
- +Belt
- ++ Personal Support



Sustainability

- /+ Fuel consumption
- ++High usage of vehicles
- + Multiple seats



Flexibility

- ++ Decent Storage
- ++ Dropoff anywhere
- ++ On demand
- Vehicle Personalization

Style

- + Recognizable
- + Appealing



Bike Commuter-Bike

User Interaction

- +Simple
- ++Ease of Use
- +/- Transporting things
- Long/med distance



Security&Safety

- +Lights
- Active and Passive Safety
- +Lock
- +Brakes
- + Personal Key



Sustainability

- ++ Carbon free
- + Materials
- + Recycling



Flexibility

- ++ Parking
- ++ Personalization
- + Accessibility
- + Storage

Style

- Recognizable
- + Appealing



Car S-Class

User Interaction

- +Personal controls
- ++Ergonomics
- Communication Car to world
- ++Noise reduction
- +Supporting work place



Security&Safety

- +Lights
- +Belt
- +Driver Assistance Features
- ++Passive Safety
- +Active Safety
- Items inside car



Sustainability

- Fuel consumption
- Materials
- + Multiple seats



Flexibility

- Parking
- Breaks
- /+ Personalization
- + Accessibility
- ++ Storage



Style

- + Recognizable
- ++ Appealing
- ++ Aerodynamics



Plane Dash-8

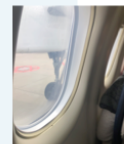
User Interaction

- Personal controls
- Ergonomics
- +Communication plane to world (with screen)
- +Noise
- Supporting work place



Security&Safety

- +Maintenance
- +Belt
- +Screening



Sustainability

- Fuel consumption
- Materials
- ++ Multiple seats



Flexibility

- Breaks
- + Service
- Personalization
- + Accessibility
- + Storage



Style

- + Recognizable
- + Appealing
- ++ Aerodynamics



Train NS Intercity

User Interaction

- Personal controls
- +Ergonomics
- +Communication train to world (with screen)
- ++Noise
- Supporting work place



Security&Safety

- +Announcements
- +cctv
- +personal



Sustainability

- ++ electric trains
- Materials
- ++ Multiple seats



Flexibility

- Breaks
- Service
- Personalization
- + Accessibility
- + Storage

Style

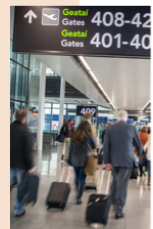
- + Recognizable
- Appealing



Airport

User Interaction

- Hard to find directions in the airport, Navigation
- +Spaces to relax and work
- +Support personnel



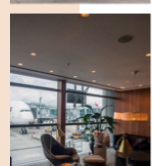
Security&Safety

- ++ Very safe place
- ++ Travelers are checked in detail



Sustainability

- ++ Many airports put effort into sustainability:Noise reduction, electric vehicles, no plastic bottles



Flexibility

- Gates are fixed
- Waiting in line
- Crowded areas
- + Lounges offer comfort
- Missed flights :(

Style

- No character
- Place of movement
- + Higher classes enjoy private lounges

6. Today's Travel Landscape - Product Deconstruction

The car is in theory very practical, however it comes with a bunch of cons. The urban infrastructure is not designed to handle the massive amount of cars driving on the roads and traffic jams are a threat for the time schedule. Parking spaces are also a limiting factor and especially very expensive on the airport. Working in a car when the traveler is driving himself is not yet possible. Sustainable alternatives for combustion engines vehicles are electric or hydrogen vehicles, as well as biofuels.

Aircraft

As a core element of the domain sustainable air-centered business travel the plane is the only mandatory transport mode on the trip. Regarding the plane on its travel speed it is the fastest transport mode, the limiting factor which decreases overall travel time is the process to get to the airplane through an airport. Besides the train the airplane is the only transport mode which is not door-to-door.

Interior space of an aircraft varies between economy, economy premium, business and first class, providing different levels of comfort and convenience. The aircraft industry is a highly regulated, cost conscious and safety sensitive sector. Regular maintenance and high safety precautions make it the safest transport mode. In terms of sustainability today's aircrafts are fueled with fossil kerosene and from a technological perspective hydrogen or battery powered electric airplanes are not yet able to replace high capacity commercial aircrafts. Lastly, a scheduled flight needs proper travel planning like airport transfer.

Train

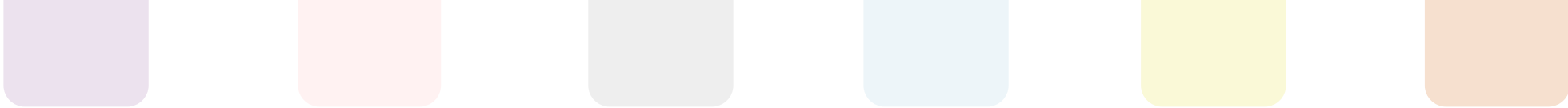
Like the plane the train is not a door-to-door transport mode and needs complex infrastructure such as rails, overhead lines and train stations. Proper travel planning is also needed

to avoid missed connections. In regions where the train network is well established it is a favorable alternative to the car. Traffic jams can be avoided and there is no need to drive. Public transport by train is not as individual as a car might be, but the fact that it can carry hundreds of people and be powered by electric energy makes it a major sustainable alternative.

Airport

The airport is not a transport mode, but acts like a hub for each of them. It is also a place where the traveler spends a significant amount of time during the trip. Airports are often characterized by tremendous safety precautions related to threats from terrorism.

Acting like a hub an airport has to dispatch and accommodate an enormous amount of passengers. The size of airports is a problem for travelers, finding the direction is hard in such unknown spaces.



The experience of the trip also depends on the class the passenger is traveling. Waiting at a crowded gate with other travelers compared to enjoying luxury and extraordinary service in a first class terminal is a big difference.

6.1 Product Evolution

Every product or service is designed in a given context to solve a problem. Each product was analyzed on how to product actually came to be. Whats the origin of a product and what has it evolved into? At the same time the product is embodying intended and unintended product qualities. Intended qualities are knowingly wanted by the designer, unintended qualities are those perceived by the user. (Hekkert&van Dijk, 2011).

Ride Hailing (Uber)

Initially Uber was designed to be a next generation Taxi service replacing the physical hail and offer a faster, safer and more convenient experience (Uber, 2008). Over more then one decade it evolved into a mainstream ride-hailing and sharing service in more then 700 cities. Besides ride-hailing and sharing Uber is active in logistics, food delivery and R&D of autonomous and flying vehicles (Uber, 2019).


Bike

The first bicycle alike vehicle was invented in 1817 by Baron von Drais. It was a Draisine, similar to a bike with two wheels, but using the legs with direct contact to the ground to walk and roll at the same time - it was also called Hobby Horse or Swift Walker (Hiles, 2015).

Evolved over hundreds of years, the bicycle as we know it today is transporting individuals in a cheap and efficient way. It has evolved into a mass transport mode and the infrastructure of the urban landscape has massively adapted to the bicycle. Especially the Netherlands are known for the extensive bicycle culture and other countries are taking the Netherlands as an example for low emissions local traffic. Sharing economy also transitioned the bicycle into a shared vehicle.

Car

The first car was patented in 1886 by Karl-Benz, while in the 20th century it became widely available for everybody. Ever since the car has developed into a mainstream transport mode for short, medium and long haul trips.



6.1 Product Evolution

With urbanization and ever more vehicles on the road the infrastructure is coming to its limits resulting in traffic jams and missing parking spaces. Initiatives to ban vehicles in cities because of emissions and inefficient space usage are increasing. Sharing economy is transforming the car into a shared vehicle with flexible ownership models. Last but not least the car is experiencing a huge disruption in the areas of alternative powertrain technologies (electric, hydrogen & biofuels), and autonomous driving.

Plane

Over the last decades flying became accessible to more people than ever before. Planes were getting bigger with the Jumbo Jet or the A380, yet size doesn't matter anymore as much and to focus shifted to efficiency.

As seen before, sustainability is a main factor in aircraft development. Airlines are benefitting from efficient planes by having lower fuel expenses and therefore higher profits. From the very beginning the propulsion was based on non-renewable fossil resources like gasoline and kerosine. The transition to renewable propulsion systems is harder because of the excellent energy density of kerosine. Biofuels and electrically driven airplanes still are under development.

Train

Steam engine powered trains shaped the social and industrial life from the industrial revolution until the 1870's. Railways enabled workers to move out of the cities into newly forming suburbs and travel more freely. Still today the train is a vital transport mode for commuters. Even long distances can be travelled easily by high-speed trains (Wilde, 2019).

The train evolved into an easy to use transport mode and in times of sustainable awareness it is becoming an alternative for traveling by car and plane.

Airport

The airport consisting out of a runway, maintenance facilities and passenger terminals developed into sky hubs for millions of people. With exploding passenger numbers airports turned into city like constructs processing, screening, accommodating and moving passengers. Safety became a major concern for the air travel industry shaping the airport towards highly secured and protected public buildings. Every air-centered trip with a commercial or private airplane starts at the airport, which offers higher paying customers business and luxury lounges.



Ride Hailing Uber Limousine

- | Where the inspiration from | What is evolved |
|---|---|
| <ul style="list-style-type: none"> - Traffic Congestion - Individual transport - On Demand for professional people - Cabs | <ul style="list-style-type: none"> - Main stream on demand ride-hailing - Offering different transport modes - Logistics Company |



Bike Commuter-Bike

- | Where the inspiration from | What is evolved |
|--|---|
| <ul style="list-style-type: none"> - Ease to produce - Only human energy needed - As less material as possible - Space efficient | <ul style="list-style-type: none"> - Materials - Safety - New ways of usage, e.g. sharing - Bicycle Infrastructure [Cycling paths, parking, etc.] |



Car S-Class

- | Where the inspiration from | What is evolved |
|--|---|
| <ul style="list-style-type: none"> - Fast transportation - Individual transport - Aerodynamic - Luxury | <ul style="list-style-type: none"> - Materials - Fuel efficiency - New ways of usage, e.g. sharing |



Plane Dash-8

- | Where the inspiration from | What is evolved |
|--|--|
| <ul style="list-style-type: none"> - Traveling long distances - Birds - Aerodynamic - Military | <ul style="list-style-type: none"> - Efficiency - Capacity - Service - Frequencies - Routes |



Train NS Intercity

- | Where the inspiration from | What is evolved |
|---|--|
| <ul style="list-style-type: none"> - Connect people - Cheap transport - Fast long-range mobility | <ul style="list-style-type: none"> - High Speed connections - Digitalisation of booking processes - Comfort |



Airport

- | Where the inspiration from | What is evolved |
|--|--|
| <ul style="list-style-type: none"> - Connect people - Gate to the air - Managing planes/cargo | <ul style="list-style-type: none"> - Crowd management - High security - Shopping/Cities - Luxury lounges |



- Blocks traffic
- Space usage
- Independent
- Affordable
- Fast



- no-emission
- works in narrow places
- Agile
- Light
- Unsafe in snow
- easy to steal



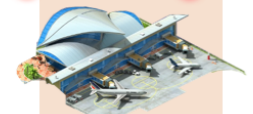
- Aesthetic
- Blocks traffic
- Safe
- (Pollute)
- Carry 5 ppl
- Infrastructure (Parking)
- Only one person in vehicle



- Narrow
- (Uncomfortable)
- Space efficient
- Big
- Convenience



- Unpunctual
- Maintenance
- Aerodynamic
- (Affordable)
- Efficient
- (Crowded)
- Infrastructure dependant
- Box Shape



- Safe
- Crowded
- Confusing
- Accessibility
- Hospitality
- Comfortable
- Big

6.2 Interaction Level

Finally, the interaction qualities are explored of the different transport modes. Interaction qualities describe the interaction between the user (business traveler) and the product (transport mode).

Conclusion

The deconstruction of the transport modes and products used by the business traveler gives a first comprehensive overview of advantages, weaknesses and opportunities for improvement. Low flexibility of privately owned vehicles and the amount of transport modes used during a business trip makes it hard for the business traveler to manage the transitions between them. The more passengers can be carried by a transport mode the higher the probability of passengers disrupting the schedule and timely arrival. Of course technical issues always play a role as well.

Overall, the transport modes widely differ in usage and applicability for business traveling according to personal preferences and availability of such products and services.

Transport modes also differ depending on the region and market. Some transport modes are fully developed in some countries, whereas they are lacking in others.

For travelers a smooth itinerary is key and with more transport modes used the higher the risk is that something can go wrong and troubles may arise in the case of a first time usage. However, a seamless connection between transport modes is reality, flowingly those connections are elaborated further.



Gentle
Fast
Secure
Protective
Convenient
Direct
Relaxing
Connected



Careful
Diverging
Direct
Personal
Uniform
Basic
Close



Fun
Personal
Diverging
Protective
Direct
Satisfying
Long Term



Approximate
Annoying
Bossy
Steady
Impersonal
Entertaining
Indirect



Indirect
Safe
Impersonal
Steady
Emotionless
Basic
Boring



Safe
Basic
Connected
Protective
Emotionless
(Relaxing)
Boring

6.3 Connection Between Transport Modes

For most of the business trips today it is not yet possible to only use one transport mode. In the domain of air-centered business travel the plane has to be reached, in case of using a car to get to and from the airport the the final destination the minimum number of vehicles is 3. (car-plane-car)

Transport modes were designed out of different requirements and conclusively stand for themselves. Changing a transport mode a traveler has to get active by transferring himself and his luggage and get access to the new vehicle. An airport has to be passed through to reach the gate and finally the airplane seat. A car has to be parked correctly in order to navigate through a train station and get seated in a train. Each transport mode has to be considered separately and booked individually, unless it's a privately owned vehicle such as bike or personal car.

If transport modes are connected, transport becomes multi modal.

Services like Uber copter show that transport can be seamlessly connected through a service (Figure 5). In their newest product they offer helicopter rides from New York city to John F. Kennedy Airport, where the traveler is being transported with an Uber car to and from the helipad. This new seamless approach of airport transfer is a big time saver and stressless alternative to cars and trains, just an app has to be opened and the rest will be figured out. (Uber, 2019)

Rail and fly tickets combine air travel and train travel with one ticket. It helps air passengers to transit to airports without having the hustle to manage an additional transport mode (Figure 7).

Another example to create a seamless trip is by connecting transport modes like the car and a scooter to an integrated product. Audi's last mile concept shows a scooter attached to the back of the car in a drawer. (Figure 6) The last mile can be traveled with the scooter.(AutoExpress, 2016)

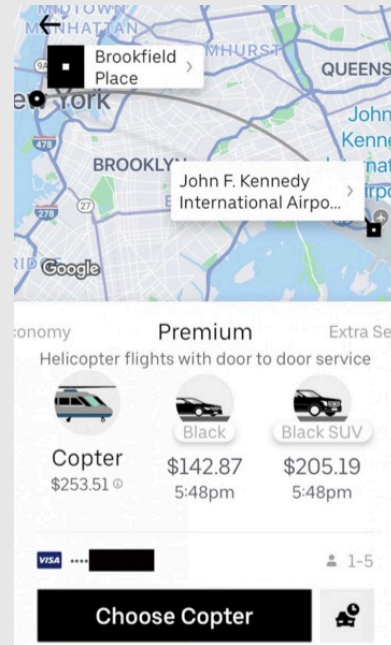


Figure 5. Uber Copter - Airport transfer in 8 Minutes via Helicopter

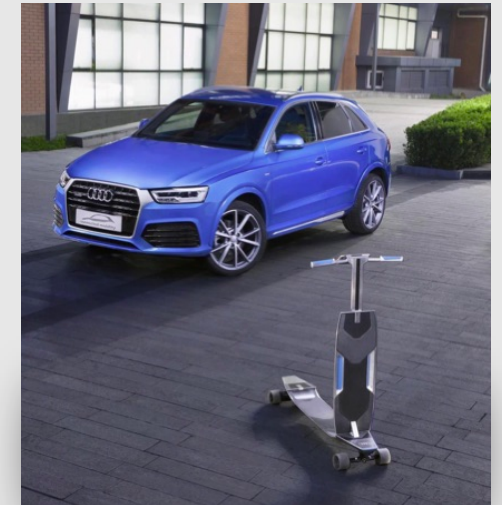


Figure 6. Audi Scooter for Last Mile Transport



Figure 7. Ethihad offering Rail & Fly Tickets.

6.4 Main Transport Mode Selection

Several airlines are using Embraer E-Jets connecting from several European cities to Amsterdam. Flight times vary on distance, whereas rail times vary on geographic locations, e.g. crossing seas and international borders. Train networks are well built nationally, yet often lag international non-stop routes.

Nowadays, when selecting a transport mode the overall trip time is not shown, which makes the plane attractive at first glance concerning the travel time. Transit and wait times can drastically add up.

As mentioned before the flight across national borders into other countries is often the fastest way because it is a direct connection. Often there are no direct train connections between major European cities.

Regarding international business travel in Europe the fragmentation of the member states is hindering a seamless connection, because every country has its own national train services. However, the TGV from Stuttgart to Paris or the Eurostar from Paris to London are proving that international train travel is viable.

However, flights are bridging those borders and especially for same day business trips the flight often has no alternative.

Even though the train has much potential in sustainable transport, the international service and railway infrastructure often is suboptimal. If cities would be much better connected via high speed train services, business traveling would be more attractive on the ground.



Figure 8. Embraer E-Jet used on Routes in Europe example

7. Business Traveling, A Wider Perspective

To improve the sense of the user, the business traveler, a wider perspective of the nature of business traveling and relevant themes surrounding the business traveler is shown. In literature the business traveler is portrayed as a „hypermobile“. A business traveler is enjoying benefits and gains in his professional and personal life. This includes an enhanced business life with higher chances of promotions and getting attractive jobs. Also an increased open-mindedness and the experience about other cultures are enriching the business travelers personality (Cohen & Gossling, 2015, Gustafson, 2014).

Despite of working hard on a trip business travelers experienced lower probabilities of burnout and job stress after a business trip. (Westman & Etzion, 2002)

Advantages for the business and for the traveler are obvious, but Gustafson, 2014 describes business traveling as a mixed experience because of stress on the trip, lacking work-life balance while being away from home and psychological and physical strain (Gustafson, 2014).

In spite of perceived advantages Cohen and Gossling (2015) also suggests that the business traveler is „glamorized“ in the media and therefore silenced the downsides like negative social and personal impacts (Cohen & Gossling, 2015).

Making use of the travel time on the trip for work related tasks turns out to be difficult due to missing work spaces and the transport mode related factors the business traveler has to manage.

Thats why rather than using the time for work related productivity, the business traveler is prioritizing to minimize the time on the road and away from family and home (Gustafson, 2012).

7.1 Business Traveling - A Wider Perspective - Stressors

Many factors are relevant when it comes to successful business meetings. A major role during a business trip plays the travel to and from a meeting. In order to have the best possible outcome for the business activities the traveler should arrive at the scene in the best possible physical and mental condition. According to the individual-organizational model of travel stress the during-trip phase can have a critical impact on the business activity outcome. (Ivancevich et al., 2003)

A business trip is divided into 3 main stages:

- 1. Pre-Trip**
- 2. During-Trip**
- 3. Post-Trip**

(Ivancevich et al., 2003)

Regarding the overall stressors during a business trip the trip can be divided into 3 main parts. The pre-, during- and post-trip category.

Firstly, the pre-trip category is about the planning prior to the trip. Arrangements have to be made with colleagues, managers and business partners. Also in the private environment of a business traveller arrangements have to be made.

Secondly, during-trip stressors describe accumulated work while being away from the office and unexpected travel delays which are positively related to fatigue, anxiety and frustration. Additionally the intensity of the trip itself is causing exhaustion such as how many appointments are being planned, cities are being visited or how many time zones are being crossed.

And finally post-trip stressors include the risk of negative relation to the organizational commitment and job satisfaction because of tasks or e-mails accumulated during the trip.

Private responsibilities like family life has also to be taken care of again (Ivancevich et al., 2003). Especially for regular business travelers stress might embody a longterm problem.

Helpful for the business traveler are frequent flyer programs to increase their comfort and service during a trip.

7.2 Frequent Flyer Programs (FFP)

In 1981 American Airlines created the first customer-loyalty program, which was the first successful of its kind. Also referred to as frequent flyer programs or FFP they are not only important in terms of encouraging customers to stay loyal within a specific airline and fly an airline which wouldn't be the travelers first choice, but also proved a valuable currency for the airline which can be sold to third parties (Saxon & Spickenreuther, 2018).

Frequent flyer programs are widely used by business travelers in different levels. Starting with basic frequent flyer programs the traveler is primarily collecting miles or points to have access to benefits in higher tiers. Higher tiers enables the traveler to enjoy better service, free upgrades or complimentary checked bags (Seelhorst&Liu, 2015).

With the rise of low cost carriers and the increase of overall miles flown by passengers the mile programs are becoming obsolete. An economy passenger flying from Amsterdam to New York in economy class would collect the same amount of miles as a high-paying business class customer. This is why airlines started to rethink their frequent flyer programs.

As the American technology magazine Wired stated „To put it bluntly, the frequent flier mile is dead” (Wired, 2017). This means that less frequent business flyers are not able to take root in the mile collecting game and with airline approaches with even changing miles flown to money paid in order to collect points it got harder to reach elite statuses. Ultimately, this makes the customer also less valuable when the traveler is booking in advance to get a cheaper ticket price. However, this move might be for good in terms of the decreasing importance for the business traveler on representing themselves with miles flown and attempts to decrease flights for a lower carbon footprint.

This move seems logical because you could just fly budget airlines instead and the mile benefit of flagship carriers is therefore becoming insignificant.



Figure 9. Qantas Airlines frequent flyer tiers.

Besides this frequent flyer programs often appear in the shape of credit cards. There are also extensive traveler credit cards based on a monthly or yearly fee to gain access to travel related benefits during the trip.

„With the Sapphire Reserve, the cards were designed specifically to attract affluent people looking to make a statement. “We created a card that people would be proud to pull out of their wallet and have it be a reflection of their financial success, [...] We didn’t want it to be showy. It’s elegant, but it’s not showy.” (Walker, 2018)

7. B.T. Sustainability

The environmental burden of travel is becoming a bigger concern for cooperations due to the ongoing pollution over decades and the an increase in public awareness. (European Commission, 2014; Faulconbridge et al., 2009; Gustafson, 2012a, as cited in Poom et. al, 2017).

Being part of the Paris climate agreements cooperations are urged to defossilisation of their operations and supply chains. (United Nations, 2016, as cited in Poom et. al, 2017).

Since business travel is part of the business activity the cooperation is committed to take travel emissions into consideration while achieving this goal.

8. Interviews

Research Goal & Question

To get a better understanding of the business travelers properties and behaviors an interview was conducted. The goal of the research was to get an understanding of the procedures and habits during the trip, why which transport modes were used and identifying the problems with such. A research question was set up:

? What main issues and pain points exist for business travelers on their journey from home to their seat in the airplane and on the transit to their final destination?

The research consisted out of a google form survey and an interview. From the contacted (n=8) business travelers who filled out the google form survey, (n=6) were interviewed.

The interviews with business travelers was set up to gain a qualitative insight into the experiences and behaviors of typical business travelers. Therefore business travelers with different backgrounds were contacted. Age, sex and profession was set to be as wide as possible to get a universal perspective and a wide range of insights (Figure 10).

Moreover, an important factor in the selection was that the business traveler already had performed a few business trips and was not new to the procedures of traveling.

Every participant was sent a google form prior to the interview to sensitize the participant on the stages of the trip. The form is structured in 7 parts: The trip preparation in the office, transit to the airport, airport, plane, destination airport, transit to the destination and final destination (Figure 11). In each part the happiness level of the participant was asked with an additional text box for the reason of the emotion. In the transit to and from the airport the participant had to choose the transport mode she or he took and base the answers on the specific transport mode and procedure.

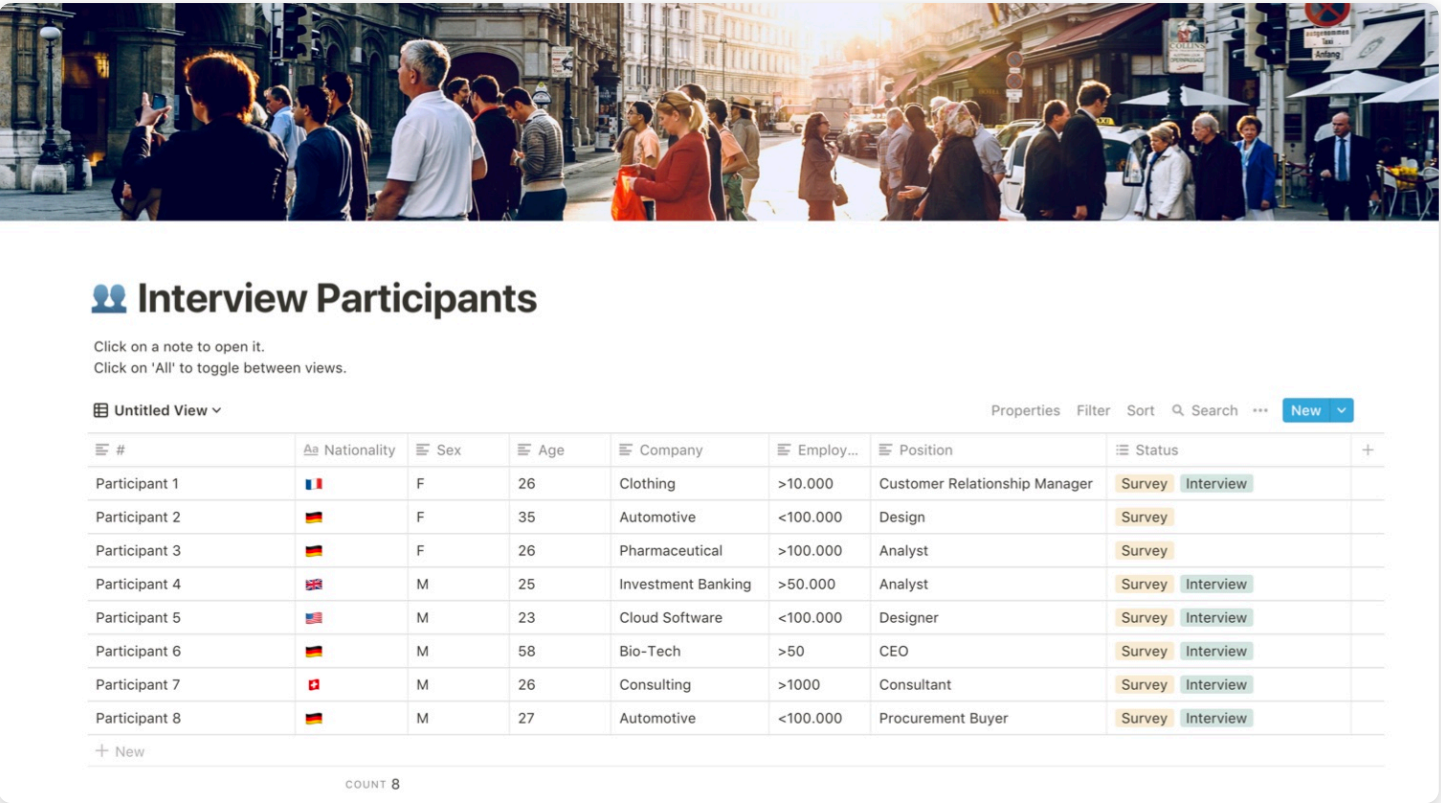


Figure 10. Participant List

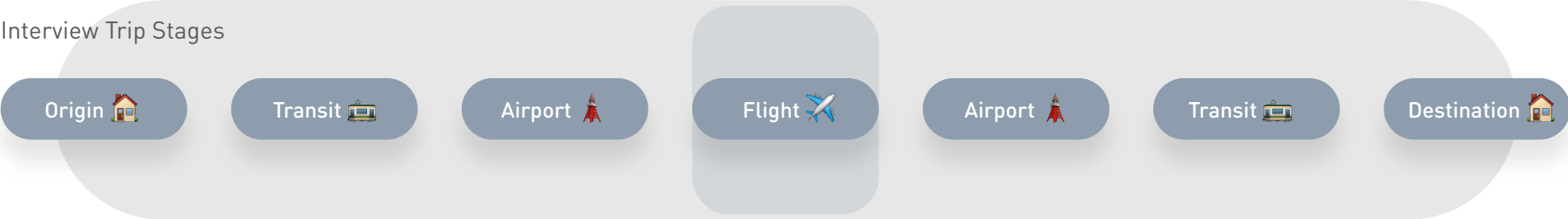


Figure 11. Relevant Trip Stages for the Interview.

8.1 Qualitative Interview Insights

Participant 1

Customer Relationship Manager
Fashion

Participant 1 is a very pragmatic business traveler, from experience she developed a routine for which clothes to bring and what to prepare. This is also because at the security check she has to unpack electronics and fluids. In transit she takes the taxi as much as possible, because it is most convenient. Although she has a daily budget limit and sometimes, she takes the train for saving money.

”

„Oh my god, so many problems with trains, it's disgusting.

To get a ticket it's also very sad because machines are always most of the time very, very old. [...] there's different trains when I travel to Paris[,] **so they're hard to differentiate, long trains and short trains** and I don't know how to recognize which one is which.

Participant 2

Software Consultant - Consulting

Participant 2 was not seeing any major issues within his business trip. He mentioned that you have to deal with certain things when you are on the road and there is no perfect world. Transit to the airport was something really easy for him since his company provided a special service for business travelers where they just use a rental car and drop it off at the airport. He just comes into the office like every other morning and takes the rental car to the airport.

”

Rental car agency like Sixt, they bring the car to the office [...] **It's easy to drop off the rental car at frankfurt airport.** [...] you even don't need to park the car [...] you give the key to this person and this person drives the car away, so you don't have to do anything.

Participant 3

Product Designer - Cloud Software

He mentioned that an Uber or Lyft is the most comfortable way to get to the airport and arrives according to your own schedule. In the ride-hailing app he selects not only the airport, but also the gate he is departing from. Whereas at the destination airport he has troubles getting to the designated ride-hailing area where he finds his uber.

”

[...] now a lot of airports have separate locations to where you have to get your Lyft or Uber. It's like separate from where the normal arrivals pickup is. And so **finding that is always really a hassle, because it's different for every airport.** And since they're like kind of new, never really thought out. And like figured out that well, as far as the flow like people getting in their vehicles, or even like how to find it. **Because a lot of time the signage is really confusing** in order to even go in the first place.

8.1 Qualitative Interview Insights



Participant 4

CEO - Biotechnology

Participant 4 is a frequent traveler and as a manager he enjoys the benefits of a secretary who manages all the trips as well as all time business class travel. However, he stated that on a trip with colleagues who are traveling economy he waives his lounge access to stay with his employees at the gate. He does not have a chauffeur, but enjoys to take the train to the airport, because its the most convenient transportation mode for him. To get to the trainstation he uses his car.

”

Especially in Frankfurt **for international travels you never know how far the way to terminal is**. Now even though there are buses and stairways and things like that, that's very hard to check how long the time will take to the gate.



Participant 5

Financial Analyst - Investment Banking

Working in London for a known investment Bank, participant 5 is enjoying business trips for reasons like change from everyday office life and the opportunity to meet clients. He gets more routined on every trip, everything gets paid and frequent flyer cards help to skip queues. A change in company policy means he has to travel in economy more often on continental routes.

”

I mean, when you fly economy it can be a bit stressful that you have a carry your luggage but you don't know if you will find space for it and so you might be one of the first people in the queue so that you can definitely find the space in the overhead luggage compartment.



Participant 6

Procurement Buyer - Automotive

Participant 6 is enjoying business class flights because of his comfort. In general, comfort is not a problem for him because he has access to lounges and the company is paying for any transport mode he chooses. He prefers fast and safe transit, especially in Brazil safety is a big concern and he would rather not take public transport.

”

I use the lounge if there's enough time. And I usually use it for getting drinks and getting snacks and also to check some emails.

[...]

Timing is an issue on the trip, trains may be late and the car might get stuck in a traffic jam.

[...]

the faster transit in my situation is also the more comfortable transit.

8.2 Interview Conclusion

The interviews gave in depth insights into the behavior, pro's and con's and experiences for business travelers. Combined with the sensitizing-kit where the moods during the specific travel stages were collected an exemplary customer journey map was created seen in (Figure 12).

The customer journey map shows that the first half of the journey is perceived positively, only the security check results in a decrease of the happiness level. On the second half of the trip the happiness level decreases significantly due to the unknown environment, issues in finding the right direction, immigration and passport control, cultural barriers and making the right choice on the transport modes for transit.

Each trip has similarities and differences making it very contextual and dependent on the destination country. The selection of transport modes depends on the destination, travel group size, availability, cost, convenience and travel time. Travel budgets are a big relief for the traveler so he doesn't have to take care of spendings as much.



The unknown environment at the destination airport and the transit to the final destination (hotel, office, etc.) is responsible for a decrease in happiness at the second half of the trip.

The selection of transport modes depends on the trip context: destination, travel group, availability, cost and convenience.

8.3 Customer Journey Map

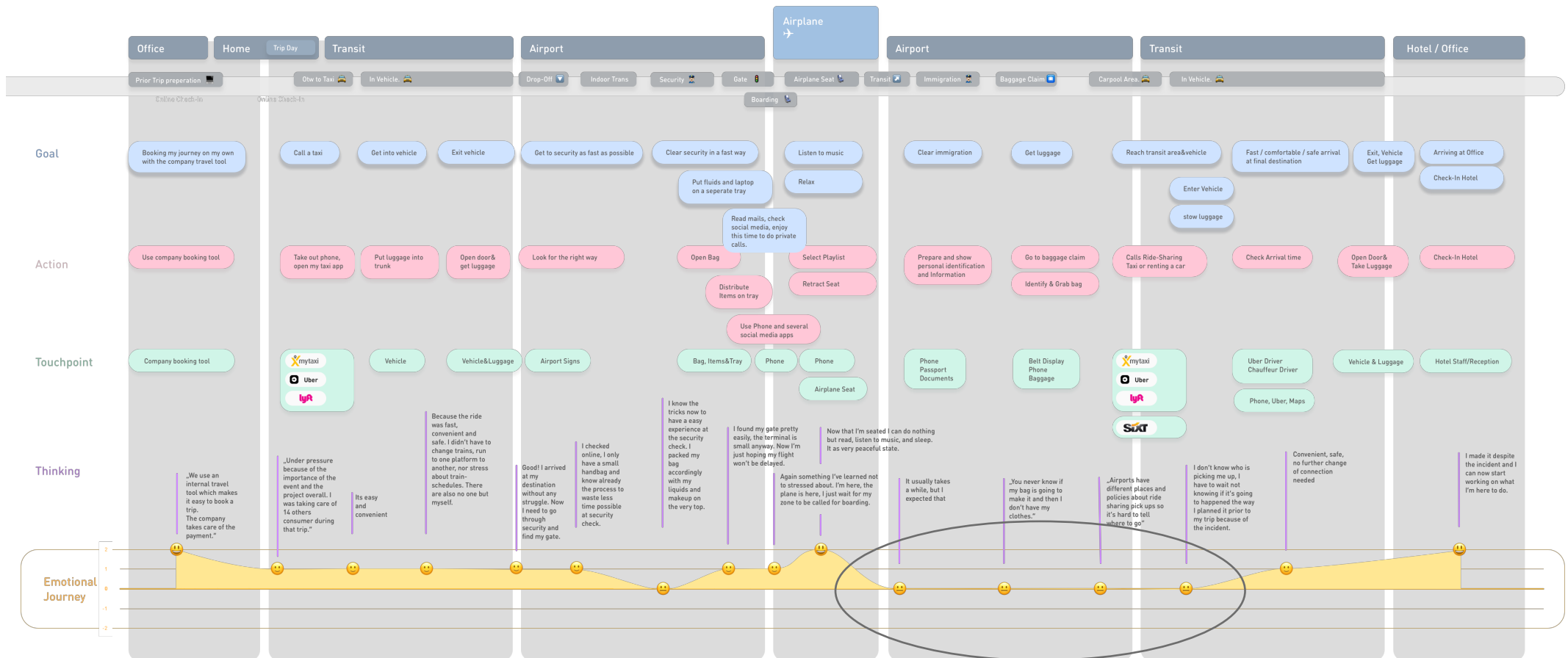


Figure 12. Customer Journey Map - showing a decrease in happiness at the destination airport (black circle)

9. Embraers Role in the Aviation Industry

In commercial aviation Embraer E-Jets are being operating by many airlines around the globe on short- and mid-haul routes. In 2004 the first aircraft of the E-Jet family (Type 170) was delivered, today the current Type 195 is setting benchmarks in its market segment of short haul commercial jets seating up to 120 passengers. Airlines such as KLM, American Airlines or Lufthansa value Embraer's products for good fuel efficiency, low noise levels and low operating costs. In order to comply with noise restrictions at airports like London City Airport Embraer machines are combining a high passenger load with low noise levels. (Figure 14)

Low operating costs are increasing the profitability of the airline, because fuel costs are a major expenditure with a proportion of 23,5% for airlines in 2018. Fuel costs are highly variable from 32,5% in 2012 to 19,1% in 2016, which makes it a relevant factor for airlines to operate an efficient fleet (Statista, 2019).

Airplanes are designed to last many years and decades to have an attractive cost of ownership for the airlines. Compared to the big players Airbus and Boeing, Embraer is a small aircraft manufacturer and has a small share on the overall aircraft fleet. The lower graph (Figure 13) shows the number of aircraft delivered by aircraft manufacturers to the global fleet yearly. In 2018 Embraer (red) delivered 90 commercial jets while at the same time Boeing and Airbus delivered 800 aircraft this year each.

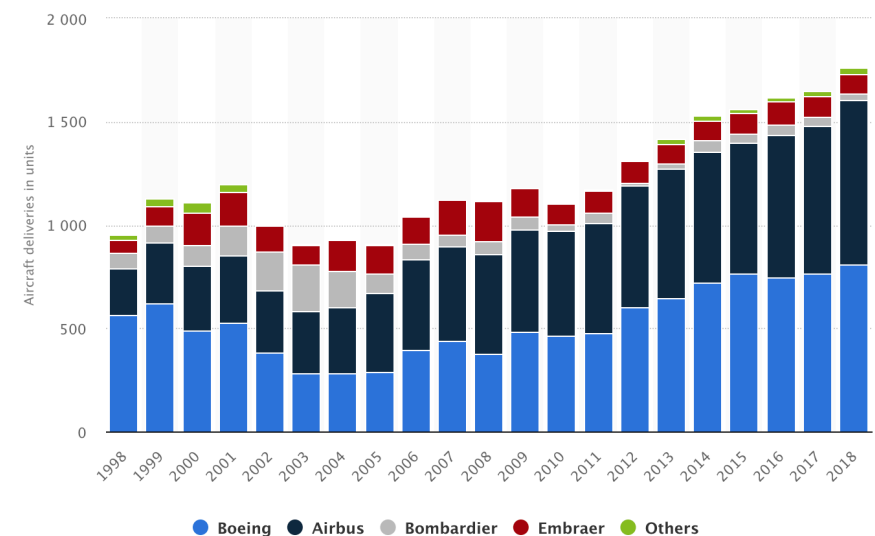


Figure 13. Jet deliveries 1998-2018



Figure 14. Embraer E-Jet 190 at London City Airport (Lufthansa Regional)

9.1 Touchpoint for the Business Traveler

Following, the connection or touchpoint between the business traveler and the brand Embraer is elaborated. The first possible touchpoint with Embraer starts in the booking process. The booking process is handled differently depending on the corporation the business traveler is working for. The previous research showed that the ways a business trip is booked is divided into (I) the secretary is booking the trip, (II) self booking with the company tool and (III) booking on an individual basis (any platform). When booking a flight on google flights the plane type is shown (Figure 15). Yet, it is rather hidden and in the background, because currently there is no importance for the business traveler in knowing which airplane type he or she is taking.

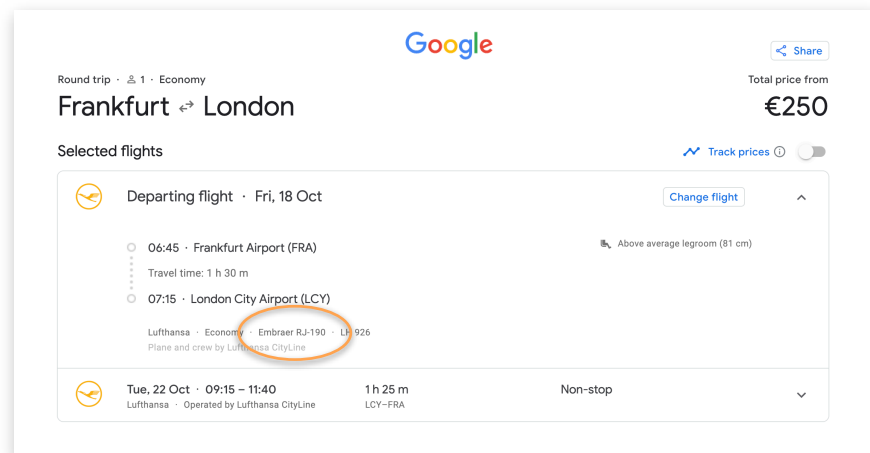


Figure 15. Google flights itinerary overview showing the plane type.

Another touchpoint to the brand Embraer is the safety card in the interior of the airplane. In front of every passenger there are several items such as the safety card with instructions for emergency situations. (Figure 16)

Lastly the plane type is sometimes shown on the fuselage of the airplane, however, this is not the case for all airlines. (Figure 18)



Figure 16. Gulf Air Safety Card

Besides Embraer aircraft and other short haul commercial aircraft like the Airbus A320 or Boeing 737 there are actually planes which are well known among travelers. Also known as the kings of the skies the Boeing 747 and the Airbus A380 fascinate because of their huge dimensions. They are the biggest aircraft on the market, the 747 is already flying for almost 5 decades.



Figure 17. Taking off: Airbus A380, Taxiing: Boeing 747-800

As with all the airplanes the aircraft manufacturers do not have a relevant brand specific impact on the travelers experience. All airplanes are branded under the airline and not the aircraft manufacturer.

Because of being a rather small player in the aircraft industry and having a B-to-B business model where the aircraft is sold to the airline there is no need to communicate the brand to the business traveler and so is barely known for the business traveler.

However, branding in the travel industry is an important factor for the business traveler. Using frequent flyer programs the traveler has first hand experience in staying loyal to an airline. Major airlines have three big advantages: pool of loyal customers, infrastructure and a trust inspiring brand (PWC, 2018).

Companies without a brand are losing their competitive advantage and struggle to sell their products. Brand awareness is stating how aware current and potential customers are of the business's products and the business itself (Gustafson & Chabot, 2007).



Figure 18. jetBlue Embraer 190

The brand and type designations are not of any relevant value for the trip or the business traveler. Embraer has a relatively small impact on the overall aircraft market. In the B-to-B business model, what Embraer is currently following, there is no major difference for the traveler if he is flying with an Embraer aircraft or not.

Collaborations with Uber in developing eVTOL's (electrical vertical take-off and landing vehicles) are not only securing future project paths, but may help to push Embraer brand recognition in the media.

Since the customer of Embraer commercial jets are airlines there is no need to appeal to the end customer in brand experience.

10. Research Conclusion

With an increasing number of business trips a business traveler gets more experienced. Yet, the research showed that especially new environments, which are encountered on business trips to new destinations deliver new challenges for the traveler.

Finally, the sheer mass of things that can go wrong along a trip are directly and indirectly influencing the traveler. It is like being always in fear of an attack to happen. „Let’s hope everything is going well”.

Transport modes have to be chosen and managed by the business traveler. Dependencies are high on the often novel and unknown services and products used during the trip.

Business trips are creating advantages and disadvantages for the personal, family and business life of the traveler. In society the business traveler enjoys a high status and is glamorized, therefore the negative aspects of business travel are often neglected.

Multimodal transport is reshaping the travel landscape and making it easier for the traveler. High speed trains are a favorable alternative to the plane.

Air travel needs to include much more time than the actual flight. The advantage in sustainability traveling by train is not as direct and fast on long routes. Sometimes there are no direct connections between big European cities and on same day business trips the plane is just faster.

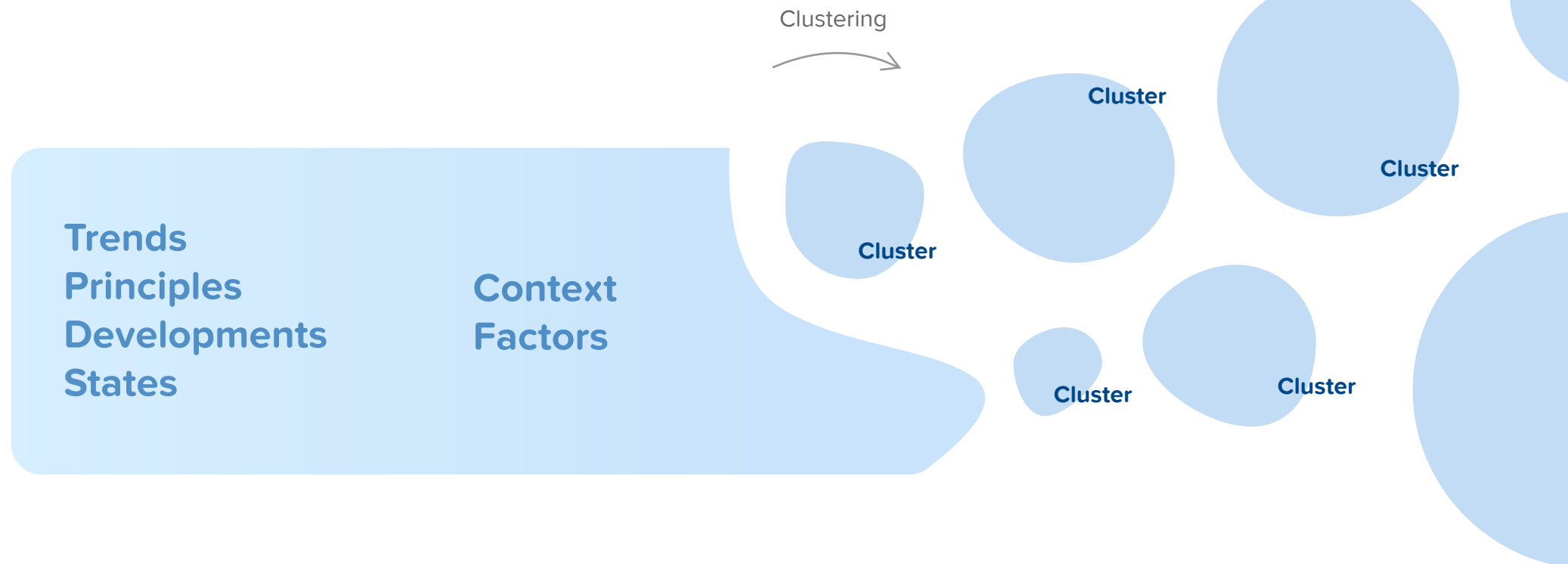
Travelers are using frequent flyer programs to get access to a better service, upgrades to higher classes and lounges. More convenience is achieved. In FFP’s it is getting harder to collect points, because of the shift from miles to expenditure. Especially for unfrequent, low class and low paying business travelers that is an issue.

Embraer is representing only a little piece in the overall aircraft industry. Thus, there are only little to none touch points with the business traveler. This is not necessary due to their business model to sell aircraft to the airlines. The connection to the traveler is only indirect via the cabin design.

Sustainability is an issue for airlines, aircraft manufacturers, companies, societies, but currently not for the business traveler.

11. Future Context

To design a novel product future context has to be build up. This is the world of how the designer sees the future where the new product is ultimately working in. The future is built from context factors such as trends, developments, states and principles. To create unity in all those different context factors they are combined into several clusters. (Hekkert&van Dijk, 2011)





12. Embraers Future Role

Embraer is embodying several brand values for its employees, the customers and the travelers. Brand values are an essential core of every business. Also referred to as a „personality“, this is what makes it special and distinguishes the brand from others, yet is carried through the product to the customer (Christopher, 1996).

To stay competitive and strike new paths Embraer has to play a major role in the aviation and travel industry.

The unique proposition of Embraer is going to be the following:



Sustainability

Sustainability in terms of ensuring the companies longevity, quality of life, as well as the environment and society.



Joy of Living, back then it was a dreamt dream which made Embraer happen to be. A successful aircraft company from Brazil.



Brazilian identity in future products



Embraer products are getting smaller (carrying less passengers, as seen below), sharing economy enables new business models for private jet sharing. Future products are getting more individual.

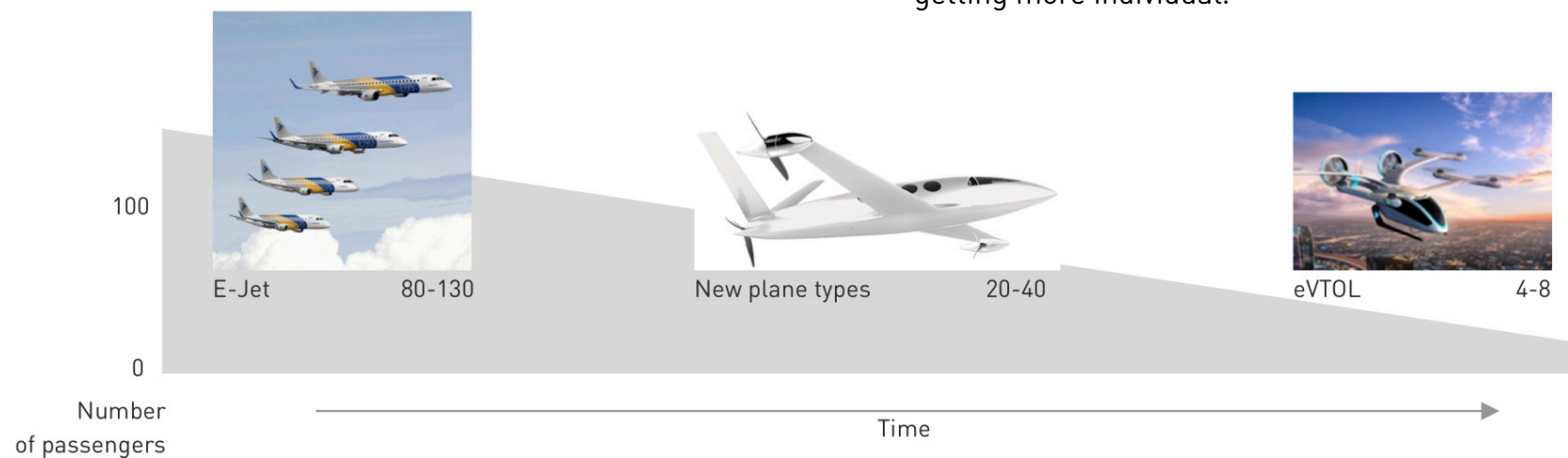


Figure 19. Embraer passenger count

13. Future Context - Clusters

Cluster 1



Striving for Power / Freedom

Mobility offers satisfaction with the change of environment. However, the freedom of mobility and business travelers journeys are limited in the way they plan their trips and choose transport modes or hotels. More flexibility is required from business travelers in the booking process, also known as consumerization in business travel.

Cluster 2



Inflexibility

Challenges throughout a trip limit the flexibility during a business trip. This ranges from the transport modes used to the luggage which has to be carried. Luggage is hard to handle, especially during the transit phase and in the airplane there is only limited space for carry-on's. Also the transport mode itself can be inflexible, most important trains and planes depart at specific times.

Cluster 3



Uncertainty

Uncertainty is an omnipresent companion of a business traveler. Always something can go wrong and the business traveler has to act accordingly. Transportation network in cities are on their limits causing traffic jams, trains and planes can have technical difficulties.

Also new environments contain uncertainties in unknown routes at airports, missing facilities if needed or long waiting lines. Ultimately factors causing stress for the business traveler.

13. Future Context - Clusters

Cluster 5

Missing Purpose

Business travelers can't follow their daily working schedule on a business trip, because the environment or schedule doesn't allow to do so. As a trip progresses boredom, monotony and fatigue set in. The business traveler is rather relaxing and monitoring and managing the trip. When work is done it is mostly checking email and making phone calls.

Cluster 4

Social Disintegration

Being on the road for a business trip means being away from family and friends. This adds up with each trip being an impact on the work-life balance. Even when at home the trip has after effects, because the business traveler has to recover from the journey or from jet lag.

Besides decreasing friendships for frequent business travelers many road warriors look back on their career regretting their decisions because of lost family time.

Cluster 6

Technological Advantage

Digitalization offers a huge potential in planning and monitoring a business travelers trip. This goes in conjunction with the acceptance of digital tools like online check-in which increases the convenience during a trip. Also first class train travelers are more likely to use autonomous vehicle options instead of bicycle, private car, metro, bus or walk. (Yap et. al, 2016)

13. Future Context - Clusters

Cluster 7



Differentiation

All consumers are looking for personalization in the products they use. This is also true for business travelers. The loyalty status is reached through collecting miles, status and credit cards with special benefits for travelers. Those programs makes it easy for the traveler and helps the airline that they stay loyal to their brand.

Cluster 8



In the Matrix

The business traveler is in the situation that he needs to satisfy the company, his/her business career, the upcoming meeting, the business trip and his/her private life. Business travel improves global corporate productivity at a return on investment rate of 10 to 1, however this goes to burden of the business traveler in terms of physical and psychological risks.

Cluster 9



Convenience

Convenience and „full-service,, is of top importance for a business traveler, the less time spent in transit and in an airplane the better. The trip should be hassle free and seamless so the business traveler can concentrate on the business objectives.

13.1 Future Context - Conclusion

Based on the domain and Embraer's future role, several context clusters are demonstrating a special relevance and are related in special ways.

On the one hand, Embraer is heading into a complex future characterized by alternative propulsion systems like hydrogen or electric engines and new airplane types in the current model range. Furthermore, aircraft with smaller fuselages and eVTOL's show the development towards smaller cabins, which makes the trip more individual. Also, it is to be considered that Embraer is playing a unique role not only as an aircraft manufacturer, but also as a mobile transport provider. While having consumers as customers the brand experience of Embraer becomes essential.

Businesses and society are as well shifting towards a sustainable future. On the other side, the business traveler is having concerns and aspirations. This ranges from problems in guiding the traveler or choosing the right transport mode to troubles in work-life balance.

While business travel is getting more important and more employees are going on a business trip, the aviation and travel industry is struggling to satisfy the travelers needs.

Concerning the domain „**Air-Centered Business Travel**“ the clusters Convenience, Differentiation and Striving for Power/Freedom are challenging the domain in different ways.



Convenience

Convenience is the foundation of future travel behavior for the business traveler. The clusters inflexibility, uncertainty, social disintegration and in the matrix, which are the counterpart to convenience, show that the future of traveling is remaining a complex and fuzzy endeavor. Traveling means mastering not only the business objective, but the the trip itself by doing the right decisions and being on time. More transport modes, solutions and services are making the travel landscape more complex, fuzzy and hard to overlook. Also, each business trip has different destinations and conditions and is ultimately engaging the convenience of the business traveler.



Differentiation

With the help of loyalty and reward programs of airlines the traveler can improve the trip experience and differentiate himself from the standard traveler with a higher class trip and increased status. The airline is taking care of the traveler with support and upgrades. Although with a decreasing attractiveness of frequent flyer programs and other transport mode providers the traveler is losing a trustworthy care taker.



Striving for Power / Freedom

The planning of a convenient trip is limited by company policies, the traveler wishes to create a more hassle-free trip and have a more individual trip experience. Business trips are shifting to a personalized journey to achieve the business objective in the best possible way.



Convenience



Differentiation



Striving for Power / Freedom



Business Traveler

(has Concerns)



New Embraer



**Future of
sustainability**

14. Mission Statement

After researching the context of business traveling a major step in the design process is to take position on the findings and open up for new opportunities (Hekkert&van Dijk, 2011). The mission statement defines this opportunity in an abstract, yet concise way of what to achieve in the future. The mission statement is formulated as following:



I want business travelers to feel confident during their trip, while creating the awareness of the brand Embraer.

Feel confident during the trip

Business travel is becoming more demanding in the future. New transport modes and ways of traveling are introduced. Different markets develop unique transport landscapes. Within this challenging environment the traveler has to feel confident.

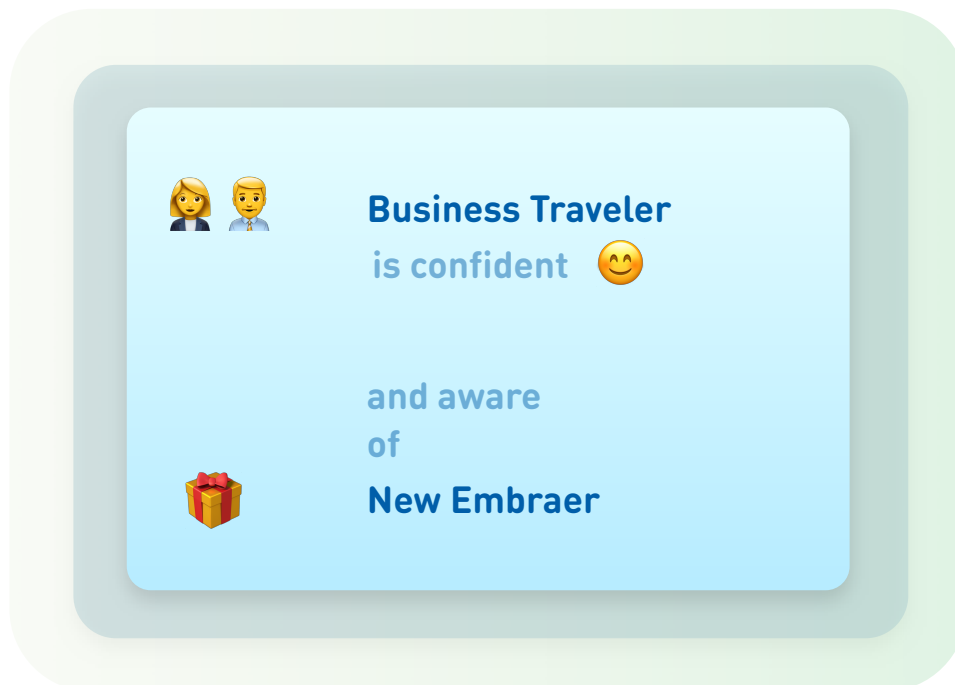
Creating the awareness for the brand Embraer

In a sustainable future Embraer is engaging in new ecologically friendly, energy efficient products and business models, while having direct contact to the end customer, the business traveler.

Prior to a world where Embraer is offering sustainable transport modes and services the traveler has to be made aware of the brand Embraer.

The awareness and a long lasting relationship with the brand has to be created, so in the future the traveler can engage in sustainable traveling with Embraer products. This is a two step process where sustainability is indirectly achieved by creating the awareness for the brand first.

Ultimately, the newly created brand is sustaining the relationship between the user and the brand thus attracting new customers.



15. Interaction Vision

Based on the statement definition, where a goal is set, the interaction vision helps to achieve this goal. The interaction vision is an analogy and describes the interaction between the user and the product through interaction qualities (Hekkert&van Dijk, 2011).

The interaction vision needed to represent a moment where somebody finds something, while he or she is not looking for it in the first place. At the same time the interaction has to create a long lasting relationship with the object. This unique combination is found in the following interaction vision:

”

Finding a treehouse in the woods as a kid.



Figure 20. A treehouse in the woods



Figure 21. 2 children exploring the forest.

15.1 Interaction Qualities

Playing in a forest or taking a walk on unknown paths without any expectations is a usual activity for children. Although, sometimes there can be unexpected discoveries.

The treehouse is such a discovery and embodies the product characteristics magical and sheltering.



- Magical
- Sheltering



Magical

As a grown up we are able to explain how things came to be, yet as a kid many things cannot be explained naturally. Discovering and exploring a treehouse in the woods is something magical for a kid. The origin of its existence is unknown and fascinates the viewer. Also it raises the thoughts of how the explorer will play a future role with the treehouse. In the natural and monotonous forest environment the treehouse seems out of order. A single non-natural looking building in the forest is a magical thing.

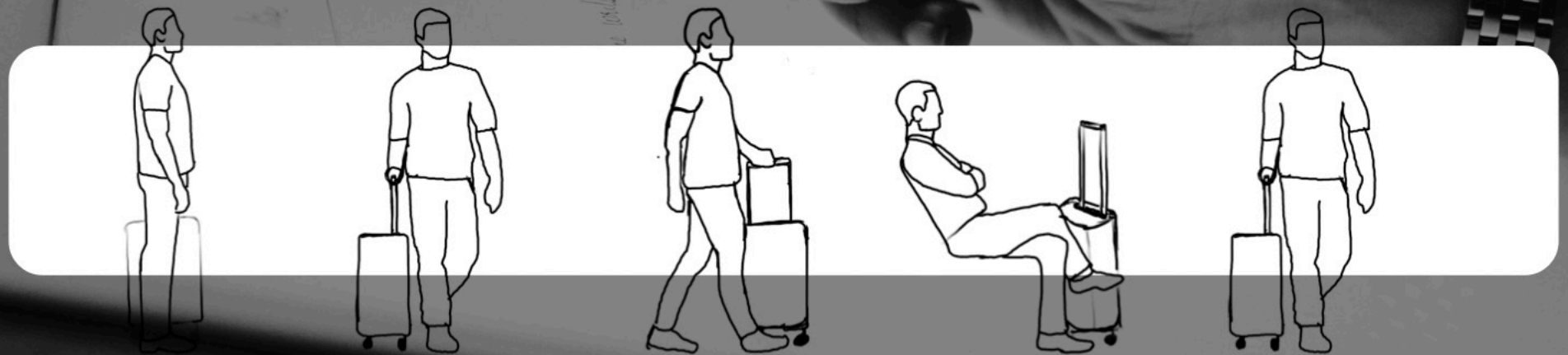


Sheltering

In a forest one is exposed to the force of nature. Living becomes survival after a few hours and especially at night there is a need to take cover and find a place to rest. A treehouse offers such a retreat in being elevated from the ground and protects the user from straying animals. Walls and a roof gives the inhabitant protection from natural influences like wind, rain and snow.

The interaction vision with the qualities magical and sheltering is creating a long lasting relationship, where the children know the hidden spot of the treehouse to play or when in need for shelter. They are tempted to come back and may show it even show to friends.

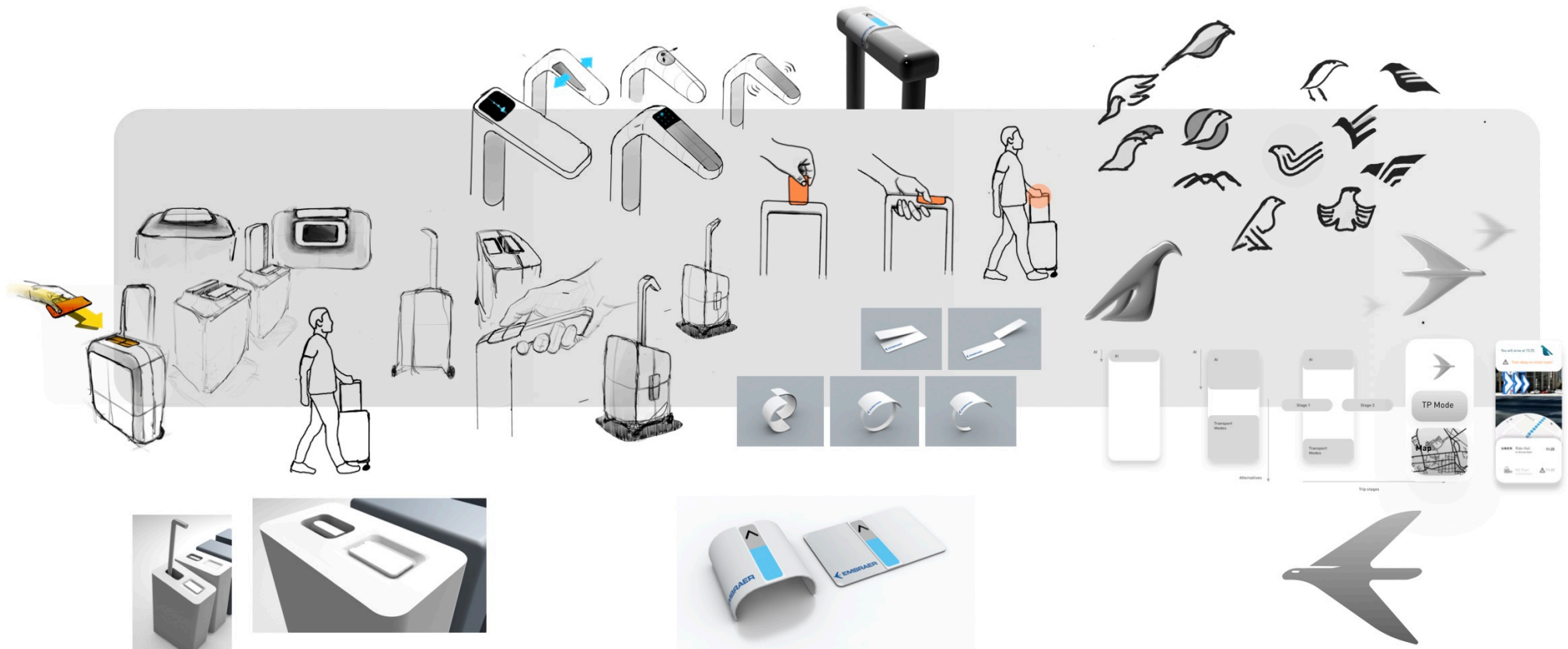
16. Concept



16. Concept

During the entire project I created multiple concept directions coming from different mission statements and interaction visions. This not only helped me to explore the domain of air-centered business travel, but also to refine

the design process and finally to come up with a valuable outcome for the stakeholder Embraer. A more detailed explanation of the earlier concepts „carry-on“ and „card“ can be found in the appendix.



Concept „Carry-On“

Concept „Card“

Embraer AI

16.1 Future Travel Landscape

The future travel landscape gives a hypothetical outlook of how a traveler can reach the destination. The landscape is used for a foundation of the concepting.

In the travel landscape of 2035 many things are changing, whereas others remain the same. The overall driver to make the transport sector more sustainable is ubiquitous. New types of transport modes are becoming an attractive alternative for travelers. Hyper loop connections are going in service, and the first SpaceX rockets allow ultra long distance passenger travel in no time. Although travelers are using high speed trains more often, air-traffic is still on the rise. With fleet modernization airlines are replacing older plane models with more efficient types, also Hybrid, hydrogen and electric planes are allowing for zero emission travel.

This change for the main transport modes on the trip comes with the fact that they still require extensive infrastructure like airports, train stations, droneports, rocketports, hyperloop stations, etc., referred to as a hub in Figure 22.

During the transit phase to get to the main transport mode and to the final destination, besides using trains and cars eVTOL's are considered a fast alternative. Each business journey might lead to a new destination in a different market with different local services. For instance ride-hailing is done by a different providers than Uber, eVTOL's are not available everywhere and in every country, train networks are having a different user experience, etc..

A seamless door-to-door journey remains a dystopia for the traveler.

16.1. Future Travel Landscape

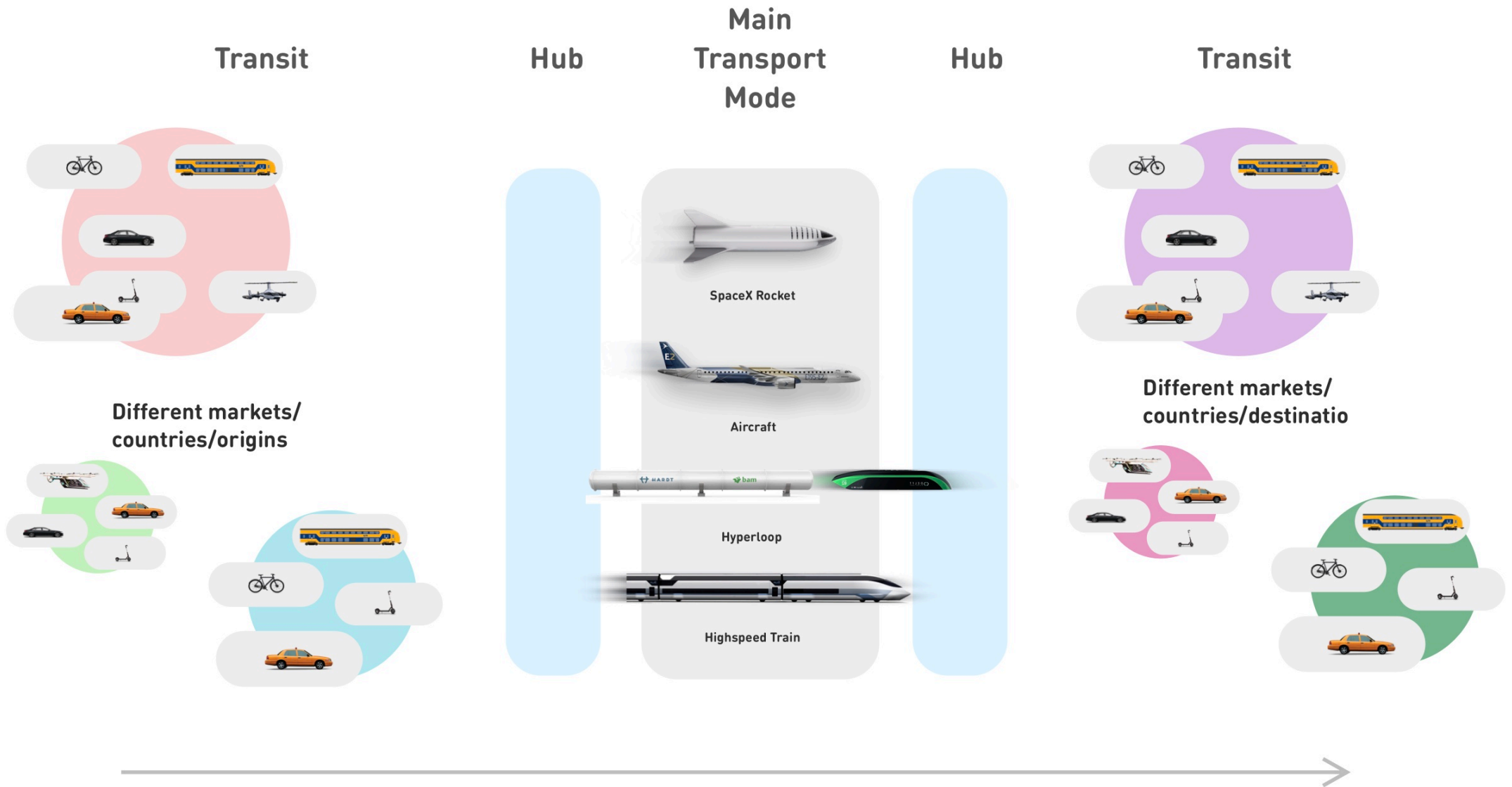
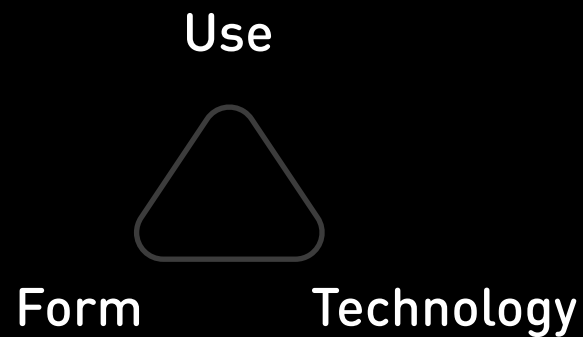


Figure 22. Future Travel Landscape

16.2 Concept

Based on the product characteristics magical and sheltering a moodboard is created to get an idea of how the products feels and works. The product characteristics are then used to design the use, form and technology of the concept.



Magical

The characteristic magical is visualized through space and particles.



Sheltering

Sheltering is visualized by finding cover from greater forces and unforeseen events.

Figure 23.

Sheltering



Figure 24.

Magical



17. Final Concept

With the mission statement - making the traveler feel more confident on the trip, while establishing the brand Embraer - I selected 3 main problems from the previous research in which the mission statement can be accomplished.



Transport Mode

The future travel landscape shows the traveler is having many options in the choice of transport modes. Each business trip destination has different sets of transport modes and services, which might be unknown for the individual traveler. In the concept the traveler is given the right transport mode for the personal preference, at the right time to make the trip as comfortable as possible and to successfully achieve the business objective.



Navigation

The main transport mode relies on extensive infrastructure and is connected to other last mile transport modes within a hub (airport, train station, rocket port, etc). These unknown environments have to be passed through. Airports are vast and unclear, especially in a first time use and with a personal navigation tool the traveler can be guided stress free to the following transport mode.



Time

Timing is another overall problem. Of course the transport mode planning requires that the waiting time is reduced to a minimum. Typically, timetables are fixed, especially for public transport modes.

Also, since transport modes are not interconnected, the traveler has to figure out if it is possible to still make it. For instance, connecting flights or making it to the train in time is often a hustle for the traveler and if missed this can disrupt the whole travel schedule.

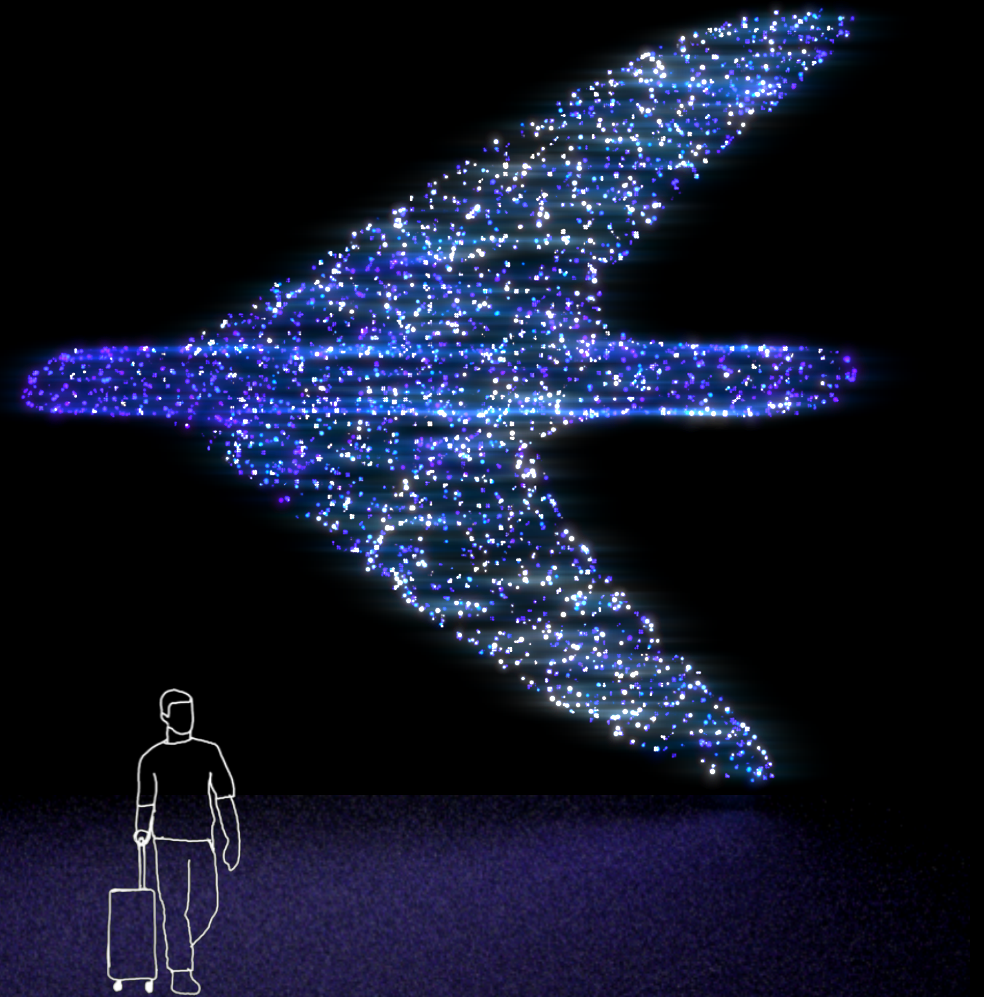
Every passenger is traveling on an individual pace and additional luggage can slow down the passenger. The traveler will feel much more comfortable, safe and protected when being made aware of the secure timing situation.

17.1 Embraer Avatar

The Embraer avatar is a visual representation of the artificial intelligence which enables to travel in a seamless and holistic way. Based on the previously composed trip specific and personalized trip itinerary, the traveler is guided with right timing to the right trip stage and finally to the destination.

The avatar is representing a bird flying next to the traveler as a personal companion. It is translating and delivering the information to the traveler in a personal and easily executable way.

Taking care of the traveler a seamless door-to-door journey is made possible.

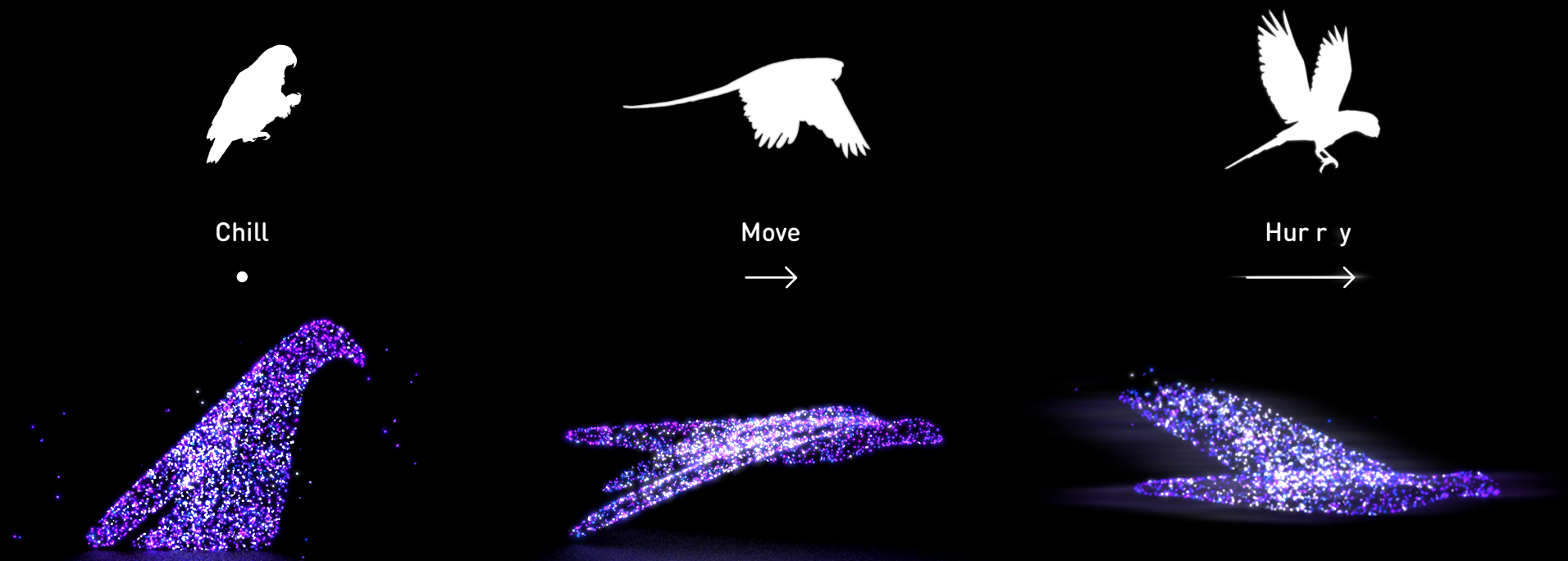


17.1 Embraer Avatar

The avatar is an ambient illustration of the AI for the traveler to know of how to act in each stage of the trip. There are 3 states: Chill, Move and Hurry. The states are based on the travelers time anxiety. The chill state lets the user know that there is no trip related action to take.

The move and hurry state both show that there is a need to move. In case the traveler is late and for instance has to catch a train or proceed to a gate fast then the hurry state shows the importance of a fast movement. Traveling in a magic way.

States



17.2 Suggestions

Certainly, a trip does not only consist out of being in movement. Although, the Embraer AI is reducing the trip time and the time spend waiting, there still may be delays for flights, trains or traffic jams.

Based on the product characteristic sheltering the traveler is taken care of in every situation. While having nothing to do or in unforeseen events the Embraer avatar is giving suggestions to the traveler. This can range from showing the traveler his favorite places around him to spend time at, to get some work done or to entertain the traveler.

The metaphor is derived from the fact that a bird is giving care to its chicks. The care taking state is translated into the avatar where it opens the wings and gives shelter to the traveler.



Figure 25. A seagul chick under his moms wing



Cover
^

Flight delayed.
Go to the lounge, I
reserved a spot for
you.



Figure 26. Avatar opening wings

18. Establishing the Brand Embraer

As shown in the chapter Embraer's future role, sustainability, the joy of living, Brazilian identity and the fact that Embraer products are getting more personalized are main drivers for the companies future products. Also, with Embraer X the company is already showing how they see the future in eVTOL mobility (Figure 28).



Figure 27. Embraer Logo

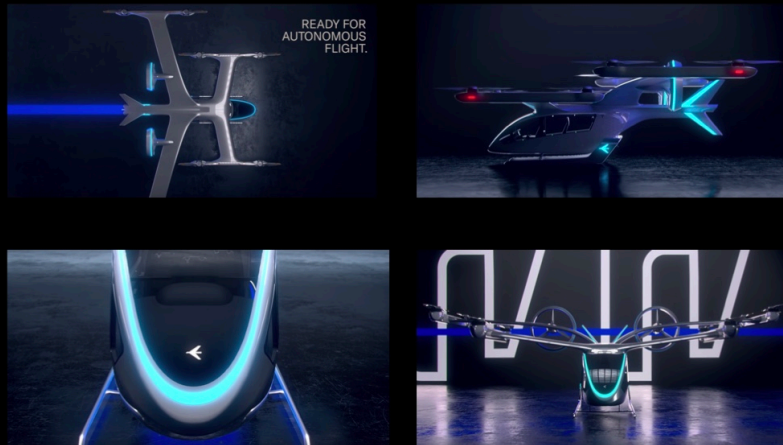


Figure 28. Embraer X eVTOL Concept



Figure 29. Rufous-browed peppershrike. Brazilian birds as identity.

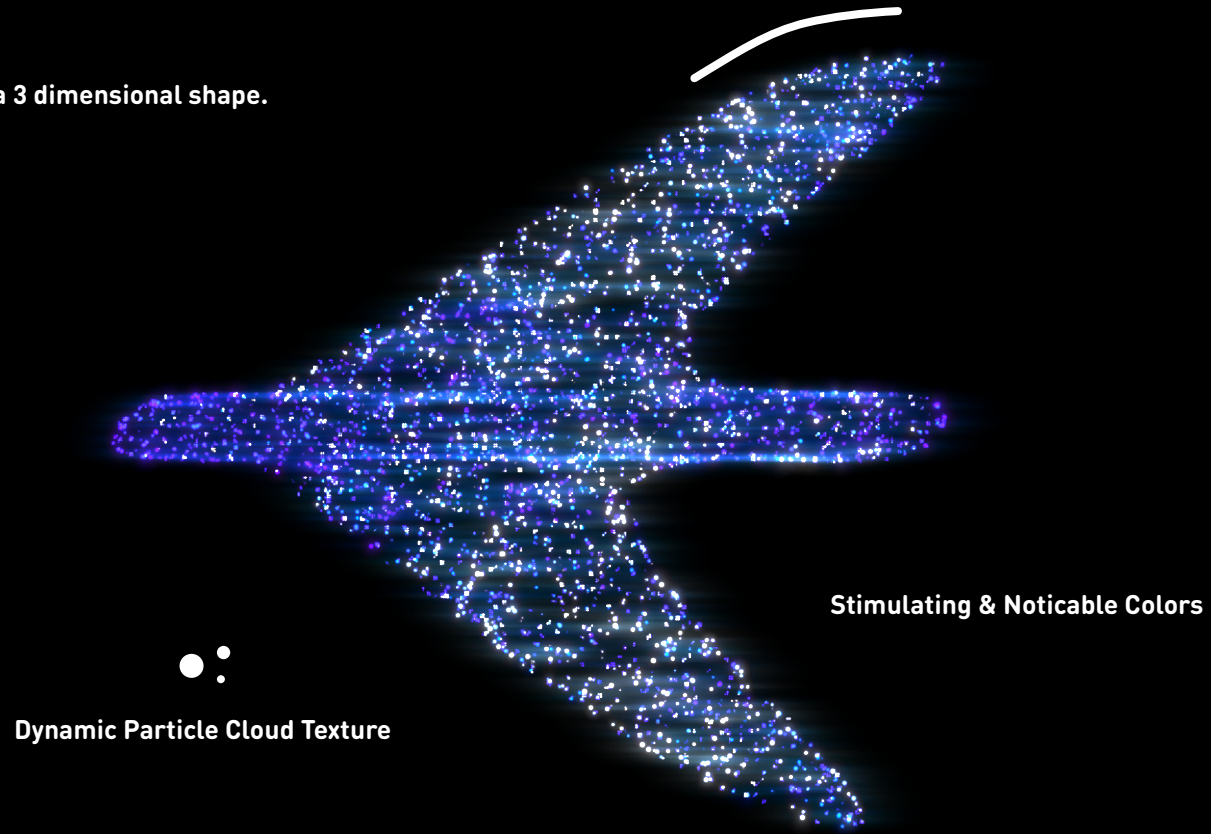
Those drivers from Embraer were added to create the new brand experience. The current Embraer logo representing a plane is carefully evolved into a more natural looking bird. Inspired by Embraer X the new color scheme is more vibrant and representing a more dynamic look.

The new visual style of Embraer is the foundation of the aim to establish the brand. However, the brand is not only conveyed through the visual appearance, but also through the user experience with the avatar itself.

18.1 Visual Style

Organic: Natural rounded shapes

Character is given in creating a 3 dimensional shape.

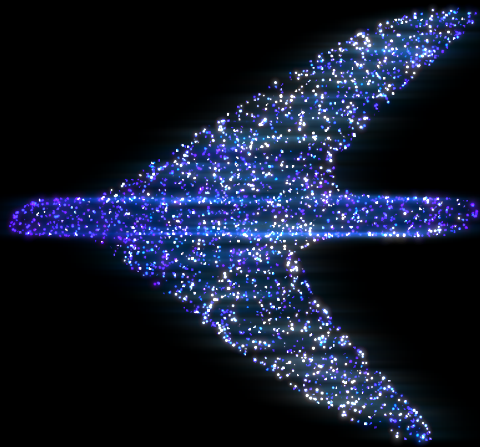


Stimulating & Noticable Colors

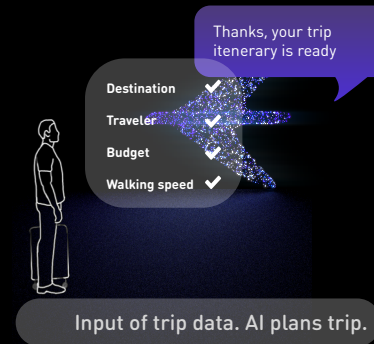
Dynamic Particle Cloud Texture

19. Interaction

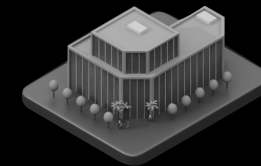
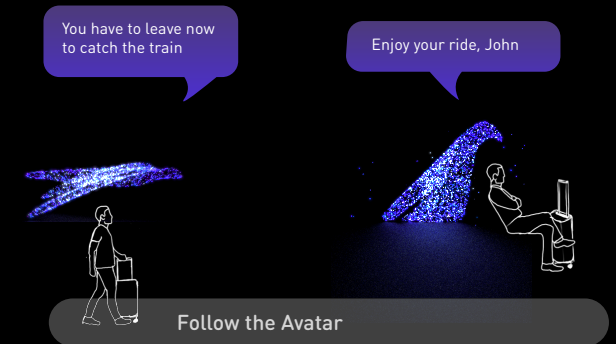
To understand how the avatar works an exemplary business trip is visualized. Before the business trip starts the AI is already gathering all relevant information about the upcoming trip. The traveler only has to enter the destination. Additionally, trip parameters like individual or group travel, budget and even walking speed are influencing the trip itinerary created by Embraer AI.



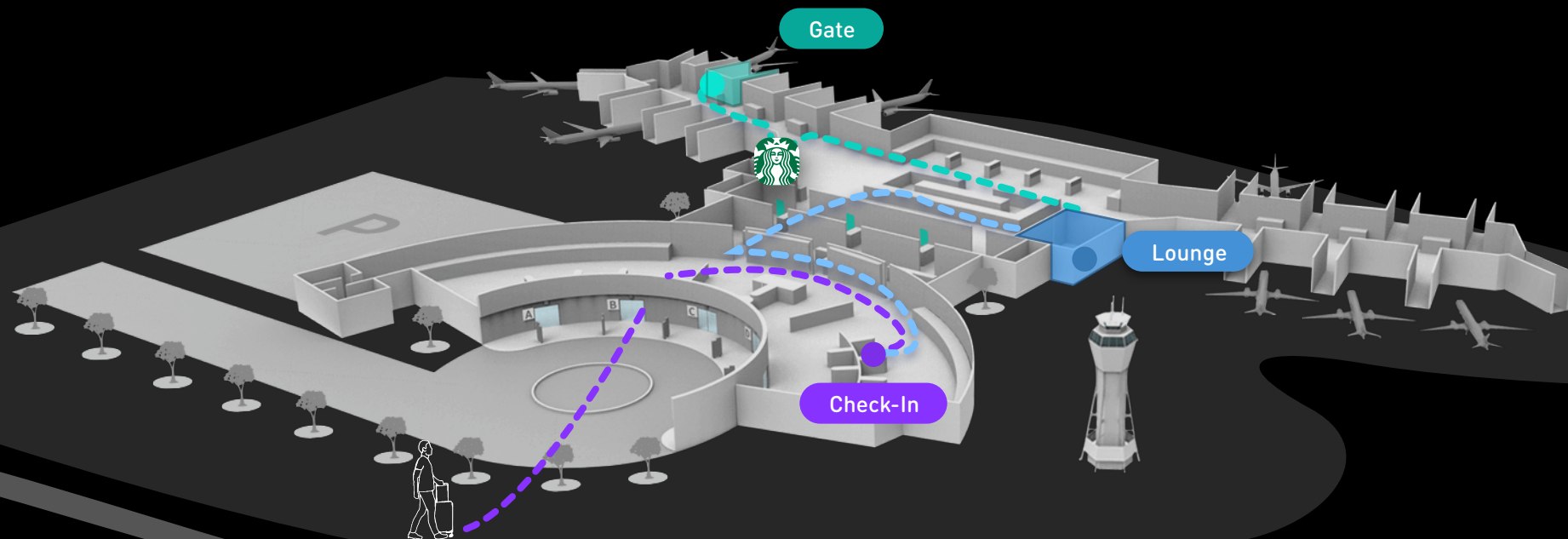
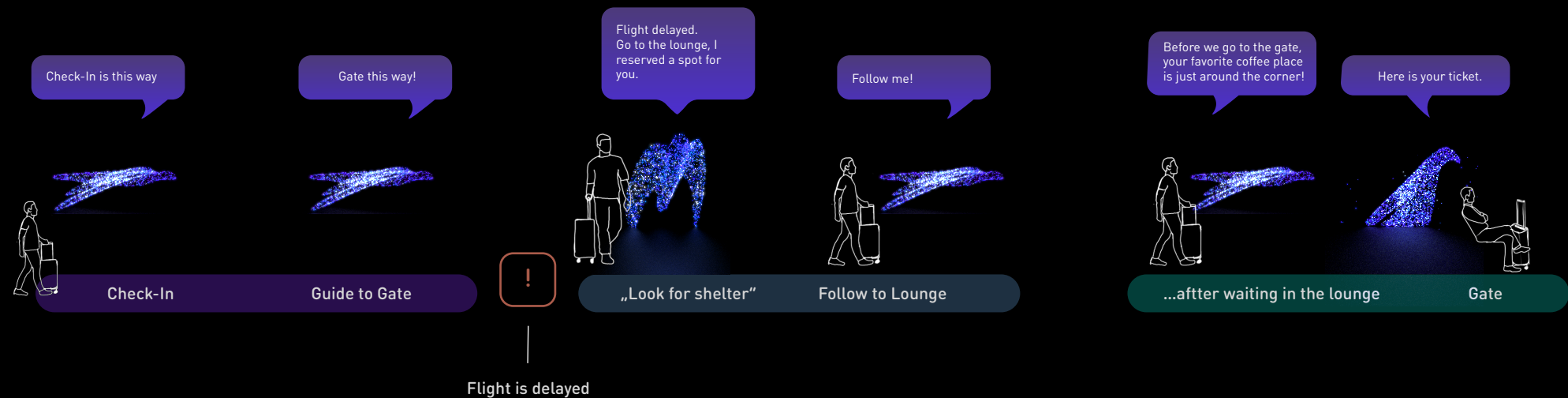
Before-Trip



Trip Start



Departure Airport



19. Interaction

While guiding the traveler, it turns out that the flight is delayed and the avatar is sheltering the traveler in this unforeseen moment by guiding him to a lounge.

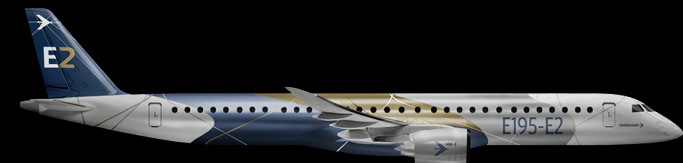
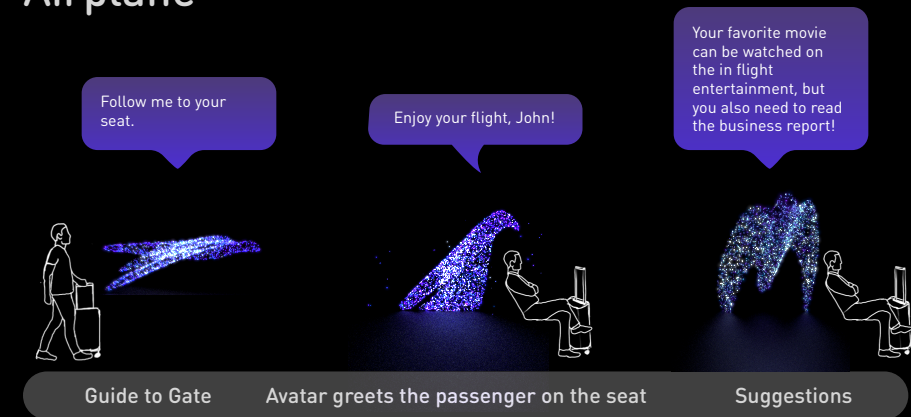
After the lounge the passenger is guided to the gate and on the way the avatar suggests to get a drink at the travelers favorite coffee place.

After being guided to the seat the avatar is welcoming the passenger on the seat. Interaction with the avatar can now be done over the inflight entertainment as well.

Because the flight is delayed the traveler might not make it anymore in time to the business meeting so the avatar makes a reservation for the fastest transit option at the airport: an air taxi.

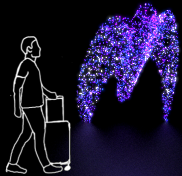
Finally, the avatar is encouraging the traveler to hurry up to the eVTOL to make it in time. After all, the business traveler makes it successfully to get the meeting in time.

Airplane



Destination Airport

You can still make your meeting! An AirTaxi is leaving in 5min. Let's go!



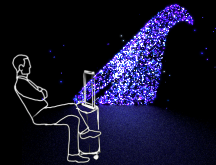
Airport

John, hurry up!



eVTOL

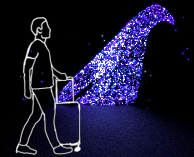
You made it, you are almost there.



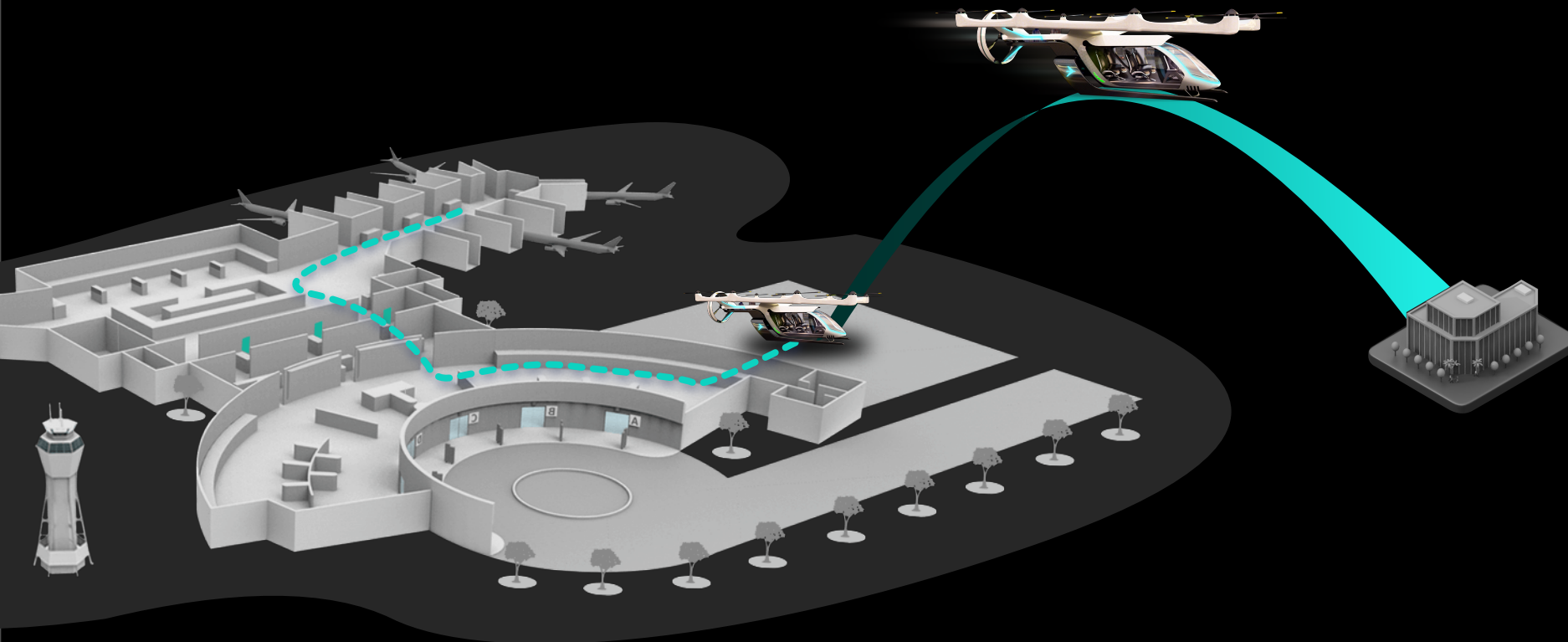
In Transit

Destination

Have a good day!



Office



20. Product

The final product proposal for the company Embraer is a mobile application in which the Embraer Avatar lives and interacts with the traveler. The app has a very simple and intuitive layout due to its separation in 3 sections. The areas of improvement time, navigation and transport modes are translated into the app layout. In every situation the traveler has the most important information visible on screen.

On the top and most prominent through the movement and color the avatar lets the traveler know what to do at the very moment. The map is supporting the traveler in this action by showing the directions, transport modes on their way or points of interests. The itinerary is always located on the lower section of the screen to show the next transport mode.



20.1 User Journey

In the user journey a complete trip from door-to-door is shown to get a full understanding of how the avatar is integrated in the application and how the app works as a whole. After the user journey an outlook will give another perspective on the platform where the Embraer AI is functioning.

When opening the application, it all starts with the welcome screen (Figure 30). It greets the user and most importantly shows the Embraer logo, which at the same time already represents the avatar in a static version. To establish the connection between the brand Embraer and the Avatar, the static logo then morphs and animates into the avatar.

Prior to the trip the traveler enters a destination and additional information like individual travel or group size, travel budget and walking speed. (Figure 31) Based on these variables the AI is creating the trip. The settings are set before the trip and can be adjusted during the journey. The settings are opened by tapping on the avatar, because those values influence the AI.



Figure 30. Embraer AI welcome screen

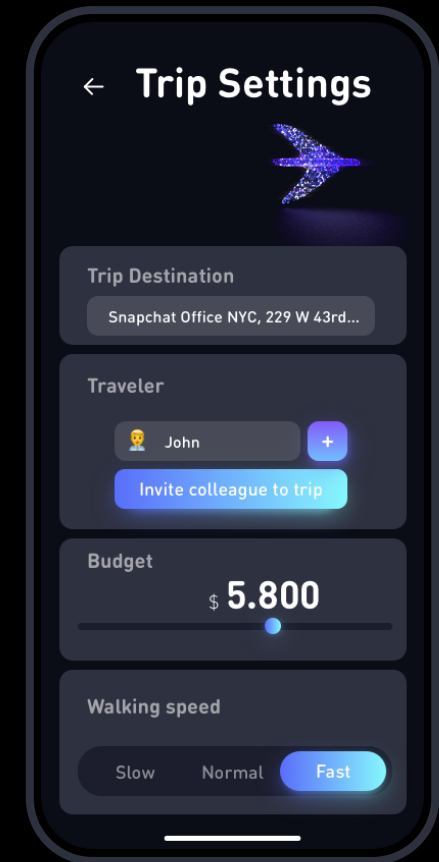


Figure 31. Trip settings

20.2 Before Trip & Pick-Up

Before the trip started and the user opens the app there is an overview of the upcoming trip (Figure 32). On this business trip to New York the Uber to the airport is already booked and shown in the itinerary. The itinerary is already shown before the trip to get familiar with the apps layout. By swiping the itinerary up the full transport mode course appears. This feature is shown on the next pages.

On trip day (Figure 33) the traveler already left the house waits for the ride-hailing service. At this moment there is nothing to do for the traveler, because the car is almost there. This is represented in the chill position of the avatar. Also, the map shows the location of the Uber and needed information such as the vehicles number plate.

After the Uber the next transport mode is the airplane. Because of the importance of the flight it is already displayed in the itinerary footer with the additional information that the flight is on time. This feature also comforts the traveler by knowing everything is fine.

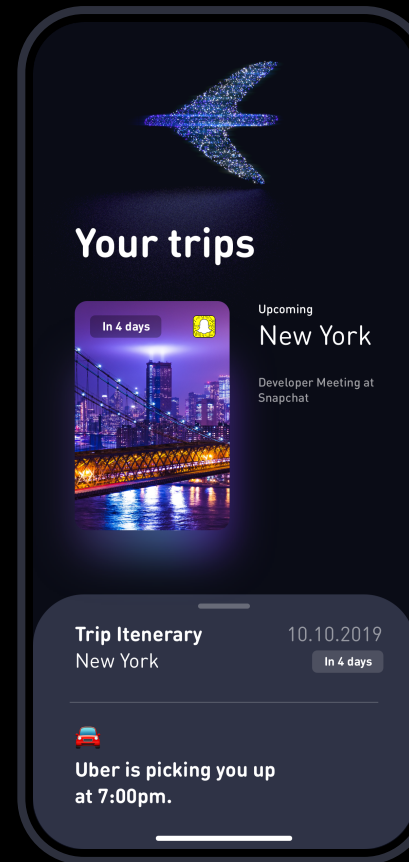


Figure 32. Before the trip the Embraer AI already shows the upcoming business trip

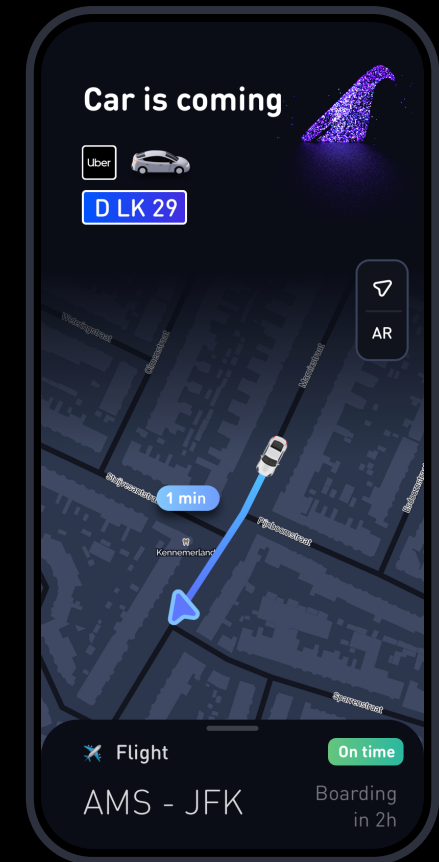


Figure 33. Traveler waiting for Uber

20.3 Navigation

On the airport the traveler has to go to the check-in counter in case checked-in baggage has to be dropped or the check-in isn't done yet online.

The avatar is flying in a normal speed and showing the directions to the check-in counter. The avatar visualization also shows a bunch of other birds ahead. This is symbolizing upcoming traveler congestion at the check-in.

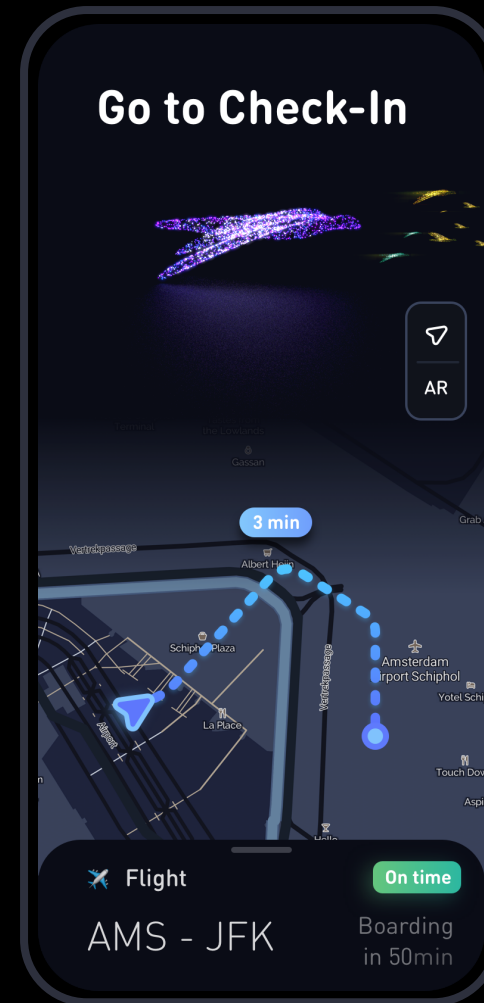


Figure 34. Dropping checked in luggage and visualization of upcoming crowds

20.4. Suggestions

After checking-in and clearing the security it is time to proceed to the gate. Because of a flight delay the traveler unfortunately has to wait another 2 hours. The avatar updates the traveler with a push notification and when the app is opened the avatar is taking care of the situation. In the situation of a delayed flight the avatar is suggesting lounges to the traveler and already starts the navigation for the travelers favorite lounge: American Express Centurion Lounge. The AI is making the selection based on the travelers past travel itinerary, the travelers preferences, travel budget or travel group size.

The avatar is opening its wings and the suggestions appear around it in a carousel. The AI always gives the traveler the best option, but the traveler can still make adjustments by selecting other lounges or coffee or food places. (Figure 35&37)

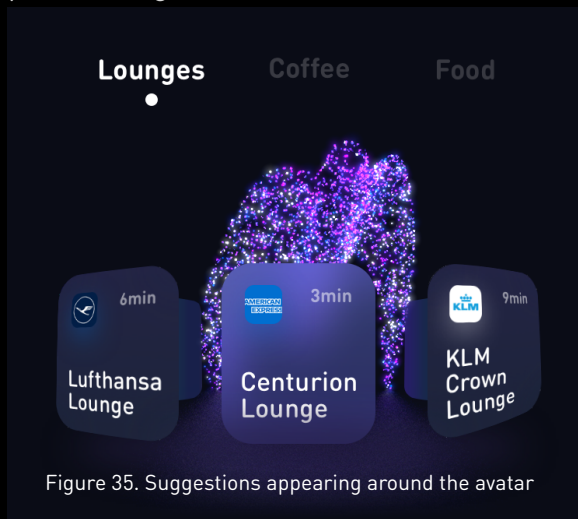


Figure 35. Suggestions appearing around the avatar

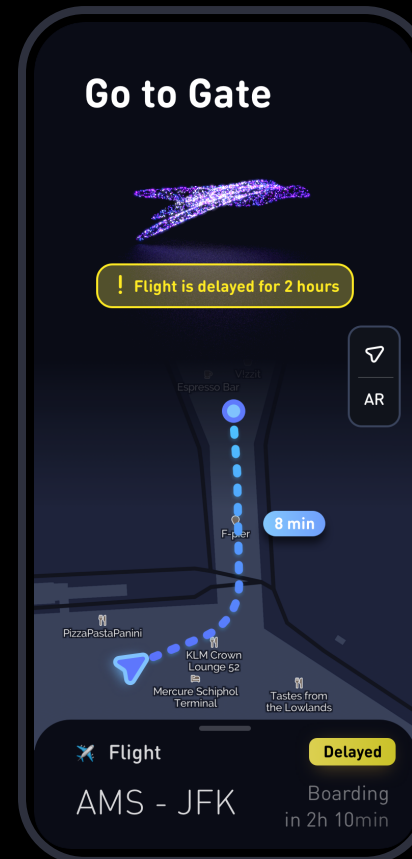


Figure 36. Delay is displayed by the avatar

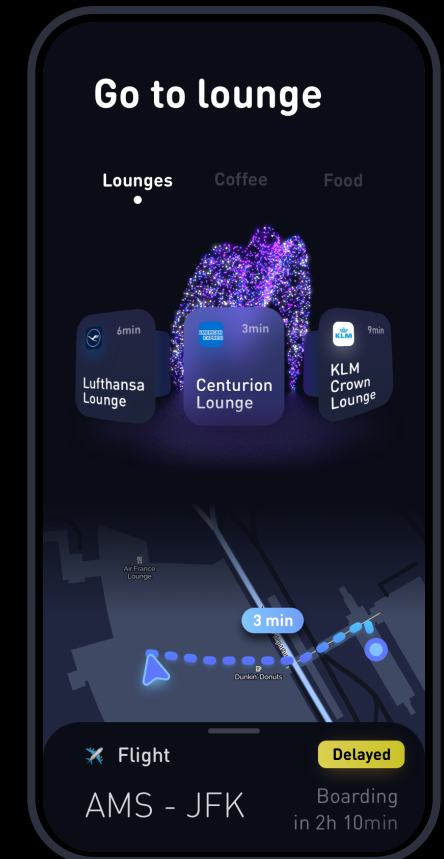


Figure 37. Avatar with open wings showing the suggestions to bridge 2 additional hours

20.5 Boarding

After spending time at the lounge the traveler is guided to the gate. During the boarding the avatar provides the traveler with the airline ticket.

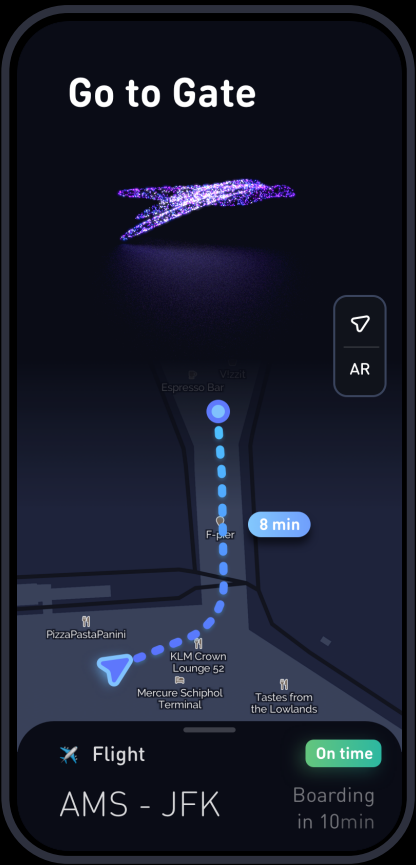


Figure 38. Guiding to the gate



Figure 39. Showing ticket during boarding

20.6. Handoff

In the airplane the app switches from the map view into augmented reality mode to guide the passenger to the seat (Figure 41). A handover is taking place between the phone and the inflight infotainment: the avatar greets the traveler and accompanies him during the flight. (Figure 40)



Figure 40. Avatar living on the inflight entertainment system

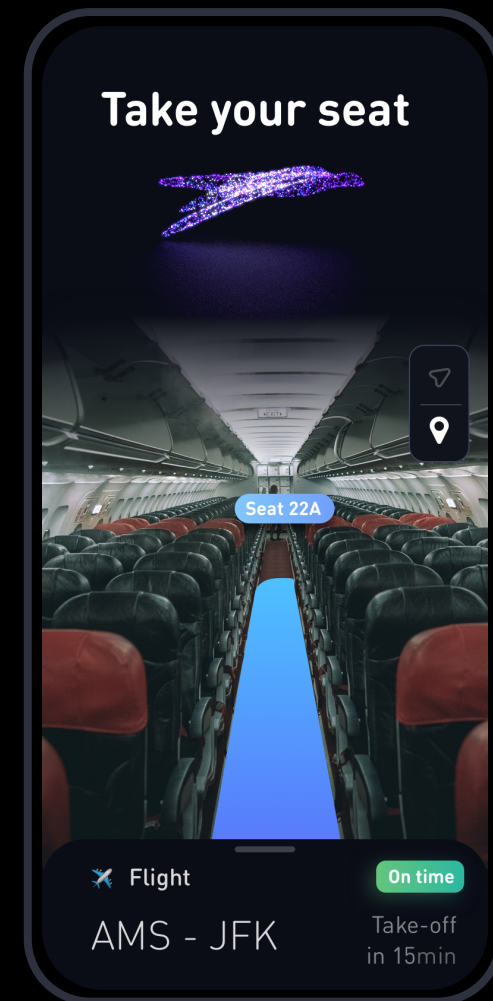


Figure 41. AR Mode helps get passenger find the seat

20.7. In Flight

With the handover the avatar is also living on the inflight infotainment. Although the app stays fully functional and flight related suggestions are displayed. The flight time can be used for entertainment or work. In Figure 42 the travelers favorite movie is suggested alongside with 2 other podcasts. When selecting the movie it automatically starts playing on the inflight entertainment screen.

Above the avatar there is also a category for work suggestions. Figure 43 shows a work related suggestion in the working tab.

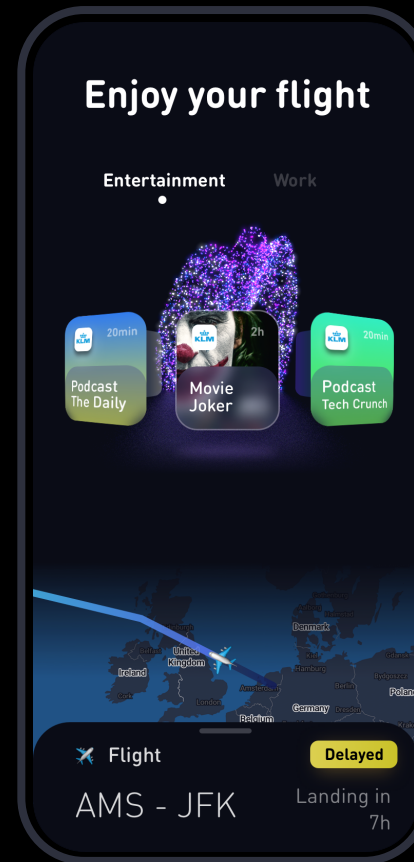


Figure 42. Entertainment Suggestions

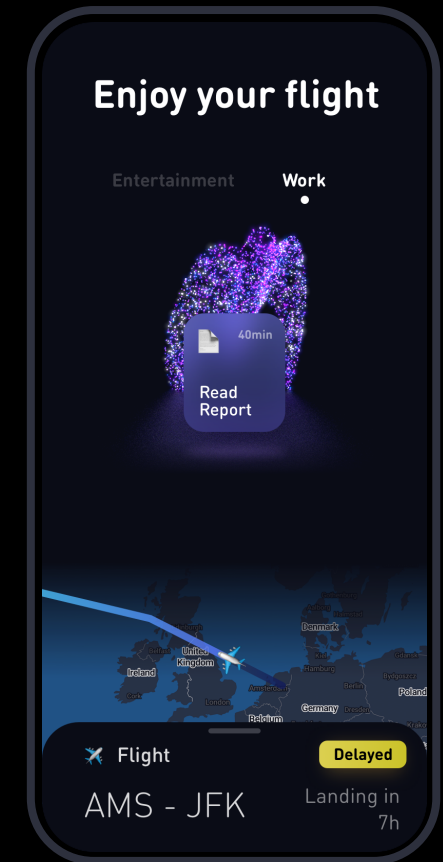


Figure 43. Work Suggestions

20.8. Transit

At the destination airport the traveler now has to transit to the final destination. Because the flight was delayed for two hours the avatar is updating the travel schedule based on the available transport modes at the destination.

An air taxi is selected by the avatar for a faster transit into the city and the traveler will be making it to the meeting. A notification shows the transit update while the avatar begins to fly faster to show that the traveler has to hurry up to catch the next air taxi and make it to the meeting in time.

In case the user wants to choose another transit option he can do so by swiping up the itinerary. The itinerary includes all upcoming transit stages in full detail. In this case the air taxi is flying the passenger to the drone port at the WTC to then proceed to the final destination with an Uber.

The transit option can be changed by swiping left on the tile to select train connections or ride hailing services. All possible options are shown for each individual destination.

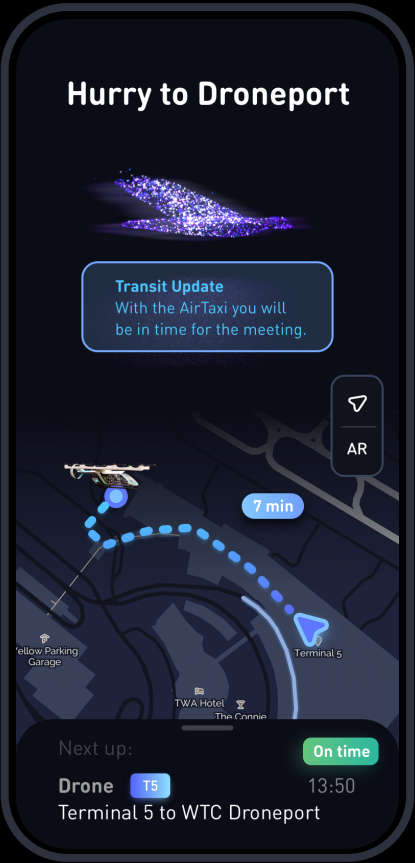


Figure 44. Air taxi transit ensures for a timely arrival at the final destination

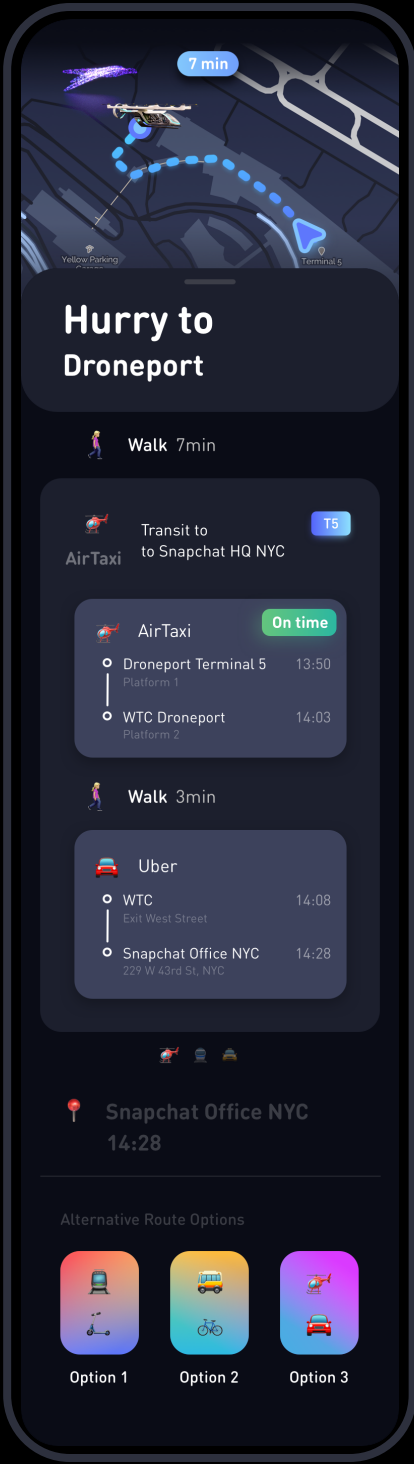
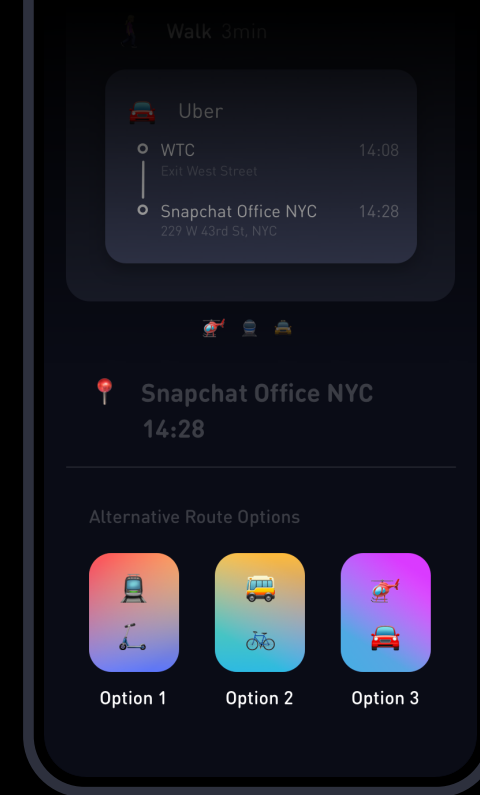


Figure 45. Full itinerary shows trip stages in detail and allow to change the transport mode

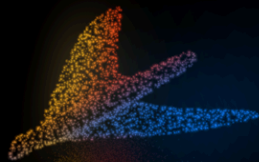
21. Outlook: Avatar Personalization

In the following outlook a final touch is given to complete the project on a conceptual level. The avatar personalization is about building an even closer connection between the avatar and the user. In the course of a business journey and combined with other following business trips the avatar is changing the appearance based on the transport modes used.

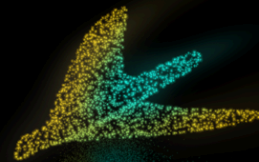
A color is assigned to each transport mode and trip options are representing them with a gradient. The outlook can go even further in making the bird avatar grow with a new user. A first time user would start with a blank white bird, which then transforms and matures.



New User



Trip Option 1



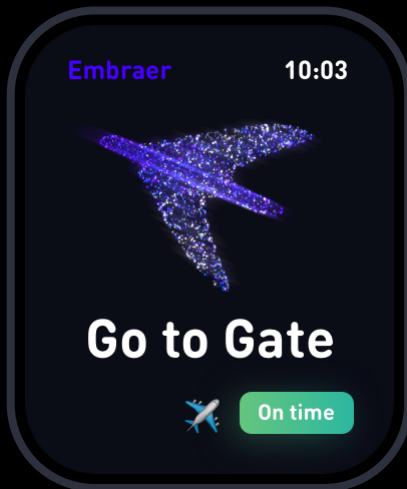
Trip Option 2



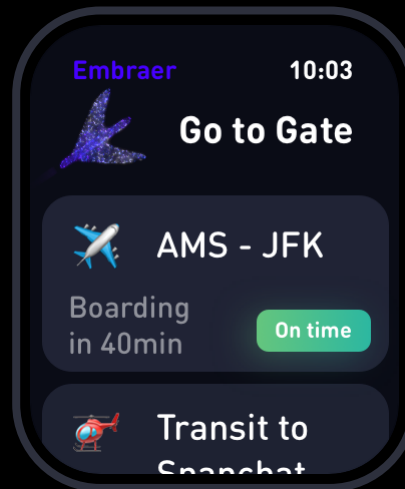
Trip Option 3

21. Outlook: Platform Smartwatch

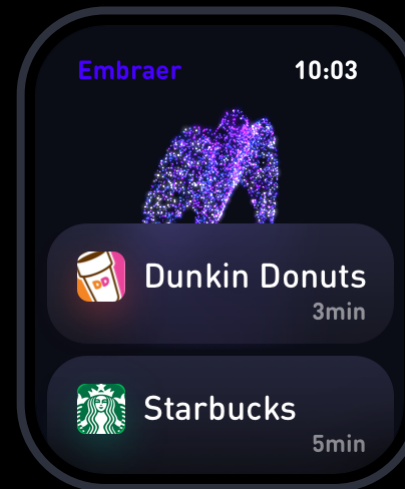
Instead of being a designated application for the phone the Embraer AI is a personal buddy independent from the device carried on the trip. This is already shown with the handoff in the in-flight entertainment system where the avatar is also functioning as a widget on the screen. Wearables are becoming more popular and smartwatches are proving a useful extension for the phone and especially in the travel context, where a traveler may not have a hand for the phone, a more subtle glance on the wrist is already giving the right information in an easier way. The avatar is acting like a compass to guide the traveler.



Embraer Homescreen: The avatar acts like a compass for guiding.



Transport modes can be scrolled through in the itinerary



Suggestions

21. Outlook: Platform AR Glass

By using an augmented reality headset the avatar is also becoming the navigation indicator. While on a route, the bird flies in the anticipated direction. Like seen before, the speed of the avatar is showing the traveler if he can walk slow or has to hurry up. Audio is also used for navigation or trip indications for people with a weak vision.



AR Glasses



22. Discussion

Embraer AI

One feature of the Embraer avatar is to select the right transport modes and provide them to the traveler. On unknown ground the traveler is trusting the AI to bring the traveler to the destination.

The data of transport mode connections like train schedules, plane routes, etc. will be widely accessible as we see today. Itineraries can easily be created for the traveler.

Going further, there can be done more elaboration on the actual booking process which the AI is conducting. How is the AI booking a transport mode and what if the traveler overwrites the AI's decision afterwards. Is the traveler still charged? A possible direction could be that transport modes are changing to a reservation system, where a spot is reserved, but the traveler is only charged while actually taking a seat. This also depends on how accurate the transport mode suggestions are and if they are liked by the traveler.

There is also room to show how the AI is connected to other transport providers on a technical level. An API could enable the Embraer AI to book the trip without the travelers action. This raises the question of how open and accessible transport providers are creating their backends and allow access.

Testing

Another next step of the project is to test the application with business travelers on a business trip. The insights would be very valuable further refinements. It would be interesting to see how the avatar is perceived by the traveler and if the states are understandable like intended to be.

Furthermore, testing with the other platforms/other devices like the smartwatch or augmented reality headset could uncover interaction differences with the avatar. While using a combination of phone and smartwatch, is the traveler still using the phone or does he entirely relying on the smartwatch routing. One of the previous concepts „carry-on“ suggests that haptic feedback can also be used to guide the traveler. In an environment with many turns a wearable would be more favorable to not always walk around with the smartphone.

22. Discussion

Sustainable Future

In a future world the business traveler is familiar with the brand Embraer, which embodies sustainability. On a next step the traveler can also directly be influenced by the avatar to make sustainable travel decisions or that the avatar directly books the route with the lowest carbon footprint. Furthermore, the traveler could be rewarded with points by choosing sustainable transport modes. Incentives in travel are known by the business traveler through frequent flyer programs where the traveler can achieve a higher comfort with upgrades. Sustainability points would work the same way.

23. Conclusion

The concept Embraer AI is designed to make business travelers feel confident during the business trip, while awareness for the brand Embraer is created. Based on the concept, a mobile application is designed to make the product-service tangible. The Embraer avatar is accompanying the traveler independent of the platform to ensure a close connection at each location and in each situation of the trip.

The branding is carefully transformed by creating an avatar based on the today's company logo, Embraer's future role and the future product characteristics. Emphasis is put on the fact that users both need to experience a truly magical and sheltering experience, but also to create awareness for the brand Embraer.

Improving the business trip experience, the traveler will be more likely to successfully achieve the business objective abroad, looking forward to upcoming business trips and thus reducing the negative health impact connected to business traveling. The visual personalization of the avatar gives an outlook to increase the connection between traveler and avatar.

In the beginning of the project the assignment states to design a product-service system to enable business travel in a sustainable, yet novel and holistic manner.

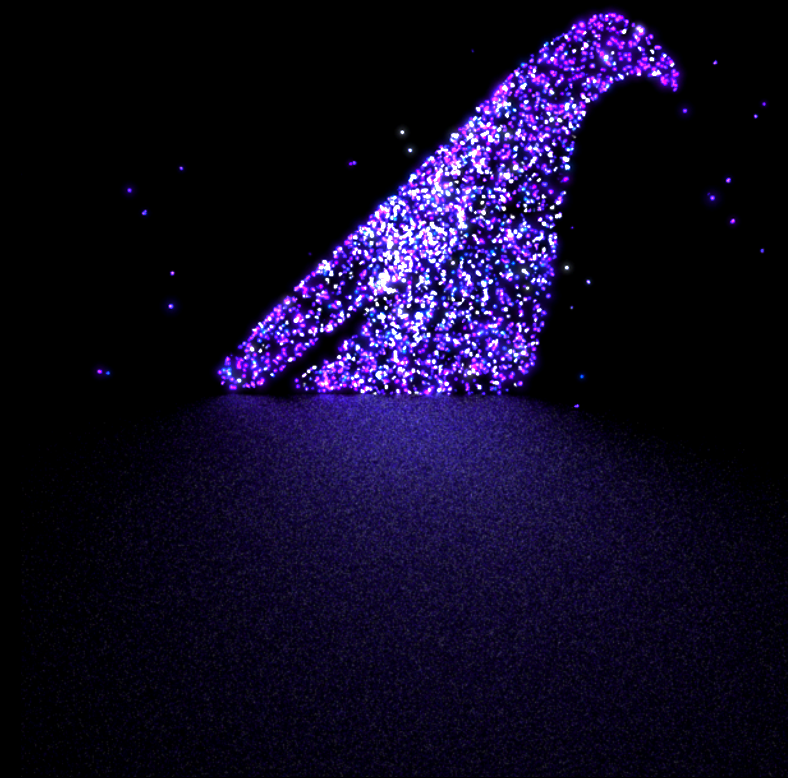
Traveling in a sustainable manner is indirectly addressed by making the traveler aware of the brand Embraer, so in the future users will become familiar with the brand and its portfolio of other products and services which are ecological friendly and embody sustainability. In this two step process the brand awareness is created first, so in the future the business traveler can engage in sustainable traveling with sustainable Embraer products because of the trustworthy connection to the brand.

Traveling in a novel and holistic manner is directly achieved by letting the avatar do the trip management, guidance and taking care of the traveler.

In the preface I stated that I might become a business traveler in a few years. After having performed this project thankfully supported by Embraer and TU Delft, I have developed a clear vision how the future of business traveling might look like in the near future. AI will have entered in everybody's daily life, we will become used and adapted to be guided by the alexas, siris and echos. Thus the adaptation towards the developed Embraer AI in this project will be nothing very special to me in a few years. If we could build a time machine today, I would not hesitate to explore the future of modern traveling in 2035, check if travel avatars are being used as a routine tool and explore what Embraer's impact in mobility systems will be.

Frederic Kindervater, Delft, 25th of November 2019







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26. Appendix - Concept „Carry-On“

The biggest challenge during the ideation phase was the broad scope of the project. During concept explorations, 2 valuable concepts were created from different mission statements and interaction visions. Both concepts are valuable in learnings and exploring the project domain. After the excursus of both initial concepts (carry-on & card) the final concept is shown. (Note: may move to appendix in final report)

The carry-on suitcase fitted well for a design intervention based on the (old) design qualities. The carry-on is a product which accompanies the traveler throughout the whole trip. The luggage is not only packed with precision for the previously defined trip length, but also taken care carefully during the trip. The carry-on is like our mobile wardrobe with additional personal items, such as hygiene products, laptop or documents.

The interaction between the business traveler and the carry-on starts with packing and continues by carrying, pulling and taking care of the carry-on.

The concept is increasing the interaction level during the trip by navigating the business traveler through the unknown environment.

The guiding is done by docking the smartphone physically on the carry-on and enabling a travel mode on the device with an updated user interface similar to Apple Car Play. Supported by many vehicle manufacturers Apple Car Play is a feature where the screen of the iPhone is not only mirrored to

the head-unit of the car, but also adjusted in terms of content, interaction and sizes for safety and usability reasons while driving (Apple, 2019).

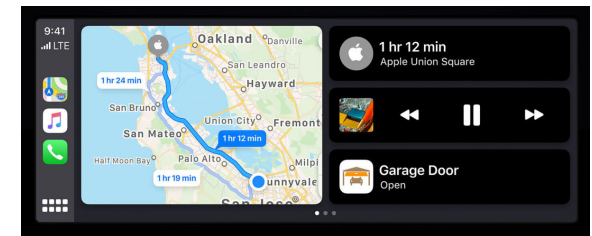


Figure X. Apple Car Play displayed on vehicle head-unit

Pre-Trip
Packing



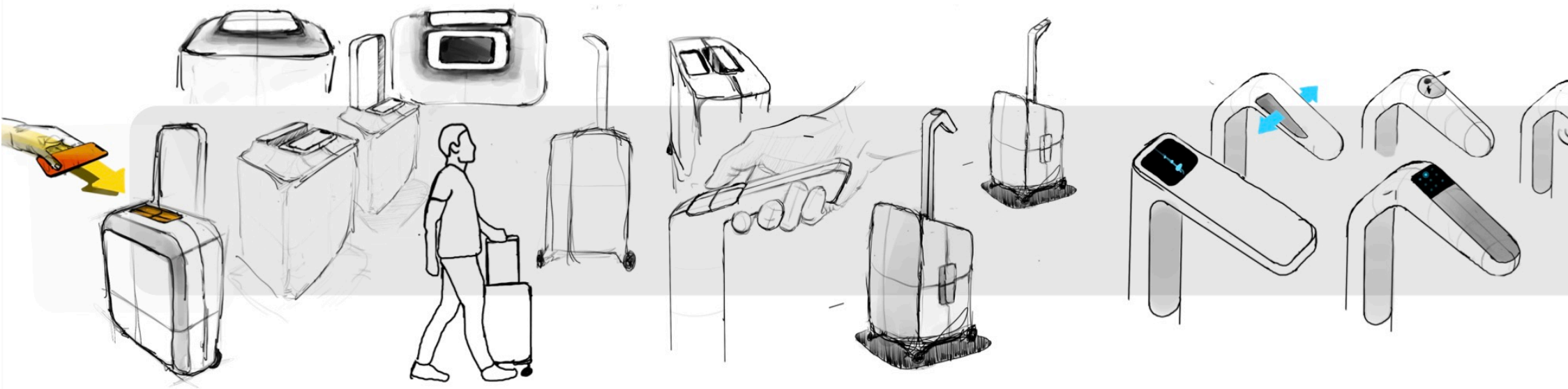
During-Trip
Pulling & Taking care



Destination
Unpacking



Interaction level



Discussion - Concept „Carry-On“

Although the concept was solving the uncertainty in terms of guiding in unknown territories it was rather one-sided and focussing too much on one specific problem. Interaction issues with the phone docked on the carry-on were leading to iterations of an interactive handle showing the traveler directions. Also the fact that the carry-on is stored away during the flight made the concept less feasible.

A carry-on would be a close companion and able to communicate the brand, but the concept is lacking sustainability aspects. An iteration was the concept Embraer card.



26.1 Appendix - Concept „Embraer Card“

As previously seen in the concept carry-on the close connection to the handle is a good base to guide the traveler. Taking the findings further a new product shape was introduced.

Business travelers are usually carrying various credit, business and rewards cards, which are used to show the frequent traveler status, pay travel expenses or get access to lounges.

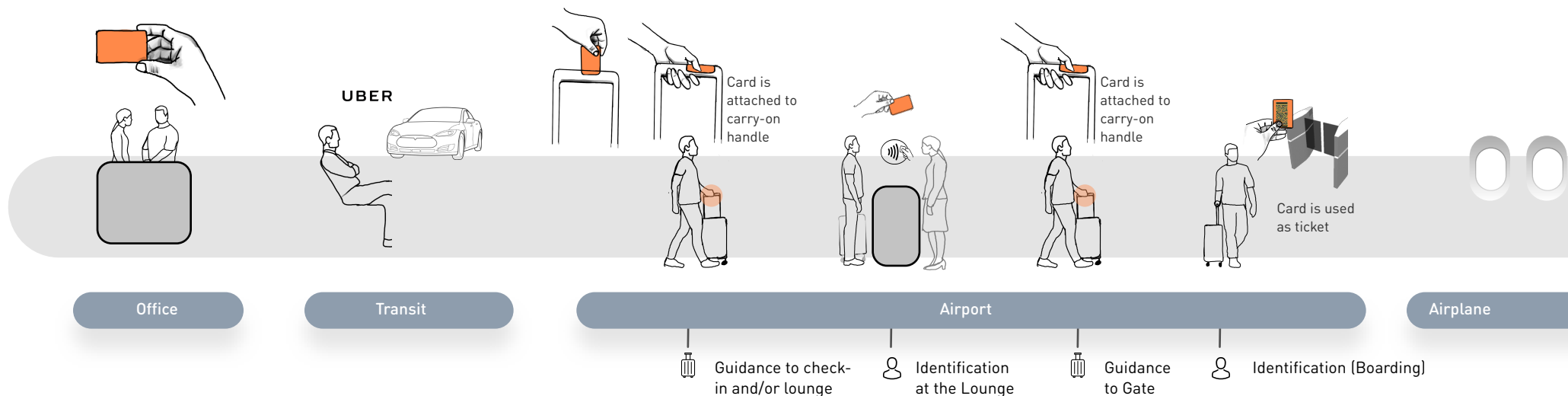
The guidance buddy is translated into the shape of a business card, which can be attached to the handle of the carry-on & stored away safe in the wallet of the traveler.

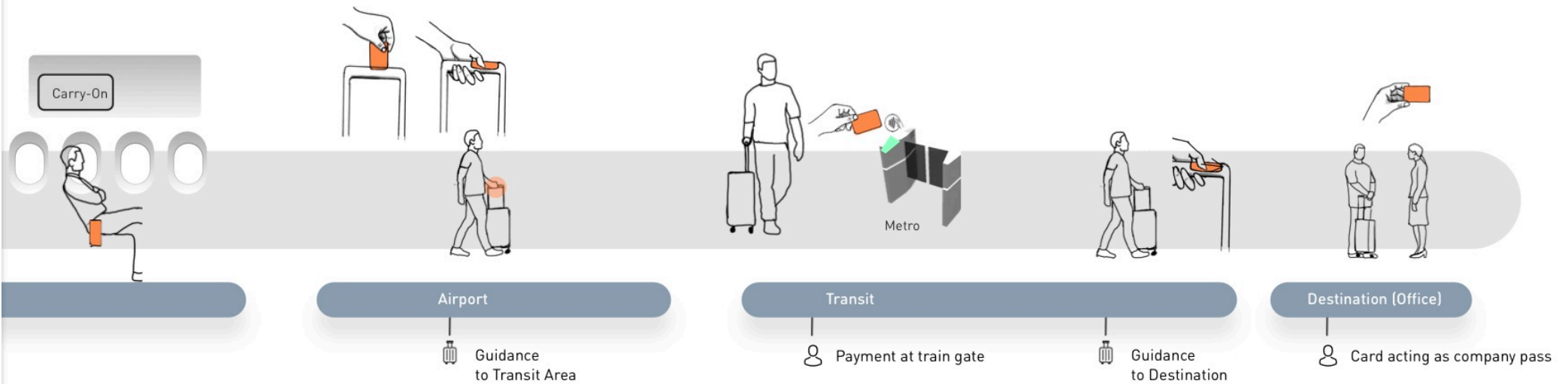
Different contextual environments are navigated through (airport, train station, gate, etc.). That's why the Embraer

Card is not only guiding, but also enabling the traveler to get access to a new territory by identification.

The card makes the transition to another environment or travel stage fluent. While entering a new environment, or in other words, while arriving at the lounge the traveler is identifying himself with his Embraer business card. He takes the card of the handle and hands it over to the airport assistant.

In conclusion the concept was promising, but didn't fit the context of sustainable business traveling. Also, credit cards are becoming obsolete in a future of digital payments and face recognition.





26.2 Appendix Context Clusters



Uncertainty

The future of VTOL and eVTOL : the global rotorcraft market is projected to grow from \$26.93 billion in 2017 to \$30.69 billion by 2022, at a CAGR of 2.65%

Company booking tools are not on the same level as those used for private travel booking (ease-of-use)

Terrorist attacks, political instability and unrest around the world, together with disease outbreaks and natural disasters, are pushing safety and security to the forefront when it comes to business travel.

📄 Main stressors are technical failures, additional security checks and weather delays. ☁

Sensitivity seems to be higher for costs that are clearly visible, such as ticket prices and parking fees, and lower for fuel costs

Peak car', postulating a "shift away from the prime position the car has held in society since the end of the Second World War

Ground transportation is increasingly challenging air travel (High Speed Trains, Hyperloop)

📄 Logistics companies building their own Airplane fleets for vertical business integration

Appendix Sources can be found:
<https://www.notion.so/frederic/a3513962d3664bae8efe2a18bf083285?v=cdb73ffe77d24348a0777f3d302a5b8e>



Uncertainty

Airlines are actively collaborating with airports to push for infrastructure improvements&developments

Unknown cities hide lots of stress for travelers, coz unknown

Electronical payment can fail

There are not always enough spaces for carry-on bags

Unknown airports are hard to navigate

in 15 years female business travellers will increase with 400%

A BT is structured and planned, but unforeseen events can bring them down

It is hard to find the ride sharing pick-up area and vehicle

Aviation, for example, is projected to double its fuel consumption between 2015 and 2040.

Currently the acceptance of autonomous vehicles is lacking due to trust issues (55% wouldn't board AV)

Air Taxis will only be used on short distances



Uncertainty

✂️ Profitability remains low in the airline industry.

one third of the cost is fuel

(So if there is no pressure from the government in the sense that fossil fuel vehicles will disappear then it will go gradually.) Sustainable ways have to work better, not be just sustainable.

Taxis are not that user friendly sometimes

Luggage is a big concern for business travelers



Convenience

🚗 An eVTOL can transport 4-8 ppl. while having a decent range

🏠 Currently, over 74% of the EU-28 citizens live in urban areas, a proportion which is expected to exceed 80% by 2030

🔗 Air-Travel or eVTOL's needs to be integrated into the infrastructure

A bicycle revolution is underway in most large cities in the world

👤 2050, 70% will live in urban area

📺 Flexibility and "Full-Service" are of top importance in trip selection.

Travelers for whom car is an option need rather strong compensation before they are willing to use less convenient public transport and P+R facilities

Business traveller arrive just in time for the flight.

Travellers tend to use saved travel time (when greater speeds are obtained) for longer trips, rather than for more trips.




Convenience

“Business travellers need a seamless, smooth, hassle-free experience so as they can focus on the business objectives of the trip. This means an all-inclusive package, because spending time to manage specific items such as breakfast and Wi-Fi would be annoying”.


Travellers now want an experience that is connected, immediate, seamless, personal, reliable, engaging and good value

The less time in the air the better (direct flights)

 The standard of living is increasing

ABT's: Hotel near work Top 1, concerning Hotel


Airline industry is growing thanks to low cost models, also on long-haul and especially because of emerging markets such as Asia.

 VTOL needs to be seamlessly integrated into the existing ride sharing experience to ensure a smooth user experience.

Well over three-quarters of all international business visitors arrive in Holland by plane.





Convenience

 Talking to the importance of an improved end-to-end trip experience, a large travel agency operating in Asia Pacific stated, “Travellers need a good experience - pre-trip, trip and post-trip. They want a simplified booking process, automated, omnichannel where consistent information is consolidated across channels enabling travellers to book easily”.

Drones offer novel ways of transportation on short range in a sustainable manner

Spending and budget is generally not a main concern across business travelers, although for travel managers it is .

 Shared Economy (Uber) is showing an increase in service quality compared to taxi's.

 The willingness-to-pay for a certain travel time reduction in an automatically driven AV is considerably higher, compared to a manually driven AV



Convenience

Business Traveler is rather taking a taxi to the airport than a train, because its fastest and most comfortable.

Dropping of a rental car at the airport is super convenient



Striving for Power / Freedom

👨‍💼 Business travellers are increasingly extending their trips and bringing along friends and family, combining their business and leisure time (a concept known as 'bleisure').

Sharing Economy: BT using Uber (89% allowance) and AirBnB Business

Business Travelers in 2018 more and more are using AirBnB's as accommodation. (Sharing Economy).

Mobility offers such satisfactions as change of environment, being in movement, the sensation of speed and freedom, the excitement of handling a powerful vehicle, feeling pride of ownership of such a vehicle etc.

Man is mobile. He cannot easily stay indoors all day long. He wants to 'exercise his legs', 'get a breath offresh air' and feels satisfaction in the mere act of moving, in taking his body and mind from one place to another.

People in business continue to espouse (maintain) the value of in-person meetings for both building and maintaining long-term relationships and for sealing business deals.



Striving for Power / Freedom

ABTs indicated a desire to extend business trips for leisure

The decline in automobility identified by Newman and Kenworthy (2011) may reflect a growing interest in aeromobility linked to income and social capital generation (Enzler 2017; Urry 2011).

Blade is the Uber of private air transportation and widely available in united states big cities

Young people don't want to own cars anymore

Young people are more and more using car sharing

Rockets can be used for intercontinental traveling in 20-30 years



Striving for Power / Freedom

CoWorking spaces such as WeWork or Spaces gaining momentum also within F500 companies.

In our society there is a need for privacy

🌴 More business travelers, seeking the same freedom they enjoy with their personal travel, are assertively taking more control of planning and managing their professional travel. It's called the "consumerization" of business travel.

Personalization is an important factor for business travelers

"Increasingly, we see global companies prioritizing traveler safety above everything else when in-destination"



Differentiation

🚆 First class train travelers are more likely to use autonomous vehicle options instead of bicycle, private car, metro, bus or walk

📄 Major airlines have three big advantages: pool of loyal customers, infrastructure and trust inspiring brand

🏆 Loyalty and point programs encourage business travelers to stay loyal to their preferred brands.

Across the world, consumers are searching for increased personalisation and simplicity in the products and services that they use.

🌟 Upgrades and special/status treatments are of importance for BT's

Business travel is regarded as a prestigious and glamorous activity.

🏆 Travel is considered a signifier of social status.

Business traveler travels in business casual

In our society high social value is placed on movement.



Differentiation

📄 2 Categories of travelers: 🧑
Flourishing hypermobile', an individual who fully embraces frequent flying and offers it up as an integral part of their 'happiness' and 🧑 'identity'; and the 'floundering hypermobile', an individual who understands frequent flying as a source to their physical and psychological distress, and a source to their fragmented and problematic identity.

📄 The cosmopolitan lifestyle is portrayed, which is a liberal discourse of mythology of globalization;

Benefits to business travellers are alleged to include enhanced professional status, a broadened understanding of cultural differences, the development of cosmopolitan identities and increased open-mindedness.

Diversity of Lifestyles coming from personal freedom

mobility will continue to play a major role in societies of the future

Different personalities demand different models of travel



Social Disintegration

Frequent business travellers have been shown to incur social psychological costs at kinship, friendship and community levels (Cohen & Gössling 2015).

Isolation and loneliness is a frequently reported experience, both for the traveller and those left behind at home.

Traveling becomes an issue when it creates conflicts between the parents– that is toxic for the children.

Father and mother both play a crucial role for their children

When one partner is away during the week, time spent together at weekends becomes even more precious.



Social Disintegration

🧑 Travelers want to interact with humans when it matters most.

The traveller's family role may be reduced by repeated absence from key family events, such as birthdays, and the quality of time spent at home may be degraded by the limited time there being spent on recovering from fatigue before the next trip (Black & Jamieson, 2007).

🧑 Isolation and loneliness is a frequently reported experience, both for the traveller and those left behind at home (Gustafson, 2014).

Business Teams travel in different classes and might not be together the whole trip

Concern of work-life balance in all generations is most important issue for business travelers.

Inflexibility

A gate can feel distant and lonely from the actual airport

Trains leave when you don't want to leave, from a place you don't want to leave from, and take you to a place you don't want to go to, at a time you don't want to get there, and then you have to get into a car and go wherever you're going. It is a crazy system


Having to deal with multiple service providers throughout an entire journey.


Government initiatives are limiting the usage of air travel on short haul distances, like Amsterdam to Brussels

But some companies say "No, we don't want to be in a city center because that's more expensive.". You know, the soil costs much more than on the outside. It's usually difficult to drive inside so got in the edge of the city. But in the edge of the city that public transport is less.

Inflexibility


Congestion in cities makes it probable to miss a flight at the airport

 Interior space in the air is expensive since it has to get airborne.

 2015 the average San Francisco resident spent 230 hours commuting between work and home

 Train is not really A-to-B

Passengers do not perceive it as a benefit to use the time to work in an AV.(?)

 Time is a scarce resource.

BT is rather not doing work on the trip, because the trip is already stressful enough and there is lots of stuff to manage being in transit

Business travelers have sensitive data with them.

Luggage has to be dropped off at the airport

BT's need receipt from all expenses

Door-to-door travel time per traveler tends to be stable, even when speeds increase by over 30%.



Inflexibility

There will be more transport between large cities and less transport between the smaller cities.

Schiphol Airport does not have more capacity at the moment.

Aviation requires big effort in safety procedures

Highspeed ground transportation needs heavy infrastructure investment, like hyperloop or Boring Company

Security is a pain point in the whole travel process



Missing Purpose

💡 Employees are the most valuable part of any organization

Business travel is stressful

As a trip progresses boredom, monotony, fatigue and satiation set in.

Aspects contributing to the travel experience are the availability of privacy and silent places.

Travel in general is not anymore addressing instrumental needs, but building emotional connectedness.

👤 Business traveller has long working days and late evenings, early mornings. Less time to work out and increased alcohol consumption

🕒 6.9 hours lost time per business trip = 662\$ lost

50% of business air-travel is individual



Missing Purpose

ABT's prioritise convenience and view business travel not just as work, but as a travel experience.

ABT's: Location to work from. Top 2 Priority concerning Hotel

📄 "Flight delays without specific reasons have caused clients to be dissatisfied with my company and negatively impacted my sales results."

Stress is often counterintuitive in the travel process

If a female spouse or partner is, for lack of a better term, left behind, the male traveler is often alleviated of domestic responsibilities -- an unfair amount of those obligations will then fall on the female spouse or partner.



Technological Advantage

Airlines start selling hotel accommodation on their websites

Check-In is mostly done through the online check in on the phone

📄 Technology and Service are becoming a key differentiator for hotels, not price.

Electric aircraft more and more show an alternative to conventional planes (only smaller planes so far)

IoT can be used to track luggage, health data from airplane seats, hydration level or heart rate. Seat can change temperature.

📄 "Travellers seek to have a platform where they can see all their options and choices in one go - airline, hotel, ground transport", according to a leading travel agent in Malaysia.

Wi-Fi onboard flights, advanced seat selection are key



Technological Advantage

📱 Travelers primarily look to mobile technology to “improve the efficiency of their travel experience” which includes check-in and check-out apps allowing them to save time by jumping queues, as well as having access to airport maps that help them to locate key services such as ATMs, currency exchanges, shops and food and beverage outlets. They also appreciate predictive apps that give them information about their flight connections.

📄 Business traveller in asia “book independently via online travel agents” most favorable.

Connectivity is a must (internet), without huge stress factor

Planes are becoming even more automated with the approach to have only one pilot in the cockpit (Boing 797)

A V-Wing airplane design could save 20% fuel.

efficient mobility for society may need to have more collaborations with other companies.



In the Matrix

People increasingly ‘shift to passive’, giving up control of data in return for convenience, economic benefits and security

🕒 Consequently, more ‘seasoned’ travellers, or those looking back at their careers, appear to more often be critical of hypermobility, or even regretting their earlier lifestyles.

📄 Business people on the gate check their phones and laptops for emails or walk a few steps

👤 Physiological impacts on frequent business travellers include the stress of work continuing to accumulate while away (Beaverstock et al., 2009)

📄 Jet lag is the most commonly cited physiological impact of frequent business travel.

📄 Physiological, psychological & emotional and social consequences that tend to be overshadowed in society by the popular representation of travel as glamorous.



In the Matrix

With 23% of travel managers in the same study saying that travellers will seek time of as 'compensation' for a business trip, companies must learn to adapt with flexibility to this growing trend.

🗣️ "We're hearing more and more about recruits wanting to see the travel policy before they join the company"

Business travel improves global corporate productivity at a return on investment rate of ten to one

The business traveler has the duty to represent his company

companies valuing more profit than environmental performance

Business travelers are also prize sensitive, overall and on a daily budget basis.

26.3 Appendix Transcripts

Interview 1. Participant 1 F, 26, Clothing, <10k empl., Customer Relationship Manager

Interviewer

What's your relationship to business travel,

Participant

most of the time is when my field of action is involved in a project. So if there is anything to do with CRM, I will be through to the event to take care of the database, or the customer themselves, or the organization of the guest list. And so on. So really, everything that I should do is Yeah, and then I will be the one taking care of it.

Interviewer

Also, like, do you do, do you like that, like you'd like to go?

Participant

I really like it. Because it's also allow me to see a project in action and in realization, and I like to also be helpful and take care of like, my part and such events and projects every day that gets

Interviewer

Yeah. And and you as a business traveler, like, how would you characterize yourself? Thank you traveling.

Participant

In How do you mean?

Interviewer

So? So you said you travel? Like, like three or five times a year, right? So we have like a specific way do you travel, like, do any like,

Participant

I would say, I'm a very pragmatic business traveler. And I think I've learned over the years also to like, just take what I need on a trip rather than to take like five outfits when I needed to. So I always try the very light, I always have just a bag like, it's not like a weekend bag is even smaller, though, we can back a second sugar back, where I have all my stuff ready. Everything is also organized. For every day that I will need it. And also to go through security verifies I always put my liquid items and makeup on the top. So I know what is in my bag and how to reach it to waste less time possible. And I would say as well that I'm trying to be money conscious when I travel, for example, I wouldn't always drive with taxi if there is a cheaper solution just to save cost. But yeah, I'm trying to be like, conscious when I travel and not spend too much money from the company when it's not necessary.

Interviewer

Yeah. Coming to the to the money aspect. You already followed the script naturally, because my next question is, what are the main differences of you as a business traveler? And you as a as a holiday traveler? Like you want a holiday trip?

Participant

Yeah, yeah. Okay. Oh, I would say it's not very different. Because I had my company, we have like a limit per day what we are allowed to spend. So when I go on a private vacation, I also set myself a budget limit. And so I think I'm not that different. I'm just like, okay, maybe if I'm traveling on my own, I will go for the cheapest way of transportation. When when I'm traveling for business, I know that I can allow myself to drive a taxi. So I wouldn't like think twice before taking a taxi when I on a business traveler trip. Rather than when I'm going to private trip, I will think twice or maybe three times about taking a taxi and like I will, yeah, I would ponder my decision more when I'm on a private trip, wherever then when I'm in a business trip is more expert and decision because I know I don't have to worry about the finance aspect that much, even though I still have a limit for my company.

Unknown Speaker

Yeah, yeah. I do it also a lot. You know, I never used Uber.

Interviewer

But could you?

Participant

I mean, it depends where I am. When I travel into London or the United States, I will use Uber. But in Europe, I never use Uber. So I use a form of Uber, which is my taxi is German. So I would use this more often. But it's a taxi is that.

Interviewer

Yeah, are there any other apps you use during your business trip

Participant

I use an app which is called travel log, and it lifelock I can't remember the name. But it's a an app where you can track your planes and flights. And he tells you where your get ease and whichever know you will enter into if your plane is delay, and so on. So it gives me information about my things.

Interviewer

And that's also like how you how you mainly prepare for your trip. So you put everything in the app.

Participant

Yeah, and put everything in the app. So hi, my trip is like most of the time I also check what is the fastest way to go to the airport I check the train schedule if I have to take the train as ticket like a few hours and Episode The day before and then I take screenshots of the time schedule to like them when I need it in the morning I can go back to me without like shutting it again and entering the information again. I also put my planes information into the app where I can track my flights I use the wallet from Apple to get all my tickets if it's trains against or if it's playing to get everything inside so I don't have to look through my phone I know where everything is when it needs it.

Interviewer

Yeah perfect and the train schedules he can't he cannot look them up on the on this travel look at right if to go to their website.

Participant

Yeah, it's only not even go to website or they have not either and foggy here in Munich where you can get the train scheduled or the Dutch event up or you can also see it

Interviewer

And what do you dislike the most about the trip preparation?

Participant

Maybe the chicken thoughts because like flights is like depending on the airline is always different. Some airlines they don't like provide the wallet card for iPhone. So for iOS or you get access to the chicken unique for an email or you get an SMS is all like completely discontinuing for the one airline to another and I think the last my least favorite been checking into the airplane even though it's really easy, but it's always different depending on the island.

Interviewer

Yeah, perfect. Okay, so that sums up already my my first part of the of the interview. So now let's let's go to the to the Google form. So let's continue with that you've chosen like the taxi to get to the airport. And you are you already stated that? It's a money aspect. So you are you don't have to pay for it? And is that the only reason you do that? Take a text.

Participant

Well, in this year for business trip. Yes, definitely is because it's faster. It's convenient. And it's Yeah, I don't have to pay for it. So I don't have to worry about the money aspect because taxi transportation is very expensive here. But in because I am on a business trips. I know I can take a taxi because it's gonna get I'm gonna get the money back.

Interviewer

What kind of problems you have with taxis?

Participant

I don't really have any issues with taxi TV or nice because now it's very easy. You can order a taxi an app, then you make a reservation, it comes to your door, it's a book you can pay with the app, or you can pay by card. I really don't see any any disease point.

Interviewer

You ever had problems with traffic jams and congestion?

Participant

Maybe a few times in Paris, but they always plan a good hour like a Yeah, like an hour in between to have enough time in case something happens. That was never like a big issue. For me.

Interviewer

And do you prioritize the faster transit to the airport? Or more comfort in transit?

Participant

I would say faster. Yeah, it's not about it's really not about comfortable, like the fastest way is always more comfortable sometimes, somehow. So.

Interviewer

Because you save the time, right?

Participant

Yes, you save time, and you don't have to change trains. You don't have to run between platforms. There is no change of temperatures. I really am. I have some degree temperatures when I travel. And it's like, it's always the same. You don't have to worry about like getting from one. So from A to B, you're in your transportation car, and you're going to the destination. And that's all you have to worry about.

Interviewer

Yeah. And when you get to the airport, what's the first thing you do at the airport?

Participant

The first thing I do is I go to security tick, I go straight to my gate. I don't hang out around.

Interviewer

And what was the hardest part? Like when we went through their security check? like, even before the check.

Participant

And artists part? Is that really odd? Because when you ride with taxi, and the airport, you're like, in front of the security check. So it's very easy to get that out of the car security check. And then on the other side.

Interviewer

So you find a way straight to the security. Yeah. Okay. And what's your relationship with the airport security? Oh, my God, this is amazing.

Participant

Because I've traveled a lot. And I just learned from my mistakes and learn that there is ways to go through security check in a very, like, time saving matter. So like I say, I packed my bags, according to security check. So when I arrived, I put my electronics in one box, my clothes in my bag in one over a box. And then the makeup and I know also how to act a security check. Because I I, a lot of people are stress and security check, there is no reason to stress, the more you just you stress, the less time you will save. So now I'm very cooling very easy with security check. And I try to always be polite to the people working there because they are also under pressure. And they can be like very mean, sometimes. I'm always trying to be cool and relaxed and polite.

Interviewer

Yeah, I think for me, it's the same. I'm also like, like the Be polite and try to go as fast as possible. Yeah. And if you if you go to the gate, what do you do at the gate.

Participant

So at the gate, I will find a sit. And then most of the time I would be on my phone. So I check my emails, I see that if I have everything with me that I didn't forget anything and security check. I go on social media just take time just to like scroll on my phone or like, give private calls. I don't really work at the gate. I just like yeah, I'm on my phone while you don't work. Because I don't think it's a time another place to work. I mean, I wouldn't be able to like focus and work. Because it's like, there's people around, it's like very crowded, there's like movement, and I wouldn't like feel very productive. So that's why I don't waste my time that Africa will waste more time trying to work, then not work. So I'll say that again. I think if I was to be working at the gate, I would waste more time and not be productive. Because everything that we do won't be like good enough, or I don't know, for me, it's not the place to work. The game.

Interviewer

Yeah. And so then they call out for recording, what do you dislike about the boarding procedure?

Participant

I think the way they try to board the plane is not very effective because people are stressed. And somehow I noticed that people don't respect like the buildings on process. So they always rush to get to what I wait, what I tried to do is either be the first person to grow the plane, or the last person to build the plane. Because the planes not going to live without me. I'm here the plan is here. So I don't stress about that. But I don't like the fact that people are all stressed. And they want to rush into the airplane as if they don't have a seat or they don't have a plan to put their bags. And another thing that I dislike is that before when I was taking a suitcase with me, every time I had to stress so much about if my suitcase were to be accepted in the plane or not because of room space. But now I only take a bag because of this. I've learned from this, that I was getting stressed because of the situation because when you bother them, they will tell you like okay, your suitcase is too big. You have to put it in this load. So dumb. And now I'm just taking it back to not have to deal with this.

Interviewer

Was it? Yeah, I just wanted to double check and like, super, super nice explanation. So let's jump to the next point. So you probably had a nice flight. And then you arrive at the destination airport? No. So what's the first thing you do at the at the airport?

Participant

Get out of the airport. So maybe, maybe I will use the bathroom, identified, just to be sure that I need to go to the bathroom when like, going to my destination, but then yeah, bathroom, and then going straight out of the airport, finding my transportation to go to my destination.

Interviewer

And what's the hardest part about like getting out of the airport?

Participant

I would say finding where to go to find. Because you know, when you find when you are out of the gates, you're looking for chains of abuses of a taxi. And it's everywhere like this. depends where you are, but it's sometimes from is complete opposite to one another. So just like finding my way in the applause. That's the hardest part, I would say.

Unknown Speaker

Yeah, so I'm to you, which it looks.

Unknown Speaker

Oh, yeah. So because you're in your Google Forms, you said that you had a little bit of a trouble, right? In the taxi area, right,

Participant

Yeah. And what happened on that trip is that I didn't have cash. Now I learned that I always have to have cash on me. And my bank had technical issues, which means I couldn't withdraw money, and I couldn't pay with my car. So I had access. I didn't have access to my to money. And I didn't have money on me. So my interest my struggle was how do I get out of the airport? And how do I reach the city, knowing that the airport is an hour away from the city, so I could drive to the train, basically. But then I would be like driving the train illegally, which I didn't want to do. Because in France, you can end up in jail for a day. If you do that. I could have also done the best. And then like, I didn't want to lie, and I didn't want to take this risk. So I needed to find a solution. And yeah, so I do want to know the solution, or is that?

Interviewer

Did you take the chauffeur?

Participant

Yes, I think the chauffeur but why I took a chauffeur is because I organized the chauffeur service for my guests. So I invited 14 customers to this trip. And I organized a chauffeur service of pickup for them at the airport. But I didn't organize anything for myself. I organized it for my for my guest.

Interviewer

Okay, but like usually, you would have taken a taxi, right?

Participant

Yes, I would have taken. Not necessarily. On this day, I would have take a taxi. And I've taken a taxi because I had a first appointment at 1130, which was like a 20 or 40 minutes after I arrived in Paris. But normally I will take the train when I have to go to yo feast of like, yeah, depending on the project. And most of the time I take the train from Paris,

Interviewer

26.3 Appendix Transcripts

Participant

because of the finance, financial aspect. So I told you that in my company, we have a budget limit per day. So we can take taxis but we cannot take taxis like because taxis are very expensive. We have to make sure that when we take taxi is very necessary. So if I take a taxi in the morning to go to the airport is necessary, I cannot miss my flight. And I will usually take another taxi from the upper back to my home because I will arrive in the evening and I want to be safe and I want to be home quickly after my business trip. But during my business trip, I would always say the cheapest way of transportation.

Interviewer

Knowing that you would be late for a meeting. Which you yet if the text would you skip the taxi before the airport to take the taxi off of the airport?

Participant

I think I won't. No, no.

Interviewer

No. So you would rather be late to the meeting?

Participant

Yeah, but I wouldn't be late because you can take the taxi. Like if you are running late, but I would take a taxi time running late but I wouldn't I never I've never been in a place where I was late. Because I always had enough time between when I arrived. And when my first meeting is.

Interviewer

Yeah. And when you take the train what is like the problem?

Participant

Oh my god, so many programs, it's disgusting. To get a ticket it's also very sad because machines are always most of the time very, very old. They are where the there there's always a huge queue. You have to there's different trains who most of the time I traveled to Paris so they're out differentiate trains out long trains and short trains in I don't know how to recognize which one is which one is disgusting. It smells the it's packed with people you don't find a place to see it and you have like to dry for a good 40 minutes. So it's very, yeah and stuffs pretty much everywhere between the airport and Paris center. It's it's a hassle. It's not a nice experience.

Interviewer

And considering the train, what you could have what you practice it fast transit to the airport or more and more comfortable sorry, not to the airport, but to your final destination.

Participant

If I have the choice, I will take the taxi because he's always welcome for the book rather than the chain, but I don't always have like, it's I cannot say I don't have the choice. But I'm trying to be more conscious when I traveled and also money conscious. So yeah, yes.

Interviewer

So it's more comfortable and faster for you rate the taxi?

Participant

Yes, definitely.

Interviewer

Okay. So that's almost there's one last question. What aspect of your journey once you make a change for your next business trip,

Participant

I will make sure to have cash.

Participant

This is something I wouldn't really make sure what what I've seen is that every time I, I am on a business trip, I'm learning something and I'm learning how to be more productive, you know. So I had an issue with a suitcase. Now I'm only taking a bag. And now I had an issue with Buddhism always going to be having cash on me. And maybe I think next time I will organize a think about how to get from the airport to my destination in a more like proactive way rather than inspired way when I just arrived at the airport. What do you mean by that? Because, you know, I have many options, I know that I can take the taxi, I can take the train, or I can take the bus from the airport to my destination when I arrived. But I don't really think about it. I just like to take a spontaneous decision when I am at the airport. But now next time, I will make a proactive decision to go for the solution of the solution. So I don't have to stress about it again. And I would have enough money on me to also like pay the way of transportation I'm going to choose.

Interviewer

Yep. All right, perfect. Or get the get the backup credit card next time, right?

Participant

Yes. And you can also just skip the cash. You know, if you have like, two or three credit cards, then I think you're good. Like, yes, then it's told me at the end. 26. Right. Yes. mistakes. Yeah, mistakes. Like I always bring your besides Phil. Yeah.

Interviewer

Yeah. Yeah. And then some people have like American Express and stuff.

Participant

Yeah. And, you know, one of my colleagues also told me like, he offered me to take his Amex. And I was like, No, don't worry about it. And then I regretted it.

Transcribed by <https://otter.ai>

Interview 2. Participant 2 M, 25, Investment Banking >50k empl., Analyst

Interviewer

Okay, so like, firstly, I will start with with some general questions, and then we'll head straight over to the reform part, and then we go a little bit more in depth. So first of all, how many times to do business related trips a year?

Participant

I mean, I just switched jobs, but in my previous role, I would say, maybe around five times per year?

Interviewer

Do you like business traveling? Like, what's your what's your connection to business travel?

Participant

Um, yeah, generally, I like to travel because it's usually associated with an opportunity to meet clients or to attend conferences and learn something. And so it's a bit of a change from the everyday office life.

Interviewer

Yeah. Nice. Yeah. And you as a business traveler? How would you characterize yourself?

Participant

I mean, I fly quite a lot. And so it's have like routine. And it's becoming like, mean, every time you travel, you become more efficient. And you know, like, how late You can leave to still get the plane? And like, what I like the best, I know, restaurants at the airport. And so I think I'm quite efficient and gotten used to process

Interviewer

and what are the differences? Are you in a business trip, versus you on a holiday trip? any differences in your trip travel routine, or in the way you travel?

Participant

I mean, when I'm on holiday, then obviously have to pay for it myself. And so I don't maybe take the taxi all the time. And I mean, obviously also fly in economy. And so it's less, less comfortable. And I know, in general, I mean, focus more on the budget when I travel for myself.

Interviewer

So you said that you're going to that you're more likely to take a text on a business trip, right? Yes. Okay. And so like you rather than not take a taxi on a holiday trip that way?

Participant

You're probably not because too expensive.

Interviewer

And what are the apps you mostly use on your new business trip?

Participant

When I was in Germany, and my taxi to get caps, and then usually, I mean, a couple of times, I traveled internationally, it was mainly to London. And so here I use Uber. And then I use, what else do I use? I mean, I use citymapper, here in London to get the best train connections. That's probably about it.

Interviewer

So at the office, how do you or what you do to prepare for a business trip? When it's mostly taken care of by our assistant?

Participant

I mean, she books two planes. I just have to tell her, like when I want to go and find your hotel, she'll find a hotel for me. So I don't have to prepare that much. Really, it's more preparation for the meeting on for whatever you're traveling, the less the travel arrangements themselves.

Interviewer

So you don't you also don't you don't touch all the like, for example, company booking tools and stuff. So that's no, you just tell your assistant, okay, I want to go this time, and then you will be fine. So is there anything you dislike or like about this? trip preparation, the way you have?

Participant

Anything I like about it? Well, it's very easy for me. So I like that.

Interviewer

Yeah. Alright. So that then on a trip there? You have I mean, and I saw it, like just a few minutes ago, for the transit to the airport. I've seen that you got there by taxi, I guess. Right? Is that right? Yes. Yeah. So why did you choose the taxi?

Participant

Because the fastest and easiest.

Interviewer

Do you like, encounter problems with the taxi or like, like, especially this.

Participant

I mean, probably we often have in Germany, when you take taxis is that they don't accept credit card. And so you always need to make sure that you have cash with you.

Interviewer

But also might take a while if you use my taxi.

Participant

It's true. I'm not sure on that trip, what I did, when you use my taxi, it's fine. But our office had like a special, like taxi rank just waiting for the employees. And so you sometimes you would just go downstairs and take one of two taxis. It's waiting there. And if you just get in like this, then they sometimes don't. Don't take credit card.

Interviewer

So do your you prefer to take my taxi to use my taxi? Or like,

Participant

I mean, in an ideal world, I would prefer to still use the taxis that are waiting outside of the office because then I don't need to prepare anything but then they would always take credit card. But since some of the drivers refuse to take credit card, especially for for shorter trips. If I know I'm only going somewhere close in the city, and I don't have cash, then I would use my taxi because then I can definitely pay by card.

Interviewer

Okay, it's interesting. Are there any other problems with like the taxi? Like if you hop in a taxi like what's happening?

Participant

In sometimes the car smells bad? I'm not sure of any other problems. I mean, sometimes you get you get stuck in traffic. And that's annoying.

Interviewer

Does it happen often?

Participant

Depends when you travel, but probably in the evening. Yes.

Interviewer

So do you have like, did you create like a workaround for that? Like? Skip the taxi, take something else?

Participant

Yeah, I mean, mob is probably very dependent on like your individual situation. But for me, I mean, I could use to train instead. But the taxi was so much faster than the train that even with traffic jams you request to take a taxi. Okay.

Interviewer

Would you prioritize a faster transit, or more comfort in the transit on the way to the airport. So let's say you have like on your whole trip time, you would add like another hour, and old trip is going to be more comfortable, versus you just get there as like, as soon as possible to find a destination.

Participant

I think it's more important to get there quickly.

Interviewer

Why is that?

Participant

Well, because I mean, the day is very busy. And even if it's more comfortable in the taxi or the train or whatever I'm using, I mean, I still can't really use that time to work. And so I just want to minimize the amount of time that I'm out of the office.

Interviewer

All right. All right. So then, you arrived at the airport. You were on a continental flight, like not on international flight, right there was from Frankfurt to London. Yes. But you see, we're traveling with to carry on bags. Arriving at the airport. What was the first thing you did at the airport?

Unknown Speaker

We'll go from security.

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Interviewer

Because it is the check in on your phone. Right? not checking out doing the app. Yeah, on your phone yet. Yes. Or Yeah, yep. Yep. Yep. And was there any any troubles getting to security? Was it Oh, good.

Participant

I mean, if you fly enough, you get like a frequent flyer card, and then you can skip the queue at security. And so it's usually quite often.

Interviewer

What's your what's your connection to security at an airport?

Participant

I mean, it's mainly annoying. Like, feels like just waste of time.

Interviewer

And then you had to do the passport or immigration right in London.

Participant

I think also in Frankfurt. Yes.

Interviewer

What do you dislike about the passport? passport check?

Participant

I mean, it's just a question of how long is the queue? And in London, you ridiculous quite short, so it's fine.

Interviewer

Yeah. And then you you finally made it to the gate. And you just do phone calls at the gate?

Participant

Warm, you do phone calls. But I mean, usually I arrive like a white in the lounge until the flight is ready for boarding and then wait five minutes more and then I come down and then there's like, almost nobody left in the queue. And then often I'm on a call. But oftentimes, since there's no waiting involved, I just go through.

Interviewer

So you since you fly business, right? You're waiting in lunch till the queue is completely boarded. And so you don't have any waiting time. Right? Yes, I mean, I think on this trip, I didn't fly business but I have a freakin blackout so I can still go to lunch. All right, all right. Um, do you normally fly business on business trips or?

Participant

Um, I'll company policy changed at some points. So the last trips were an economy

Interviewer

but we still fly business on international trips, etc.

Participant

intercontinental,

Interviewer

sorry, intercontinental,

Participant

intercontinental it would be business class.

Interviewer

Yeah. But like generally in the knowledge you do two calls like business related or private calls.

Participant

depends on the time of day of the day I guess. Both

Interviewer

but like phone calls it's the only thing you do hit the launch you don't do you? Don't you like no amenities stuff

Participant

in the lounge. I also eat because it's free and maybe have a drink and do some work on my laptop.

Interviewer

So we actually work on the lunch. Yes. Alright, so then it's time for for boarding. I think we already had like, what do you dislike about the boarding procedure? Is there anything else? What about the boarding procedure, something you dislike?

Participant

I mean, when you fly an economy it can be a bit stressful that you have a carry on luggage but you don't know if you will find space for it and so you might have to like if you think the flight is going to be very busy you might want to try and be one of the first people in the queue so that you can definitely find the space in the overhead luggage some Department. r said something that annoys me

Interviewer

said the only reason to be first lunch for the order carry on

Participant

Yes I think so.

Interviewer

Alright, so like yet probably a pleasant flight reaching the destination airport what is the first thing you do at the airport in London well go through immigration and is there anything you dislike about immigration process?

Participant

No problems.

Interviewer

Yeah. And then on the exit like under way out of the airport, so is there anything you take care of the others that look like like what do you do?

Participant

So when I go out I know how to get to the train so I walk straight there I usually buy the ticket to retrain well I did my assistant did it or if she didn't then I buy it on nap on my phone while I walk to the train because quite long walk and then I wait for the train and get in.

Interviewer

And why do you take the train?

Participant

Because the fastest so in London The train is faster than the texting or depends on the upper also right depends on the airport. Yes British fly to you for then it's the fastest

Interviewer

what do you what do you dislike about the train?

Participant

was very expensive. I mean, if I have to pay for it myself, then that's annoying.

Interviewer

So it's just the price falling?

Participant

Yes, it's mainly the price and I mean, maybe also that at least if you've lied to you further and you don't like the there's only one stop and so you need to change lines mean it would be more convenient this train was going directly to to my final destination.

Interviewer: it said also like do you prioritize a faster transit to your final destination or more comfortable? Faster, also faster. Alright, and arriving at your final destination? being there and looking back? Are there any aspects of the journey which you would change? And then following business trips?

Participant

No, not really. I mean, I have like routine and UTM do exactly the same thing.

Interviewer

Alright, sounds good. Perfect. That was actually my last question already. Heard that went very fast. Perfect.

Participant

Okay, great

Interview 3. Participant 5 🇺🇸, M, 23, Cloud Software, <100k empl., Designer

Interviewer

Okay, first of all, I gotta ask you just a bunch of questions, like general questions, and then I will head to the, to the main part. Okay? How many how many times a year you do business related trips?

Participant

Let's say maybe? I don't know, it's hard to say because, you know, just started this job. And then the last job it was consultancies, I was kind of per project basis. But if I'd had to generalize, maybe going forward for the next year, maybe twice, three times a year.

Interviewer

And what's your connection to business travel? Like? you'd like it to? You don't like it? Yeah, definitely. Usually like it. And in a way, can you How would you characterize yourself as a business traveler?

Participant

As a new business traveler, rather? Not like I'm used to it. Like, I travel. I get decent amount, I guess. But yeah, there's a couple of things that I probably change going forward. But I feel like I'm comfortable with it. But I'm building not like road warriors, expert, business travelers who has everything kind of down to a tee.

Interviewer

What are the differences of you being on a business trip or an unknown holiday?

Participant

Well, the biggest thing is I don't have to pay for new on a business trip.

Participant

So that affects a lot. And then also the fact that I'm there for like a certain tax. So it's like my time necessarily isn't always as flexible. As if I was like on holiday. Yeah, those are the main two things.

Interviewer

Are there any apps you mostly use during your trip?

Participant

When I was traveling through a radius, I use the CWT app, because that's the thing. It's CWT, but that was like the travel agency that we had to book through. So it was easy to like use that app to see like, the itinerary. And I think I had like the, like flight schedule, and like, game stuff, information and stuff like that. So I use that app. Other than that, just like Google Maps to get to the airport, or from the airport to where I was going and then like Lyft or Uber to get around when salads they're going or to get to and from the airport. Yeah, awesome. Nice.

Interviewer

How do you how do you usually prepare your business trip in the office?

Participant

So there's usually like a dedicated travel booking website. So you gonna have to go through that. I gotta like know, okay, if I need to be there on Tuesday, I go to the app, like go through all the settings and filters and then just choose whatever flight is most convenient. And that's what then policy and then once the flights booked, I'll do the hotel next usually Christian prices for the flight. Yeah, you can see the prices.

Interviewer

So can you pick any, any any flight?

Participant

You can pick any flight that's within policy, so it'll go from the travel booking website side of us so far, like it automatically will tell you what's within policy and what's not. So obviously, like, I'm not flying first class anywhere, anything like that, but like, most of the lights will be within policy for for whatever business travel I need, unless there's just some flight that's astronomically expensive for some some weird reason.

Usually really don't pay attention to whether it's in policy or not. Or whether it's just whether it's in policy or

Interviewer

And it was was it was it was CWT, right with this company?

Participant

I think so. I'm not completely sure. radius. But that's definitely what we use here at all.

Interviewer

And what you like and dislike about the booking and trip preparation procedure.

Participant

It's actually pretty good. Maybe the only thing that like CWT and like the expensive tool aren't like completely integrated. So like I can book through CWT, which is a travel booking a website. But then like, I also have to expense that that expense for the flight and hotel, so that I can get reimbursed on my card. Yeah. So like, the information will like be populated and the expense up automatically on my, on the my corporate card, I still have to add, like the basically the receipt that I get from the website to that, and then submit it like manually in a different app. And so those are more like integrated to each other where I had to do that second step that would be better. But as for the actual booking process on CWT, there was nothing that really comes to mind. Something that I would improve. I think the last time I bought something was maybe like, two months ago, so I don't remember the process like exactly and stuff, but there's nothing that I can really think of now that comes to mind. Alright,

Interviewer

Awesome. Now coming now coming to the trip day. Um, so you've chosen the Uber to get to the airport, right? Why didn't you

Participant

just the most convenient. And to that occupation, I don't really have to worry about what's much prize package to drive, I'd have to take, I don't have to worry about parking and all that. I'll take public transport with the BART or something like that I had to worry about the schedules matching up on Uber's. Just the easiest because you call it whenever it will take you right to the front gate. And I can express it without God.

Interviewer

Yeah. Did you? Did you have any problems with Uber?

Participant

Nope, good distinction because I switch between using Uber and Lyft. I know Lyft they have within the app. When you select a you're going to an airport. You can also select within the interface, what gate you're going to. And I think an Uber if I remember correctly, just select the airport. And then once you get in a the Uber driver usually asked me like oh, like what are you going to? And then like, because at that point, I'm like, Oh, I'm not sure let me look it up. It's kind of like, odd. But since it asked him to app for Lyft, like, I can just put that in there or go quickly over to my my app that has like their travel itinerary itinerary in it and look, and just put it in there. So that's I just staying wish I can make I wouldn't necessarily necessarily say it's like a problem. Not having to put it in. But having that option and put it in within the left is definitely better

Interviewer

than any other problems with the with like an Uber or Lyft. Or also look back

Participant

in time not would not want to get into the airport. But when leaving the airport,

Interviewer

we'll come to that. Okay. Sorry. Um, so then do you prioritize the fastest transit to the airport, or more comfort?

Participant

Really, take an Uber or a lift to the airport is the most comfortable and fastest way to do it. So if I was to choose a guess I would say honestly, I would say either, I would probably say that convenience, like just being able to do it on my get there on my own schedule. But to choose between comfort and speed, I guess I would do comfort. I guess it also depends on the situation, though, because like I say I have a flight that's that I can get on a flight that's at 6am to get to where I need to be on time. And then speed is probably more important to me than comfort. But if it's a flight that I'm catching on, like 9pm, I had a lot of times uncomfortable. So it depends on the situation of the flight, and what time goes.

Interviewer

On at the airport. What's the first first thing you're doing

Participant

gonna do is just go to security, they usually know where my date is, I'm usually already checked in I don't ever take bags that I can check. So I just always know checking back checking bags, and to check in through

Interviewer

In the app, right?

What's your experience with the security that they have?

Unknown Speaker

That's usually not that bad.

Participant

I mean, I kind of know, beforehand like to leave enough time for it. I'm like expecting it to take a long time. So I mean, up there is a lot line, I usually allow enough time to, you know, to get through security without having to worry about being late for my flight. And since I expect a long line, there is a long line, it's fine. If there's not, it's like a bonus, it's even better. And I'm pretty familiar with like what you have to do to get through the security line. So I'm pretty fast about like, I usually don't wear shoes, I have two ties, I just have one off, I have like all the stuff that I need to take out of my bag pretty easy, easily accessible within my bag. So that can be cold as well. I even know that usually because of my hair, like they require a pat down, like down my back. So like I'm always expecting that as well. So like, pretty, pretty easy most of the time. The only time that recently that I've had wrong is like I'll forget to empty my water bottle. And so I'm either like chugging it at the last second or like, one time I actually went all the way through and they had to send me back the line. Welcome back to India. But for the most part, it's not. It's not the bed.

Interviewer

Awesome. All right. After the security, you're right at the gate, you said that you usually eat and browse your phone and said the only things you do?

Participant

Yeah, pretty much. I mean, one time there was a there was a pretty cool debate. So this wasn't business. But it was on the trip to Thailand. I was like a pretty cool exhibit on like the history of surfboards. Now actually talked out

Interviewer

for a while in the airport. That's awesome, man.

Participant

Yeah, but usually I just like, sit there. Get a beer. get something to eat. Or you get a beer with my phone? Yeah. Oh, yeah, definitely.

Unknown Speaker

Yeah.

Participant

Yeah. Especially if it's a if I have like a, like a good amount of time. Yeah, I'll just say it a beer with food or even just going to be around a town.

Interviewer

What do you what do you dislike about the boarding procedures?

Participant

How? Well one, where you're not like in the priority, or one of the first downs and be called, like, you're always kind of, on edge on whether you're gonna have to check your carry on or not because they run out of space. And so there's always this real dynamic of when they start calling people, everyone gets up, even if they're not called yet. And I kind of just like, waiting around the line to see like, okay, so like, they're this number Now, like I can slide in now. And by the time I get to the front of the call my number or like, that doesn't happen. And he had to like get out of line and like, so everyone's kind of trying to low, please get in line at the most ideal point so that they get in can get in as soon as possible. So they don't have to possibly check their bag. So that's like a really annoying crowd. You could just sit there not caring, like, all right, whenever they call my thing, I'll go out. And I don't have to worry about trying to be strategic about it. But then you run the risk of having to check your carry on, which is annoying, because once you get to the airport, you have to wait at the carousel, you get it instead of just being able to leave right away. And there's a possibility that they might lose it. So sometimes you gotta play the game, and you just stand up when, say started calling and kind of hover around the front of the line or in the line. So you can kind of try to get in at the best point. So not the bad.

Interviewer

Yeah. Do you make sacrifices in your luggage? And your in terms of quality and like model clothing and stuff? When you plan a trip? That you don't have to take a chicken back?

Unknown Speaker

No, not really. I mean, I've heard of

Participant

like, my as my travel. When I'm packing for travel, like my whole mindset is packing the lease, I can lease I can, were like what I'll need for the trip. I don't really like I'd rather have less than more, regardless of whether I was taking a bag or not.

Interviewer

And one last question to the gate. Um, do you also work on the gate or the beginning, um,

Participant

if I have to, I try not to do, I'm not really like, I don't know, when I'm like, traveling or flying especially I kind of I like to just take that time to relax. Because I even if I am working, I'm not really like as focused as I will be. So uh, yeah, I usually try to take that time to relax. But if I need to get something done, I'll take out my laptop and try to do it quickly, like at the airport.

Interviewer

Alright, so after the flight you arrive at the destination airport. And what is the first thing you do at the airport, if you arrive?

Participant

You check my phone, because like my phone's been on airplane mode. See what time it is? See, like, I got emails, texts, whatever. And then look up, usually look up on either Google or just straight in like Lyft or Uber. How far did to my location. Just so I know, like time wise where I'm at. And then I had to the delegate usually use the restroom, then had to wherever the over left pickup is now my way.

Interviewer

And what What's the hardest part when you arrive at the airport?

Participant

starting out where to go for the rideshare. Because now a lot of airports have separate locations to where you have to get your Lyft or Uber. It's like separate from where the normal arrivals pickup is. And so finding that is, is always really a hassle because it's different for every airport. And since they're like kind of new, never really thought out. And like figured out that well, as far as the flow like people getting in their vehicles, or even like how to find it. Because a lot of time the signage is really confusing in order to even go in the first place. And then you're kind of trying to look at the app and can see the location of where the pickup is. And they're trying to like, cross reference that with the different signage, and the airport and it's always just a hassle. Like it's not very well.

Interviewer

And then you get to the baggage claim.

You get you get to the carpool area.

So you just you just find your Uber. And, like you find it easily like decided that decided the areas or

Participant

no, no, it's still like even like the area and like finding the area is one issue. And then even the area in the cells are pretty are usually pretty well. Let me see what airport was I going to Seattle. Yeah. So my last business trip for Oracle in Seattle was freaking terrible. Like they like the system they have for their, their spot for the rideshare pick up, it's like really hectic and terrible to like, they have basically two or three rows of parking that are all like dedicated for the pickup. And then like, some of the cars will come into the parking garage, and then kind of like, swirl around the different like parking sections and then like parked in this section. So like, you can't really see each section. Clearly from like, anywhere you stand. So it's like, okay, like, I gotta keep like, kind of scanning. Okay, is are they coming into this session? Are they coming into this session? Are they coming into this session, and then like, people are like walking across the parking lot to try to get to the place and like, trying to like, there's like so many different cars coming in to so many different people down there. It's like a small confined space. And it's not like a linear thing. Like, it was just so ridiculous. And then half the time to like, the apps aren't really accurate with where the drivers are. So like, it'll be kind of glitchy it'll seem like the drivers there or like seem like a driver hasn't moved in, like five minutes when he's like six miles away. And so like that adds to the confusion as well. So like the actual, like, finding the spot is difficult. And then a lot of times actual spot we're supposed to meet them. It's kind of hectic as well, just because it's not really find out correctly as far as like the clothes, vehicles and people. Something like that.

Interviewer

I mean, couldn't you skip the Uber and then or like, just take a taxi instead? Because it takes is just right there. It just has to hop in and go.

Participant

Um, yeah, I guess. But like with the taxi like, I don't know, I've never I've literally never used a taxi before. So I don't know, if I get into a taxi, whether I like you know, when they're going to be able to accept my corporate card, whether like I need cash for tip, weather like, and most of the time, like, I have the address of the location, like all my phone. So these are just like copy and paste it into Uber Lyft. And like, just go with that. Plus, I don't know, like, what the fair rate for taxis is going like for Uber and Lyft. I can look up on Uber, see, it's \$15 like a bug Lyft. See, it's \$20 choose the Uber, I'm jumping in a taxi, it's like I don't know how much we're going to pay. Also don't know how the receipt for business travel, I need a receipt. And we're going to, I'm expensive. And so I know Uber and Lyft. It's already medically connected to my corporate card, and it'll just automatically do that. Create that expense, and then I'll get an email with the receipt that I've been attached to it. It'd be good to go with the taxi. I don't know if any of that is possible at all. So maybe it would be easier just to go hop in a taxi and go but there's so much so many variables that I don't know about taxis and business travel that like in every mean occurred to me to do that.

Traveling with radius we did use a taxi for that exact reason. And like I can't remember exactly. I was traveling with one of my co workers. And she was like paying for everything. So I'm like there was some issue I remember having with it was either like she thought that he Oh, charger or something like that. Or like there was something some issue of the tolls.

Participant

Were like it wasn't like included with the ride. So like, how to be paid for separately, which was kind of a weird issue too. So like, yeah, there's all like, there's a bunch of like shit with that even when we didn't use the taxi. Now remember that they just kind of odd.

Participant

yeah, sorry. Just like, every reason, you'd want to use a rideshare app like Lyft or Uber over a taxi. normal life is true. Plus more, because it's already integrated with how you are getting paid with your business now but anyway. But yeah, from not having to deal with the shitty process of actually finding your Uber at an airport. I guess a taxi would be better, but I'm not sure if it's a boy.

Interviewer

You know what it might be?

All right. Um, are there any other problems with the Uber?

If you're on the way to your hotel, or meeting destination or office?

Participant

No.

Interviewer

And on the way to the office or hotel or whatever, at your final destination, which you prioritize a faster transit to the airport or a more comfortable?

Participant

Again, it depends on the situation. Like if my boss was running late to a meeting or like my flight was delayed or something like that, then yeah, speed would be better. I got plenty of time, then temperate would be better. Just kind of depends on the situation. Yeah.

Interviewer

And then my last question is, what aspect of this journey? Or do you have like those moments when you arrive at your destination? And you look back and you're like, Okay, I gotta change that. Definitely. On my next business trip? Is there something like that?

Participant

Yeah, I've been meaning to sign up for TSA Pre check for Global Entry. So that'll just make the security line even easier, so that I don't have to take my shoes off and all this stuff out of my bag, and the line is usually shorter.

So I gotta sign up for that. To be nice. And another thing that would be nice since I got the new credit card, the Sapphire wizard like I get free access now to all like the exclusive lounges and stuff. So from that as well, coming on board

Interviewer

All right Thank you, that's it.

26.3 Appendix Transcripts

Interview 4. Participant 6 , M, 58, Bio-Tech, >50 empl., CEO

Interviewer
head to the Google Form part, I want to start with some general questions. So first of all, how many times a year do you do business related trips?

Participant
One to two times a year?

Interviewer
And what's your personal relationship to business travel?

Interviewer
So what's your emotional connection to your personal connection to business travel?

Participant
If I have to do it, I have to do it.

Interviewer
And you as a business traveler, how would you characterize yourself?

Participant
As a business traveler? To get through it as smooth as possible.

Interviewer
Why is that?

Participant
Because I don't want to be hindered by cancellations or delays, or just everything has to run as smooth as possible.

Interviewer
And what are your differences on a business trip compared to a holiday trip?

Participant
Things also should go very smooth. Because we want to get to the it's quite similar to holiday trips. You want to get to your goal, your to your target as smart as possible.

Interviewer
And what are the absolute most often use in preparation for a trip? And on the trip?

Participant
no, normally or I work with a laptop computers,

Interviewer
There is no?

Participant
yeah, sorry. Because I find that most of the smartphone apps are not so inform native applications on a laptop computer.

Interviewer
Why do you use the laptop instead of your phone?

Participant
Because I find the functionality that most computer applications have is better than the depth of choices you have on a smartphone app.

Interviewer
But you take it as on your phone or on.

Participant
Finally I said, normally I send my ticket that shows up on the phone. But all the booking procedures I do on a laptop of mine and my assistant. Okay, because the versatility of the booking apps on the on the smartphones are not so versatile. Like like on the on the computer.

Interviewer
you know, and on the trip, because you stated that you use your phone as a ticket. Are there any other apps you use on the phone? During the travel like planning like scheduled?

Participant
Only if there was a delay monitor while I can check the precision of the flights or the train schedules or something like that. I use the smartphone apps. But for booking procedures I go to computer.

Interviewer
Right? Um, what do you like and dislike most about the trip preparation

Participant
to check prices and best best offers from the airlines. And the fact that they're that I've experienced, the mind will check for best prices, the more expensive the flights get. And the more you stay on the on the on the internet to check for available flight connections, the higher the prices get on the bus is that you use for the flood preparations one computer was one IP and get and find the best. The best connections, and then you switch to another computer with a fresh ID and book directly.

Interviewer
So you don't use company. Like company booking tool for your

Participant
The longer you check for optimum, the higher the prices get.

Interviewer
What would you use Google flights

Participant
no more more easy things that revival or other because as I stated in my Google interview, my assistant do the booking, and I just look above my shoulders to look for the best prices she has found out and the best connections.

Interviewer
All right. But there's not such a tool like for example from companies like Oracle or SAP, which helps your company in bookings and organized bookings in your company. My company is so small that we cannot afford Oracle or SAP. Okay. Okay, so let's, let's move on. Let's move on to the transit part. So you stated that you go to the airport by car and train. Yeah, why I like that.

Participant
Because I live in a rural area village called — in that you might know and get to the next urban transit connection, I usually take a car to drive to my company garage, parked my car there and then continue to the train station. And as international transit flights are actually leaving from Frankfurt, because to get a little bit outbound us trying to go direct to and usen international connections from Frankfurt to go to stay at the states or to other origin.

Interviewer
And one of the problems you encounter was this combination.

Participant
If you if you are has an interesting hobby as a model plane radio control plane flying you will have to live in the outbound outbound and because then you are a little bit away from those city like connections.

Interviewer
Yeah, but what are the what are the problems when you use the car to get to the office and then take the train to the airport? Problems with those transport modes?

No problem.

Interviewer
So it always works fine.

Participant
If you have Google Maps and you encounter that you keep in contact with the current traffic conditions, everything's fun.

Interviewer

And if you can prioritize, let's say a faster transit to the airport? Or would you rather have a longer travel time but more comfort?

Participant

Longer travel time more comfort? But But what would be the alternative? Pick up service with visit collection texts you wouldn't call because then then the taxi would come and I would have be ready in time to keep the taxi. If I'm if i have i on the evening before my travel starts I make my my scheduling and check the dates and the time and the schedule and then I'm by I rock through. And only before things start on terms when I wake up, I just checked Google Maps if the traffic conditions are okay, and then I make my way

Interviewer

What if you had the chance to go to the airport? I need faster way? Would you rather go to the airport in a faster way? Or would you would you rather get on a vehicle and it will take longer as your car train version at the moment.

Participant

Let's have more comfort and less stress

Interviewer

But are there any other reasons? No.

Participant

Comfortable I bought a longer thing. Only I had a very early departure and Frankfurt and I would have to start for that pause that you promised at three o'clock at night and in my individual individualized transfer I would be in a position to start at five I would start at five but if it would be over the day starting from five o'clock on it wouldn't matter. But if it would be too early in the morning or at night, I would keep my clicker going.

Interviewer

Alright, so let's continue on now to the next part at the airport. What's the first thing you do with the airport?

Participant

Check the flight is on time and what's my departure good.

Interviewer

And what's the hardest part when you arrive at airport

Participant

security, how long the cues are to pass security and what I like them most is in Stuttgart when you leave via Stuttgart you have a an indicator how long the queues and now how long the security lines are at the different gates where you can pass security

Interviewer

don't you do the check in first

Participant

no check in his online, and your luggage know that's delivered by luggage drop in

Interviewer

so I the machine no

Participant

not at the machine that you have to meet meet the counter

Interviewer

so you go to the business Lufthansa business class and then you drop your luggage for

Participant

me as an airline and drop your luggage and about the security is if you travel via via lyst normally security is a critical part

Interviewer

so how much time do you usually spend it to check in

Participant

In normal is that 10 minutes five minutes 10 minutes if you go by our business

Interviewer

What's your relationship with the airport security like what's the

Participant

Yeah, I mean in in security you have to you have to concentrate that you don't leave anything in your pockets things have been quite easy since person scanners have been introduced where you just move through and have all your things on the on the belt and you you are being scanned in a way that only even if you have your belt on or any any any any metal things in your shoes they will see it and they will know what it is and not this indicators which sees any metal in your in your personal your body and then you put to the side and being checked and therefore this thing was apartment is a very nice innovation and security and you never know depending on because as a business passion just typically mix with the with the hardware traveler now although they are fast tracks but but but you never know in that situations how long the cues are. I'm saying well cannot. especially in Frankfurt for international travels you never know how far the way to terminal is. Now even though there are buses and stairways and things like that, that's very hard to to to check how long the time will take to the game.

Interviewer

You stated okay all the tourists at the security check which makes it more complicated Would you rather have like your own queue

Participant

your separate security or not in security you have to be separate because you are individually checked

Interviewer

and yeah of course of course but like you You mix right you mix with you mix with tourists

Participant

yeah that depends from from gate to gate if they have separate class purity checks and mix with if they have fast tracks or if they don't have that's what you never know. And if if you count on fast tracks and there are no fast tracks then you are lost if you are too late

Interviewer

did that ever happened to you?

Participant

What last time last? Because I'm always early

Interviewer

always early

Participant

catches

Interviewer

so you make it make it to the gate

make it to the gate and

what are the things to do at the gate

Participant

once again and

it was the last question

Interviewer

so what are the things you do advocate?

Participant

Yell I stated looking at interesting planes which arrived or depart talking to people all is available reading a newspaper

Interviewer

and why do we do that?

26.3 Appendix Transcripts

Participant
Because I've used

so that's something you do only because I'm interested in and I get the newspapers for free and if I'm accompanied by people I also like to which I only meet at the gate because you have if you are a business traveler and you meet with colleagues who travels via different routes you meet them first at the gate when you start the business trip and then you meet them first for the trip and then you do some chatting or something like that.

Interviewer
Do you like to chat on the gate

Participant
if I have some interesting people yes

Interviewer
but don't you you are you at

usual Kate or in the launch gate

Participant
not only because it's just

fly travels colleagues I could go to lounges because I'm work traveling business and have a corresponding lounge cards but my mind my employees couldn't go there and then I stay with them and talk to them

Interviewer
all right, so now then it's boring time What do you dislike the most about the boarding procedure

boring boarding Yeah.

Participant
Normally this if you are traveling business you are

called very early

when the gate is open and then you move in the plane and I as a road I am used to be first enroll so as soon as I see signs that the bar that the boarding is started I stand fast and the road

Interviewer
is getting a

carry on spot in the plane The only reason why you want to be first

Participant
Yeah, because I

don't want to be in problems that I don't get

proper place in the locker.

Interviewer
That's the only reason Yeah.

Alright, so after your successful flight

coming to the destination airport

what is the first thing you do at the airport?

Participant
Now you have to pass immigration.

Interviewer
So that's also the hardest part.

Participant
Because you never

know if there are 20 Chinese planes being being being landed before you you are lost in the road. And the end you have a hard time to get to immigration.

Interviewer
And then what's happening then after immigration,

Participant
I look for the luggage and it's always an adventure if your luggage has arrived because if your luggage won't arrive you have a hard time getting your business trip without clovers to change.

Yeah, therefore

it's always a nice thing if you see your luggage on the

Interviewer
and then after getting your back underway out of the airport What are your experiences and what do you pay attention on.

Participant
Now that you pass customs

was out any checks although you don't have things to hide, it's always a delay if they push you out and want to check your luggage

and you move to

transport area and try to get a taxi to

get to go as fast

as possible after the exhaust flood.

Interviewer
And what why do you Why do you take the taxi

Participant
normally because taxi transportation is best available. Because if you have to check for for Yuba or any other local transported, you have to you have to do to to text the connections and takes time and the taxi drives you directly to the spot where you want to go.

Interviewer
Even if it's more expensive then because you said that you were price sensitive with flights and booking but after your flight to Texas like might be

Participant
the price sensitivity with the flight is in the range of let's call it 1500 US dollars and the price off transportation is in the range of

five to \$10.

And after I I made my trip via long distance

slide price

differences on the on the spot Don't bother me too much.

Interviewer
And one of the problems when you take a taxi

normally the

Participant
taxi only no problem. Fun taxis that are dirty over the driver don't know the way

Interviewer
but he also didn't take the taxi with people you travel with or to take separate taxis

Participant
normally as I'm walking in and I'm looking back and the slave Ian's are known to save money, I look for people who pay the taxi ride.

Interviewer
So then you you look for other people to get the text it together and then go at the same time.

Participant
Normally we would be on a group and then we would take a taxi and fill it fill it up. As with as much people as normally the typical is a luggage is the relevant position that and even if we see that we are big group, we look for large space taxis. But it also happened it also happened that we meet people if you go to a conference and you meet at the q&a immigrations or at the check in or in the plane or wherever other people who like to do to be in the same conference or where you happen to know that they are in the same hotel, then you check if you take a same taxi and make a group right to save money or that anybody else pays or I pay on the way to the hotel and other people pay to the route back.

Interviewer
That's that.

Aside from the money aspect,

are there any other sectors which would encourage you to take a taxi with the other people? Or would you rather go by yourself?

Participant
If I'm on if I'm on my way, I wouldn't on the on the decision to go to the hotel, I wouldn't try to meet people to make a drawing trip. But if I meet at the immigrations queue or the customs queue or wherever other people which I already are in contact, and I know that I in my hotel I would I would not bother to to do right jointly with them. But I wouldn't stay if in some us American towns, our hotel buses, were you if you add to Hilton or

Marriott or whatever,

you could move to the hotel bus and I would go also jointly but I wouldn't

accept would be a tour

on the airport to get a joint ride to a hotel. And you could meet people I would also use that but but but not by asking who's

going to the Marriott.

Interviewer
But if you if it's like a trip to the meeting location, you would go with the colleagues right go first.

Participant
There are situations where go directly from a plane and to the meeting locations but if you are traveling on international transatlantic stuff you're you're typically first go to the hotel to drop your luggage and get rid of things and have some sleep and and then next day you move to the

conference location.

Interviewer
Yes, yeah. And an overall like looking back on your whole trip. Do you usually like work on stuff? Or it just takes time to do other things like spotting planes and stuff?

Participant
that normally normally because I'm the father of a son who is doing things on the last but if I have a talk to do I having something to prepare? I do I am used to do things on the fly

Interviewer
only display

Participant
in the plane after having had drinks and lunch and stuff before sleeping on it in international flight I I used to do some preparations,

especially West Coast

or going to Japan or something like that if you have rather long flight and

then I also prepare my talks.

Interviewer
But only in the plane.

Yeah, yeah, only if I

Participant
had I had also situations where I had to stay for several hours in the lounge at the transit airport. And there I also used to work.

Interviewer
Alright, so the last question is, what aspect of your journey would you or would you make a change? In regards or like looking in the future for next business trips?

Participant
I would I like to make changes.

Interviewer
Hmm.

Participant
Quick question if you don't have an answer. Now if

you is the more information you would get, how long how long the traffic conditions are, how long the transit and security is being estimated to use artificial intelligence about all the influences if they are holiday seasons, if there is any special circumstance that would influence your travel to some instant that you would know about that and that you get would get a lot to do to give you an idea not to give your iPhone wake up

at

four o'clock bye bye at 330 and to start your transit stuff at at 430 and not at 530 because everything in the role of all transit circumstances tells this artificial intelligence to that more they can see people from most wrong this failure traveling to Frank fire Frankfurt to wherever and this would hinder you in security.

Now this would be

an challenging tour now that I would enter my my all my flight and travel and preparation issues into an app and and and and that will take over all my preparations that would be beneficial.

Interviewer
Okay, awesome. So that's it.

Thank you very much. Okay.

Transcribed by <https://otter.ai>

26.3 Appendix Transcripts

Interview 5. Participant 7 , , 26, Consulting, >1000 empl., Consultant

Unknown Speaker

Alright, so, before I will talk about, are we talking about the questions from the Google Form? I would like to ask you some general. So how many how many times a year the you business related travel?

Unknown Speaker

And usually I travel around,

Unknown Speaker

I would say 10 to 15 times

Unknown Speaker

which are usually

Unknown Speaker

two days travel trips, or five days total trips?

Unknown Speaker

And what's your what's your?

Unknown Speaker

What's your kind of personal connection to like business struggle? If there if you have one? Is it something you like, you, you, you, you, you know, like doing, like, it's worth doing? Like,

Unknown Speaker

you can tell me something about that.

Unknown Speaker

So basically, I would say that I'm quite indifferent to business trips, it's something which I personally liked, because you get you have different depressions, for example, you should try if you travel to another country, or you travel to another side of, to the customer, or to another side of your company. And so it's for me, it's like, it's, how do you say that in English, it's something new, or it's a new impression you get from your regular work, when you work every day, at the same place in your office. But regarding the business travel, so like taking the plane or taking the train, so I'm quite indifferent to it. So it's not like something I dislike, but it's not something I really excited about to take a plane to a new place.

Unknown Speaker

And if you could characterize yourself as a business travel, how would that look like? What kinda

Unknown Speaker

how would you characterize yourself?

Unknown Speaker

Basically, I would say that I'm

Unknown Speaker

actually quite hard to characterize myself, but I would say I'm like an average business traveler. And in regards to the, to the circumstances, so I don't have like a gold card or miles card, and so on. And so for me, I like average consulting business traveler, which has to do his usual trips to other sites.

Unknown Speaker

Why are you doing user points card? If you are traveling that much?

Unknown Speaker

Yes, I think it's. So first of all, I think it's because of laziness. Because I don't travel so much by plane, that it would be useful in my opinion. And although I now realize if I would have a card, and and I would take all the points since my last trips, maybe it would be useful. But so the first point is, it's it's simply laziness. And the other point is, and most of my trips, and are not so far away, that I need to take plane. And so I just take the train or years ago, I took a business card. And so I wouldn't need all the smiles cards.

Unknown Speaker

Yeah, yeah. And are there any differences, comparing you on a business trip, versus you and a holiday trip? So

Unknown Speaker

basically, I would say that

Unknown Speaker

the big difference on a holiday trip is that I usually take Airbnb, and at home and not hotels. And if I take a hotel on a holiday trip, I would never take a five star or even a four star hotel, but on the business trips, and usually in the past, and I had to do hello to

Unknown Speaker

Hello. Yeah, okay. No, yeah.

Unknown Speaker

So usually in the past, I had the possibility to get to five star hotels. And at the moment, I only booked four star hotels. So the and the level of comfort on a business trip is higher than on holiday trip.

Unknown Speaker

Are there any differences?

Unknown Speaker

transit.

Unknown Speaker

Yes, versus positive.

Unknown Speaker

Yes. So basically,

Unknown Speaker

when I have to the difference, so when I take, I have to fly somewhere. In Germany, I always got rent rented car, I could use and I could drop off at the airport. And this is something I wouldn't do on a holiday trip, I just take the train, or someone picks me up and drives me to the airport. And now in Switzerland, because everything is so near, I just take the train to the airport and fly.

Unknown Speaker

Fly from the

Unknown Speaker

ankle. Nice, nice. But like the car you got was given to you at the office. And then you dropped off wasn't directly from the company or from a rental agency

Unknown Speaker

from the red rental agency. So it's the there was the lack of service. And we're fortunate that 16 year old car, they drove the car on Friday afternoon. So when I had to do a trip or trip on Monday, drove the car on a Friday afternoon to the office or to the place where I worked. And then I just drove with my own car or by train to the office on Monday morning. And I could take the car and get the key from the receptionist from the work and then just drop off the car at Frankfurt optical Airport.

Unknown Speaker

The procedure nice says Do you miss that?

Unknown Speaker

No,

Unknown Speaker

no, because it differently.

Unknown Speaker

It when I was in Germany, because it was coffee, somewhere in the woods. In one there, it was useful because the infrastructure of public transportation wasn't so good. But now in Switzerland, everything is so perfectly connected. And also the airport and all these pages are very near. So I simply don't need any car or anything. Because I can just take the train and get anywhere in Switzerland or when I fly to, for example, Munich or I'm humbled. And it's also possible to get there without a rental car. So it's absolutely not necessary to have a rental car in Switzerland.

Unknown Speaker

Yeah, nice. And so the Google Form instead you were traveling from? Was it Frankfurt to Greece, etc?

Unknown Speaker

Yeah, yeah, I agree with

Unknown Speaker

you. Yeah. And

Unknown Speaker

so like you prepare your trip at the office, right? Or did you?

Unknown Speaker

And so yet, when I traveled to Greece, this was 2016, and 2017. And I didn't have to prepare anything. Because it was very easy. You had a secretary, and the Secretary prepared everything for you. So you just got to take it at everything by the email. And that was it. So you had to do nothing. And now this was just an example. And now it's different. Now, I booked the flight and Hotel by myself. So I can choose any hotel, and I have like a budget. And I can book a hotel, and I have a budget for flight. And then I bought booked the flight. And it's it's booked or I booked it with my business and credit card.

Unknown Speaker

What What do you prefer? That your assistant books that are your full control of yourself?

Unknown Speaker

And I would be different to answer because it depends. So for example,

Unknown Speaker

when I was the other company, to assistant books, the trips, and they were always quite nice. And so I'm indifferent to it, because now I took it by myself. And it's actually the same. So for me, it's not an effort to book a hotel.

Unknown Speaker

So you don't really care if it's like book by assistant or by yourself. It's not a problem, either, either.

Unknown Speaker

Because you just have to click to two things somewhere on booking calm, and that's it. So it's not, for me effort to do the

Unknown Speaker

sort of big hassle for you.

Unknown Speaker

So what are the other any trip? Or like business apps you use for you your business trip or any apps on your phone? Like

Unknown Speaker

any cone? No, actually not. I have a I have an app, I have just one ad from Swiss, from Swiss ale from the from the Lufthansa group. And there when I book a flight, I always put here from today's with Swiss. And today I can check my light data. So that's the only thing was evident when I of course when I'm in another city, for example, I'm often in Munich. And there are of course, I always have the local map. So how is it called where I can buy all the tickets for the city?

Unknown Speaker

Like trains? trains? Yes, yes. Yeah.

Unknown Speaker

Yeah. So do you also use train apps? Yes, train apps? Yeah. And what what do you what do you like or dislike the most about the trip preparation?

Unknown Speaker

So basically, I would say, so I dislike visit. So there's nothing I dislike. So for me, it's not the reactors, nothing I dislike. And what I like about do you mean like about the business trip in general, all about preparation,

Unknown Speaker

preparation,

Unknown Speaker

preparation, and also nothing I like about the preparation, I'm indifferent. So I just do it. And then I take the train. sane, and that's it. So there's nothing?

Unknown Speaker

Nothing in war? Yeah.

Unknown Speaker

Okay, um, so it's trip day, and you've chosen the, like the car with the drop off, right? To get to the airport. And why did you take exactly that? transport mode?

Unknown Speaker

Do me the drop of car?

Unknown Speaker

Yes. Because it's it? Would you in this time, it was the that was the thing you had to do? So you didn't have any other option? So you got to take the car? Yes, all you may, you could, for example, take a train, it wouldn't be a problem, because it would be even cheaper for the company, that nobody would do this. Because when I was working there, the train connection from this little village had gone through fire for the stood guard. Not very good. So

Unknown Speaker

everybody took the job or cough?

Unknown Speaker

So it's just a travel and compliance of the company, basically.

Unknown Speaker

Yeah. And how do you make your choice on the transport mode? You take?

Unknown Speaker

And how do I make the choice on the transport mode?

Unknown Speaker

So what do you mean?

Unknown Speaker

So you stated that you took the car, because it's more convenient to you?

Unknown Speaker

Is there anything else which could influence your decision of this?

Unknown Speaker

No, basically, it's just the comfort. So it's just look what's the most called portable sync to do. And when, when the card and I take a car, for example, in Switzerland, and it's also possible to take a car, but of course, it doesn't make any sense because the connections of the train are a lot better. And if you take the car, there's a lot of traffic jam, and you only have trust. So I only look at what's comfortable. And then I take this

Unknown Speaker

comfortable, comfortable versus time. Which you prioritize the faster transit from your origin to the airport, or a more comfortable,

Unknown Speaker

comfortable transit,

Unknown Speaker

I would say yes, more comfortable, so timed. So all the trips I made, were not too far away. So I didn't have many trips to Asia or something like this. So basically, I would always prefer come forth, even if it's along a little bit longer than For example, when I fly to Munich or or when I get to Munich, or humbled. And I have to work until Friday evening. I don't take the train of thing back on Friday evening to be fast. So that would be I think a tear. If you for your time is important. I you will do this, but I am even stay one night until Saturday and then take the plane home. So for me comfort is a lot more important.

Unknown Speaker

Nice. And then one more question about the transit, then we hate it and we go straight to the airport experience. So you get the key at the secretary office for the for the rental car. Yeah, how does it work?

Unknown Speaker

Yes, it's basically and on the previous this week, this agency like six old car, they bring the car to, to the office or to the place. And then they bring the key to the reception of the company. And and and on Monday I get to the reception, and I just get the key and then I can drive away. It's the process.

Unknown Speaker

And then you drove off the car at the airport.

26.3 Appendix Transcripts

Unknown Speaker
As usual rental car, but yes, anything else.

Unknown Speaker
And know that easy. It's easy in Frankfurt, or sukkah to just them. As you drive, there's a special place and you drive through the rental car to this place. It's like, I don't know, it's like a parking space. And then you even don't need to park the car, they are always playing listens, and you just get off the car, can you give the key to this person and this person drive the car away, so you don't have to do anything?

Unknown Speaker
That's awesome. Awesome, perfect. Okay, so then you you you go, you're already f4. And what's the first thing you do at the airport.

Unknown Speaker
And the first things are basically the first thing I do is

Unknown Speaker
I get to the

Unknown Speaker
I,

Unknown Speaker
I do the check in, I do the check in. And then after the chicken, I go through the security process. And then I just relax in the gates. And maybe I don't know, read the book or watch some useless YouTube videos on my smartphone and then just wait until the body. So I don't do a lot of things, I don't do a lot of things at the airport. And basically, I also don't, I don't know buy something or spend any money on caffeine or on any thing like that I just do the standard procedure and then get on the plane and that's it.

Unknown Speaker
And, but you do to check in at the airport or for on your phone and then application.

Unknown Speaker
I depend some. So into the I do it was Swiss, I always do it online.

Unknown Speaker
When I was flying to, to Greece, and to all those other places, I made it at the airport. So it depends. But now at the moment I do it at the check in I do on my phone, but of course the by the baggage drop off I have to do before I go to the security

Unknown Speaker
something, something you dislike about the baggage struggle more like, you know.

Unknown Speaker
So basically, it's also I'm

Unknown Speaker
indifferent to it or nothing I can like comment about. So I just do it. And of course, if you do like the business travelers, which is the longest business travel I ever had was five days. So Friday and Monday, Friday, until Friday. And so you don't need a large luggage

Unknown Speaker
bag. And therefore I don't have any problems.

Unknown Speaker
And also, you're good with security, like anything, anything worth mentioning there. Yes. So basically, and

Unknown Speaker
everything's fine. So I never had any problems or any anything, which happened in the last year. Or like, I lost something or I had any problems with security. So basically, I can accommodate it, because nothing interesting happened.

Unknown Speaker
Yes. And at the gate, you stated you read a book or watch a video? Yeah. So you don't work at the gate?

Unknown Speaker
No, no, definitely not. So like, work is a during the whole business trip.

Unknown Speaker
Independent if it's with plane or

Unknown Speaker
with, with train and so on. I don't don't work

Unknown Speaker
on my laptop.

Unknown Speaker
And because I don't so basically I I didn't have to meet yet to work. And I've Did you useless to Additionally you work somewhere in the airport on the train. And when you travel. That's why I don't do it.

Unknown Speaker
So what why why, why Why? Why? Why it's not necessary?

Unknown Speaker
Yeah, because I didn't have anything. Like

Unknown Speaker
I didn't have any deadlines or anything I had to do wait was necessary to work through during a trip.

Unknown Speaker
Right? That's Yeah. And then I'm like, being at the gate. And it's about time to board the plane. What do you dislike about the boarding procedure?

Unknown Speaker
So basically,

Unknown Speaker
what do I dislike? So I'm not

Unknown Speaker
as we have the policy. So if you travel below four hours, you do not travel business, but you travel economy. So you have to stand in line with all the people and that may take some time. So that's a minor thing, which I maybe could mention regarding disliking something about the boarding. But basically To be honest, it's normal life. So I cannot say that I really dislike waiting in the line to board. And so that's, I would say the thing to mention, but it's not very significant. And yes, and Apart from this, I'm also quite indifferent to all the old reporting procedures on so it works very well. And I don't have any, any.

Unknown Speaker
Yeah. Yeah. And then like, walking into the airplane finding you see, sitting down, like, Is there anything else you could mention about this process?

Unknown Speaker
Walking in know, it's so big.

Unknown Speaker
Regarding the short trips, the planes are not very large, often not a notch. And so basically, it's very easy to find your seat and aren't any problems. And I didn't have any bit bad experience yet.

Unknown Speaker
Yeah. Nice. So then, like, after your flight, you are at the destination airport. So you get out of the plane? And what are your first things to do at the airport? So what's the first first procedure you follow? Yeah, so basically, I need my luggage, can I get my luggage, that's quite easy. And,

Unknown Speaker
and then when I get my luggage, I just exits the airport. Because I didn't end many trips where I had like immigration, things to do. So I just exit the airport. And then I just take a taxi and drive to the hotel. So it's very easy.

Unknown Speaker
So anything

Unknown Speaker
worth mentioning concerning immigration or the baggage claim, like any experience?

Unknown Speaker
So basically, I would say and I had one. Yeah, it actually was a business trip. And when I flew when I flew to Australia, I wasn't working, it was the student, but it actually was business too, because the company paid for it. And there I had some problems because my baggage, and there wasn't wasn't didn't fit near. But the clue my advantage to Singapore, something like this, this was some stress I experienced, but apart from this single event, and I always didn't have any problems. And it was it went very well.

Unknown Speaker
All right, but then you got your faggots, right. Yes, yeah, the same day or just got the divert to you. And yet got it delivered to me, I think two days later.

Unknown Speaker
All right. And then

Unknown Speaker
you stated that you took the taxi at the airport?

Unknown Speaker
In Greece. So what why did you choose the technical?

Unknown Speaker
Because that's the normal procedure, how you get to your hotel, when you do a business trip, that's every company I was aware I worked at, that's always the same. So you just take a taxi and to the hotel, because the company pays for it. And because it's the most comfortable way. Because if you would need to take, I don't know, a public transportation, the metro and buses all it would be too complicated and would need to look where to go and so on. But Texas very easy. You just exit the airport and us the other Texas, just go to a taxi and tell them where to go and where the hotel is. And he drives you to the hotel.

Unknown Speaker
And so ease of use is your only choice to Yes. For the transport motivate to take that exit.

Unknown Speaker
Yes, definitely. Yeah.

Unknown Speaker
Are there any problems concerning like the the taxi? And know that he

Unknown Speaker
I didn't have any problems? It always went very well, basically?

Unknown Speaker
And do you prioritize the faster transit to your hotel, or a more comfortable transit. So that's it would take a bit longer. But you would have more comfort? Or what you sacrifice comfort?

Unknown Speaker
concert, and you would be there faster?

Unknown Speaker
So I would say that I in this case, I am the same like a mentioned, for me comfort is more important than

Unknown Speaker
time. So I would prefer a comfort of

Unknown Speaker
transportation. Yeah. Awesome. And then my last question, you know, you at the final destination?

Unknown Speaker
Are there any things overall, like an aspect like to your like, journey, which you would change on next business trips?

Unknown Speaker
Are there any things which I could?

Unknown Speaker
at the hotel?

Unknown Speaker
No, no, like? Yeah, like, I mean, I mean, more, like looking back on your whole journey, you know, and your whole business career and anything you would change, like, you think about Okay, maybe I will do that differently next time?

Unknown Speaker
Something like that.

Unknown Speaker
No, no, no. So I'm always the all the trips I had

Unknown Speaker
during the last three years.

Unknown Speaker
And even during this study I made was the company were also had, you could say business trips. I was always very satisfied. And I wouldn't say that there are some major things which has to have to be changed in order to increase my happiness during the business trip. Because when I'm I really like it when I'm at a hotel. And for me, that's not so important that it has to be a very high cost hotel, but it's comfortable and I can take it easily a taxi to the work to the business destination so on. I'm completely satisfied. And even when the business trip takes a little bit longer, and I am maybe not at home, it's Friday evening. Saturday, midday, so I'm quite relaxed when it goes well. And I'm already happy.

Unknown Speaker
Perfect. Okay, thank you Dennis. This was

Unknown Speaker
done. It was done but middle default student

Unknown Speaker
enrollment, okay.

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26.3 Appendix Transcripts

Interview 6. Participant 8 , 27, Automotive, <100k empl., Procurement Buyer

Unknown Speaker
Alright,

Unknown Speaker
so according to your Google Forms, you stated that you traveled from stood card to sell power.

Unknown Speaker
How many times you do you go on a business trip?

Unknown Speaker
Usually I only do business trips by car. But like once a year does a flight,

Unknown Speaker
this specific flight

Unknown Speaker
was when they stop in Frankfurt. So the main trip was from Frankfurt,

Unknown Speaker
basically.

Unknown Speaker
And what's your relationship with business travel?

Unknown Speaker
Can you clarify the question?

Unknown Speaker
is one thing you like to do? Do you see benefits and business traveling or is it something you don't like to do? I like it.

Unknown Speaker
When it's not stressful

Unknown Speaker
I don't like economy flights for business travel.

Unknown Speaker
But their flight was on business class, right?

Unknown Speaker
Yep. Business. Yes. The main

Unknown Speaker
the main difference is getting access to lounges and

Unknown Speaker
having your own

Unknown Speaker
business class seat in the airplane makes a huge difference. So it's not as stressful we can actually get some sleep and take your life

Unknown Speaker
at your destination and you're ready for work.

Unknown Speaker
And so you as a business traveler, how would you characterize yourself like which?

Unknown Speaker
Which kind of

Unknown Speaker
what makes you special as a business traveler? Is there something

Unknown Speaker
Are you like, Are you always in a rush? Or are you taking things easy? Are you stressed? Like,

Unknown Speaker
I'm always struggling to get

Unknown Speaker
struggling getting to the airport on time.

Unknown Speaker
So just get there.

Unknown Speaker
Last minute, sometimes there's no time for actually using the lounge and being laid. So it's stressful to make the security checks or pass through security. You don't have time. It's like the main stressful aspect.

Unknown Speaker
And what are the main differences of your business trip compared to usual holiday trip you go on?

Unknown Speaker
That's the main difference is

Unknown Speaker
flying business class and getting large axis.

Unknown Speaker
And are there any specific apps you use on the trip apps Foreigners,

Unknown Speaker
depending on the airline, use the the airlines app and

Unknown Speaker
social media.

Unknown Speaker
Okay, nice. So let's start with the actual business trip. But before we go into the transit

Unknown Speaker
at the office, how do you prepare for a business trip?

Unknown Speaker
At the office? I make

Unknown Speaker
sure to

Unknown Speaker
take my computer with me

Unknown Speaker
and just to organize everything prior to actually starting the trip, like getting organized, in terms of how do I get there how to get to the airport. When am I coming back?

Unknown Speaker
Yeah, just this thing's Now

Unknown Speaker
and if there's something like you really like or dislike about the trip preparation

Unknown Speaker
if it's

Unknown Speaker
short term, like

Unknown Speaker
last minute

Unknown Speaker
stressful to get a like your your

Unknown Speaker
best flight or

Unknown Speaker
hotel because sometimes it's

Unknown Speaker
there are no seats available so you have to take another flight maybe adding another stop adding more time making the trip longer

Unknown Speaker
and yeah

Unknown Speaker
yeah so it's like the distress or the house lock booking like to fly

Unknown Speaker
it's the stress of

Unknown Speaker
finding the right flight and finding the right hotel.

Unknown Speaker
All right, nice. Okay, um, now let's come to transit face at the day of the truth. You stated that you took the car to the airport and parked it at the airport. By to take Why did you take this transport mode

Unknown Speaker
because in Germany, it's easy to just take the car and park it.

Unknown Speaker
I don't like public transportation.

Unknown Speaker
It's just also easy to

Unknown Speaker
just go back to your car when you come back to Germany, like the easiest way and the quickest way actually

Unknown Speaker
to get to the airport.

Unknown Speaker
And one of the problems you have with getting actually to the airport with the car

Unknown Speaker
problems

Unknown Speaker
traffic

Unknown Speaker
Issue only is just traffic. Okay. And

Unknown Speaker
do you have created any workaround to deal with this problem? congestion or traffic jams?

Unknown Speaker
Love this time?

Unknown Speaker
What do you mean specifically?

Unknown Speaker
A gore in general, like if you get the car, take the car to the airport. And because then you know that you have to be on time and there is going to be congestion in the traffic. And maybe you like leave earlier or maybe think about not getting the car. Is that something you think of? Or is the car like you're always taking transport mode? I mean,

Unknown Speaker
if I wouldn't take the car, I would take the taxi but it's also depending on traffic. So if there's a flight is leaving at a rush hour time, I would probably lose Fairly or just take the train

Unknown Speaker
but I would rather

Unknown Speaker
leave early to avoid traffic

Unknown Speaker
What do you leave earlier with the train or with your own car

Unknown Speaker
car

Unknown Speaker
even though the train can be laid

Unknown Speaker
I was less than it but

Unknown Speaker
yeah, taking the train you should also consider

Unknown Speaker
leaving on time because there's a lot of um

Unknown Speaker
possible possible problems of

Unknown Speaker
missing your train and you're connecting train and

Unknown Speaker
yeah missing your flight.

Unknown Speaker
Yeah. And do you prefer prioritize it faster transit to the airport or more comfortable senses

Unknown Speaker
the fastest transit, which is usually the color.

Unknown Speaker
Yeah. And let's say you're really price sensitive. Would you pay more for faster transit time or for more comfort?

Unknown Speaker
Our

Unknown Speaker
not an easy question. Since I mean, the problem is that the faster transit in my situation is also the more comfortable transit.

Unknown Speaker
Yeah. All right, that makes sense.

Unknown Speaker
Yeah. Okay. So now, coming to the second part at the airport. What is the first thing you do at the airport?

26.3 Appendix Transcripts

Unknown Speaker
I'm checking the luggage, getting rid of the the big

Unknown Speaker
luggage and then check out

Unknown Speaker
there slow just before security go there. Or just past security as soon as possible and it's just entered a large

Unknown Speaker
Check, check out the

Unknown Speaker
flight updates. If there's any gate changes and maybe do some,

Unknown Speaker
some shopping.

Unknown Speaker
Yeah, go ahead to check in.

Unknown Speaker
How much time do you usually spend to check on the check in process?

Unknown Speaker
for business travel, there's no extra lines it takes maybe five to 10 minutes.

Unknown Speaker
It can take you like 30 minutes.

Unknown Speaker
Yeah. And what do you dislike about the checkout process?

Unknown Speaker
Waiting, being economy customer, just a waiting time.

Unknown Speaker
But that's the only thing the only thing was checking is fine for you.

Unknown Speaker
Do online check in so at the airport, all you do is just drop off. your luggage takes you 30 seconds.

Unknown Speaker
Okay, then coming to the security checkpoint, What's your relationship with the airport security?

Unknown Speaker
It can

Unknown Speaker
make you nervous if you're late

Unknown Speaker
because you never know how big the lines are.

Unknown Speaker
That white. White doesn't make you nervous.

Unknown Speaker
Because if you're late and there's a huge line, it's just

Unknown Speaker
it's not comfortable. It's

Unknown Speaker
stressful because you're,

Unknown Speaker
you don't know if you will make your flight because because at some airports, there's always too many people. It takes forever to pass security

Unknown Speaker
depends on the airport

Unknown Speaker
and concerning this and nervousness Is that also something you have a passport check or immigration

Unknown Speaker
depending on

Unknown Speaker
the specific country

Unknown Speaker
the United States it can

Unknown Speaker
take an hour to

Unknown Speaker
actually do customs

Unknown Speaker
but other than that it's not it's not a long process.

Unknown Speaker
Yeah, I'm nice and then coming to the gate and when you saw like before, before you take off what are the things do at the gate

Unknown Speaker
basically just sued.

Unknown Speaker
Way to fly to start boarding maybe if there's if there's any Enough time let's check my emails on the phone. Maybe work on the computer is there

Unknown Speaker
but only if there's like more than 30 minutes until boarding. Yeah.

Unknown Speaker
You stated that you went to the lounge before and did you work in the lounge?

Unknown Speaker
Yeah, I only

Unknown Speaker
live as if the launch of there's enough time. And I usually use use the lounge for getting drinks and getting snacks and also checksum some emails.

Unknown Speaker
If there's time.

Unknown Speaker
Yeah. Alright. So

Unknown Speaker
now we know so now you're taking the flight and arriving at the destination airport which is Sao Paulo. So you get out of the plane. What is the first thing you do at the airport?

Unknown Speaker
Probably Check my phone.

Unknown Speaker
And then

Unknown Speaker
let me just

Unknown Speaker
try to get out of the airport

Unknown Speaker
getting

Unknown Speaker
clear customs, getting your luggage back and just leave the airport as soon as possible.

Unknown Speaker
And what's the hardest part? In the in this process at the airport?

Unknown Speaker
Just waiting for your luggage if you're flying on a huge

Unknown Speaker
plane,

Unknown Speaker
it can take forever to actually get your luggage.

Unknown Speaker
And then

Unknown Speaker
you have to leave the airport. Just

Unknown Speaker
taking a taxi

Unknown Speaker
and what's your

Unknown Speaker
what's you?

Unknown Speaker
So yeah, like underway out of the airport.

Unknown Speaker
What are you experiences and what do you pay attention to You like on this like leaving the airport and going like to the was a taxi area because you said you took a taxi right after the airport. So from like this process maybe you can elaborate on this a little bit more

Unknown Speaker
what's what specific

Unknown Speaker
Which part?

Unknown Speaker
So, like you are like walking into the terminal and now you're looking for the taxi. So, what are your steps? What are you doing?

Unknown Speaker
Trying to figure out whether taxis are located like looking for signs saying taxi or car or bus sewn whatever depending on the country trying to just figure out where the the exit actually is. Then following the science and yeah

Unknown Speaker
nice then

Unknown Speaker
you take the taxi but why why you Taxi, why have you chosen especially this transport mode?

Unknown Speaker
Because in foreign countries see easiest way to get your destination, because you never know about public transportation.

Unknown Speaker
All that. I mean,

Unknown Speaker
another option would be getting picked up by a colleague or friend,

Unknown Speaker
if there's any.

Unknown Speaker
But yeah, I think tech taking the taxi is the only option basically

Unknown Speaker
to getting

Unknown Speaker
to get to your destination, non stop as fast as possible.

Unknown Speaker
And do you encounter any problems with taking taxis?

Unknown Speaker
I'm not really sometimes language barriers but

Unknown Speaker
it's always sideways.

Unknown Speaker
It's not a problem with Uber. You can Pay with your credit card. Yeah.

Unknown Speaker
I mean, the only the only issue

Unknown Speaker
why you don't take an Uber and then

Unknown Speaker
depending on the country there's an Uber in every country and sometimes there's no worse available.

Unknown Speaker
And if you had the choice between an Uber and a taxi, why would you take

Unknown Speaker
personally Uber but sometimes the company only pays for taxis.

Unknown Speaker
But why over if you had a chance

Unknown Speaker
because you can type in your destination without having to communicate in a foreign language with the driver and you can pay before actually take the taxi and you know the the exact price before

26.3 Appendix Transcripts

Unknown Speaker
And

Unknown Speaker
taking like, on the way to the final destination to prioritize now a faster transit to the final destination or more comfort

Unknown Speaker
after the flood.

Unknown Speaker
Usually the fastest because you always tired and just want to

Unknown Speaker
go to the hotel

Unknown Speaker
as fast as possible.

Unknown Speaker
And

Unknown Speaker
one of my last questions concerning the transit.

Unknown Speaker
Let's say again, you were really price sensitive.

Unknown Speaker
Would you pay more for faster transit or for more comfort?

Unknown Speaker
It's I mean, being on a business trip, you're not price sensitive. So you take them on comfortable on.

Unknown Speaker
Like the just the

Unknown Speaker
the

Unknown Speaker
best option in general, the most comfortable and fastest option possible because you're a price sensitive. Being on a private trip, I would probably say good, cheap, cheaper option, but still the fastest option.

Unknown Speaker
Alright, and then coming to the last point and you arrived at the final destination, you're done with the business trip and looking back and thinking about it. Are there any aspects of the journey which you want to change for our next business trip? Is

Unknown Speaker
it always getting through the airport on time? So it's not stressful. And there's things

Unknown Speaker
you can influence like

Unknown Speaker
the last flight so late, but

Unknown Speaker
it's not some things you can actually change.

What else?

Unknown Speaker
Actually, I don't know. I don't I can't think of any more.

Unknown Speaker
Maybe something concerning the transport mode or is that something you like always do in the routine and nothing to improve

Unknown Speaker
13 but it's also

Unknown Speaker
also depends on the country you're traveling to.

Unknown Speaker
Why is that? Because like I said, In some countries, there is no Uber, so you always got to take the taxi.

Unknown Speaker
And in other countries there's like

Unknown Speaker
the modern

Unknown Speaker
public transportation system like,

Unknown Speaker
again,

Unknown Speaker
like any Asian cities like Beijing, or New York, the underground or London or it's not a not like an issue which actually take public transportation.

Unknown Speaker
But in Brazil, there's like,

Unknown Speaker
like, no nice infrastructure and

Unknown Speaker
it's not even safe. So

Unknown Speaker
it's better to take the taxi or Uber.

Unknown Speaker
Alright, perfect. So that was that was the surgery. Thank you very much and see you next time.

Unknown Speaker
Thank you very much.

Transcribed by <https://otter.ai>

26.4 Appendix Interview Google Form

General Information

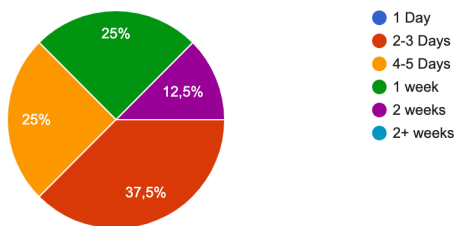
Shortly, state the origin and destination of your business trip

8 Antworten

Seattle WA, USA
Loyalty event with end-consumers happening in Paris, France.
Stuttgart - Athens
San Francisco
Frankfurt - London
Zürich and Hongkong
Origin - Sunnyvale, CA / Destination - Sindelfingen, Germany
Stuttgart -> São Paulo

For how many days?

8 Antworten

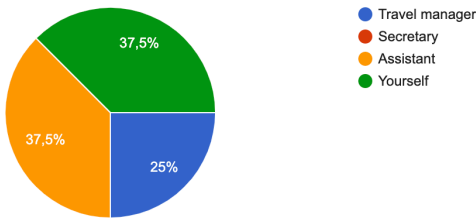


Trip Stage: Before Trip

Trip preparation.

Who did book your trip?

8 Antworten



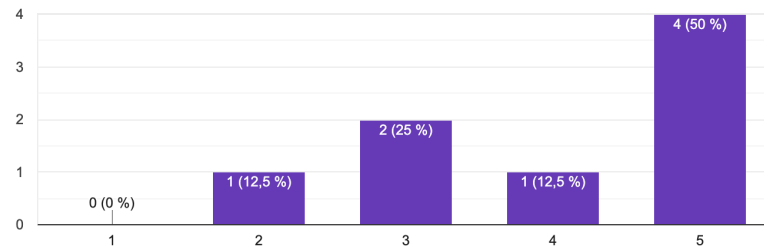
What was the reason for the business trip?

8 Antworten

Working with other people on my team on a project
I needed to attend the event as a represent of the DACH region.
Workshop
Exhibition/conference attendance
Annual Conference
Company meeting
Meeting and presentation
New Daimler Project in Brasil

How did you feel in your booking period?

8 Antworten



Why did you feel like this?

8 Antworten

I wasn't sure how to do it since it was my first time booking a trip with the company I'm at now. I had to have my manager show me how

We use an internal travel tool which makes it easy to book a trip. The company take care of paiement.

Hadn't to do anything

Coordination issues due to the fact that the flight had to be coordinated to join another person

Everything is taken care of

Smooth booking process

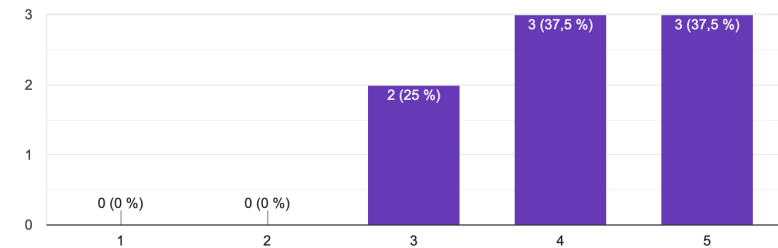
Booking system is not user friendly. It shows booked hotels, hotels are more expensive than on the hotels own website. Most flights are "out of policy" - so why show them at all?!

Because it was done by the travel manager

Trip day.

How did you feel prior to your trip?

8 Antworten



Why did you feel like this?

8 Antworten

I like traveling for FREEEEE :)

Under pressure because of the importance of the event and the project overall. I was taking care of 14 others consumer during that trip.

No worries regarding the trip, no hurdles

Because after some time everything could be coordinated

Looking forward to the trip

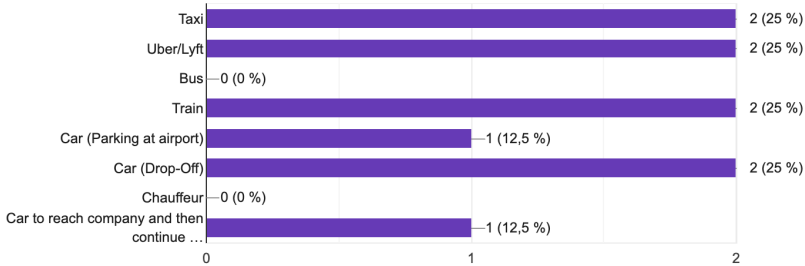
Ready to go

You wonder if everything is prepared and packed, don't forget anything. But you feel happy about the flight itself - very comfy business class :)

-

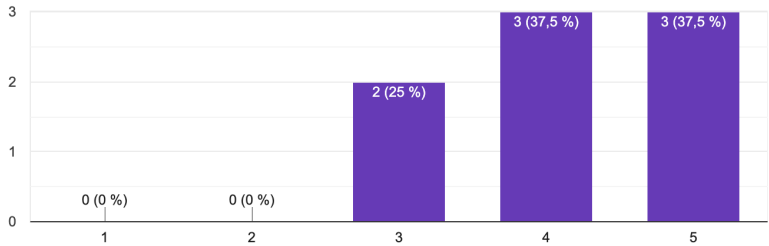
Which transport modes did you use to get to the airport?

8 Antworten



How did you feel prior getting on the Uber/Train/etc.

8 Antworten



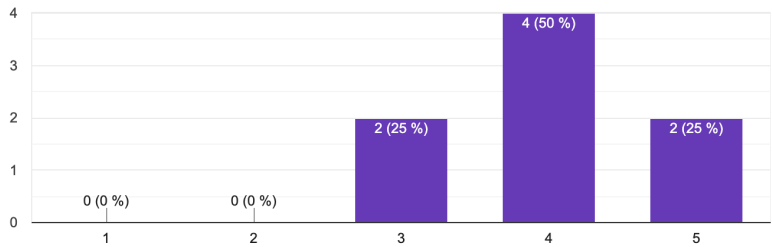
Why did you feel like this?

8 Antworten

I like to travel
It easy and very convenient.
Everything fine
Because everything was well organized and disponible
Stressed
Business as usual
A bit nervous if the Uber driver will be on time, willing to drive me to SFO or if the car has enough battery to reach the airport...
-

How did you feel in the Uber/Train/etc.

8 Antworten



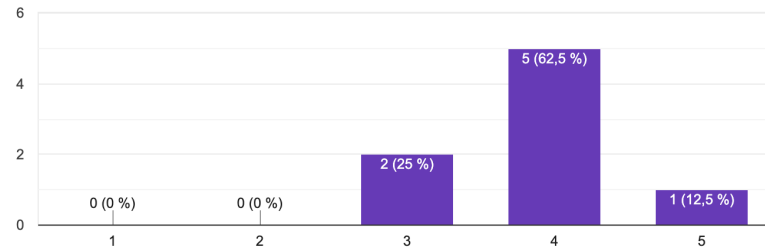
Why did you feel like this?

8 Antworten

It was free and the beginning of a trip so that's fun
Because the ride was fast, convenient and safe. I didn't have to change trains, run to one platform to another, nor stress about train-schedules. There are also no one but myself.
Everything fine
Because everything was fine
Poor taxi experience in Frankfurt
Good connection, on time, clean
A little bit annoyed, you just want to arrive and not talk etc.
-

How did you feel after your trip to the Airport?

8 Antworten



Why did you feel like this?

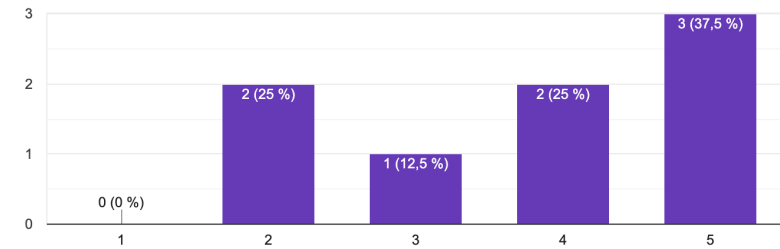
8 Antworten

- I got there one time and I thought I wasn't going to make my flight
- Good! I arrived at my destination without any struggle. Now I need to go through security and find my gate.
- Traffic jam to Stuttgart
- Because we had to pass security and reach the gate in time
- Finished work
- No accident, no delay
- Usually good when I arrive on time
-

At the Airport

On the way to the Check-In / Security

8 Antworten



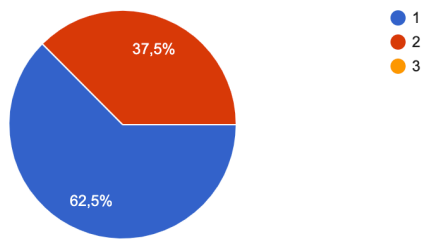
Why did you feel like this?

8 Antworten

- Isk
- I checked online, I only have a small handbag and know already the process to waste less time possible at security check.
- No problems
- Because you never now how long security takes
- No queue
- Walking distance
- Long lines, waiting times
-

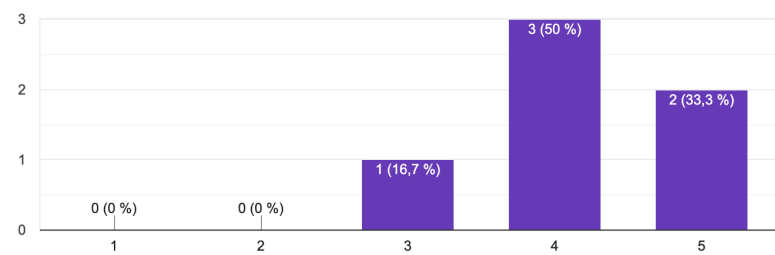
How many carry-on baggage did you have?

8 Antworten



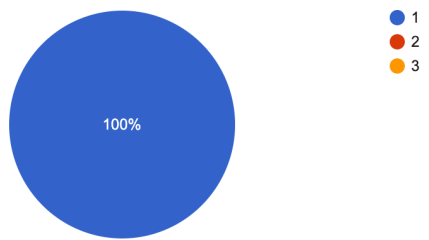
How did you feel at the check-in? (if applicable)

6 Antworten



How many Bags did you check in? (if applicable)

4 Antworten



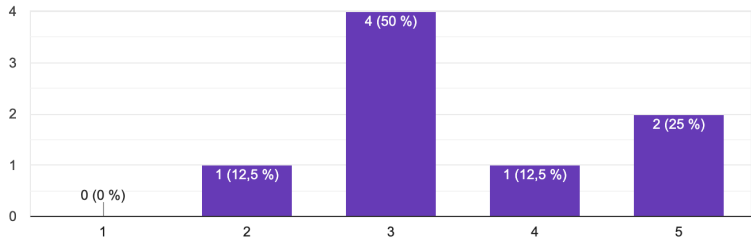
Why did you feel like this? (if applicable)

5 Antworten

- It's the same as always, just on my phone
- No problems
- Because Lufthanse luggage drop of in business went well and without long queuing
- Phone app
- Check in employees are usually friendly, no long waiting times

How did you feel at the security check?

8 Antworten



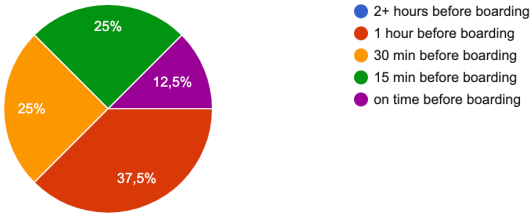
Why did you feel like this?

8 Antworten

It was the same as always
I know the tricks now to have a easy experience at the security check. I packed my bag accordingly with my liquids and makeup on the very top.
No problems
having electronic tickets and body scanners make life easy
Annoying process
Waiting time
Loooong waiting times
Busy

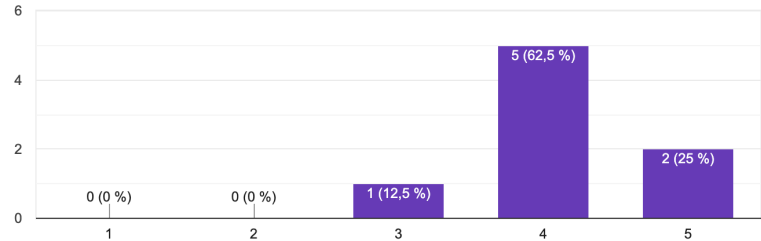
I arrived at the gate...

8 Antworten



How did you feel at the gate?

8 Antworten



Why did you feel like this?

8 Antworten

I made my flight I thought I was going to miss
I found my gate pretty easily, the terminal is small anyway. Now I'm just hoping my flight won't be delayed.
No problems
Because not being too late....
Annoyed having to queue
...
Relieved that everything worked out well
Went to lounge before

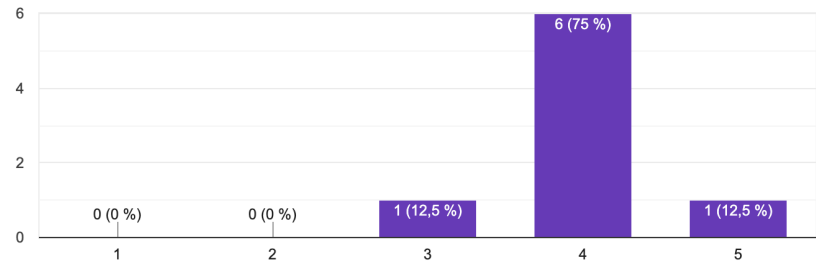
Shortly state what you usually do at the gate.

8 Antworten

Eat/go on my phone
I read my emails, check social media, enjoy this time to do private calls.
Reading a book
Looking at interesting planes, newspapers, if available, taking to joining people
Phone call
Waiting, talking, reading
I am on my phone, text with someone or browse etc.
Lounge

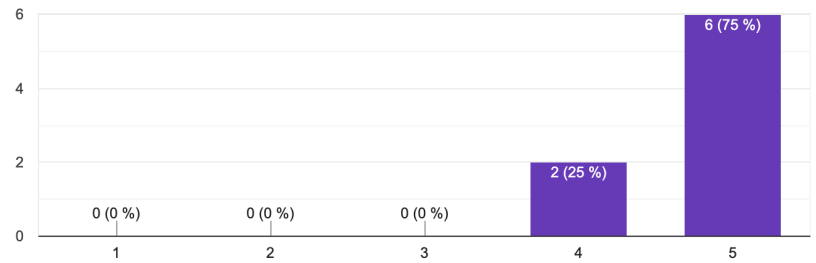
Boarding time, how did you feel?

8 Antworten



In the airplane. How did you feel?

8 Antworten



Why did you feel like this?

8 Antworten

Cuz I'm done waiting to board and I'm finally on my way
Again something I've learned not to stressed about. I'm here, the plane is here, I just wait for my zone to be called for boarding.
A little bit of waiting line
Because business class passengers are called in first.....
No space in airplane
Boarding without delay
Happy to actually start the trip
-

Why did you feel like this?

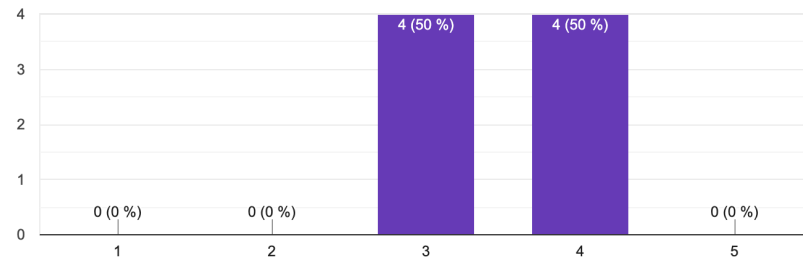
8 Antworten

I like flying and usually use that time to relax
Now that I'm seated I can do nothing but read, listen to music, and sleep. It as very peaceful state.
Everything fine
Because I am using to be in front of a queue and reach my seat very early, so that I have time to arrange myself and find enough place in the locker
Slept
Could sleep quite well
Flight assistance are always friendly, now you can relax
Business class

At the destination Airport.

Leaving the airplane, how did you feel?

8 Antworten



Why did you feel like this?

8 Antworten

I'm finally at my destination

I now need to find a taxi and leave the airport as fast as possible to be on time for my first meeting.

High Temperature

Because business travelers can leave the plane early

Annoyed at having to travel to central London

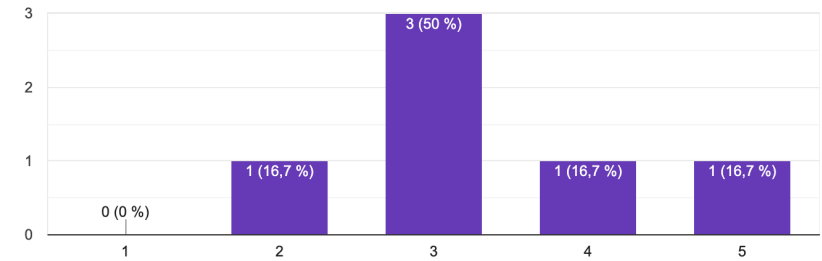
Bit tired

Happy to arrive but stressed because I need to get my rental car, luggage, have to drive to Sindelfingen. Usually the flights are delayed ...

-

At the immigration, how did you feel? (if applicable)

6 Antworten



Why did you feel like this? (if applicable)

5 Antworten

It usually takes a while but I expect it

Because US-immigration had to little capacity for the massive amount of arriving people

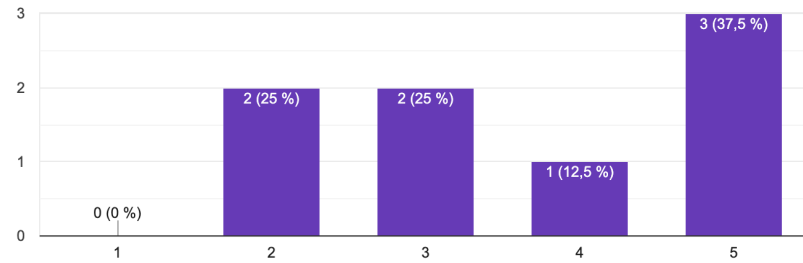
Automatic passport gates

Always a long procedure

In Germany immigration is always easy because I do have a German passport and can use the automated immigration. Immigration back in the US is annoying because it always takes several hours to get through it.

Baggage Claim, how did you feel?

8 Antworten



Why did you feel like this?

8 Antworten

Sometimes I feel like my bag isn't going to be there

I didn't have any baggage to claims

Everything fine

Because you never know if your suitcase has made it....

not applicable, only carry-on

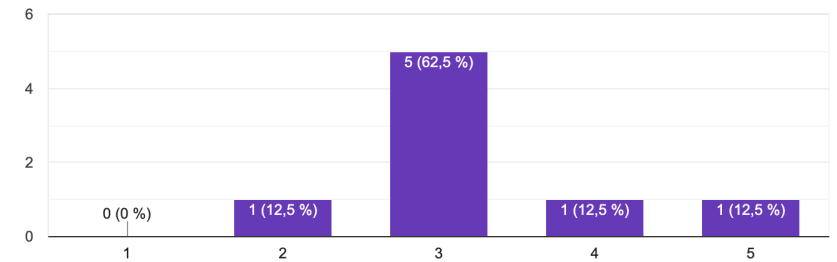
Only hand- luggage

Usually ok because my baggage gets through with "priority", so its faster than I am ;)

Busy

Leaving the airport to your transit, how did you feel?

8 Antworten



Why did you feel like this?

8 Antworten

Airports have different places and policies about ride sharing pick ups so it's hard to tell where to go

It was kind of stressful because of an exterior factor. I didn't have cash and my bank shutter down due to a technical issue. So I had to find a solution to leave the airport with no money.

Everything fine

Because I knew, I was only a taxi-ride away from the hotel

not looking forward to long transit

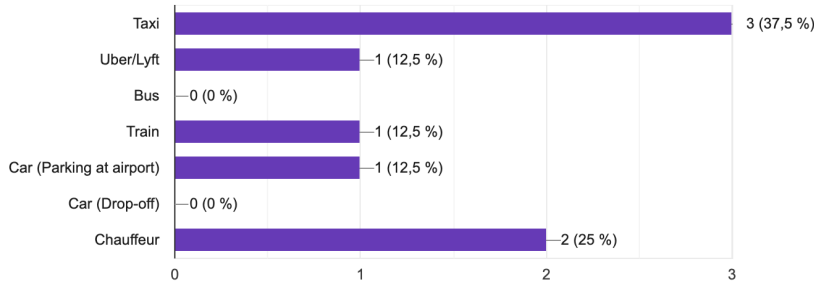
Another two hours to go

A bit stressed, because of long lines at the rental car company and not really professionals who work there...

-

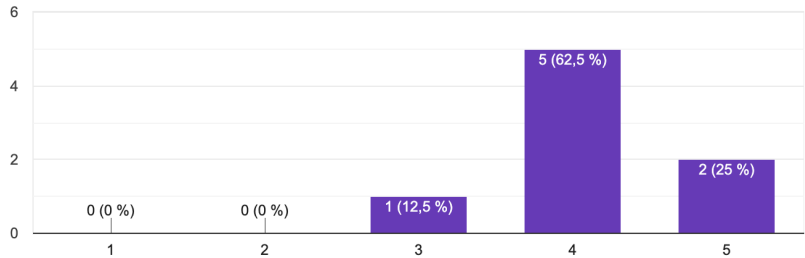
How did you get from the airport to your final destination?

8 Antworten



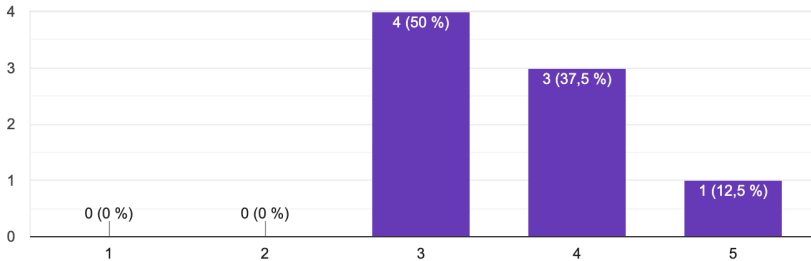
How did you feel in the Uber/Train/etc.

8 Antworten



How did you feel prior getting on the Uber/Train/etc.

8 Antworten



Why did you feel like this?

8 Antworten

- It was paid for by the company and easy to get to my destination
- I found a solution to leave the airport, I feel proud. I have the time to go through my agenda and I feel organized.
- Nice, had a good chat with the taxi driver
- Having a good view over the route to the hotel
- Seating space
- Convenient, safe, no further change of connection needed
- I am ok but tired and just want to arrive at my destination
-

Why did you feel like this?

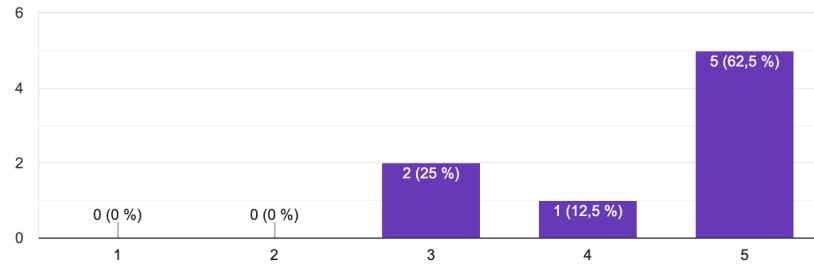
8 Antworten

- I was at the destination finally
- I don't know who is picking me up, I have to wait not knowing if it's going to happen the way I planned it prior to my trip because of the incident.
- Everything fine
- Quick take off in a taxi
- Annoyed at transit options
- See above
- A bit stressed, because of long lines at the rental car company and not really professionals who work there...
-

How did you feel when you arrived at your destination?



8 Antworten



Why did you feel like this?

8 Antworten

It was a new destination so I wasn't sure where to go or what to expect

I made it despite the incident and I can now start working on what I'm here to do.

5 star hotel , good comfort

Check in went easy, everything was well arranged

Transit is over

Nice hotel, good Chinese food, happy to meet my colleagues

Very tired but happy to be there

Tired

