MAYO CLINIC



# RST AIRPORT EXPERIENCE PROJECT

## Project Report and Future Possibilities

prepared by THE CENTER FOR INNOVATION | July 2018

# EXECUTIVE SUMMARY

Mayo Clinic is partnering with Destination Medical Center Economic Development Agency (DMC-EDA) and Rochester International Airport (RST) to 1) understand traveling needs of people moving through RST (particularly the needs of destination travelers), 2) understand appropriate place-making opportunities for RST, 3) investigate potential care delivery opportunities at RST and 4) identify key areas of opportunity for RST and destination travelers.

This report outlines high level findings and insights based on the Center for Innovation scanning and framing methodology and experimental pursuits. 'Future Possibilities' were developed based on the findings, outlining areas of opportunity for RST, Mayo Clinic and DMC.

The project team aims to:

+ Investigate the RST traveler experience to understand current emotional, physical and social needs of the RST traveler,
+ Uncover pain points that suggest opportunities and experiment with implications of some of the opportunities,
+ Propose practical and visionary future possibilities for the destination traveler and RST.

# PROJECT TEAM



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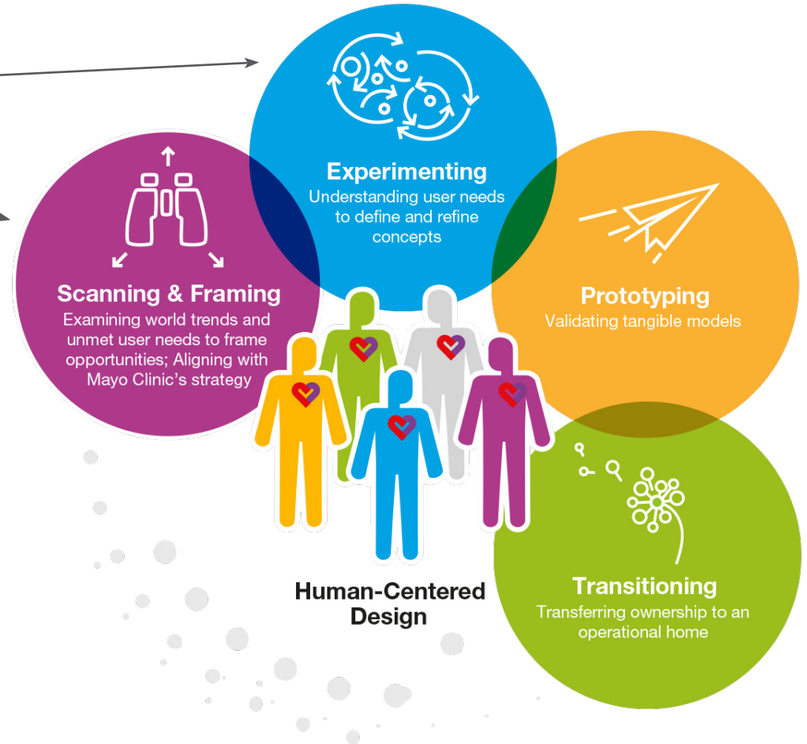
# PROJECT DELIVERABLES

**PROJECT DELIVERABLES**

+ Describe current state with traveler persona types and traveler journey map.
+ Describe pain points via emergent themes about what matters now for the traveler experience.
+ Experiment with opportunities identified in emergent themes to learn more about place-making opportunities and future traveler possibilities.
+ Paint a picture of future possibilities for the destination traveler and for RST.

# CFI METHODOLOGY OVERVIEW

At the Center for Innovation we innovate by using design thinking, deep collaboration, and rapid experimentation to co-create unparalleled health care experiences.  Our methodology is anchored in Human-Centered Design which uses design and scientific methods  to uncover human needs and solve problems in the health care. Our process has four phases of design: Scanning and Framing; Experimenting; Prototyping; and Transitioning. **The scope of the project and this report is in the Scanning and Framing and Experimenting phases.**




Design thinking has become a vital tool in fueling business innovations. What is our product? Are we delivering it in a way that makes the consumer feel good about the experience? Are we providing a service that won't become obsolete? In health care, design thinking has played a role in creating competition in medical innovation where there previously was none. Mayo Clinic's Center for Innovation fuses design principles with the scientific method to uncover human needs in the health care environment including:

+ Empathy
+ Creativity
+ Systems thinking
+ Human-centered focus
+ Ethnographic and observational techniques
+ Sketching and visualization
+ Prototyping
+ Storytelling
+ Brainstorming
+ Diverse research teams

# PROJECT BACKGROUND

Airports are known as mobility environments similar to other transit hubs like railway and bus stations. However, because of the stringent aviation regulations and influx of travelers in the past decade, airports have had to deal with more complexity but with less wiggle room to transform. One of the consequences is that airports have come to be known as non-places to travelers. Architects and urban planners strive to imbue a sense of place by applying a common urban development tactic of simulating city center within the airport. The main benefit of this is the increase in satisfaction of unavoidable traveler dwell time at the airport. The downside of this approach is the commercialized experience. Airports are faced with balancing efficient logistical through-put and commercial clutter that targets traveler dwell time.

RST is a non-hub primary commercial service airport, serving a regional community. It hosts three of the “Big Four” airlines: American, Delta and United, which has helped RST survive consolidations and bankruptcies that sink small airports. RST is now up to 13 flights a day, serving 290,000 passengers, and has captured a 27% passenger growth in 2017. They have completed a $12 million functional upgrade in April 2018, and in June 2018 have announced Elite Airways service to Phoenix, AZ and St. Augustine, FL.

RST considers themselves a unique boutique airport, defying the impulse to categorize itself like any other. Their aspiration is to be recognized more by the region and culture they serve than by any other airport ‘look and feel.’ Although technically outside of the Destination Medical Center (DMC) zone, they intend on leveraging the design principles and revitalization efforts put forth by DMC-EDA (DMC Economic Development Agency). In particular, RST aims to clearly express Rochester as a culturally unique place, recognizing Mayo Clinic as a centerpiece to medical tourism, entrepreneurship as a key economic driver in Rochester, and community values in providing a cultural sense of place. The RST airport is a critical stage upon which people understand Rochester as a place; being deliberate about what they experience and the ease with which they experience the airport affects their broader experience at Rochester, MN.



# PROJECT TIMELINE & ACTIVITIES

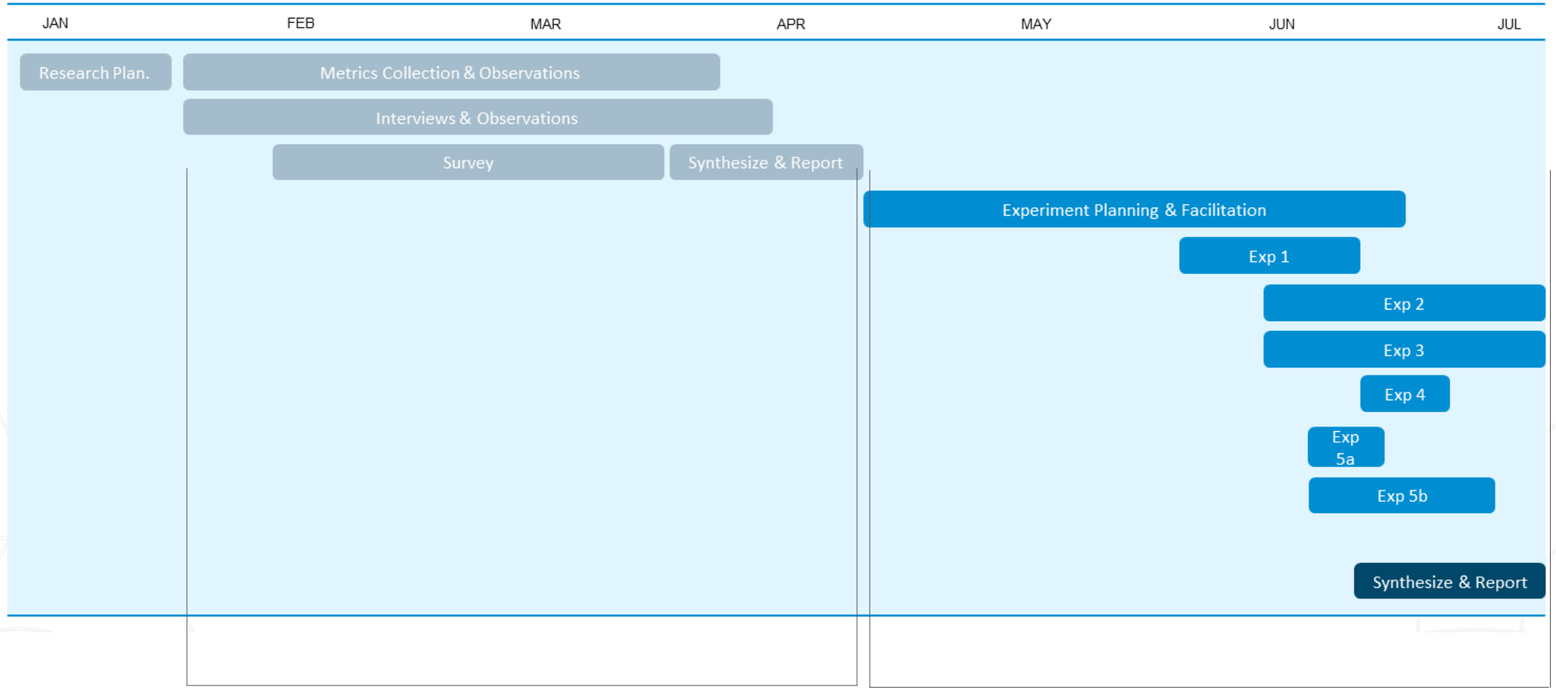
The project began in late January 2018 and completed work July 2018. The project was divided into two phases: Discovery Phase and Experiment Phase.

During the Discovery Phase, we combined qualitative and quantitative methods to better understand the current state of the traveler's journey and of RST International Airport:

+ Metrics Collection & Observations
+ Interviews
+ Surveys

During the Experiment Phase, we chose six experiments that allowed us to learn more about specific aspects of the traveler journey:

+ Exp. 1: Ground Transportation for the Win
+ Exp. 2: Know the Traveler
+ Exp. 3: Mayo Guest Recovery Service
+ Exp. 4: Healthy Food Options
+ Exp. 5a: Waiting in Comfort
+ Exp. 5b: What do you want your airport to feel like?




1: DISCOVERY PHASE

2: EXPERIMENT PHASE

# PHASE 1: DISCOVERY

Our discovery research included a mix of qualitative (interviews, observations) and quantitative (metrics gathering, survey) approaches.

Our focus was a human-centered one: by understanding our traveler's experience we can better support them throughout their experience at RST.

| | Data Collection & Observation | Interviews | Surveys |
|---|---|---|---|
| Purpose | Understand traveler touchpoints , logistical flow, and utilization of amenities;<br>Plan and benchmark experiments. | Identify and characterize traveler personas;<br>Identify emergent travel themes that matter at RST;<br>Build a journey map. | Build traveler personas;<br>Plan and benchmark experiments. |
| Target Audience | RST airport travelers | RST airport travelers<br>Mayo Staff<br>RST Staff | Mayo Clinic Connect<br>Mayo Facebook & Twitter<br>Rochester Chamber of Commerce members and social media followers<br>DMC members and social media followers |
| Reach | 6+ days observations | 28+ interviews | 505 respondents |

**OBSERVATIONS**

How do people move in the space?

How are interactions supported?

What amenities are available and how are they used?

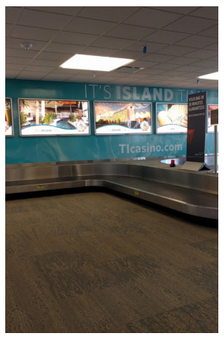
What is the physical environment like?











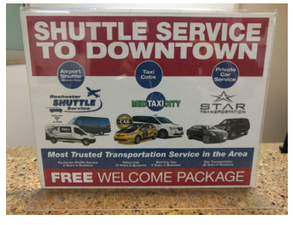




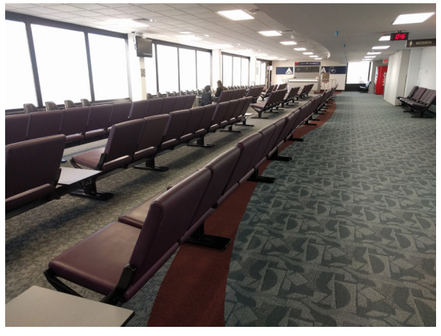










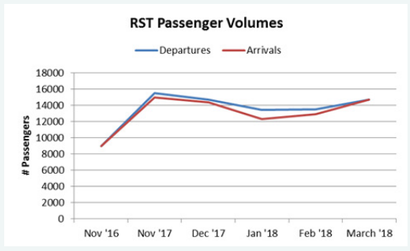




# DISCOVERY: DATA COLLECTION & OBSERVATIONS

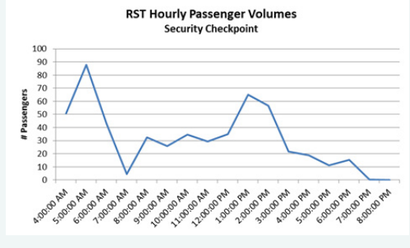
## HISTORICAL PASSENGER VOLUMES

+ Since the FlyRST policy came into effect in summer 2017, RST volumes have raised significantly.
+ From November '16 to November '17 there was a 70% increase of ridership.
+ Currently, the monthly average arrivals and departures for all airlines is ~28K (Nov – March '18).




## PASSENGERS PER HOUR

+ Since the FlyRST policy Traveler arrivals depend on the airline schedule, but from historic data there are some clear trends.
+ The majority of passengers arrive during the morning and afternoon peaks with an average 31 passing through the security checkpoint each hour.




## BAGGAGE CLAIM

+ Arriving travelers spent minimal time in airside area of the airport after deplaned.
+ Baggage claim was typically quick, with an occasional wait up to 10 minutes.

## TRANSPORTATION

+ Majority of travelers drive to/from RST or are dropped off/picked up (~75%).
+ ~25% of travelers who were not dropped off used the following airport transit options:

| Transit Type | Options | Average Trips Monthly (To/From) | Distribution |
|---|---|---|---|
| Rideshare | Uber, Lyft | 1,208 | 52% |
| Taxi | Med City, Yellow Cab, Groome, Massaie | 669 | 32% |
| Shuttle | Destiny, Groome, Star | 225 | 12% |
| Limo | Destiny, Star, Chamberlain, Gold Crown, Massaie | 61 | 5% |

## AIRLINE CHECK-IN

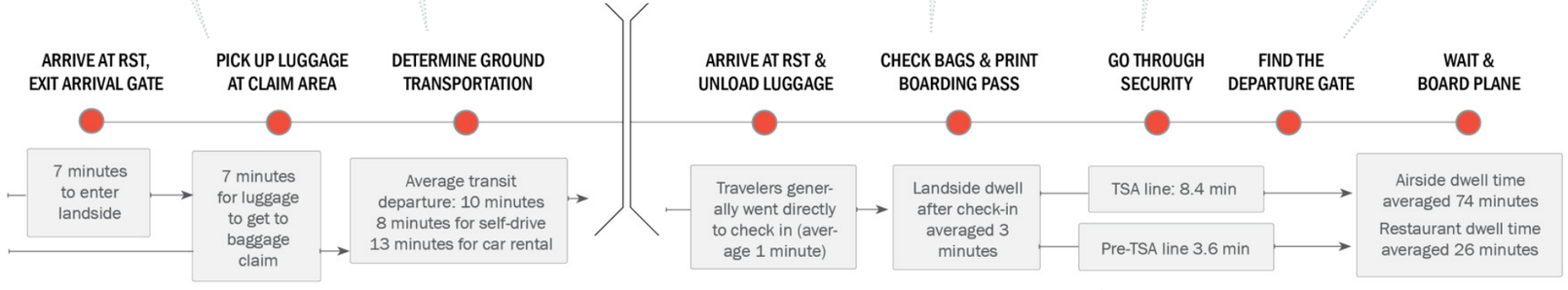
+ Overall, the airline check-in experience is quick and easy for travelers.
+ The experience did not vary significantly depending on the airline.
+ Travelers did not spend much time on the landside of RST, and would typically go straight to the security checkpoint after check-in.

## SECURITY CHECKPOINT

+ TSA Security Checkpoint had approximately 75% regular and 25% pre-check distribution of passengers.
+ Most of the time is spent waiting for screening, as the actual screening time is short and predictable.
+ The maximum wait observed for a passenger was 24 minutes and maximum screening time was 14 minutes.

## GATE AREAS

+ Travelers predominantly find their gate immediately upon entering airside.
+ 71% walk to their gate first, while 29% walk directly to the restaurant, but typically return to their gate after eating.
+ Majority of travelers resided in the downstairs gate areas during dwell time, distributed between the seating area of Gates 3 and 4 (55%) and the restaurant (21%).
+ Mobile workstations were highly utilized by travelers.
+ Wayfinding to Gate 5 was difficult for passengers to find.




## TSA PAIN POINTS

+ Lengthy security times: During peak times, security line can become lengthy and exceed queue space. Largest contributor is the arrivals occasionally exceed screening capacity (i.e. peak times or a Charter Flight). Another reason is that private screenings take two TSA agents, which can slow throughput.
+ Checkpoint Wayfinding: Travelers occasionally get in pre-check line when they don't have pre-check, which results in them getting sent to the back of the regular screening line.

## RESTAURANT

+ Three 31 Grill & Bar serves as the only restaurant in RST, providing a sit down casual dining option for travelers.
+ Majority of travelers (69%) that purchased any food item sat in the restaurant area. Of those, 25% sat at the bar.
+ The service time for the restaurant was generally quick:

| Service | Avg (min.) | Max (min.) |
|---|---|---|
| Wait to Order | 0.5 | 4.3 |
| Ordering & Payment | 1.0 | 4.7 |
| Wait for Food | 5.0 | 20.8 |
| Time Spent at Table | 24.4 | 92.4 |

# DISCOVERY: SURVEY

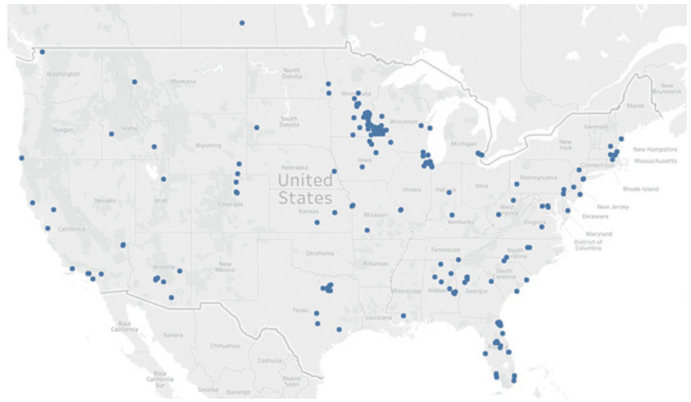
An online Qualtrics Survey was conducted over a two week timeframe. The focus areas of the survey were:

+ Travel Planning & Decision Making
+ Traveler Preferences
+ Medical Traveler Needs
+ Health & Wellness

The survey was deployed over a variety of platforms such as Mayo Clinic Connect Community Forums, Mayo Clinic Social Media (Facebook, Twitter), RST Airport Facebook, and via email to Rochester Chamber of Commerce and RST Airport Board Members.

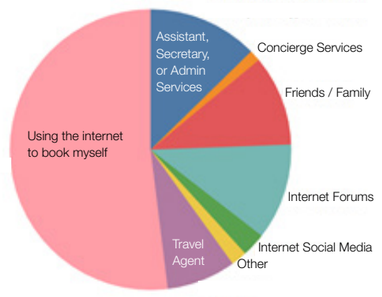
## Who responded

A total of 505 respondents were from all over the world, but the majority were from the United States. The majority of respondents (70%) live in Minnesota and most (80%) have flown out of RST.




## Travel Information & Decision Making

Respondents most commonly travel for leisure (53%) versus business (36%) or medical care (7%). 22% of respondents have traveled for medical reasons, mostly traveling from out of state.




## Airline Preferences

75% of respondents have an airline preference. Of those, the majority prefer Delta, followed by Southwest and American Airlines.




Reasons why travelers prefer the airlines they prefer (in order of preference):

1. Frequent flyer miles
2. Quality of service
3. Flight times, availability
4. Airlines flies out of my airport
5. Price
6. Comfort

Top factors travelers use in deciding which airport to use (in order of importance):

1. Cost
2. Direct Flights
3. Transportation to/from airport
4. Short lines
5. Parking
6. Dining
7. Shopping

## Food Preferences

Respondents ranked what food options they prefer while traveling (in order of preference):

1. Snacks
2. Grab & Go
3. Sit down meals
4. Short lines
5. Fast food

Preferred snacks



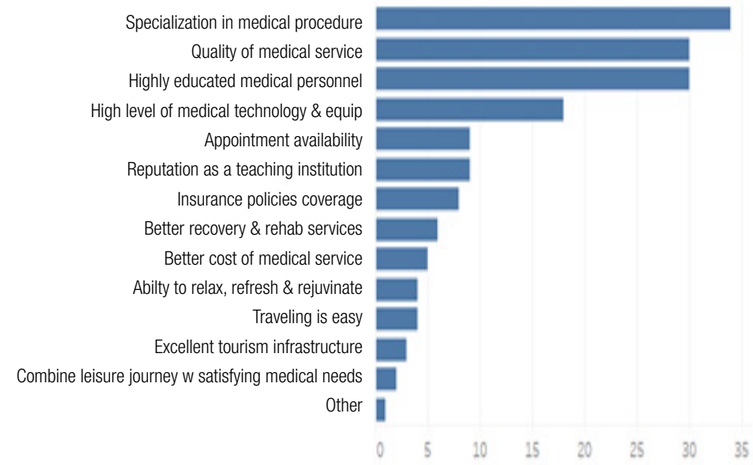

Preferred Grab& Go



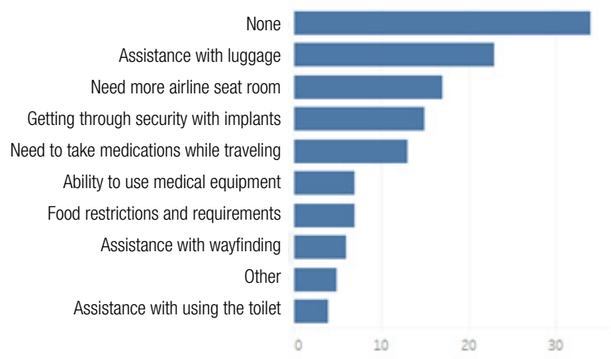

## Medical Related Needs

50% of the patient respondents have traveled to Mayo Clinic Rochester for medical care and 6% have traveled to Mayo Clinic Arizona and 4% to Mayo Clinic Florida. Other healthcare institutions traveled to were Johns Hopkins (7%), Mayo Clinic Health System sites (MN-3%, WI – 2%) and Texas Medical Center (3%).

Patient respondents listed a variety of **reasons for traveling from their home state to receive medical attention**. The top reason is specialization in medical procedure (21%), followed by quality of medical service and highly educated medical personnel (both 18%). Least important reasons for traveling were the ease of travel, tourism infrastructure and combining medical travel with leisure travel.



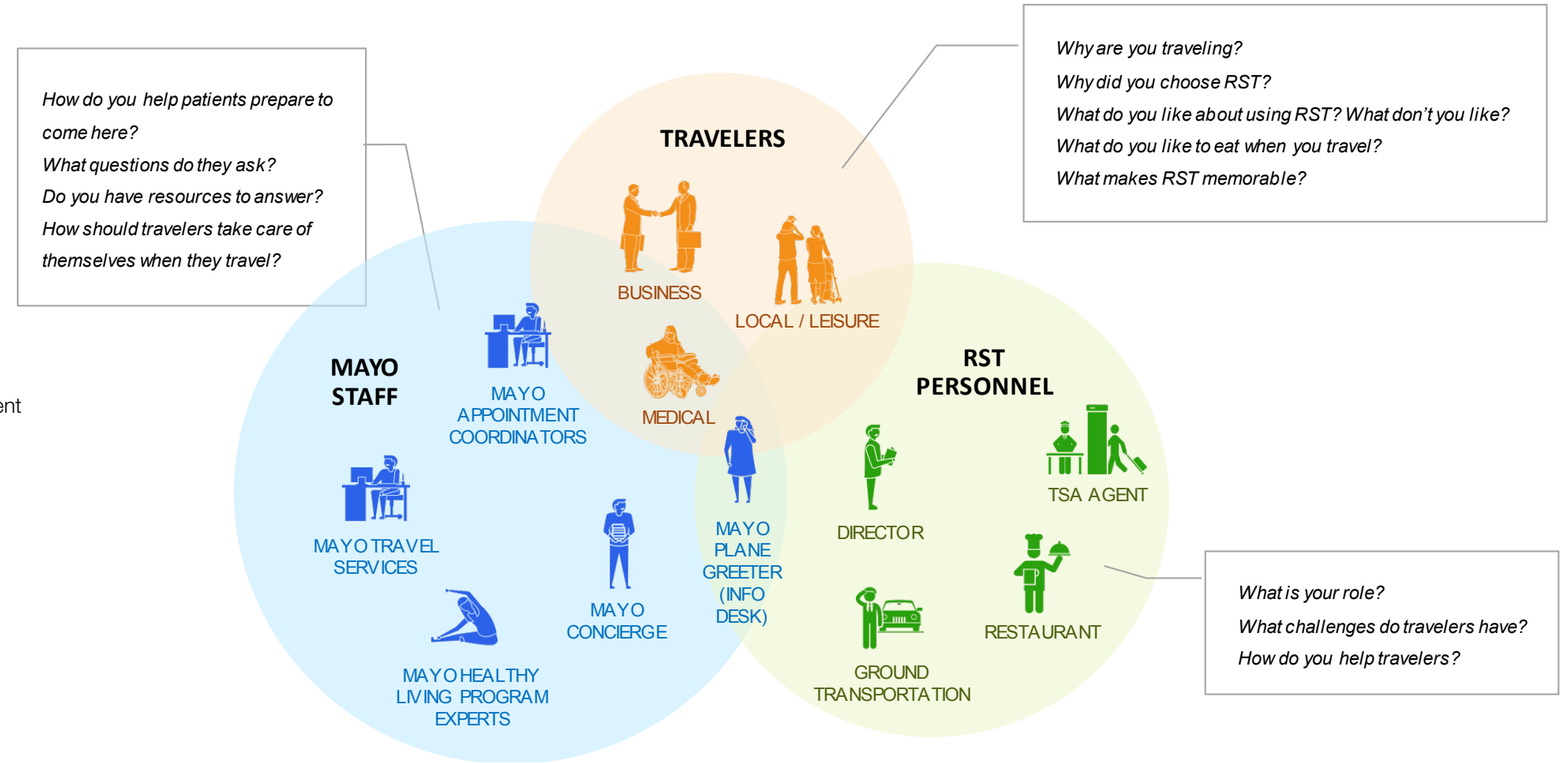

Patient respondents most commonly said they did not have any **medical related needs for air travel**. Of those that did have needs, assistance with luggage was the most common followed by more airline seat and/or leg room.



# DISCOVERY: INTERVIEWS

Interviews were key in developing traveler personas and themes. Over 28 people were interviewed to hear first-hand how travelers navigated the Mayo system and Rochester Airport.

+ Patient Appointment Coordinators helped us understand that questions first come up during the scheduling time and that they manage it by offering whatever first-hand knowledge they might have. In some cases, patients are refered to Mayo Travel Services or Mayo Concierge.
+ Departments such as the Transplant Center and Pediatrics helped us understand medical concerns patients may expect to face when traveling.
+ Mayo offices that support patient travel (Mayo Travel Services, Mayo Concierge and Mayo Airport Info Desk) helped us understand the extent to which their work and resources are coordinated (they did not know aspects of each other). Additionally, we learned that patients did not have a mental model of how they were related or worked together.
+ The Healthy Living Center helped us explore the disparity between health and health care and how it might be bridged as a Destination Medical Center experience at RST.
+ Mayo Clinic Gift Shop helped us understand what medical travelers and Mayo employees identify with from a merchandizing perspective.
+ RST Airport personnel helped us understand the traveler experience through their eyes and how they help travelers.
+ Travelers helped us understand why they used RST and what their experience was like.



# DISCOVERY: TRAVELER PERSONAS

Traveler personas are crafted to cast a human centered experience to the situation being investigated, giving empathetic rationale and context to how people experience what they experience.

This is a broad depiction of the kinds of travelers that come through RST, which will help us focus specifically and deeply on opportunities involving any of these traveler types.

## TRAVELER PERSONAS



### BUSINESS TRAVELERS

**PERSONA CONTEXT**

This group cares about their time, productivity and professionalism. Their jobs include unavoidable travel and often stress from deadlines and client and employer expectations. In addition to Mayo employee travelers, Rochester businesses and a local trucking contingency use RST for business travel.

**NEEDS**

+ Can I keep working while traveling?
+ Can I get to where I need to go in a timely manner (i.e. reducing wasted time of long layovers, getting to destination and back without extra overnight stays)?
+ Can I arrange my work travel in a way that minimally affects my home life and personal time?
+ Can I have flexible options for travel?
+ Will my travel be reliable?

**PAIN POINTS**

+ Mayo business travelers have a hard time balancing personal and professional time when their travel takes longer; it's usually personal time that is sacrificed when there are delays, cancellations, extra overnight stays and extra-long layovers.
+ Layovers, especially long layovers, work against their ability to be as productive as possible.
+ Getting 'stranded' results in costly situations such as $200 cab rides or missing important family events.



### PATIENT TRAVELERS & THEIR CAREGIVERS

This group is often scared and emotional as they travel between their home and Mayo Clinic. They are often on their own to sort out how to get to Rochester and how to deal with open ended visits, travel delays and travel uncertainty. Many patients have multiple trips to Mayo.

**NEEDS**

+ Should I go to Mayo Clinic?
+ How do I get there? What are my best travel options?
+ How much does it cost? Can I afford it?
+ Where should I stay?
+ How will I get around Rochester while I am there?
+ What about my special needs (i.e. diet, medical, physical)?

**PAIN POINTS**

+ Visit experience and cost is hard for patient travelers to sort out. Many patients don't know about Mayo Concierge, Mayo Travel Services or Mayo Social Services.
+ Flight delays, cancellations, layovers and travel inefficiencies exacerbate an already challenging travel situation and affect patient traveler wellbeing.
+ It is not always obvious who has medical needs while traveling.
+ Traveling is not physically comfortable and does not prioritize wellbeing.



### LOCAL LEISURE TRAVELERS

This group comes from Rochester, nearby towns, and states. They travel for personal reasons, often related to friends and family. They have the luxury of leveraging friends and family to help minimize travel costs . Their travel strategies are developed and refined through personal experience.

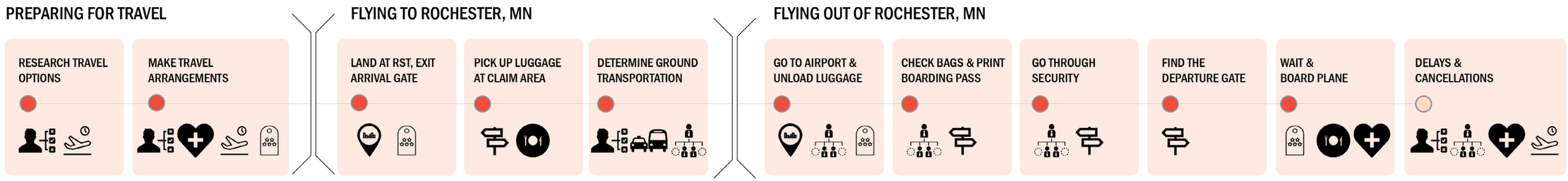
**NEEDS**

+ What are the cost and time trade-offs between all of the airports I can select from?
+ Why is getting to/from the RST so expensive via taxi?
+ Why can't I get to my airport using public transportation?

**PAIN POINTS**

+ Coordinating travel with others and accommodating a wide range of needs (children through to elderly) requires special planning and travel support that is sensitive to age-appropriate circumstances.
+ Even if locals commit to RST, they may find themselves forced to turn to MSP when flights are delayed or cancelled; their well-calculated reasons for choosing RST instead of MSP is undone and they no longer trust using RST.

# DISCOVERY: TRAVEL JOURNEY MAP & EMERGENT THEMES




**Mayo patient travelers need travel planning support.**

*Destination travelers are mostly on their own, and work with the same online tools and guidance they would use for vacation travel. Choosing between MSP and RST is weighted toward flight cost; considering other factors is complicated. They are filled with uncertainty and may be emotional about their health situation.*

**Ground transportation at RST is not decision-friendly for travelers.**

*The ground transportation desk for taxi, shuttle and limo services lacks appropriate wayfinding signs, travel information and prices for travelers to make self-directed and informed decisions.*

**Travelers have limited ability to manage their health and wellness while traveling.**

*Staying well, whether with a medical condition or not, is exacerbated by travel conditions where people are stressed and forced into close proximity. Travelers have limited power to change the environment or be proactive about their health on the fly.*

**RST isn't memorable to travelers.**

*Once travelers use RST, they know it to be easy and friendly. Travelers do not feel connected to the community or Mayo Clinic. Place-making signs are easily overlooked.*

**Travelers need help with the continuity of their travel experience.**

*Unattended desks and unmanned SkyCap cause frustration and confusion for travelers who may already be stressed about their travel situation. Current airport job roles are stretched thin, creating gaps in the travel experience.*

**Travelers can't always anticipate their own travel needs, nor can we.**

*Since the airlines owns traveler data, RST and Mayo cannot anticipate patient traveler arrival. Personalizing the traveler experience is limited without the data. RST doesn't have a robust gift shop to provide travel essentials.*

**People still get lost in small airports.**

*People may not notice important signs or may misinterpret them. Omission of signs may also be confusing. Travelers go to the wrong place and may even miss their flight.*

**Current flight schedule does not provide traveler incentive to use RST.**

*While flight schedules are beyond the scope of this project, there may be opportunity in exploring creative ways to mitigate undesired consequences of delays and cancellations and desire for more flight options.*

**Travelers want food options when traveling.**

*Travelers express interest in healthy food choices, more diversity of vendors, and more grab-and-go food choices.*

# DISCOVERY: EMERGENT THEMES DESCRIPTIONS



## Mayo patient travelers need travel planning support.

Among our three traveler types, Mayo patient travelers are most effected by lack of decision-making support. When patients call Mayo to plan their trip, they have a lot of travel-related questions for the appointment coordinator, who doesn't have adequate resources to answer these questions.

Some of the time, patients are referred to Mayo Concierge or Mayo Travel Services, but mostly patients are on their own, with an expectation that there are plenty of online resources for them to use. Even though online resources help them logistically book their trip, the resources do not offer enough context for them to thoughtfully weigh the difference between flying into MSP vs RST, understand whether or not they need a rental car, understand how to book an uncertain return date, or other very basic medical travel needs.

Additionally, Mayo Concierge, Mayo Travel Services and the Mayo Information Desk are siloed and do not present an orchestrated experience to the patient traveler. Their effectiveness together is dependent on casual referral between them.



## Ground transportation at RST is not decision-friendly for travelers.

Ground transportation at RST plays a critical, hidden role in whether or not travelers decide to fly RST vs MSP. After considering cost of flight, the ease of ground transportation can sway a decision from one airport to another, but it's difficult for travelers to understand and calculate their options.

The shuttle/taxi/limo desk at RST is not decision-friendly for travelers arriving at RST. Travelers are forced to ask what's available and must rely on a ground service person to give them a fair recommendation. Travelers do not have an opportunity to be informed consumers and are reliant on consistent messages from ground service personnel.

Many cities include public transportation to their airport. RST lacks this service and travelers feel this void; they ask about this option.



## Travelers have limited ability to manage their health and wellness while traveling.

RST has an opportunity to cater to more Mayo patient travelers, bringing them in through RST rather than MSP. RST already recognizes this special traveler group and extends great kindness, sensitivity and assistance to help them with their travel.

Patients need to plan ahead and pack medical resources such as ice packs or bandages, but they are not always aware of their medical needs until they get to the airport. Airport staff is not equipped to help them or have supplies for sale for this purpose. Additionally, travel delays and cancellations translate directly into lack of wellness as run-down, emotional patients attempt to cope with drawn-out travel experiences.

Every traveler needs health and wellness support, not just patient travelers. We learned that there is a misconception that health and wellness requires chunks of time and significant effort, making places like the airport an unlikely environment for practicing a healthy lifestyle, when in fact many little lifestyle habits add up to support health and wellness.

If we don't build in aspirational healthy practices that align with DMC values, we cannot hope to be an ambassador of health to the world.



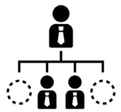
## RST isn't memorable to travelers.

RST is architecturally outdated and place-less by its travelers. Travelers do not have a sense of the Rochester community or prominent Rochester businesses. They don't feel a sense of welcoming or "please come back" as they do in other airports.

Mayo patients do not distinguish between Rochester, MN and Mayo Clinic, and the airport does little to reinforce either of these significant places.

Welcome signs are the predominant tactic for asserting location but go unnoticed because they are placed in places people wouldn't think to look, have low visual contrast and appeal, or compete with advertisements.

Local travelers don't require glitz, as they are fond of a 'homey' and authentic feel. Place-making art such as murals, mosaics, art pieces, sculptures and displays would be appropriate ways to express what is uniquely Rochester, MN. Also, offering help and hospitality to guests is an iconic Rochester cultural value.



### Travelers need help with the continuity of their travel experience.

Those who work at the RST airport work for different employers and have specific jobs that, by necessity, focus primarily on the mechanical aspects of travel. Despite this, RST airport staff is well-known for their friendly customer service.

There are gaps where staff are not available to travelers (unattended Sky Cap service, unattended ticket counters when agents are prepping for arrivals, unattended ground transportation when they're delivering luggage, etc).

In situations like these, it is common for travelers to get to a checkpoint where no one is there to serve them. It is common practice to post a sign with instructions how to call for service, but this practice damages the travel experience.

The role of the Mayo Plane Greeter is an asset for Mayo and destination travelers; this person embodies key Mayo, DMC and RST values (in particular: care and coordination); their job is continuity of experience and they need resources to help them follow through.



### Travelers can't always anticipate their own travel needs, nor can we.

This theme has two major components: 1) anticipating the destination traveler needs and 2) helping supply unanticipated product needs for any traveler at the airport.

Currently, Mayo cannot stand at the arrival gate and say "Welcome, Mr. Jones! I'm sorry your flight was delayed, but don't worry, we've adjusted your appointments for you. Your shuttle to the DoubleTree is waiting just outside luggage claim. Here is a list of gluten-free restaurants in Rochester. We're so glad you're here!" The airlines owns travel data; Mayo is not in the travel business and so only has a small amount of travel data.

RST doesn't have a robust gift shop to provide travelers with conveniences such as:

Business: charger, direct Mayo intranet access, additional workspace and outlets

Leisure: reading materials, puzzles

Patient: supplies related to treatment (gauze, ice packs), souvenirs



### People still get lost in small airports.

Small airports have less space for people to get lost, even to the extent that they miss their flight. The cues people use to navigate large airports don't always transfer well to small airports and people still get lost.

Also, not all signage is created equal; some signs are easily overlooked or misleading despite the best of intentions.

Context of signs matter: more visually stunning advertisements will dominate attention, causing subtle signs to be overlooked.



### Current flight schedule does not provide traveler incentive to use RST.

Perhaps the biggest criticism of RST (and almost any 'spoke' airport) is the lack of flight options, frequency of delays/cancellations and lack of direct flights. Working out the airline schedule is an involved and long process between the airport and each airline, involving nurtured relationships and prospects of community growth over the course of years.

Working out the airline schedule is the core work of the RST team (not the work of this project team). However, traveler deals and discounts is an under-explored area in which Mayo Clinic can pursue through negotiations. Community-oriented programs and games might also incentivize greater travelership and build pride (to stem any possible erosion of loyalty even to a small degree).

While flight schedules are beyond the scope of this project, there may be opportunity in exploring creative ways to mitigate the undesired consequences of delays and cancellations.



### Travelers want food options when traveling.

The RST restaurant (Three 31 Bar and Grill) is the primary food source for travelers at the airport. Restaurant staff recognizes repeat travelers and remember what they order resulting in a positive small-town vibe. The restaurant packages some menu options "to go" for easy travel eating, but some food options do not travel well.

Restaurant staff will customize menu items to the extent that they have time, ingredients and resources. While customization is possible, the limited ingredients that are available in the kitchen restrict their ability to provide the variety travelers desire.

Vending machines are the secondary food source, providing unhealthy snacks and drinks. Travelers regard the vending machines as impersonal.

Travelers are asking for healthy choices (robust salads, vegetable and fruit options), grab-and-go options, and prepackaged foods. Convenience is also a requirement. Travelers also like to see multiple food vendors.

# EXPERIMENTATION

The experiment phase of this project is meant to learn more about key opportunities at the RST Airport. These are ‘start small’ experiments that align with ‘think big’ ideas.  The experiments are not meant to be treated as fixes, implementations or pilots; it is possible that some experiments may ‘fail’ or not go well, which will help us learn more. These experiments will help us build up an overall vision of the RST Airport experience, adding to elements learned from the discovery phase.

From a list of 60+ experiments (some of them listed to the right), we chose 6 with the following criteria in mind:

+ We chose experiments that would allow us to get insight over the entire span of the traveler journey (there needed to be at least one experiment that touched each part of the journey).
+ We chose experiments that had compelling research questions that could help us create a ‘Think Big’ vision.
+ Knowing that the next biggest opportunity for increasing travel volume at RST would be patient travelers, we focused some specific experiments on them.
+ Recent Epic go-live in Rochester would inhibit access to many Mayo roles so we avoided experiments involving Mayo employees.

## Partial list of experiments that were considered:

| WHAT:<br>What will we do differently? | HOW:<br>What might this experiment look like? | WHY:<br>What change do we want to see? | Theme(s) |
|---|---|---|---|
| Create a guest recovery program for Mayo patient travelers | Equip Mayo Plane Greeter with gift cards from local hospitality services, to be used at her discretion when travelers suffer travel hardship. | Alleviate traveler frustration and inconvenience at RST<br>Win traveler loyalty<br>Provide opportunity for local hospitality businesses to participate in traveler experience (and spread the cost). Will they participate and to what extent? | Decision-making support, identity, continuity, wellness |
| Create script for PACs to use when talking to patients about traveling to Mayo for their appt | Email memo to PACs, written script delivered to PACs (policy test: tell every traveling patient with a new appt about RST, Mayo Travel Service and Mayo Concierge). | Raise patient traveler awareness that RST exists<br>Ensure patient travelers are aware of Mayo Travel Services and Mayo Concierge<br>Provide PACs with basic and consistent travel information. What kinds of basic travel information are helpful? | Decision-making aid, identity |
| Help patient travelers know their travel resources | Replicate the Mayo employee luggage tag, but for patients. Put them on ticket counter, ground transportation and luggage claim available for taking. | What information should be conveyed?<br>Do patients use the resources?<br>Do we have enough resources for them? | Decision-making aid, identity, incentive, continuity |
| Create a lively temporary mural in the airside exit tunnel | Engage local artist(s) to make a mural in the exit hallway that 1) welcomes people to Rochester, 2) is recognizable as an exit from airside, 3) reflects Rochester in some way | Help travelers identify the exit.<br>Engage Rochester artist community.<br>Create more energy and positive vibe.<br>Create a sense of place and culture at RST.<br>Do travelers feel welcome and remember the mural? | Decision-making aid, identity, incentive, continuity |
| Incorporate ground transportation with the medical visit for patient travelers | Dan drives his dad’s van, picking up patient travelers from RST to their hotel | Does this reduce stress and complexity for patient traveler?<br>Would more patient travelers use RST if a service like this existed? (not sure how to tell people on the front end that this service exists)<br>Can Mayo create, own and control their own ‘SkyCap’ service that sets RST apart from any other airport? | Identity, decision-making aid, incentive, ground transportation, continuity |
| Create a travel estimator | Flow chart to be used by Mayo Travel Services or Mayo Social Services when talking with patients about travel. | Does an estimator help destination travelers calculate cost difference beyond cost of flight?<br>Does it work in favor of RST? | Decision-making aid<br>Flight schedule & incentive |
| Engage travelers in a healthy living game “Everything counts” | Post the rules and game in one of the gates: departing travelers choose a simple well living habit that they will do at some point that day, sign it and stick it on the board as a resolution. The board represents community commitment and displays how it all adds up. Travelers are asked to take a picture and share on social media as part of their commitment (with hashtag to advertise). (HLP to help with game) | Have fun<br>Reinforce commuter community<br>Help people practice wellness habits<br>Send the message to all travelers that we care about healthy lifestyles in Rochester, MN | Wellness, identity |
| Provide special, entertaining travel exercise cards | Work with HLP to create Mayo-branded, healthy living exercise cards showing travelers nifty little exercises they can do while traveling. Stress “Everything Counts.” Put in airline seat pockets? Make available at gates. Provide hashtags to share on social media (part of an “Everything Counts” movement?) | Do travelers take the cards? Do they do exercises that are on them?<br>Do the cards make it to other airports/cities? Do other airports copy the idea? Are other airports interested in having the cards at their airport?<br>Are people sharing it on social media? | Wellness, identity |
| Feature Rochester food bloggers in gate area (working with HLP) | Invite food bloggers to choose 2-3 recipes, take a poster sized picture and mount it in gate area; provide recipe card for take away. Could be made into a game online (what’s your favorite? Did you make it?) | Emphasize healthy food choices and lifestyle; call to action and inspire travelers to think about their food choices.<br>Have fun<br>Let travelers get to know members of Rochester community<br>Engage community | Identity, Wellness, food |
| Add new products in current ‘gift shop’ location, and in rack in another location | Small assortment of Mayo souvenirs, medical supplies, chargers, Mayo Diet book or book-a-zine, toothpaste/brush, vox masks. | Is this location sufficient? (do people think to go to the restaurant to get these items?)<br>What items are desired and popular? | Traveler convenience, wellness, identity |
| Create a Mayo destination traveler registry | Very simple bits of information: name of destination patient and hotel they’re staying at given to plane greeter to check off name upon arrival. (Even a dummy registry will be challenging!) | Does the patient traveler feel special that we know they’re coming? (even if we don’t know much about them)<br>What kinds of information are good to have on a traveler registry? And where might the information come from? Who is it good to share with? | Identity, decision-making aid, incentive |
| Allow consultants to leave car in campus ramps | Provide transportation between downtown and RST | Does this help with flyRST compliance and ease of use? | Incentive, ground transportation |

| WHAT:<br>What will we do differently? | HOW:<br>What might this experiment look like? | WHY:<br>What change do we want to see? | Theme(s) |
|---|---|---|---|
| Upgrade the airport | Post mood boards of interior treatments in gate areas and ask people to vote on what they like and write notes about what matters to them. This could be made into an online game between travelers. | Gather preferences from travelers about finishes and vibe at the airport (i.e. should it look like Gonda? Should it look like MN nature? Etc) | identity |
| Install a Mayo-related display, mural, timeline or artifact | Borrow the g-force suit developed by the Mayo brothers from Heritage Hall:<br>Put up a timeline of the history of the RST airport | Raise patient traveler awareness that RST exists<br>Ensure patient travelers are aware of Mayo Travel Services and Mayo Concierge<br>Provide PACs with basic and consistent travel information. What kinds of basic travel information are helpful? | Decision-making aid, identity |
| Put up art | Sponsor an art exhibit by local artists and put in gate areas. Subject could be related to Rochester, flying or artist choice. Let them have an opening reception and a closing reception talk inviting the community to recognize their art and talk about what it means. This could be made into a game. | Do travelers spend time looking at it? Do they express appreciation of it? Do people remember seeing it? Do they feel they know Rochester more? | identity |
| Allow local food vendors to sell food at airport | Ask Old Abe (or similar kiosk-ish food service) to sell their food and drink there for a few days;<br>Sell prepackaged local food (like City Market sandwiches). | Do people utilize the service?<br>Do people appreciate additional choices (do they see this as satisfying their desire for more food options at the airport?<br>Is it worthwhile for local business? | Food, identity |
| Improve presence at ground transportation area | Put up a sign over the taxi/limo/shuttle ground transportation desk area;<br>Turn on all lights even if no one is there;<br>Indicate forms of transit available there (from a traveler perspective) | Do travelers find it more easily and feel it is approachable? | Ground transportation, identity, continuity, wayfinding |
| Allow travelers to speak directly with someone immediately even if the desk is unmanned | Set up a video enabled device with a sign that says to tap for assistance. It is hooked up to someone who speak with them. (MedCity ground transportation or Mayo info desk might be an ideal test for this?) | Help travelers feel they are not abandoned. | Continuity, identity, ground transportation, decision-making support |
| Make professional signs for unmanned desks | Create sign RST branded templates for unmanned desks with language aimed at the traveler | Improve professional image and help travelers quickly understand what to do. | Continuity, identity, ground transportation |
| Create a small gift shop in a new location (i.e. exit hall) or on a cart that goes to different locations | Small assortment of Mayo souvenirs, medical supplies, chargers, etc. | Is there more attention to the products in a location that is not the restaurant?<br>What items are desired and popular? | Traveler convenience, wellness, identity |
| fer complimentary masks and hand sanitizer | Lay out complimentary masks at ticket counters. Place hand sanitizer strategically on landside and airside. | See how many people use each. | Traveler convenience, wellness, identity |
| Play soothing/healing music/sound in the background | Play music/sound used in another travel hub (i.e. metro station at world trade center, NYC) in one of the gates. | Do people notice, comment and express appreciation?<br>Does the music make people feel at ease? Calm? Well? | Wellness, identity |
| Create comfortable seating at gate(s) | Put a recliner, couch, living room set-up in one of the gates (perhaps also with complimentary magazines, gameboards) | Do travelers use them? Appreciate them?<br>Does it make a difference to patient travelers comfort, healing? | Identity, wellness, convenience, incentive |
| Plants at the airport | Ultimately we would like a plant wall to be considered. Put plants at the airport. | Do people gravitate near them? Do they notice them? | wellness |
| Put amenities in the quiet rooms | Equip quiet room with things that make them inviting and comfortable (for those resting as well as their care givers): radio, art, puzzle book, coloring book, paper and pen, etc. | How do people who use the quiet room rate it in terms of comfort and invitingness? (we would need a benchmark to compare)<br>What kinds of comforts do people most respond to? | Wellness, identity |

| WHAT:<br>What will we do differently? | HOW:<br>What might this experiment look like? | WHY:<br>What change do we want to see? | Theme(s) |
|---|---|---|---|
| prove skycap sign outside | Work with signage team to try different kinds of signs out. | Do people notice it? Do they use the service? | Decision-making aid, identity, wayfinding, continuity, wellness |
| Poll people for items they forgot at home or wish they had | Set up a large board prompting people to write on it: what did you forget at home? What do you wish you had right now? | Gather a specific list of items that people most want and need at the airport to help inform gift shop essentials. | Wellness, continuity, food, incentive |
| Coffee stand | Create a coffee stand separate from the restaurant that features local coffee. Could be donation-based. Could be 'hooked up' to actual location for chat/ feedback via video. | Do people feel satisfied with a good cup of coffee at the airport?<br>Do people feel connected to the community?<br>People asked for it, did they really want it? What difference does it make to them? | Identity, food |
| Name the drinks at the bar after MN folklore | Name the drinks at the bar after MN folklore | Fun. And connection to the region. Do people enjoy it? | Identity, food |
| Test different healthy food options for sale | Create a selection of healthy food options (perhaps name them after MN folklore just to be engaging; Paul Bunyan Bananas).<br>Set them out in a prominent area to capture 'traffic zone' buying. This could be part of an "Everything counts" movement/ game with HLP. | Where is a good spot to offer food options?<br>What kinds of options are most popular?<br>Do people share on social media? | Food, wellness, identity |
| Create a lounge ambiance | Provide wine, cheese, crackers, microbrew, and a setting that lets people feel relaxed and social. Can this have a wellness twist to it? How might we do it and claim it's healthy? | Do people feel and contribute to the vibe? Are they comfortable and social? | Food, identity |
| Sell prepackaged local foods | Provide an assortment of prepackaged foods from local restaurants. Focus on healthy choices as much as possible. | Do people recognize and appreciate having food options from local restaurants?<br>Do grab and go items fare well?<br>Do local restaurants appreciate/benefit from selling food at the airport? What kind of model supports this? | Food, identity, wellness |
| Set out regular and sparkling water dispensers | Set out regular and sparkling water dispensers | Water is most popular purchase from restaurant. Would complimentary water provide an inviting, healthy image for RST? Do people use it? Do they begin to bring their own water bottle to make use of it? Do they buy water bottle from gift shop to use it? | Food, identity, wellness |
| Poll people for foods they want at the airport | Set up a large board prompting people to write on it: what do you want to eat right now? On the plane? What does 'healthy food' mean to you? Perhaps make this a game with hashtag so people can refer to items at other airports. | What food items do people post?<br>Do people share on social media? | Food, wellness, identity |
| Test welcome signs | Test different kinds of welcome signs ranging from artistic to straightforward; test different positions; test different sizes. | Which position is best? (what do people notice)<br>What media seems most effective, memorable? (what do people respond to?) | Identity, wayfinding |
| More workstation areas in upper gates | High top tables with stools and extra outlets | Are they fully utilized? Do people appreciate them? | conveniences |
| Offer to connect patient with Concierge at the time of the appointment call | Sit with PAC as they talk with new patients. For those flying to Rochester, have PAC ask them at the end of the call: can I connect you with Mayo Concierge or Mayo Travel Services? And see if people take them up on it. | Do destination patients agree to talk to concierge? (can we know why if they say no?) | Decision-making aid, incentive, continuity |
| Rochester food carts at the airport | Have local food businesses set up a food cart (trying out airside and landside); if we can get them to put a wellness theme to it, we could check the wellness box too. | Do people feel there are more food options for them? Do they take advantage of it?<br>Do people feel connected to the community? | Food, identity |

**(and more)**

# EXPERIMENT 1: GROUND TRANSPORATION FOR THE WIN

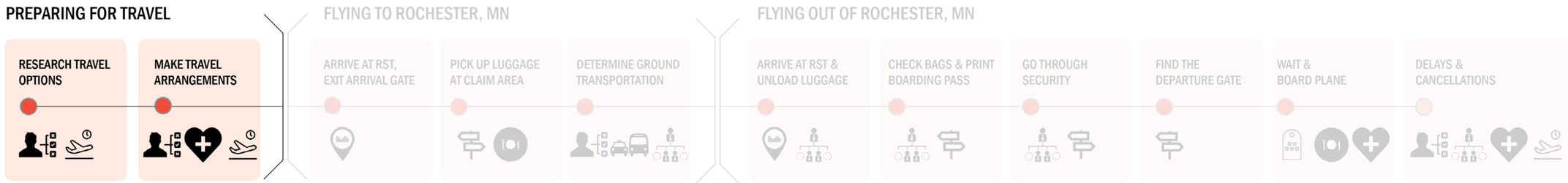


**RESEARCH QUESTIONS**

WILL PATIENT TRAVELERS CHOOSE RST IF THEY FEEL THEIR TRAVEL IS INCLUDED IN THEIR MEDICAL EXPERIENCE?

WHAT DATA IS NEEDED TO PERSONALIZE THE TRAVEL EXPERIENCE?

# EXPERIMENT 1: GROUND TRANSPORATION FOR THE WIN




## THEME DESCRIPTION

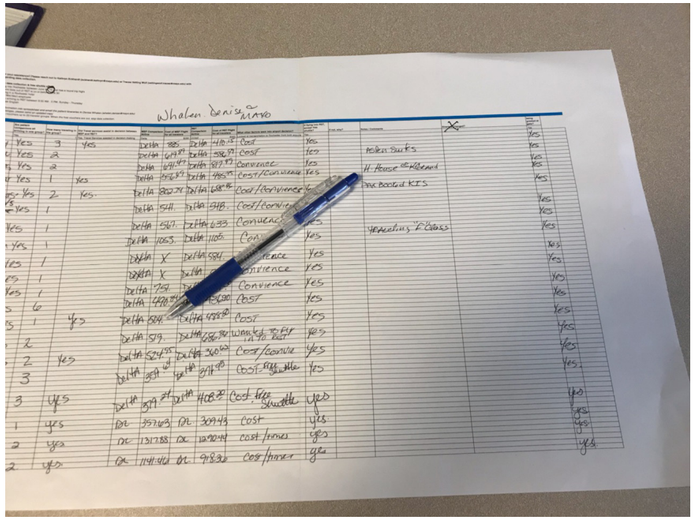



Mayo patient travelers need travel planning support.

+ Among our three traveler types, Mayo patient travelers are most effected by lack of decision-making support. When patients call Mayo to plan their trip, they have a lot of travel-related questions for the appointment coordinator, who doesn't have adequate resources to answer these questions.
+ Some of the time, patients are referred to Mayo Concierge or Mayo Travel Services, but mostly patients are on their own, with an expectation that there are plenty of online resources for them to use. Even though online resources help them logistically book their trip, the resources do not offer enough context for them to thoughtfully weigh the difference between flying into MSP vs RST, understand whether or not they need a rental car, or other very basic travel needs.
+ Additionally, Mayo Concierge, Mayo Travel Services and the Mayo Information Desk are siloed and do not present an orchestrated experience to the patient traveler. Their effectiveness together is dependent on casual referral between them.

## EXPERIMENT SET-UP

+ Mayo Travel Services offered patient travelers free shuttle ground transportation when they were deciding between RST over MSP during booking.



## LESSONS LEARNED

+ Mayo Travel Services provide travel coaching that saves traveler money and anguish.
  Flights through RST were slightly cheaper ($8) than MSP on average.
  "I would have saved SO much money if I had found them sooner!!" - Patient
+ Mayo Travel Services is under-utilized by patient travelers.
  Approximately 2% of patients used Mayo Travel Services in Rochester in 2017, which leaves about 100,000 unique patients per year (not including companions) who don't.
+ 100% of patients who use Mayo Travel Services used RST over MSP.
  Free ground transportation was not a factor, travel coaching was the key.
  Additionally, all travelers used Delta (change fee waiver is a perk destination travelers need).
+ Data is critical in shaping experience.
  Mayo Travel Services has the best data to anticipate patient travelers, but matching it up with patient data is unreliable.
+ Information is critical in receiving a smooth experience.
  Patients receive misinformation around travel (i.e. PACs and Mayo Concierge).
+ The biggest travelership opportunity is the first-time destination traveler.
  The triple win for RST, Mayo and DMC is the first-time destination traveler, although lack of coordination may hinder ability to capitalize on the opportunity.
  56% of our experiment population group were new to Mayo; of the returning patients, 86% did not need coaching (they knew what they needed).
+ Online booking is popular, but not advisable for first-time patient travelers.
  Patient travelers need travel coaching because they don't know Rochester and they don't know how to deal with things like ambiguous end dates or whether or not they should purchase travel insurance.
+ When patient travelers use online systems to book travel, that data is not available to Mayo and their travel experience cannot be tailored to suit their needs.

# EXPERIMENT #2: KNOW THE TRAVELER



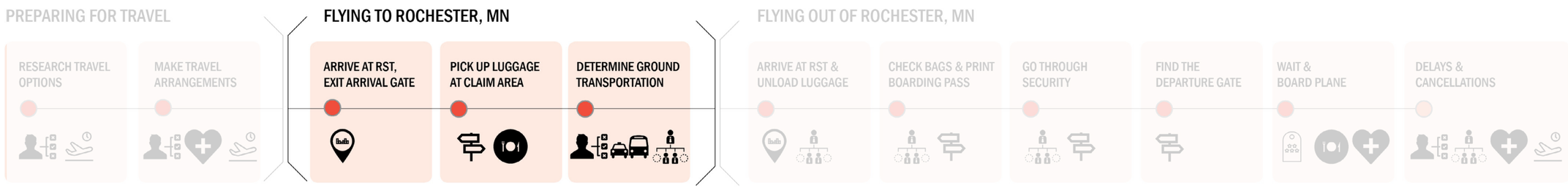

PHOTOGRAPHY BY MERCEDES BRANDT

**RESEARCH QUESTIONS**

CAN WE PERSONALIZE THE PATIENT TRAVELER EXPERIENCE USING TRAVEL DATA?

WILL PATIENT TRAVELERS FIND VALUE IN THEIR ARRIVAL BEING ANTICIPATED?

# EXPERIMENT #2: KNOW THE TRAVELER




## THEME DESCRIPTION

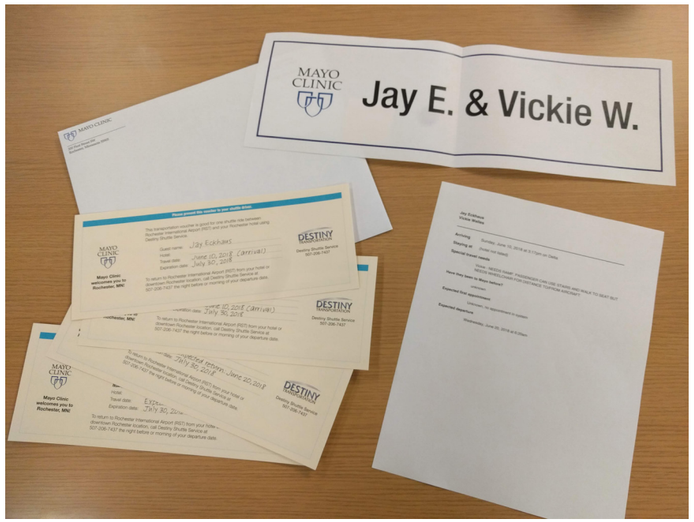
**Travelers need help with the continuity of their travel experience.**

Travelers need help with the continuity of their travel experience.

+ Those who work at the RST airport work for different employers and have specific jobs that, by necessity, focus primarily on the mechanical aspects of travel. Despite this, RST airport staff is well-known for their friendly customer service.
+ There are gaps where staff are not available to travelers (unmanned Sky Cap service, unmanned ticket counters when agents are prepping for arrivals, unmanned ground transportation when they're delivering luggage, etc).
+ In situations like these, it is common for travelers to get to a checkpoint where no one is there to serve them. It is common practice to post a sign with instructions how to call for service, but this practice damages the travel experience.
+ The role of the Mayo Plane Greeter is an asset for Mayo and destination travelers; this person embodies key Mayo, DMC and RST values (in particular: care and coordination); their job is continuity of experience and they need resources to help them follow through.

## EXPERIMENT SET-UP

+ Travel information was collected from experiment #1 to help us create traveler packets to be used to anticipate arrivals.
+ Mayo Plane Greeters would greet the traveler (and companions) at the gate with a sign and deliver the free shuttle vouchers.




## LESSONS LEARNED

+ Mayo is not coordinated to support the incoming traveler.
  The separation between Mayo Travel Services, Mayo Concierge and Mayo Airport Info Desk produces a gap in (and can damage) the traveler experience.
+ Travel and patient data are incomplete in knowing the traveler.
  Matching the traveler data with the patient data is not always easy or reliable. Travel and patient data do not account for preferences or lifestyle needs.
+ Shared data helps coordinate the experience.
  Sharing (partial) data with other services, like ground transportation, helped create a continuous 'know the traveler' experience and has potential to be extended to Mayo travel assistance in other airports and hospitality businesses throughout Rochester.
+ First time travelers **need** assistance.
  Travelers reported physical and mental health impairments that were compensated for by greeters.
  "It was wonderful because Jessica asked 'Would you mind if we pick you up?' Would I mind??!! I was feeling very vulnerable. It was wonderful. They navigated my whole trip." - Patient traveler with cognitive impairment, traveling alone
  "For most people who have not been to Mayo, it's very scary. Having someone greet you and make sure you're getting to right place at the right time is wonderful." - Patient traveler
+ Medical travel is not the same as any other kind of travel.
  The most significant difference between medical travel and most other reasons for traveling is the uncertain return date.
  "I wish I would've learned about Mayo Travel Services earlier. We've been going to Mayo for years and dealing with cancellation fees. We heard about Mayo Travel Services through another patient." - Patient traveler

# EXPERIMENT 3: MAYO GUEST RECOVERY SERVICE



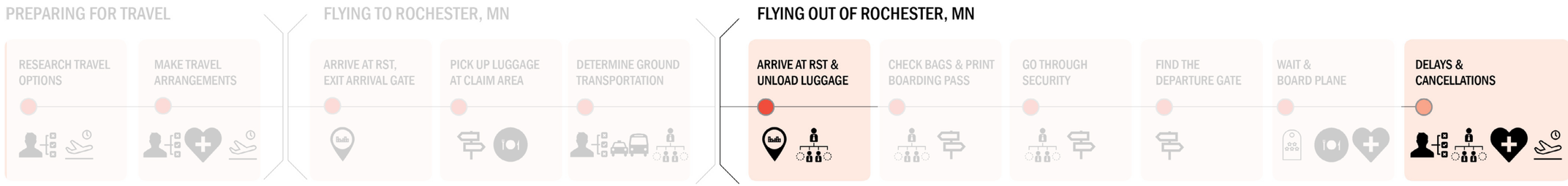

PHOTOGRAPHY BY MERCEDES BRANDT

**RESEARCH QUESTIONS**

WILL LOCAL BUSINESSES BE WILLING TO PARTICIPATE IN THE PATIENT TRAVELER EXPERIENCE?

CAN WE SOLVE OR SOOTHE PROBLEMATIC PATIENT TRAVELER EXPERIENCES WITH RESOURCES FROM LOCAL BUSINESSES?

# EXPERIMENT 3: MAYO GUEST RECOVERY SERVICES




## THEME DESCRIPTION

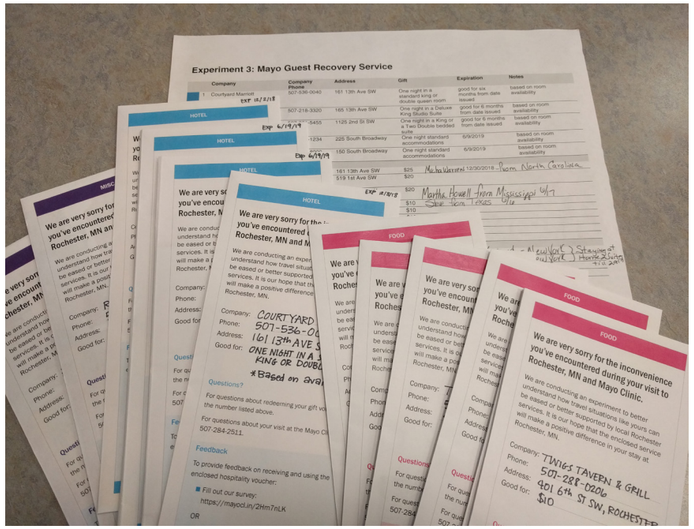
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+ There are gaps where staff are not available to travelers (unmanned Sky Cap service, unmanned ticket counters when agents are prepping for arrivals, unmanned ground transportation when they're delivering luggage, etc).
+ In situations like these, it is common for travelers to get to a checkpoint where no one is there to serve them. It is common practice to post a sign with instructions how to call for service, but this practice damages the travel experience.
+ The role of the Mayo Plane Greeter is an asset for Mayo and destination travelers; this person embodies key Mayo, DMC and RST values (in particular: care and coordination); their job is continuity of experience and they need resources to help them follow through.

## EXPERIMENT SET-UP

+ We asked local hospitality for donations that could be used to help travelers in need (hotel, restaurant, transportation and miscellaneous).
+ The vouchers were packaged up and given to Mayo Plane Greeters; we waited to see what situations would arise where services might soothe or solve.




## LESSONS LEARNED

+ Patient hospitality is a community-wide business effort.
+ More exploration and coordination is needed to create a coordinated patient hospitality experience in Rochester, MN.
  The local accreditation program prepared local hospitality to nimbly rally toward our experiment, but a significant gap in patient hospitality is identified (i.e. lack of ability for local businesses to anticipate the traveler and know them; lack of ability to create coordinated hand-offs between them).
+ Mayo Plane Greeters reported feeling more equipped to make a difference in a travelers journey; refining the kinds of resources and creating a wider diversity to choose from would be favorable.

# EXPERIMENT #4: HEALTHY FOOD OPTIONS



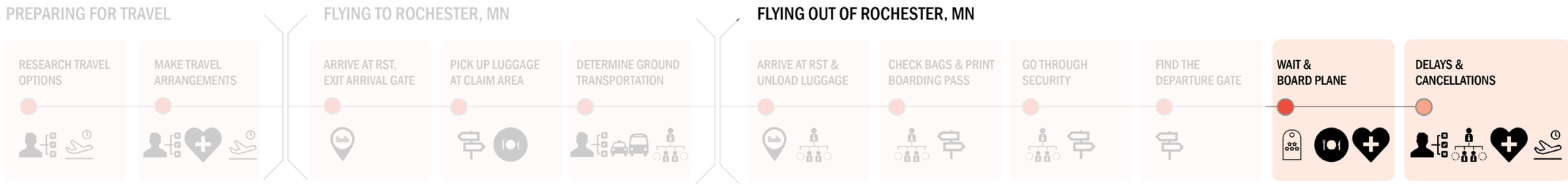

PHOTOGRAPHY BY MERCEDES BRANDT

**RESEARCH QUESTIONS**

WILL TRAVELERS APPRECIATE AND BUY HEALTHY OPTIONS AT THE AIRPORT?

WILL A LOCAL 'HEALTHY CAMPAIGN' PROVIDE A SENSE OF PLACE AND IDENTITY FOR RST?

# EXPERIMENT #4: HEALTHY FOOD OPTIONS




## THEME DESCRIPTION

**Travelers want food options when traveling.**

Travelers want food options when traveling.

+ The RST restaurant (Three 31 Bar and Grill) is the primary food source for travelers at the airport. Restaurant staff recognizes repeat travelers and remember what they order resulting in a positive small-town vibe. The restaurant packages some menu options “to go” for easy travel eating, but some food options do not travel well.
+ Restaurant staff will customize menu items to the extent that they have time, ingredients and resources. While customization is possible, the limited ingredients that are available in the kitchen restrict their ability to provide the variety travelers desire.
+ Vending machines are the secondary food source, providing unhealthy snacks and drinks. Travelers regard the vending machines as impersonal.
+ Travelers are asking for healthy choices (robust salads, vegetable and fruit options), grab-and-go options, and prepackaged foods. Convenience is also a requirement. Travelers also like to see multiple food vendors.

## EXPERIMENT SET-UP

+ We leveraged local knowledge and resources to define and select healthy food options for the airport.
+ A display refrigerator was installed at the doors of the airport restaurant for the cold food, and other foods displayed on a spinny rack also near the restaurant doorway.




## LESSONS LEARNED

+ The experiment was too short to determine business feasibility of selling heathy food choices (note: business feasibility was not the objective of the experiment).
  Changing food merchandizing takes significant marketing and time for people to recognize and fall into a pattern of buying power.
+ The following insights reveal a potential market opportunity for RST:
  + Food has the power to represent a place and culture.
    DMC sets Rochester, MN up as a health mecca for destination travelers. Offering food choices that vibe with a health mecca at RST is an opportunity for differentiation.
  + Travelers from east and west coasts had food preferences that were particularly discerning and representative of trend-makers who shape what consumers want.
    Specifically, this type of consumer cares deeply about where their food comes from, fresh ingredients, having organic and non-GMO foods, etc.
  + Travelers report wanting two seemingly opposing things: healthy food vs. wanting treat themselves while traveling.
    These two things do not need to be diametrically opposed. Instead, they present a market differentiating opportunity at RST.
+ Business contracts inhibit creative and authentic local collaborations.
  Mayo’s food contract requires exclusive use of one specific food vendor, and would not allow any initiative involving regional food sources as a way to market toward a health mecca for destination travelers.
+ A food vendor is only as good as the food they are able to source.
  If a food vendor can’t get access to foods that create a highly differentiated market, the strategy of creating a health mecca experience at RST will not be possible.

# EXPERIMENT #5A: WAITING IN COMFORT

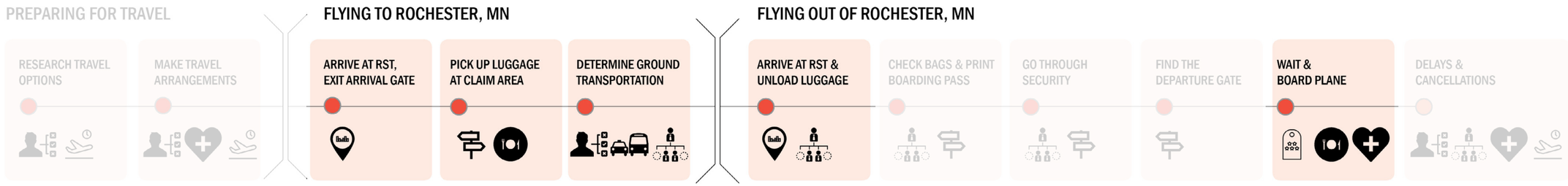



PHOTOGRAPHY BY MERCEDES BRANDT

**RESEARCH QUESTION**

WILL DIFFERENT FURNITURE PROVIDE TRAVELERS WITH MORE APPEAL AND COMFORT, AND RST WITH MORE IDENTITY?

# EXPERIMENT #5A: WAITING IN COMFORT




## THEME DESCRIPTION

**RST isn't memorable to travelers.**

RST isn't memorable to travelers.

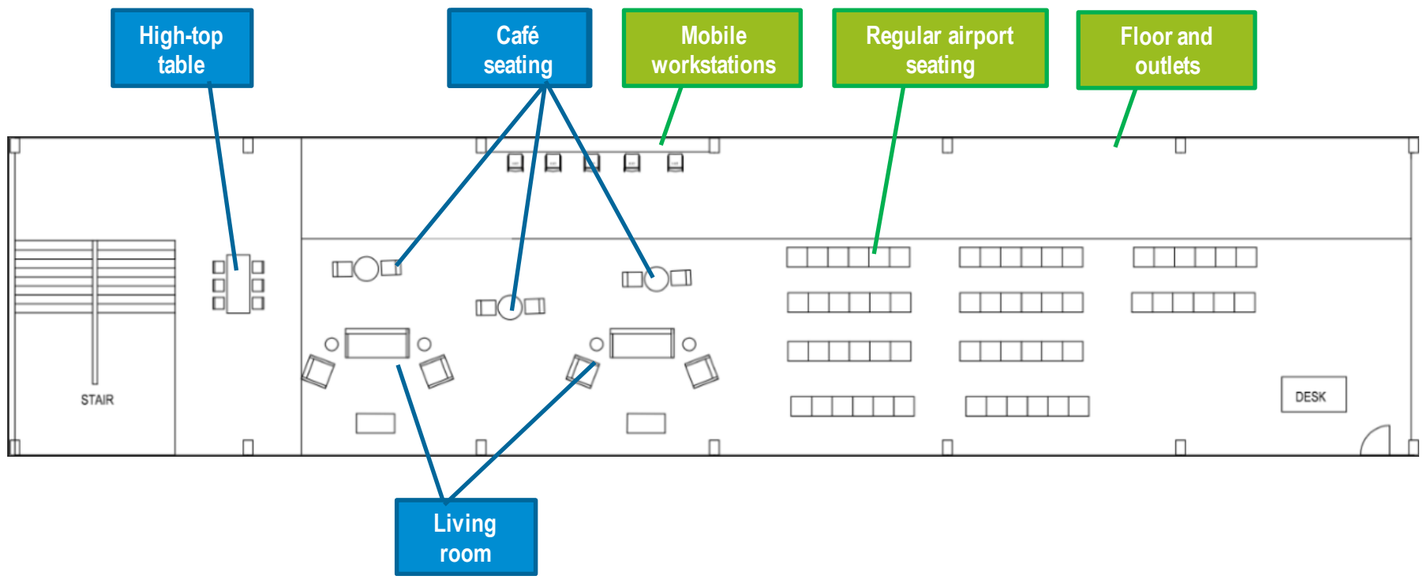
+ RST is architecturally outdated and place-less by its travelers. Travelers do not have a sense of the Rochester community or prominent Rochester businesses. They don't feel a sense of welcoming or "please come back" as they do in other airports.
+ Mayo patients do not distinguish between Rochester, MN and Mayo Clinic, and the airport does little to reinforce either of these significant places.
+ Welcome signs are the predominant tactic for asserting location but go unnoticed because they are placed in places people wouldn't think to look, have low visual contrast and appeal, or compete with advertisements.
+ Local travelers don't require glitz, as they are fond of a 'homey' and authentic feel. Place-making art such as murals, mosaics, art pieces, sculptures and displays would be appropriate ways to express what is uniquely Rochester, MN. Also, offering help and hospitality to guests is an iconic Rochester cultural value.

## EXPERIMENT SET-UP

+ Different kinds of furniture are set up in gate 5 (United), delineating 'subspaces' and appealing to different ways of waiting.
+ Furniture was available from June 5th to June 19th, 2018.

## LESSONS LEARNED

+ Providing different ways for waiting to happen provided variety, social vibe, and sense of place because waiting activities are not homogenized by traditional airport seating.
+ Those choosing regular seating said they wanted to be near the gate, ready to go.
+ Upstairs gate space had an increase in overall utilization during experiment (19% to 27%).
+ Top seating usage: Living room seating (56%), Mobile workstations (38%) Regular airport seating (29%)



# EXPERIMENT 5B: WHAT DO YOU WANT YOUR AIRPORT TO FEEL LIKE?

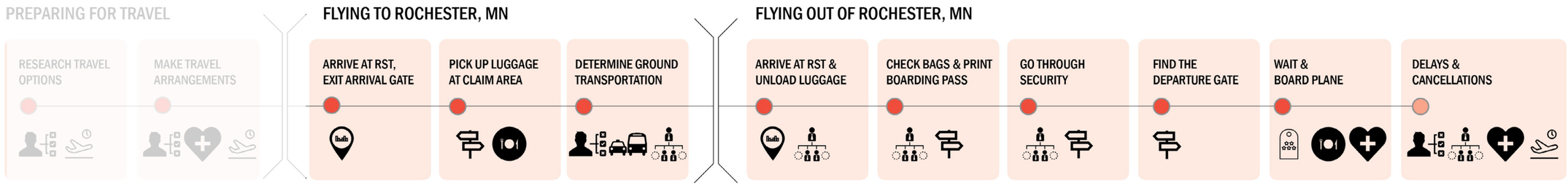



PHOTOGRAPHY BY MERCEDES BRANDT

**RESEARCH QUESTION**

WHAT DO PEOPLE WANT THEIR AIRPORT TO FEEL LIKE?

# EXPERIMENT 5B: WHAT DO YOU WANT YOUR AIRPORT TO FEEL LIKE?




## THEME DESCRIPTION

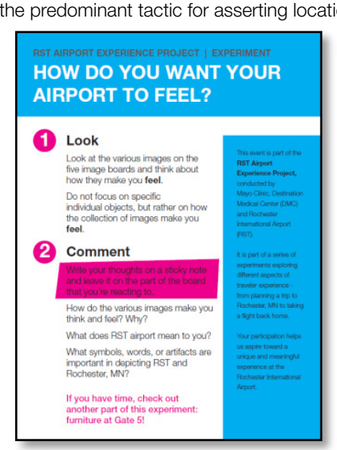
**RST isn't memorable to travelers.**

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## EXPERIMENT SET-UP

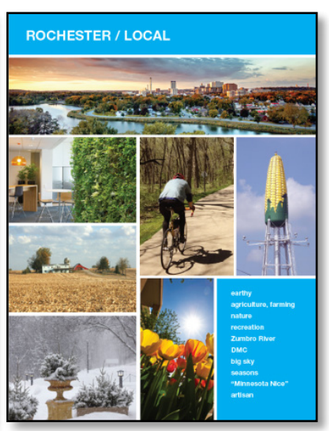
+ 'Mood boards' were installed in three locations in the airport (Gates 1 and 5, and near the restaurant).
+ Travelers were instructed to use a sticky note to leave their reactions near the picture they're reacting to in answering the question "What do you want your airport to feel like?"
















## LESSONS LEARNED

+ Executive, Mayo-esque, Trendy and Futuristic included comments that revealed significant differences of opinion.
  People felt aspects of these boards would lead to oppression, alienation or an inappropriate expression of Rochester.
+ Rochester / Local had the most comments and the least controversy.

This suggests that the RST airport's personality should focus on the qualities of the local community, values, vernacular and activities.
A practical approach, as offered by some travelers, is to creating a unique and authentic experience at RST is to treat Rochester / Local as the primary inspiration but include aspects of others as secondary accents.

# DESIGN PRINCIPLES | HOW DO WE CREATE AN EXCEPTIONAL TRAVELER EXPERIENCE?

We advocate for the following design principles, gained through research of travelers and those who serve travelers.

These principles offer a guide to decision-making around the future of the destination traveler and the future of RST.

You will notice that many of the design principles are aimed at supporting the destination traveler, which should not be interpreted as mattering more than business or local/leisure travelers. Through our discovery and experiment work, we have found that the destination traveler presents the greatest opportunity, and the clearest way to deliver immediate, high-impact value.

In the future scenario that follows, you'll recognize how various contexts along the traveler journey can be supported by the design principles outlined here. This is meant to help us all consider how we bring design principles into the future in an applied way.



## KNOW THE TRAVELER.

+ Unified, real-time and up-to-date data is key. It needs to be shared with people across the traveler experience touchpoints.
+ Best kinds of data: basic travel data, lifestyle preferences, medical needs, real-time travel information.



## DON'T MAKE DESTINATION TRAVELERS FIGURE OUT MEDICAL TRAVEL ON THEIR OWN.

+ Online booking typically results in anxiety, poor choices, wasted money and a poor travel experience. Travel coaching helps us become active participants in their experience.
+ High-touch travel assistance is not as hard as it may seem and creates a **significant** impact to destination travelers.



## ESTABLISH A UNIFIED & VISIBLE FRONT FOR TRAVEL RELATED SERVICES.

+ Make it easy for destination travelers to physically and virtually find and understand Mayo's travel-related services.
+ Tell travelers about the travel-related resources Mayo has for them, word of mouth is good but not enough. Advertise.
+ Coordinate travel-related services within Mayo (group them organizationally, and create shared resources and workflows).



## DESIGN FOR SELF-SUFFICIENT HEALTHY LIVING.

+ All travelers should see Rochester, MN as a healthy community, providing unparalleled support for healthy living.
+ If people say they want healthy living but don't always choose it, it's because we haven't done enough to inspire or support it.



## BE CLEAR ABOUT PATIENT HOSPITALITY AS A NON-MEDICAL SERVICE.

+ Coordinate a healthy living vision from a hospitality perspective that is non-medical, and create a bridge for that agenda between Mayo and local businesses.
+ Create local opportunities for destination travelers to practice health advice before they return home.
+ Empower local ambassadors to create differentiated lifestyle services unique to Rochester, MN.



## MAKE IT MEMORABLE.

+ Create compelling environments in Rochester, MN that relate to the community and DMC aspirations.
+ Make it authentic: do not put forth a corporate front to travelers. For Rochester, authenticity means 'home.'
+ Rochester, MN is not a tourist attraction but a place to create more opportunities for cultural expression that community and visitors both appreciate.

# THE FUTURE OF THE DESTINATION TRAVELER // THE FUTURE OF RST INTERNATIONAL AIRPORT

## The year is 2024.

Amazon, Berkshire Hathaway, Google and others have threatened the survival of large hospital institutions, and have significantly changed how people think of their health and how they expect to receive health care.

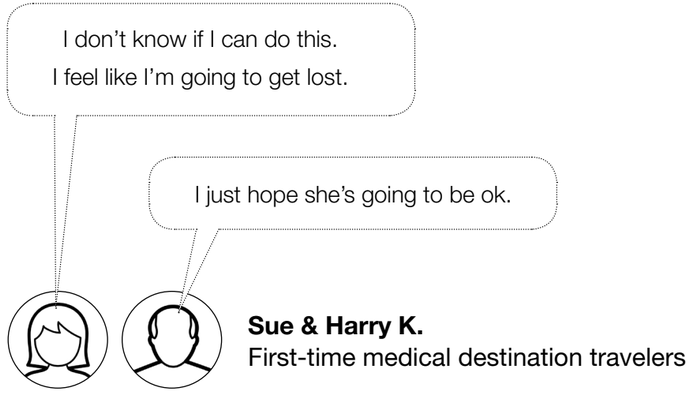
Additionally, inpatient volumes had begun to slump as patients flocked to cheaper outpatient settings for services like heart surgeries, hip replacements and urological procedures.

In response, Mayo Clinic has launched a series of initiatives to ensure relevancy to their clients.

Destination Medical Center recognizes the influential and strategic positioning required for destination travelers to journey to Rochester, MN seeking not only medical help, but an overall experience of health and wellbeing. Destination travelers recognize Rochester as a place where they practice healthy living.

Rochester International Airport (RST) is unequivocally the recognizable ‘front door’ to the pilgrimage health experience that destination travelers have come to expect and enjoy when visiting Rochester, MN.

Destination travelers leave feeling inspired, empowered, capable, and refreshed.

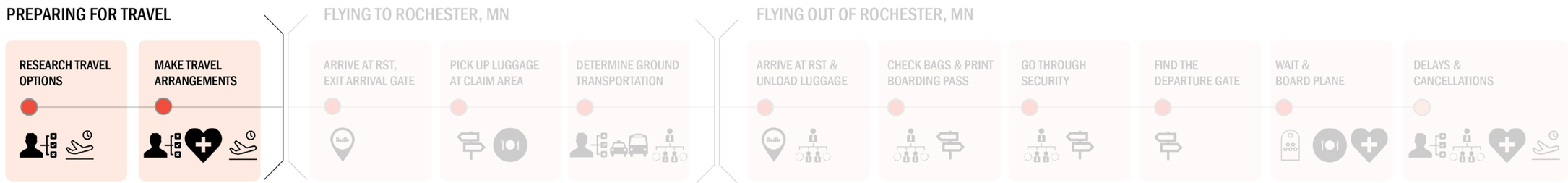



**Sue & Harry K.**
First-time medical destination travelers

Sue is traveling with her husband. She is scared, desperate and distracted by her health condition. She has been to three other large hospital institutions and has gotten little answers. She has never been to Mayo Clinic before.

Like many other travelers, she is in a high-anxiety state and has no context for making travel decisions (she doesn’t know the nuances of medical travel, she doesn’t know Rochester, MN). Her cognitive power for solving travel logistics is not her priority, nor is it something she would perform well at. These travel-related tasks will fall to her husband, who isn’t travel-savvy and is more concerned with her comfort, mental state and their ability to get answers.

# THE FUTURE OF THE DESTINATION TRAVELER // THE FUTURE OF RST INTERNATIONAL AIRPORT




**Sue and Harry**

When appointment is set up with Patient Appointment Coordinator, Sue is connected with **Mayo Travel Team**.

Sue gets travel guidance/coaching from her Mayo Travel Team. When she books her travel with Annette, she consents to **Mayo Medical Travel Assistance** which means she allows Mayo to follow her travel progress, contact her in case of changes and pro-actively adjust her medical schedule if her travel situation changes.

Prior to her trip, the Mayo Travel Team help her download **The Mayo Clinic Visitor app**, which is her virtual guide and resource.

**Mayo Clinic**

The **Mayo Travel Team** consists of Mayo Travel Services, Mayo Concierge, Mayo Airport Info Desk, Gonda Greeters and International Travel. Functionally, they report into the same organization and share the same resources, coordinating their work.

The Mayo Travel Team uses **Mayo Traveler Experience software**, a unified data repository that integrates travel, CRM, Patient Visitor app personal profile and select medical data. The software also integrates real time flight information associated with each traveler to aid in making connections, anticipating arrivals and rescheduling appointments. Anyone assisting destination travelers can use this software (although some roles may have customized views).

**The Mayo Clinic Visitor app** consolidates information about Rochester and Mayo to guide patients through their visit. (Project: Mayo Clinic Experience Center)

The expanded use and awareness of Mayo Travel Team increases destination traveler bookings from 2% to 10%.

**DMC**

Local hospitality gets a notification of Sue and Harry's pending arrival. Ground services knows what flight they are coming in on. Her hotel can see that she is coming with an oxygen tank.

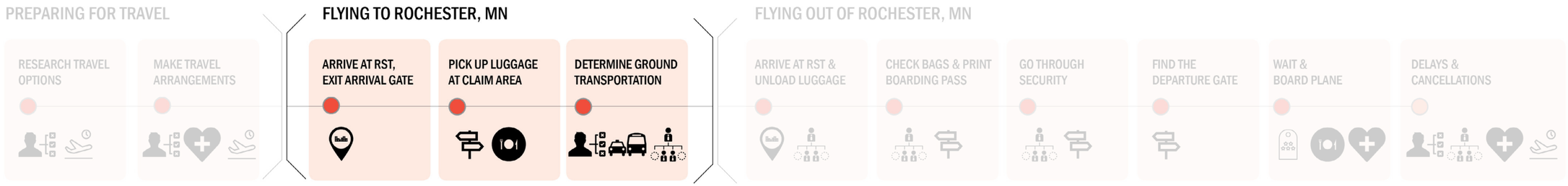
Local hospitality consults 'Mayo Traveler Experience' to get a sense of the things Sue and Harry enjoy. They begin assembling gluten-free restaurant options for Harry, encloses a pedicure coupon at HLC and map out a short daily scenic walk route. Since Sue and Harry are history buffs, they will receive information on Trolley rides.

**RST**

Mayo Plane Greeters get a notification of Sue and Harry's pending arrival and it is automatically added to their calendar of arrivals. A mini-profile of Sue and Harry also becomes available.

The increased use of Mayo Travel Team drives patient travel volume to 20,000 per year.

# THE FUTURE OF THE DESTINATION TRAVELER // THE FUTURE OF RST INTERNATIONAL AIRPORT




## Sue and Harry

Sue and Harry are late for their connecting flight in Denver and feel they may not make it in time. When they deplane, a Mayo Plane Greeter is there to escort them to their connecting flight and they make it on time with a few minutes to spare.

Sue and Harry arrive at RST and when they deplane, Deb, a Mayo Plane Greeter, is there to welcome and assist them.

Seeing Deb, their concerns melted as they make their first Mayo social connection and realize they are being taken care of. They ask a lot of questions and get great advice as they are guided to luggage claim.

Deb introduces Sue and Harry to Gavin, their ground transportation driver. It takes 7 minutes for Sue and Harry to get from plane to ground transportation, and not once did they feel lost, uncertain or stressed out.

Gavin brings Sue and Harry to their hotel and helps them with their luggage. Sue and Harry have had a completely guided experience right from the plane. They are more focused and confident about their appointments the next day.

## Mayo Clinic

Mayo uses their 'Mayo Traveler Experience' software to monitor traveler delays and pro-actively work to help them get through transition points and proactively reschedule appointments if the traveler doesn't make it on time.

Ground transportation appears to be a Mayo shuttle, but is contracted by local services. Sue and Harry feel they have already started their Mayo experience and it's off to a good start.

When Sue and Harry arrive at the Gonda door the next day, they cannot help but see 'Mayo Travel Team' info desk right there inside the doors. This is the team that helped them get there, and the team they will come back to visit periodically throughout their visit to find things they want to do and change their departure date.

## DMC

Sue and Harry see the transit location that connects the airport to the Downtown Transit Center. For now, they're thankful for the guided service to their hotel. Later they might use it for a bit of exploration; they're glad to know it's there.

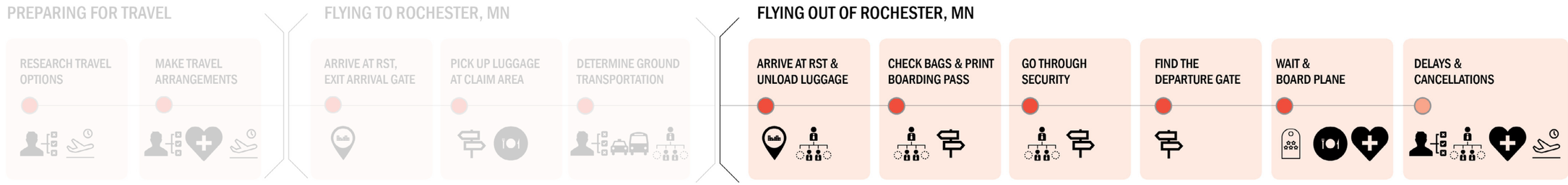
The hotel staff greets Sue and Harry at the door and have prepared a personalized welcome packet for them. Sue realizes the hotel is pet-friendly and mentions to the hotel staff that they have a dog. This information is noted in the 'Mayo Traveler Experience' for next time. Mayo Travel Team will be able to ask them about it next time they arrange travel.

## RST

Air service expands to include frequent non-stop service to Dallas and Denver.

Sue and Harry arrive at RST and see a light-filled space with living plant wall, authentic architecture reminiscent of the year it was made and are visually captivated by the vibrant welcome mural made by local artists.

# THE FUTURE OF THE DESTINATION TRAVELER // THE FUTURE OF RST INTERNATIONAL AIRPORT




## Sue and Harry

As Sue and Harry pull up to RST after their appointments, they are overwhelmed with their experience at Mayo. They were told they need to make some lifestyle adjustments (particularly with diet) and have already started making those changes while in Rochester, with the help of local business offerings and options suited to their needs.

Sue and Harry feel like they are leaving as new people with newfound hope. Inspired to live their best, they seek out healthy food options that they learned about while staying in Rochester. They would like to enjoy a light meal together before they board the plane.

Sue and Harry bring their meal up to the gate and select an inviting table to spread out their celebratory dinner.

After dinner, Harry runs down to get a great cup of Old Abe's Coffee, which they had enjoyed during their stay. They sit in comfortably in couches. It feels like home.

Their flight is delayed; Sue and Harry are exhausted and ready to be home. This unavoidable source of stress visibly tires Sue out and Harry has to sort things out quickly...

Sue and Harry arrive home feeling taken care of and confident about their next trip.

## Mayo Clinic

Mayo Clinic doctors are supported throughout the local community with lifestyle options that make people healthier. A direct connection is made between doctor recommendation and how to apply it.

Sue and Harry see an intriguing display where they learn about the history of the airport and its connection to the Mayo Clinic.

Deb brings Sue to the Quiet Room while Harry works with the gate agent and his Mayo Travel Team to sort things out.

## DMC

Local companies participate in aiding in healthy lifestyle choices as destination travelers are instructed by their doctors how certain changes in their life can change their health circumstances.

Local companies are recognizable at RST, whether it be in some of the food choices, the decor or in some of the giftwares available for sale.

Local hotels are aware of travel delays and cancellations through 'Mayo Travel Experience.' They receive notifications about their guests who may not depart as expected and are poised to come and get them if necessary.

Local companies of all types have donated services to assist when travel circumstances become too challenging for destination travelers to overcome.

## RST

Sky Cap (or is it a Mayo assistant? Sue and Harry can't tell) sees them coming and helps them to ticketing.

RST TSA has gotten a reputation for their astonishingly kind, swift and stress-free assistance through TSA.

RST has a restaurant that feels like an open-air village market, with an assortment of grab-and-go options and cafe seating that spills into the airport. Travelers can easily see their options, select what they like, make informed decisions about their food (what's in it, where it comes from, if it works with their lifestyle and medical needs), and even find some Mayo logo merchandise as they eyeball the gourmet salad topped with artisinal Midwestern cheese.

RST has a variety of sub-spaces that allow visitors to find a different ways of waiting. It feels social and activated. RST has personality and visitors find it memorable.

RST has work hoteling stations for Mayo employees to have privacy while working.

# KEY INITIATIVES

| Initiative | Initiative Owner | Expected Outcomes |
|---|---|---|
| Create a **Mayo Travel Team** | Mayo Clinic | + Seamless, memorable experience for destination travelers (who also save money and time).<br>+ Increased travel volume at RST.<br>+ Mayo becomes recognizable leader in destination medical travel. |
| Create **Traveler Experience Software** | Mayo Clinic<br>*in partnership with DMC and Experience Rochester MN.* | + Ability to anticipate travelers and personalize their experience.<br>+ Create happy, confident patients.<br>+ Travel experience and business opportunities between Mayo and local hospitality industry can be bridged. |
| Create a **Traveler Hospitality Program** | Experience Rochester MN<br>*in partnership with DMC and Mayo.* | + Destination travelers choose Rochester, MN over other locations because they are taken care of here.<br>+ The Rochester community has a conduit with which to create and serve up new hospitality services. |
| Create an **airport that travelers find compelling and reflective of Rochester, MN** | RST and RST Airport Board | + RST feels unique from other airports (in design, culture and ease of use).<br>+ Travelers recognize their needs are taken care of and prefer RST over other regional airports.<br>+ The values of DMC as a global destination for health and wellness are evident in the environment as well as the options available to travelers at the airport. |

# THANK YOU!

**THE FOLLOWING PEOPLE MADE CONTRIBUTIONS TO THE EXPERIMENTS AT RST:**

**Local Rochester businesses**

+ Keeley Hruska, Experience Rochester
+ Brad Jones, Experience Rochester
+ Dan Nelson, TPI Hotels & Saints on Second
+ Angie Richards, Dir of Sales & Catering, Hilton
+ Stuart Riemann, Canteen Vending of Rochester, MN
+ Lizzy Haywood, CEO People's Food Co-op
+ Mercedes Brandt, Photographer

**Rochester Airport**

+ Bill Carleton, MedCity Taxi Starter
+ Ashley Kuss, Destiny Starter
+ Tom and Jimmy Karabatsos, Three 31 Bar and Grill
+ Kurt Claussen, RST Deputy Airport Director
+ Troy Reed, RST Airport Fire Captain / Ops Supervisor

**Mayo Clinic**

+ Jen Welper, Chef, Healthy Living Center
+ Rosie Dalton, Mayo Planning Services
+ Annette Leonard, Mayo Travel Services
+ Jessica McPhee Walterman, Mayo Travel Services
+ Deb Conger, Mayo Plane Greeter
+ Anne Prigge, Mayo Plane Greeter
+ Chantal Beaulieu, CFI Administrative Support
+ Sandy Kintzele, CFI Administrative Support
+ Ryan Cardarella, CFI Communications
+ Sharri Kalgren, CFI Ops Manager
+ Maren Mader, CFI IT
+ Katie Spang and Kaylin Broussard, CFI interns