

# KEY PROJECTS

Key:

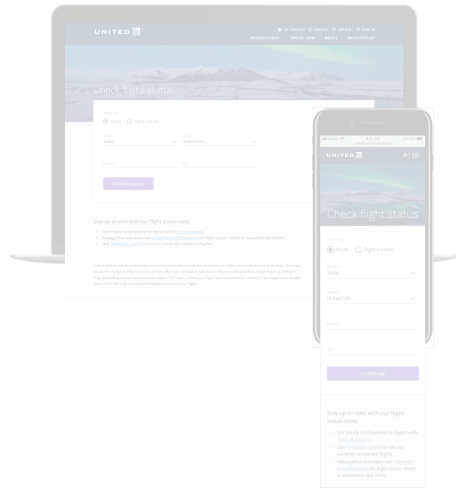
● UX / Strategy

● Visual design

● Research

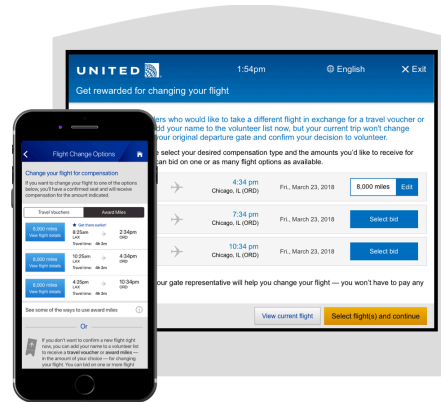
## Flight Status redesign Responsive web

UX    VD    R



## Volunteer Solicitation Omnichannel

UX    VD    R



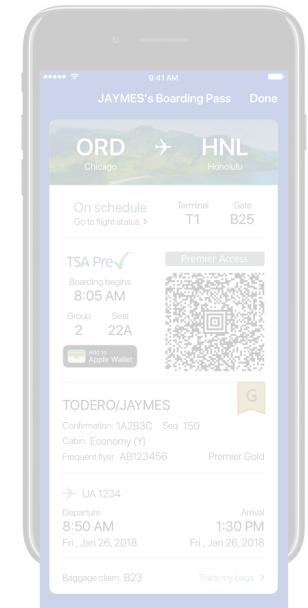
## Self bag drop Kiosk

UX    VD    R



## Boarding pass redesign Mobile app

UX    VD    R



# Volunteer Solicitation

Omnichannel experience

An enterprise initiative to allow self-service  
reaccommodation for oversold flights



*Currently live in production*

# VOLUNTEER SOLICITATION

The screenshots show a multi-step process for volunteering to change a flight. The desktop version includes a header with the United logo, language settings, and a title "Get a travel voucher for changing your flight". The main text explains the offer: "We're looking for travelers who would like to take a different flight in exchange for a travel voucher. You can add your name to the volunteer list now, but your current trip won't change unless you're called at your original departure gate and confirm your decision to volunteer." Below this, users are asked to select a voucher amount from options: \$200, \$300, \$400, and "Other amount". A note states: "If you're selected, your gate representative will help you change your flight- you won't have to pay any fees or price changes." At the bottom, there are "No, thanks" and "Continue" buttons.

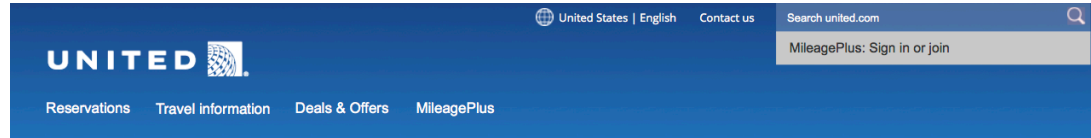
The mobile app version shows a similar interface with a title "Change Flight for a Voucher". The text is slightly different: "We're looking for travelers who would like to take a different flight in exchange for a travel voucher. You can add your name to the volunteer list now, but your current trip won't change unless you're called at your original departure gate and confirm your decision to volunteer." The amount selection options are \$200, \$300, \$400, and "Other". A note says: "Lowest bids will be considered first, and the amount will apply to each traveler who is selected. If you're selected, your gate representative will help you change your flight- you won't have to pay any fees or price changes." Buttons for "No, thanks" and "Continue" are also present.

The desktop version on the right shows a more detailed view of the form. It includes a search bar, navigation links like "Reservations", "Travel information", "Deals & Offers", and "MileagePlus". The title is "Get a travel voucher for changing your flight". The text is: "We're looking for travelers who would like to take a different flight in exchange for a travel voucher. You can add your name to the volunteer list now, but your current trip won't change unless you're called at your original departure gate and confirm your decision to volunteer." The amount selection options are \$100, \$200, \$500, and "Enter other amount in USD." with a text input field. A note says: "If you're selected, your gate representative will help you change your flight- you won't have to pay any fees or price changes." Buttons for "Continue" and "No, thanks" are at the bottom. The footer contains links for "About United", "Products & Services", and "Important notices", along with social media icons and copyright information.

## Overview

- Enterprise, operationally-driven initiative
- High profile project for a sensitive industry topic
- Omnichannel digital experience with physical touchpoints

# VOLUNTEER SOLICITATION



## Get a travel voucher for changing your flight

We're looking for travelers who would like to take a different flight in exchange for a travel voucher. You can add your name to the volunteer list now, but your current trip won't change unless you're called at your original departure gate and confirm your decision to volunteer.



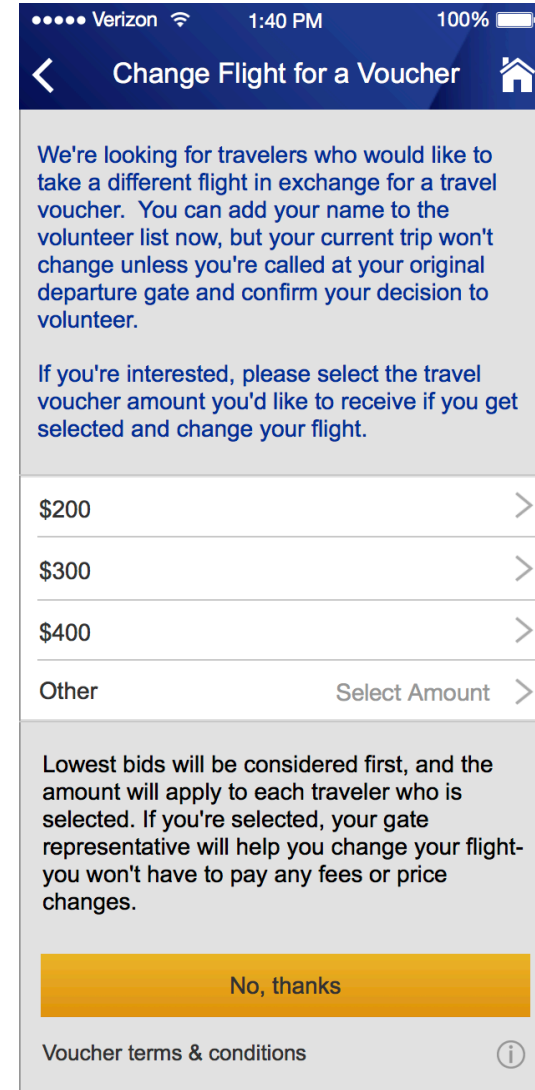
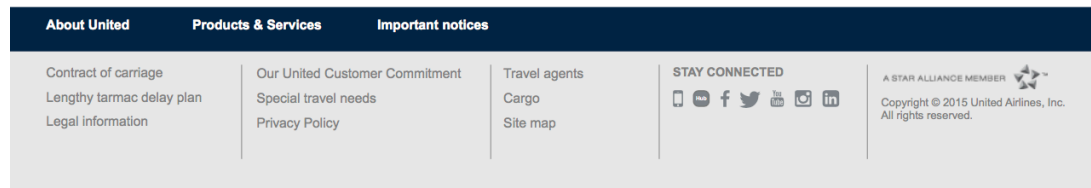
If you're interested, please select the voucher amount you'd like to receive for changing your flight. Lowest bids will be considered first, and the amount will apply to each traveler who volunteers and is selected.

- \$100
- \$200
- \$500
- Enter other amount in USD.  
\$  USD


**Note:** If you're selected, your gate representative will help you change your flight- you won't have to pay any fees or price changes.

[Continue](#) By clicking "Continue" you agree to all [terms and conditions](#).


[No, thanks](#)



# VOLUNTEER SOLICITATION

 1:54pm English Exit X

[Get a travel voucher for changing your flight](#) View voucher terms and conditions



We're looking for travelers who would like to take a different flight in exchange for a travel voucher. You can add your name to the volunteer list now, but your current trip won't change unless you're called at your original departure gate and confirm your decision to volunteer.

If you're interested, please select the voucher amount you'd like to receive for changing your flight. Lowest bids will be considered first, and the amount will apply to each traveler who volunteers and is selected.

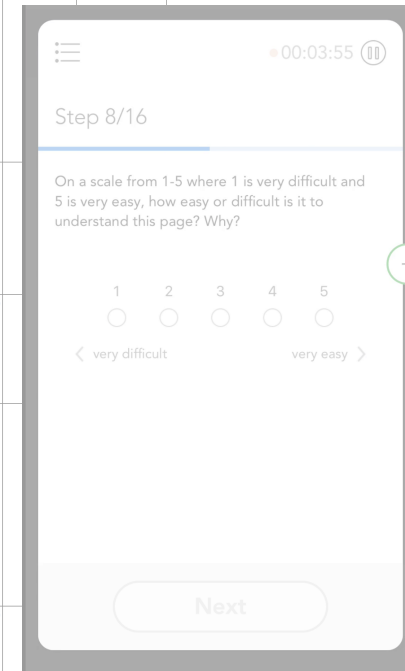
**Note:** If you're selected, your gate representative will help you change your flight- you won't have to pay any fees or price changes.

# VOLUNTEER SOLICITATION

## Process

- Testing existing experience and implementing updates
- Gathering / influencing digital and physical requirements
- Architecting flow across channels

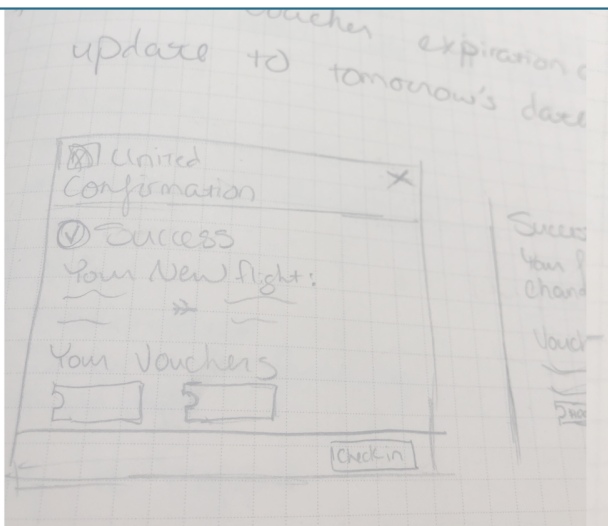
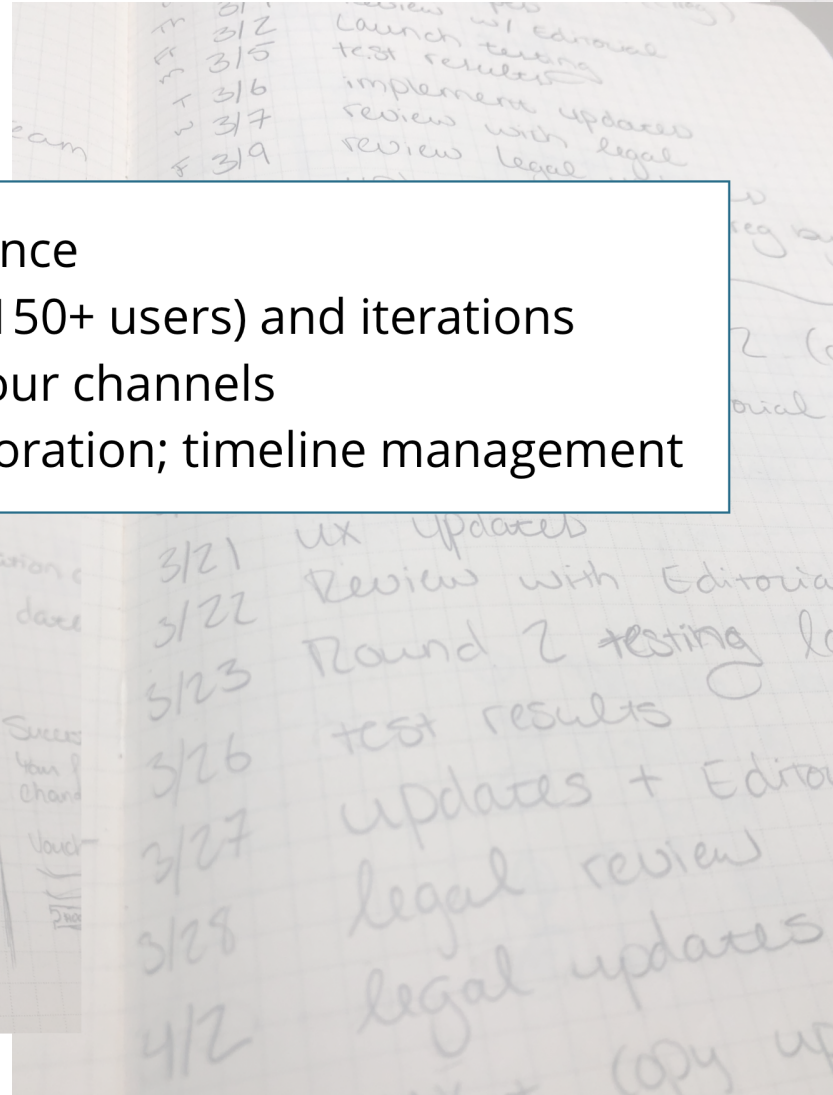
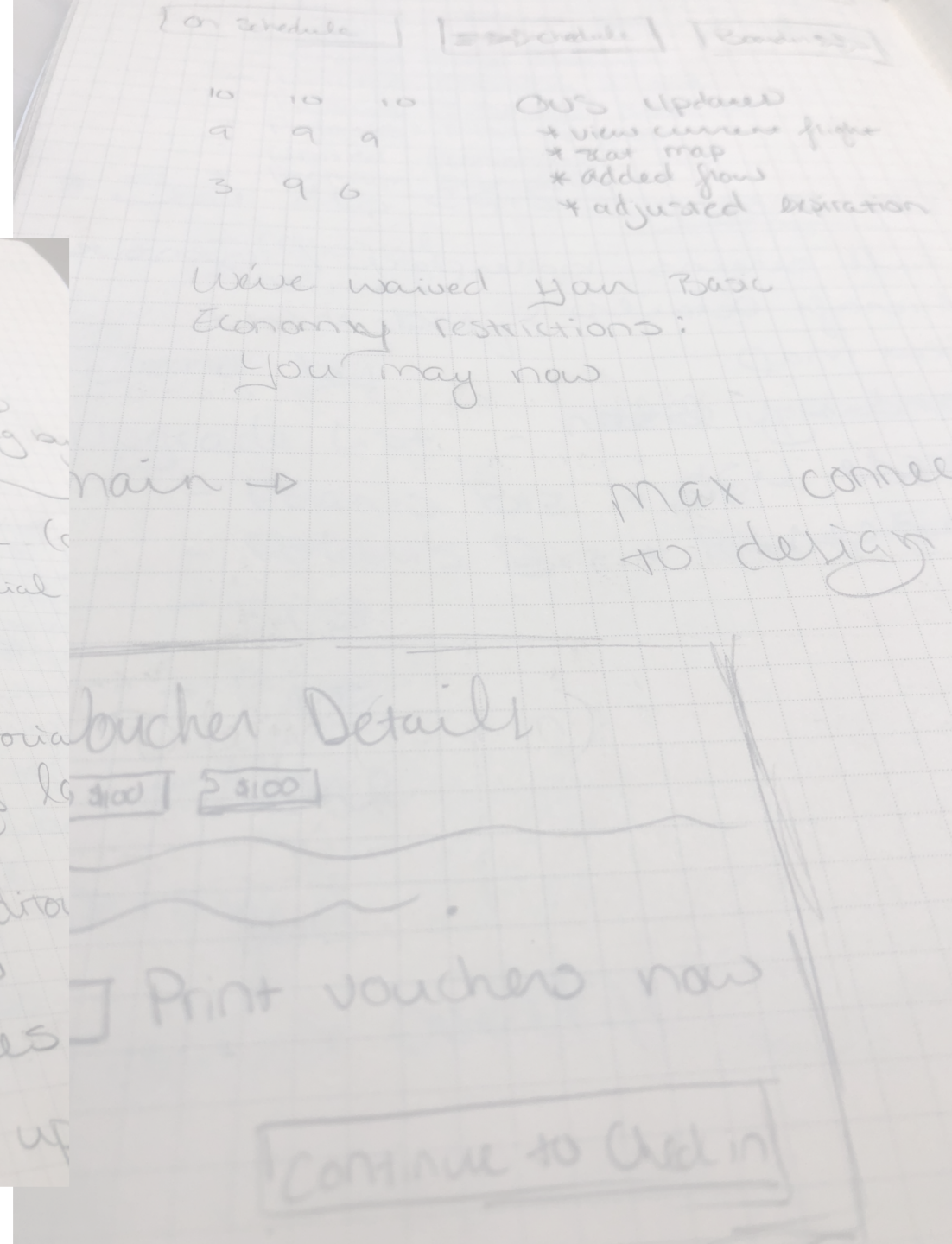
	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	
1	P #	Gender	Age		Impression of main page	Likelihood of confirming	Likelihood of volunteering	Likelihood of no thanks	Leisure travel / which choice	Flight details impression	Volunteer page impression	Confirmation impression	Voucher delivery screen	Expectations of post-OVS	Confusion / other	Ease of task	
2	1a	m		28	Finds fee-waived "convenient" Did not notice volunteer section at the bottom; missed "or" Appreciates "Get there earlier"	3	1/5; does not like the idea of "hanging out at the airport"	4/5	Change flight for free		Does not understand concept of travel voucher- thinks it's for rebooking	Understands he's still booked on his current flight and can confirm at his gate					
3	2a	m		33	Wondering if he can see his current flight details Thinks information makes sense and understands he could get more details on future screens in the flow "Seems straightforward to me" Earliest option seems to be most enticing	4	3/5; feels he typically wants his original flight but it could be nice to also get a voucher sometimes	5/5; "If I scheduled a flight at this time, it probably works for me."	Volunteer; no prior commitments = would be nice to get a voucher to make the flight "basically free"		"As long as they're within like a 6 hour window...it makes sense" "I like that it gives you the note and discusses with you that just because you're on a volunteer list that it doesn't mean it's official...they have to confirm it with you." Feels anything over 6 hours is extreme If leisure trip, would be interested / continue	Appreciated toggle- "You have to make sure that you know that...and you're like 'but I checked the volunteer thing and just assumed it would be volunteered'" "It's all straight forward. I would know what my normal flight is and I can see here I selected these alternatives...it even says 'Here's what to do next' and it makes sure I confirm I'm on the volunteer list but I have my same flight unless otherwise."		Felt everything was clear / straight-forward			
4	3a	f		28	Would never volunteer, but likes the option and feels it would lead to "less overcrowding" Wants to know her current flight details	4; enjoys option of getting there sooner	1/5; likes "having control" and does not appreciate the idea of getting to the airport and not being in control Wondering about "voucher blackout dates"	4/5	Change flight for free; wants to get the airport "over as soon as possible"		Wondering if she can split from her spouse Confused by "voucher amount" Volunteering while traveling with her spouse "Seems like a hot mess" Understood after she clicked "Select amount" Not sure of "voucher system" - when does she get it? only when the flight changes? feels bidding system is confusing	Feels she would be taken to continue checking in		Overall confusion around vouchers - wants details of how they work		opportunity, but still appreciates it identifying the free change as a more appealing offer	
5	4a	m		49	Understands volunteer part is due to overbooking Thinks options are great; has volunteered in the past Appreciates seeing options at a glance but being able to see more details	5	2/5; does not feel as comfortable opting in on the app as he would doing it in person	4/5	No thanks; nervous he would risk being inconvenienced if he volunteered		Not comfortable selecting his own prices (referencing selecting a voucher amount); unclear of if he's being "bumped to or bumped from" the 3 flights shown...?? Does not understand why he would enter different prices for each flight option	Feels it is clear		understands what to do next and that he's still confirmed on his original		4	5; "convenient to be able to do it on my phone. other details can be hammered out later at the desk if I do want to give up my seat. was nice to take care of it on my phone."
6	5a	f		23	"I like these options... I didn't know this was something that was possible." Initial confusion about how volunteering works- but understands she can learn more	3	4	5	Change flight for free; does not want to volunteer because it's not certain she would get home when she wants to - "seems more like a gamble"		Once she learned more, she was very interested; originally did not realize she would get both a flight home and a voucher - "sounds too good to be true"	Feels it's very clear - "this is just in case"		Expects to be checked in		5	5
7	6a	f		28	Nice to have 3 options "The fact that it's free definitely makes it an easier decision" "You don't have anything to lose by making a change to your original ticket"	5	1; does not feel it's necessary because she found an option she liked to change for free	1	Change flight for free		Understands her trip won't change unless confirmed by gate agent - "That's great that it lets me know up front that it won't have any impact on me unless a volunteer scenario arises." "I fully understand what's being communicated to me." "It's explained in simple terms." "More information than I expected to see" Appreciates ability to opt out from the screen	Finds the "Here's what to do next" helpful Feels toggle reinforces that this is a "low risk option" to choose	Understands she would continue check-in Understands if she isn't notified, she can proceed onto her flight	"I feel like I was thoroughly informed of the process to change your flight, as well as the process for adding your name to the volunteer list." "I was new to these features, but I knew exactly where to click and found everything to be self-explanatory." "Everything was well-explained."		5	4; "I don't feel like I'm judging my travel plans at risk by volunteering. It's low risk."
8	7a	f		42	Described volunteering as "being reimbursed" so she did not initially understand Somewhat confused about where she is... "where's my information about checking in?"	3	3	3	volunteer		Wondering if it is first come, first serve but also understands it's lowest bids first Would feel more comfortable if the airline	Everything was fine (had some prototype confusion)		Expects to continue checking in		5	5



# VOLUNTEER SOLICITATION

## Designing

- Content-driven experience
- 8 rounds user testing (150+ users) and iterations
- Scaling boilerplate to four channels
- Cross-functional collaboration; timeline management

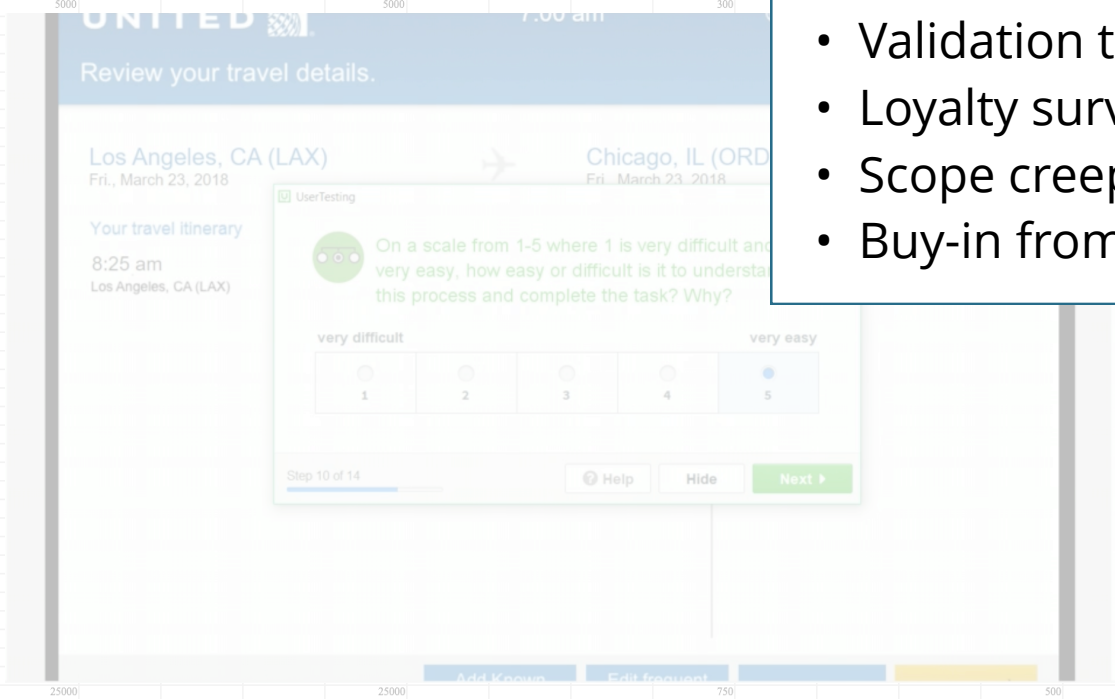
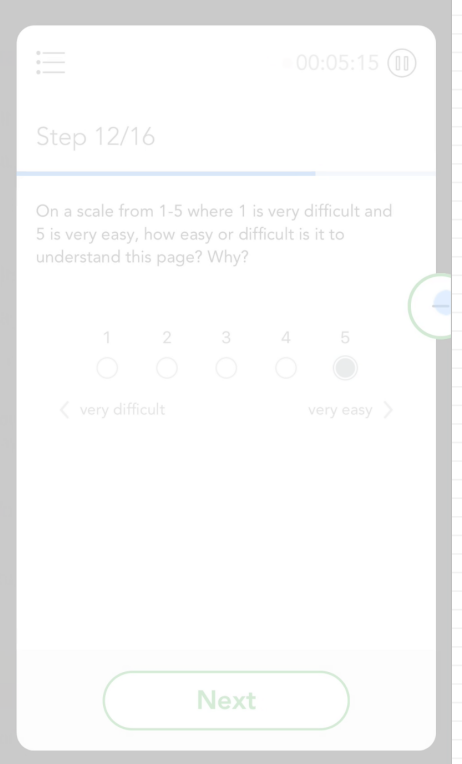


# VOLUNTEER SOLICITATION

			100%	95%	90%	80%	100%	95%	90%	80%	100%	95%	90%	80%	100%	95%	90%	80%	100%	95%	90%	80%	100%	95%	90%	80%		
	Count		204				204				204				204				204				204					
	Mean		28,672	22,218	21,910	21,049	21,050	16,679	16,679	16,454	13,870	10,756	10,447	10,447	3,911	1,563	1,418	1,051	2,211	650	650	650	1,558	671	611	465		
	Standard deviation		30,075	58,947	49,474	38,496	24,192	47,416	39,795	30,965	15,463	30,307	25,436	19,792	14,038	27,515	23,093	17,969	7,436	14,574	12,232	9,518	5,879	11,524	9,672	7,526		
			Miles - next day				Miles - 5 hours				Miles - 2 hours				ETC - next day				ETC - 5 hours				ETC - 2 hours					
didn't see miles as appropriate	The delay we experienced	6.0 Have you ever volunteered to give up your seat on an airplane?	7.0 Whether or not you have ever volunteered to give up your seat on an airplane?	Yes	Somewhat well	10000				25000				10000					1000							500	United travel	14.0 Now, assuming your travel plans are flexible and the
en't	The delay we experienced	Yes	Somewhat well	10000						25000				10000					1000							500	United travel	
en't	Not enough miles	No	Somewhat poorly	1500						20000				15000					1000							300	United travel	
en't	Far too low of an amount	Yes	Somewhat well	25000						35000				15000					500							300	United travel	
en't	The value was	No	Somewhat well	25000						12000				11000					300							150	United travel	
en't	They didn't align	No	Very well	50000						50000				25000					500							300	United travel	
en't	2,500 and 5,000	No	Somewhat well	500						250				500					250							250	United travel	
en't	I was bumped out	Yes	Somewhat well	10000						20000				20000					500							500	United travel	
en't	Vouchers toward	No	Somewhat well	10000						8000				8000					350							300	United travel	
en't	Depending on the	Yes	Somewhat well	5000						5000				5000					500							300	United travel	
en't	sometimes it's all	No	Neither well nor	100000	outlier	outlier	outlier			75000	outlier	outlier	outlier	50000	outlier	outlier	outlier		1000							500	United travel	
en't	Too few	Yes	Somewhat poorly	12000						9000				7000					750							500	United travel	
en't	That should have	Yes	Somewhat well	50000						50000				10000					1000							500	United travel	

## Refining

- Validation testing
- Loyalty survey
- Scope creep / new functionality
- Buy-in from leaders



outlier	outlier	10000	outlier
		150	
		250	
		200	
		150	
		500	
		250	
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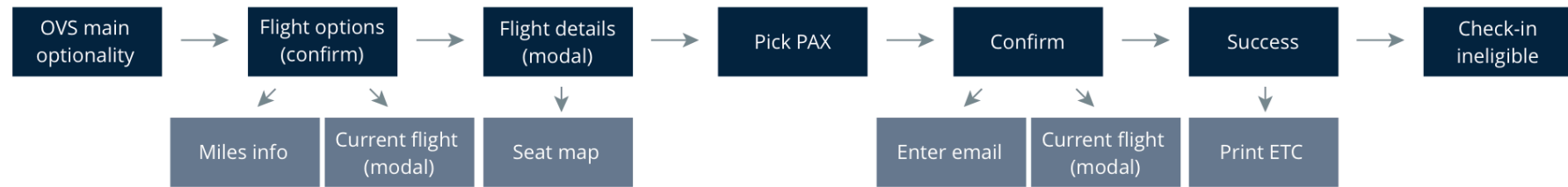
# VOLUNTEER SOLICITATION

## Delivering

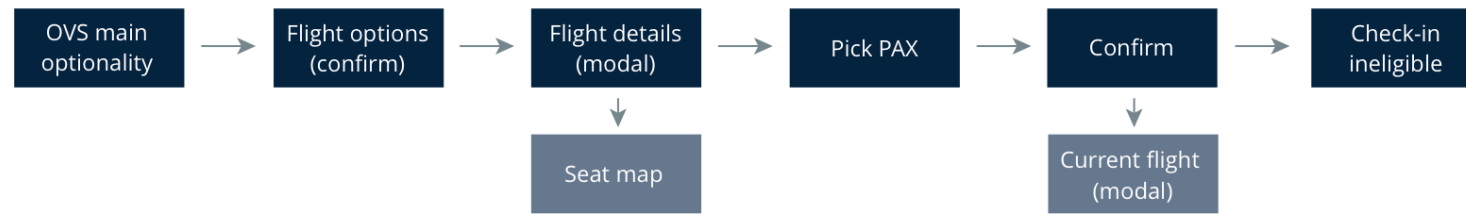
- Hyper-dynamic experience totaling 320+ total comps
- 150+ User stories / planning for build
- Partnering with development teams

## Kiosk

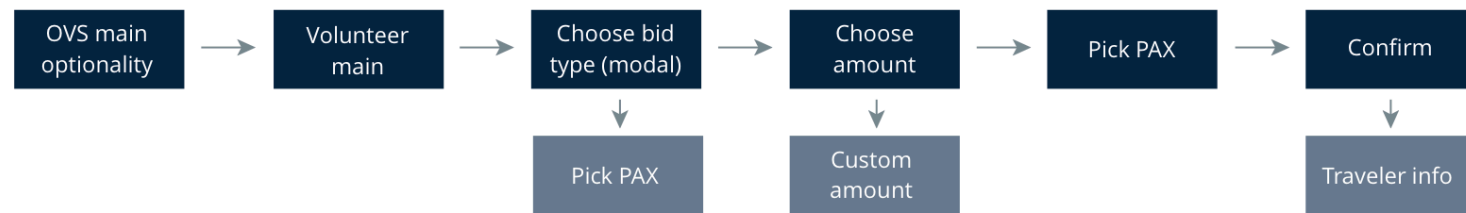
### Confirm, compensation



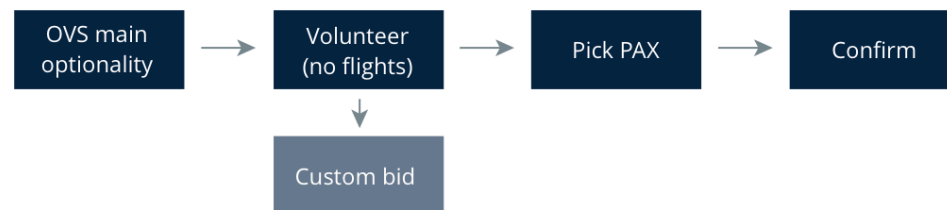
### Confirm, free



### Volunteer



### Volunteer, no flights





### Confirm a new flight for compensation

If you want to change your flight, you'll have a confirmed seat and will receive compensation for the amount indicated.

- ★ Choose between award miles or a travel voucher

Explore flight options

No, thanks



### Or add your name to a volunteer list

If you want to **choose the compensation amount** you'll receive for changing your flight, you can add your name to a volunteer list and **place a bid on one or more flights**. You can select an amount for a travel voucher or award miles, but your trip won't change unless you're selected at the gate.

Learn more and place a bid

Travel vouchers	Award miles	See some of the ways to use award miles
8:25 am Fri., March 23, 2018 Los Angeles, CA (LAX) Travel time: 4h 3m	✈	2:34 pm Fri., March 23, 2018 Chicago, IL (ORD) \$100 View flight details
10:25 am Fri., March 23, 2018 Los Angeles, CA (LAX) Travel time: 4h 3m	✈	4:34 pm Fri., March 23, 2018 Chicago, IL (ORD) \$50 View flight details
4:25 pm Fri., March 23, 2018 Los Angeles, CA (LAX) Travel time: 4h 3m	✈	10:34 pm Fri., March 23, 2018 Chicago, IL (ORD) \$100 View flight details

< Back View current flight Keep original itinerary >

We're looking for travelers who would like to take a different flight in exchange for a travel voucher or award miles. You can add your name to the volunteer list now, but your trip won't change unless you're selected at your gate and confirm your decision to volunteer.

If you're interested, please select your desired compensation type and the amount(s) you'd like to receive for changing your flight. Lowest bids will be considered first and you can bid on one or as many flight options as available.

10:25 am Los Angeles, CA (LAX)	✈	4:34 pm Chicago, IL (ORD)	Fri., March 23, 2018	Select bid
1:25 pm Los Angeles, CA (LAX)	✈	7:34 pm Chicago, IL (ORD)	Fri., March 23, 2018	Select bid
4:25 pm Los Angeles, CA (LAX)	✈	10:34 pm Chicago, IL (ORD)	Fri., March 23, 2018	Select bid

**Note:** If you're selected, your gate representative will help you change your flight — you won't have to pay any fees or price changes.

## Compensation flow

**Flight change details for Los Angeles to Chicago**

8:25 am  
Fri., March 23, 2018  
Los Angeles, CA (LAX)

2:34 pm  
Fri., March 23, 2018  
Chicago, IL (ORD)

UA 123

**Compensation:** 2,000 miles  
**Status:** On time  
**Travel time:** 4h 3m  
**Gate:** C11  
**Aircraft:** 757-300  
**Cabin:** United Economy  
**Operated by:** SkyWest Airlines dba United Express

[Preview seat map](#)

[Select flight and continue](#)

**Confirm your flight change**

4:25pm  
Fri., March 23, 2018  
Los Angeles, CA (LAX)

10:34 pm  
Fri., March 23, 2018  
Chicago, IL (ORD)

UA 123

**Traveler(s)**  
John Johnson  
Mariah Johnson

[View current flight](#)

**Compensation amount**  
8,000 miles (per traveler)

Waived flight change fee details		
	Type	Fee
(2 travelers)	Change flight	\$150.00
Waived change fee		- \$150.00
<b>Total (USD):</b>		<b>\$0.00</b>

[Back](#) [Confirm and continue](#)

## Volunteer flow

**Get a travel voucher for changing your flight**

Please choose an award mile amount for Friday's 1:25 pm flight to Chicago (ORD).

8,000 miles | 10,000 miles | 12,000 miles | Custom amount

You're bidding in **award miles**. [Change bid type](#)

**Tip:** Lowest bids will be considered first, and the amount will apply to each traveler who volunteers and is selected.

[Back](#) [View current flight](#) [Select flight\(s\) and continue](#)

**Please confirm your details:**

**Award miles bid(s) (per traveler)**

<b>2,000 miles</b> All travelers	10:25 am Los Angeles, CA (LAX) Fri., March 23, 2018	4:34 pm Chicago, IL (ORD)
<b>2,000 miles</b> 2 travelers	1:25 pm Los Angeles, CA (LAX) Fri., March 23, 2018	7:34 pm Chicago, IL (ORD)
<b>4,000 miles</b> 1 traveler	4:25 pm Los Angeles, CA (LAX) Fri., March 23, 2018	10:34 pm Chicago, IL (ORD)

**Here's what to do next**  
Complete your check-in and proceed to your gate. Your gate representative will let you know if your seat is needed in exchange for award miles and will provide details about alternative flights.

*Please select "Confirm and continue" to be added to the volunteer list.*

[Back](#) [View current flight](#) [Confirm and continue](#)



### Confirm a new flight for compensation

If you want to change your flight, you'll have a confirmed seat and will receive compensation for the amount indicated.

★ Choose between award miles or a travel voucher

[Explore flight options](#)



### Or add your name to a volunteer list

If you want to **choose the compensation amount** you'll receive for changing your flight, you can add your name to a volunteer list and **place a bid on one or more flights**. You can select an amount for a travel voucher or award miles, but your trip won't change unless you're selected at the gate.

[Learn more and place a bid](#)

Kiosk

UNITED MileagePlus

Review your flight change options

Confirm a new flight for compensation

If you want to change your flight to one of the options below, you'll have a confirmed seat and will receive compensation for the amount indicated.

Travel vouchers	Award miles
<p><b>\$100 voucher</b> <a href="#">View flight details &gt;</a></p> <p>Fri., March 23, 2018 <span>★ Get there earlier!</span></p> <p><b>8:25 AM</b> <b>2:34 PM</b></p> <p>LAX ———— ORD</p>	
<p><b>\$50 voucher</b> <a href="#">View flight details &gt;</a></p> <p>Fri., March 23, 2018</p> <p><b>10:25 AM</b> <b>4:34 PM</b></p> <p>LAX ———— ORD</p>	
<p><b>\$100 voucher</b> <a href="#">View flight details &gt;</a></p> <p>Fri., March 23, 2018</p> <p><b>4:25 PM</b> <b>10:34 PM</b></p> <p>LAX ———— ORD</p>	

Or add your name to a volunteer list

If you want to **choose the compensation amount** you'll receive for changing your flight, you can add your name to a volunteer list and **place a bid on one or more flights**. You can select an amount for a travel voucher or award miles, but your trip won't change unless you're selected at the gate.

[Learn more and place a bid](#)

[No, thanks](#)

[View volunteer policy](#)  
[View voucher terms and conditions](#)  
[View award miles terms and conditions](#)

Mobile web

App

Flight Change Options

Confirm a new flight for compensation

If you want to change your flight to one of the options below, you'll have a confirmed seat and will receive compensation for the amount indicated.

Travel vouchers	Award miles
<p><b>\$100</b> <a href="#">View flight details</a></p> <p>★ Get there earlier!</p> <p><b>8:25am</b> <b>2:34pm</b></p> <p>LAX ———— ORD</p> <p>Wed., Feb 28, 2018</p>	
<p><b>\$50</b> <a href="#">View flight details</a></p> <p><b>10:25am</b> <b>4:34pm</b></p> <p>LAX ———— ORD</p> <p>Wed., Feb 28, 2018</p>	
<p><b>\$100</b> <a href="#">View flight details</a></p> <p><b>4:25pm</b> <b>10:34pm</b></p> <p>LAX ———— ORD</p> <p>Wed., Feb 28, 2018</p>	

Or add your name to a volunteer list

If you want to **choose the compensation amount** you'll receive for changing your flight, you can add your name to a volunteer list and **place a bid on one or more flights**. You can select an amount for a travel voucher or award miles, but your trip won't change unless you're selected at the gate.

[Learn more and place a bid](#)

[No, thanks — continue checking in](#)

[Volunteer policy](#)  
[Voucher terms and conditions](#)  
[Award miles terms and conditions](#)

Desktop

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[Reservations](#) [Travel information](#) [Deals & offers](#) [MileagePlus®](#)

### Review your flight change options

Confirm a new flight for compensation

If you want to change your flight to one of the options below, you'll have a confirmed seat and will receive compensation for the amount indicated.

Travel vouchers	Award miles
<p><b>\$100 voucher</b> <span>★ Get there earlier!</span></p> <p><b>8:25 AM</b> <b>2:34 PM</b></p> <p>Los Angeles, CA ———— Chicago, IL</p> <p>Fri., March 23, 2018</p> <p><a href="#">View flight details</a></p>	<p><b>\$100 voucher</b></p> <p><b>10:25 AM</b> <b>4:34 PM</b></p> <p>Los Angeles, CA ———— Chicago, IL</p> <p>Fri., March 23, 2018</p> <p><a href="#">View flight details</a></p>
<p><b>\$100 voucher</b></p> <p><b>4:25 PM</b> <b>10:34 PM</b></p> <p>Los Angeles, CA ———— Chicago, IL</p> <p>Fri., March 23, 2018</p> <p><a href="#">View flight details</a></p>	

Or add your name to a volunteer list

If you want to **choose the compensation amount** you'll receive for changing your flight, you can add your name to a volunteer list and **place a bid on one or more flights**. You can select an amount for a travel voucher or award miles, but your trip won't change unless you're selected at the gate.

[Learn more and place a bid](#)

[No, thanks](#)

[View volunteer policy](#)  
[View voucher terms and conditions](#)  
[View award miles terms and conditions](#)

# Kiosk

UNITED 1:54pm English Exit

Confirm

**You're confirmed on the following flight**

10:25 am Tue., March 23, 2018 Los Angeles, CA (LAX) UA 123 4:34 pm Tue., March 23, 2018 Chicago, IL (ORD)

**Award miles deposit details**  
Award miles typically appear in your account(s) within a few hours but can take up to 5 business days. You'll receive a confirmation email with details.

Award miles	Last name	MileagePlus® number
8,000	Johnson	*****123

Continue

You will now be taken to check in for your new flight.

# Desktop

UNITED United States | English Contact us

Reservations Travel information Deals & offers MileagePlus®

**You're confirmed on the following flight**

**Flight details**  
4:25 PM Los Angeles, CA Fri., March 23, 2018 10:34 PM Chicago, IL

**Award miles deposit details**  
Award miles typically appear in your account(s) within a few hours but can take up to 5 business days. You'll receive a confirmation email with details.  
[View award miles terms and conditions](#)

Last name: Johnson MileagePlus® number: *****123	8,000 miles	Last name: Johnson MileagePlus® number: *****124	8,000 miles
---	-------------	---	-------------

Continue

You will now be taken to check in for your new flight.

Flight Change Confirmed

You're confirmed on the following flight

UA312 LAX to ORD  
4:25 PM 10:34 PM  
Wed., Feb 28, 2018 Wed., Feb 28, 2018

**Award miles deposit details**

Last name: Johnson 8,000 miles  
MileagePlus® number: \*\*\*\*\*123

Last name: Johnson 8,000 miles  
MileagePlus® number: \*\*\*\*\*234

Award miles typically appear in your account(s) within a few hours but can take up to 5 business days. You'll receive a confirmation email with details.

Continue

You'll now be taken to check in for your new flight.

Award miles terms and conditions ⓘ

# App

# Mobile web

UNITED MileagePlus

**You're confirmed on the following flight**

**Flight details**  
8:25 AM Los Angeles, CA Fri., March 23, 2018 2:34 PM Chicago, IL

**Award miles deposit details**  
Award miles typically appear in your account(s) within a few hours but can take up to 5 business days. You'll receive a confirmation email with details.

Last name: Johnson MileagePlus® number: *****123	8,000 miles
Last name: Johnson MileagePlus® number: *****124	8,000 miles

[View award miles terms and conditions](#)

Continue

You will now be taken to check in for your new flight.



# KEY PROJECTS

Key:

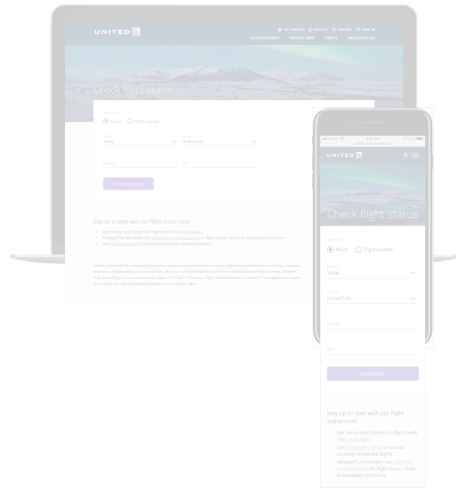
● UX / Strategy

● Visual design

● Research

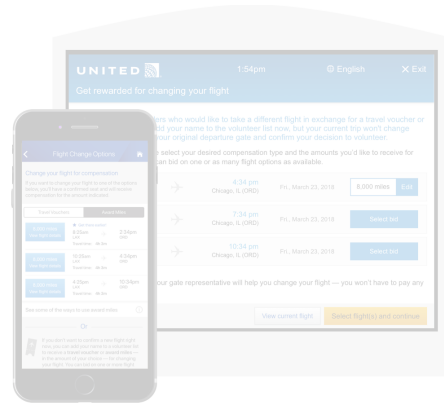
## Flight Status redesign Responsive web

UX    VD    R



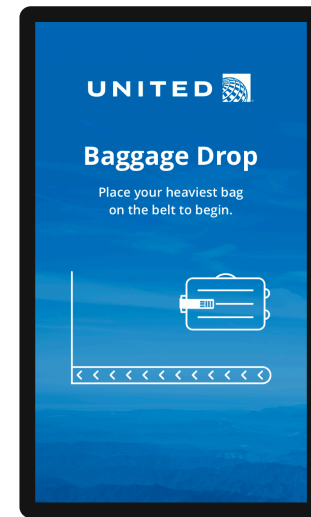
## Volunteer Solicitation Omnichannel

UX    VD    R



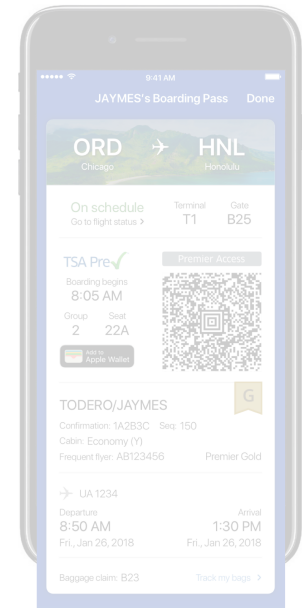
## Self bag drop Kiosk

UX    VD    R



## Boarding pass redesign Mobile app

UX    VD    R





# Self bag drop

Kiosk experience

An innovative kiosk proof of concept that enables customers to have an autonomous lobby experience



*Currently live at select airports*

# WHAT IS IT?



## WHAT DOES IT DO?



Scans bag tags



Weighs bags



Measures size



Detects motion  
and intrusion



Integrates with  
main belt

+ more

# WHAT'S THE BIG DEAL?

## Operational efficiency

Reduce cost  
Optimize space  
Increase throughput

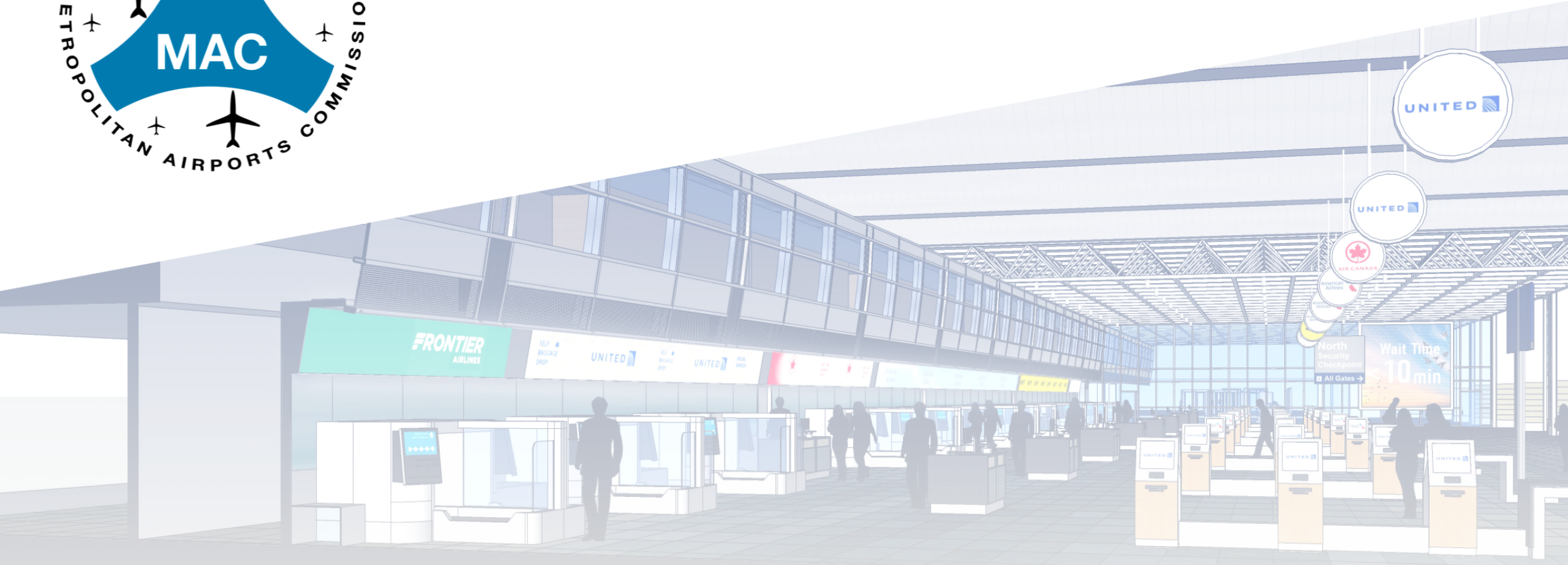
## Low cost learnings

Keep up with competitors  
Airport partnerships  
Prep for the future

## Customer experience

Less queues, less stress  
Seamless lobby experience  
More control

# HOW IT ALL STARTED



# PROJECT PREP

- 1 Coordinate with Metropolitan Airports Commission
- 2 Iron out logistics with Embross
- 3 Identify key United stakeholders
- 4 Project scoping → project funding
- 5 Field trips to Toronto and Minneapolis





## TECHNICAL IMPLICATIONS

- Demo of existing counter / installation
- Integration with network / services
- New code framework
- Unforeseen errors / use cases
- No biometrics

# DESIGNING

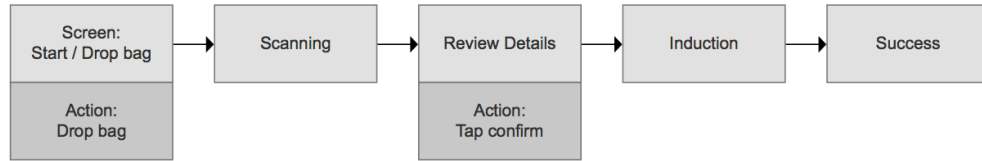
- Original iconography
- Instructional animations
- Screen transitions
- Information architecture
- Error messaging



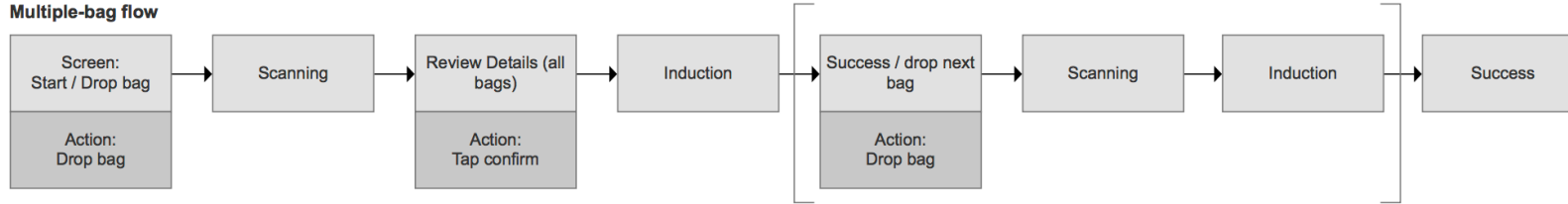


# ARCHITECTING THE EXPERIENCE

## Single-bag flow



## Multiple-bag flow

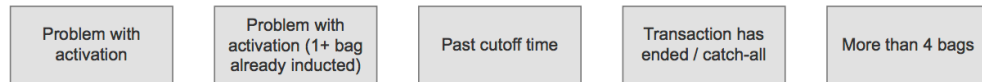


## User errors (instructional)\*



\*Must see agent (fatal error) after repeat error

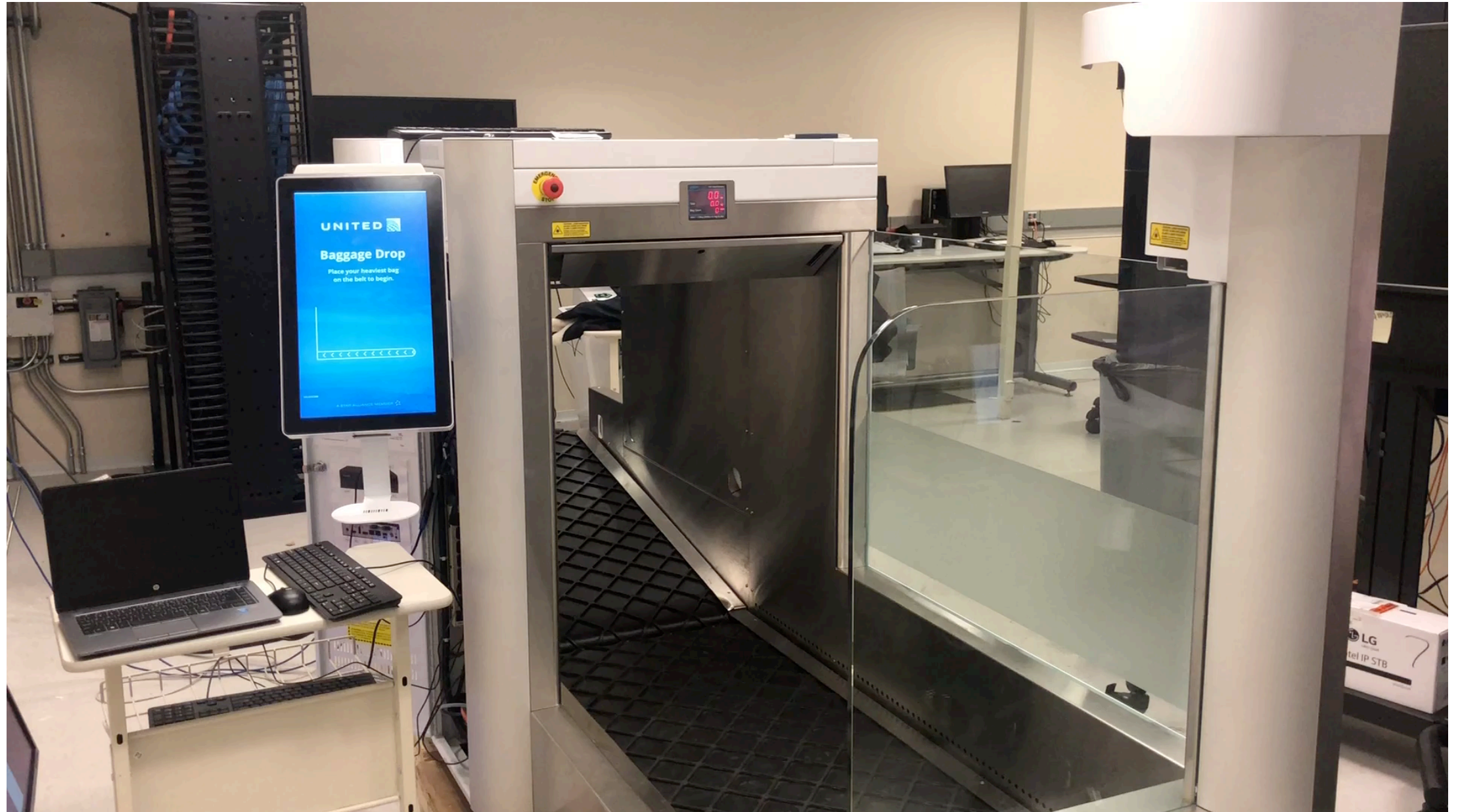
## Errors (fatal)

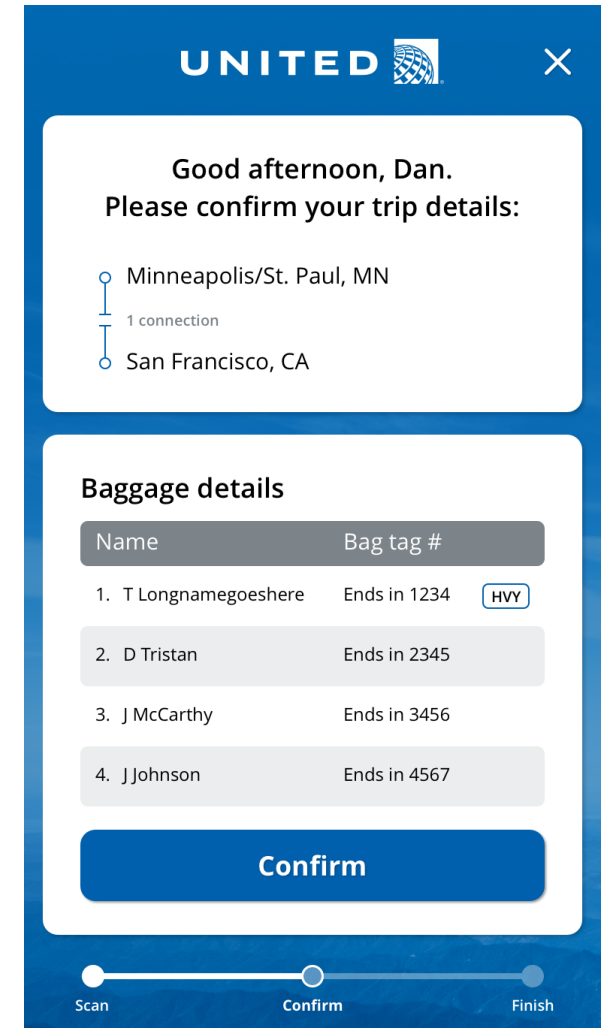
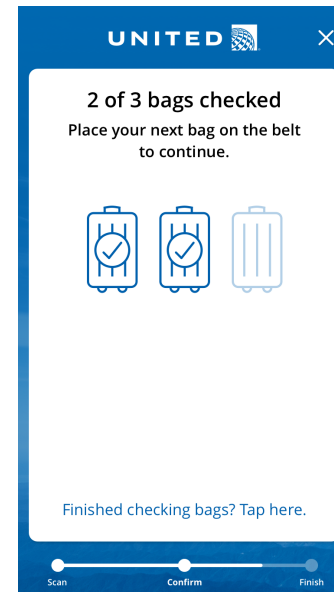
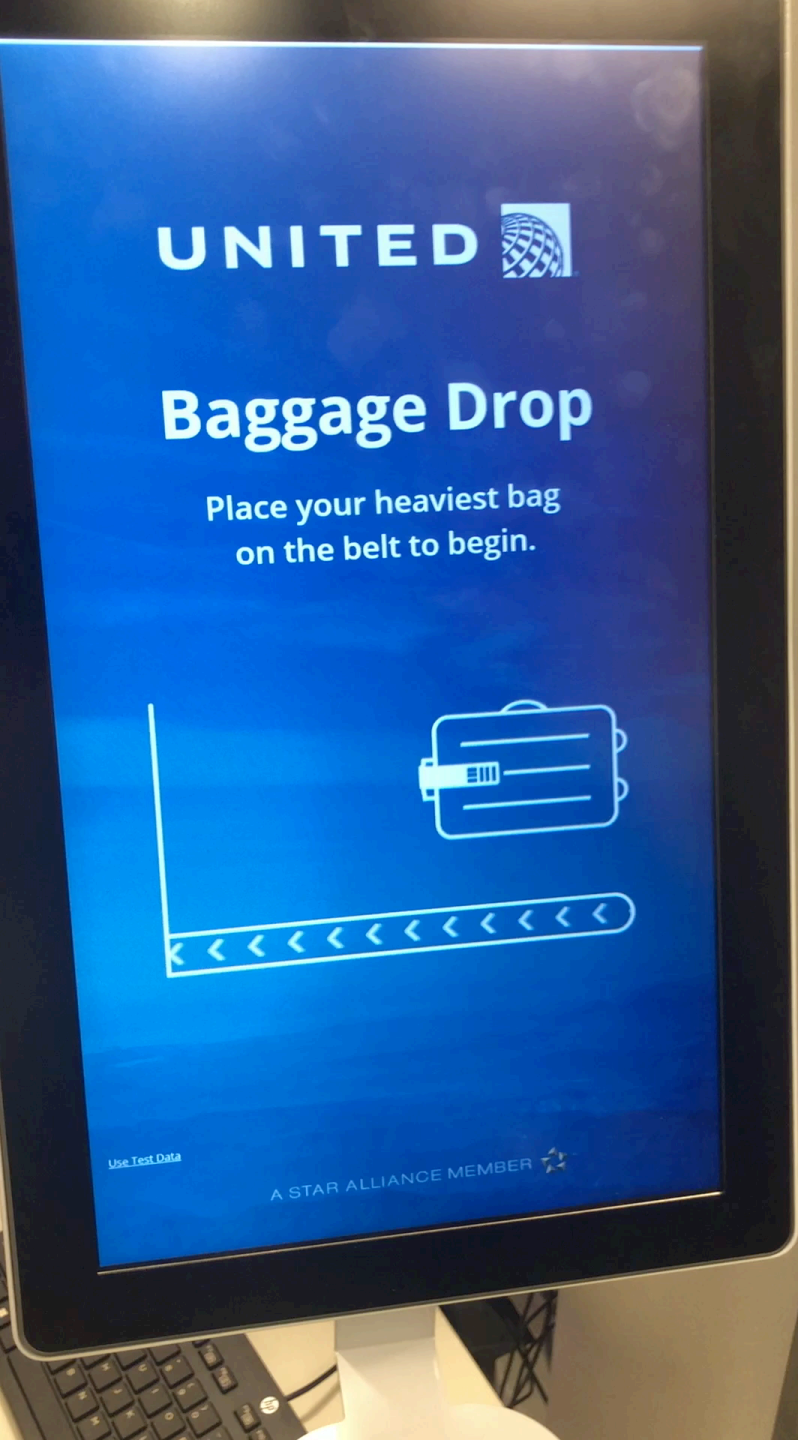


## Other



Demo video available on request





Click to watch UI demo



# KEY PROJECTS

Key:

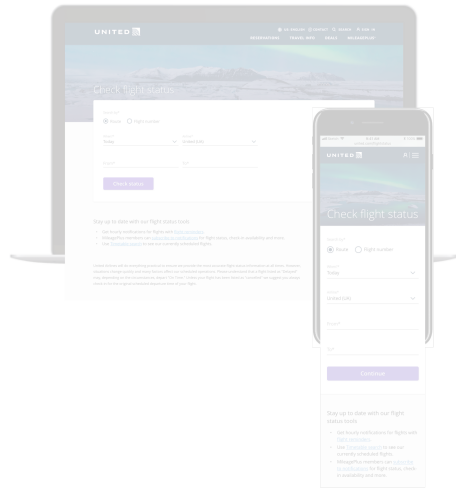
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● Visual design

● Research

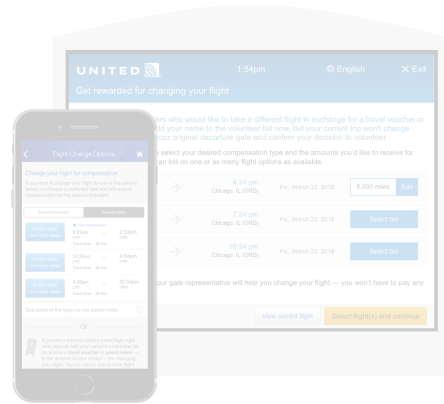
## Flight Status redesign Responsive web

UX VD R



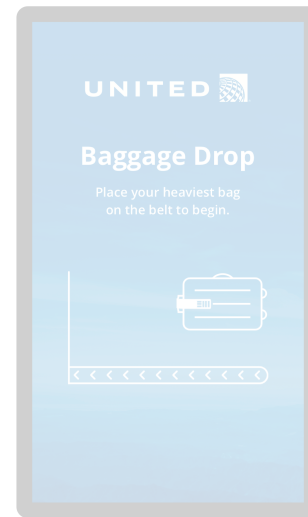
## Volunteer Solicitation Omnichannel

UX VD R



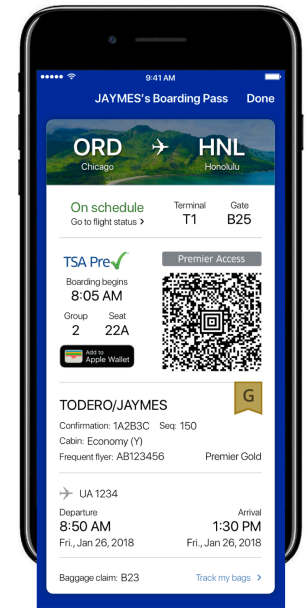
## Self bag drop Kiosk

UX VD R



## Boarding pass redesign Mobile app

UX VD R



# Boarding pass

Mobile app experience

A tool customers can rely on as a single source of truth  
in their United travel journey



# OBJECTIVES

## The business wants

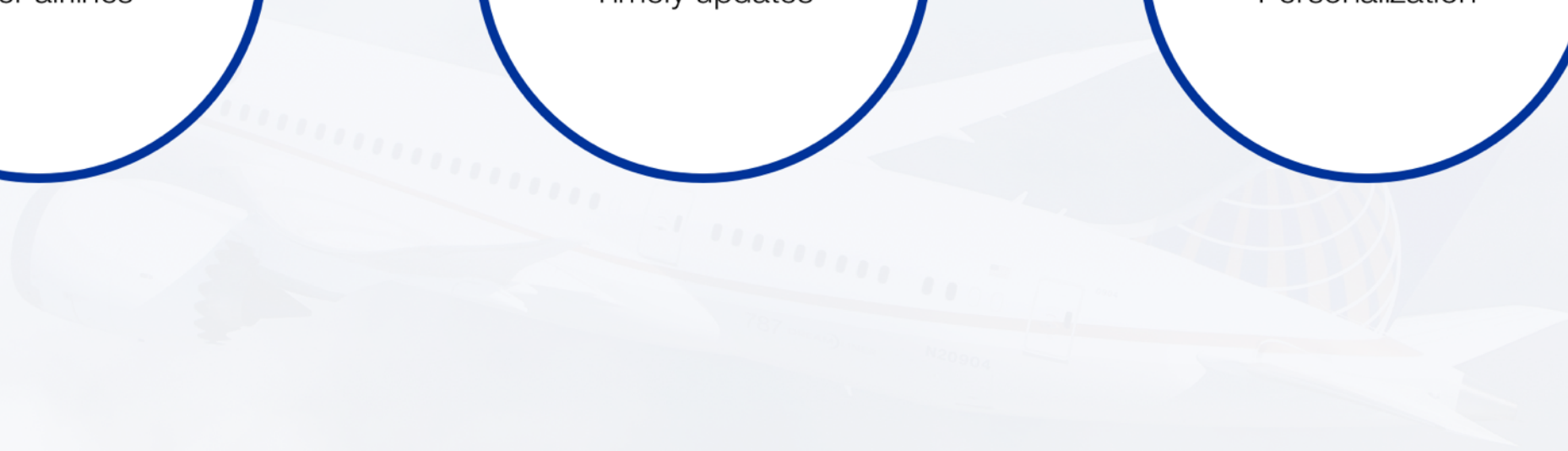
Dynamic content  
Boarding notifications  
Other airlines

## The customer needs

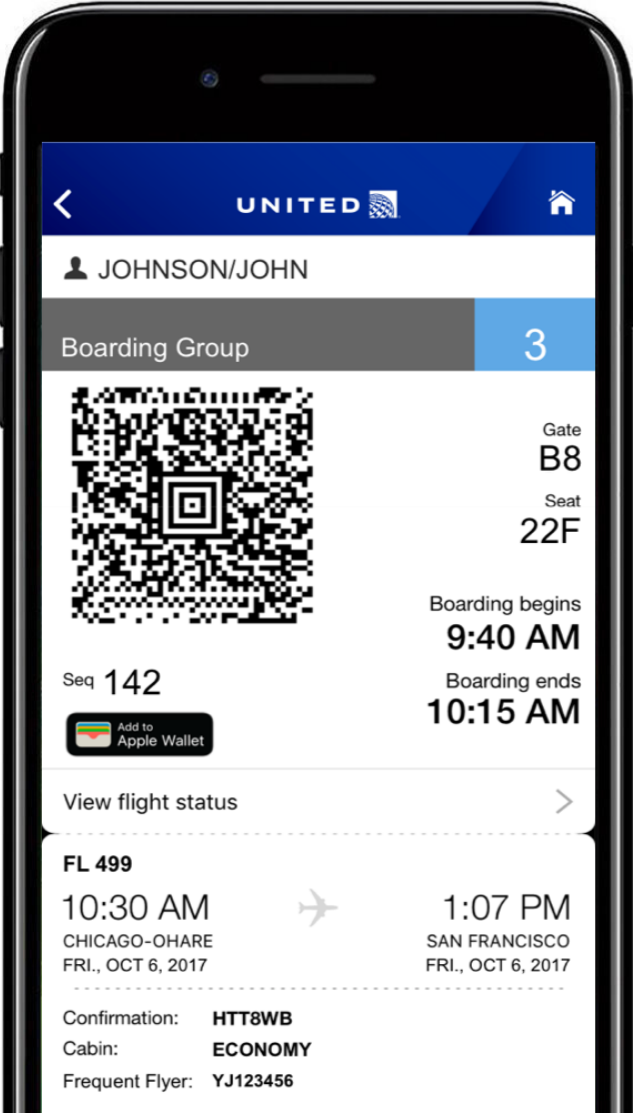
Centralized information  
Accuracy and consistency  
Timely updates

## The industry expects

Mobile first  
Self-service  
Personalization



# WHERE WE'RE AT





# WHERE THEY'RE AT

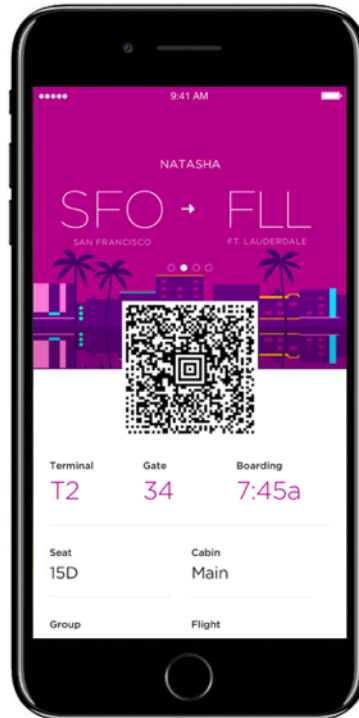
Delta



Southwest



Virgin



JetBlue



American



Lufthansa



ED 

le/Sprtn, SC

ANCE 

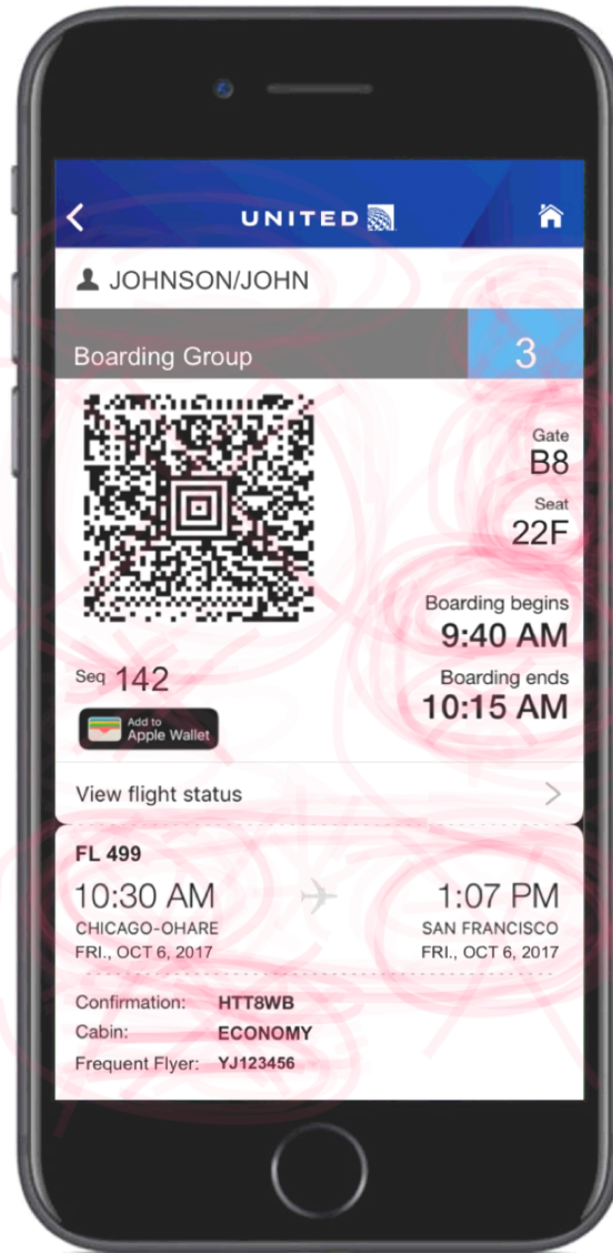
## GATHERING INSIGHTS

Digital survey

Customer intercepts

Employee intercepts





Composite of 20 travelers (intercepted at the airport) circling what they feel is needed and crossing out what they feel is not needed

# SO...WHAT DO THEY WANT?

As a **customer**, I want to...

- 1 Have **relevant information** at my fingertips
- 2 Feel in **control** of my fate while traveling
- 3 Understand what I'm seeing and being told
- 4 Be **informed** of my flight's status at all times
- 5 Have a **tool I can rely on** to get me through the airport



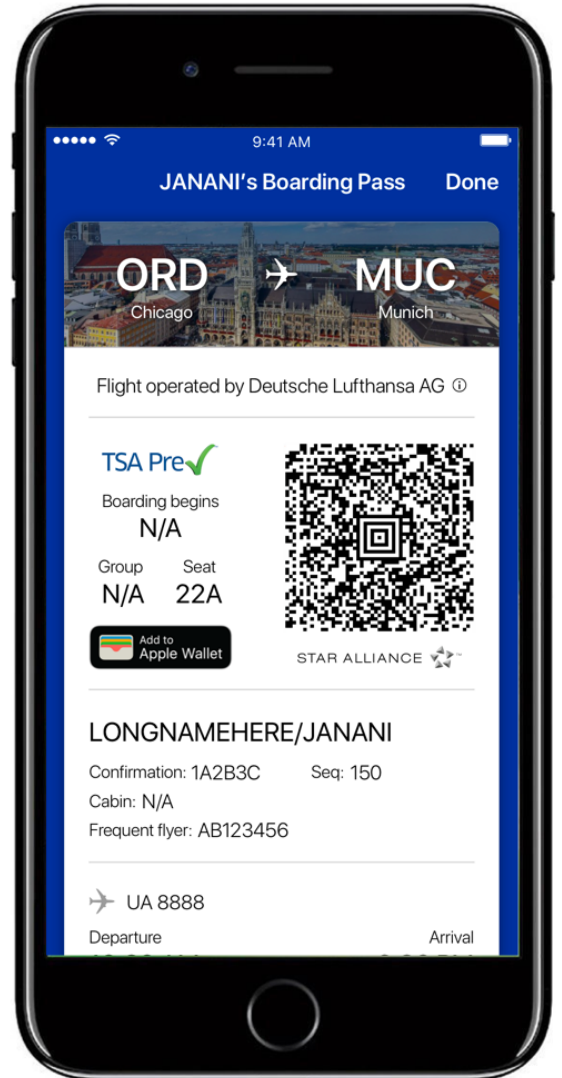
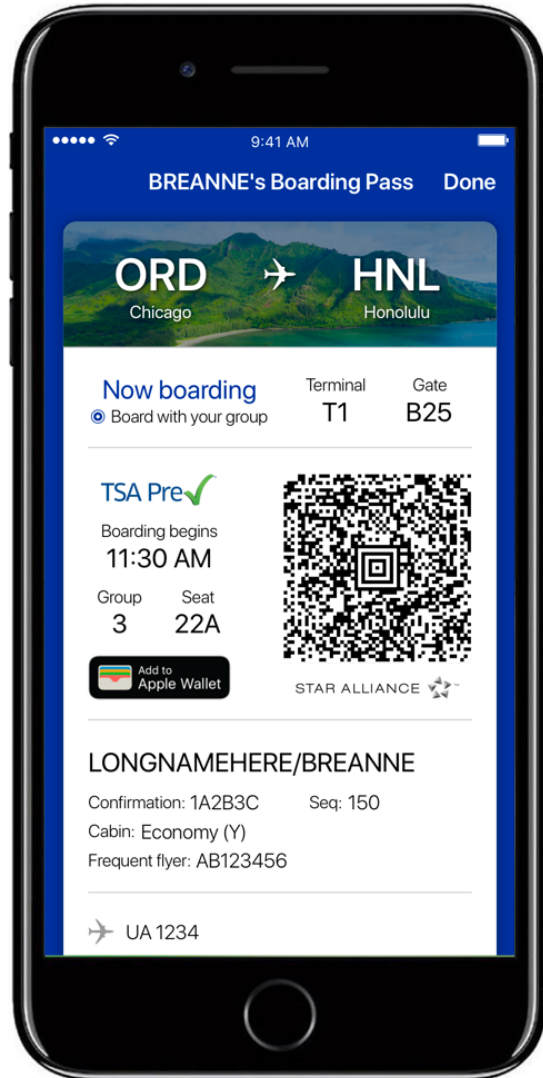
# SO...WHAT DO THEY WANT?

As an **employee**, I want to...

- 1 Effectively **guide** customers through their travel journey
- 2 **Empower** customers to self-service
- 3 Improve the **quality** of my customer interactions
- 4 Create a more **personalized experience** for Premier Members
- 5 Help customers board the aircraft **quickly and painlessly**



# THE DESIGN

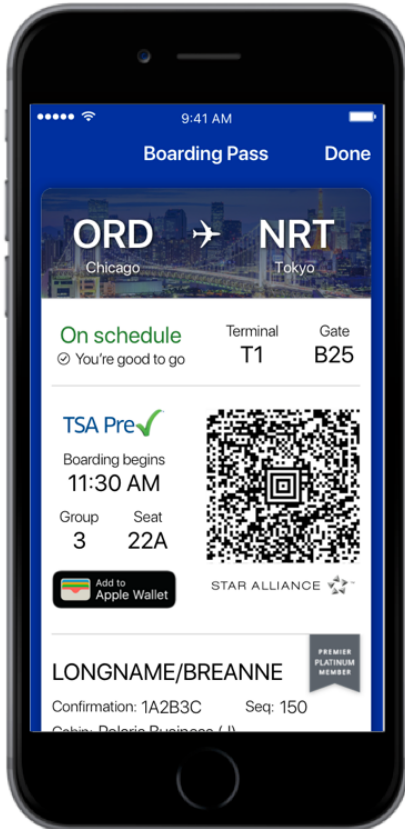


# BREAKING IT DOWN

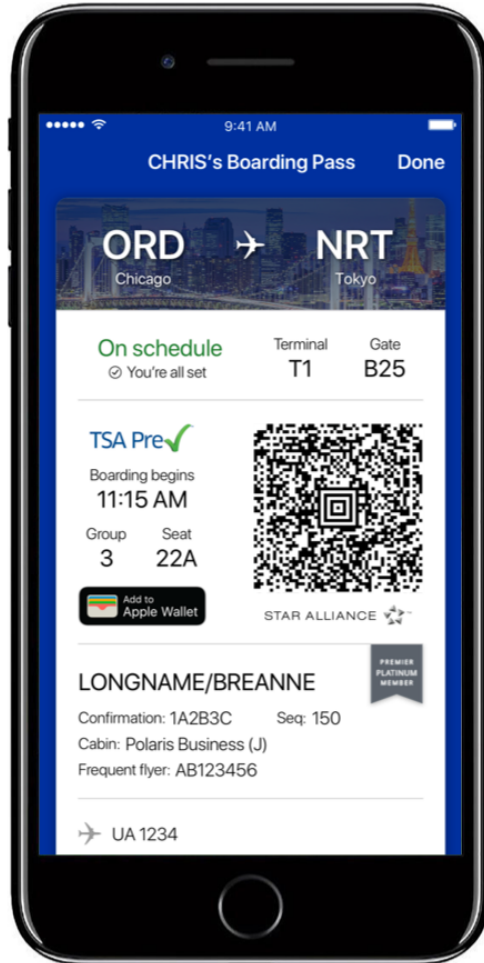


# SCALING

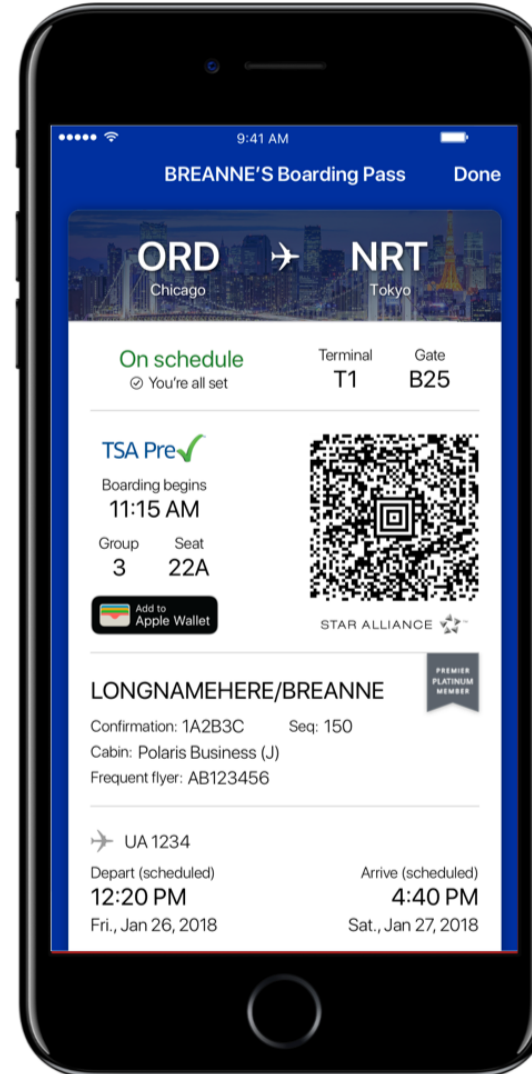
iPhone 5



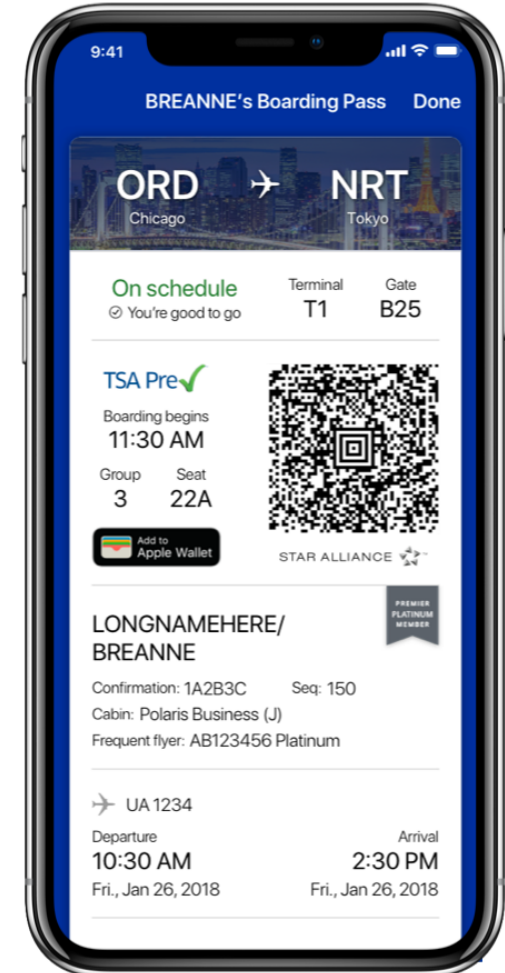
iPhone 6, 7, 8



iPhone 6+, 7+, 8+

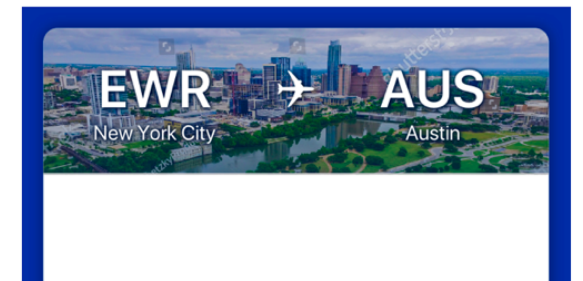
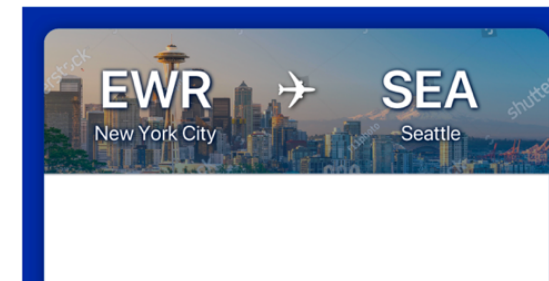
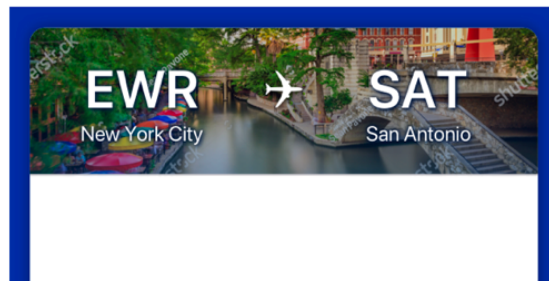
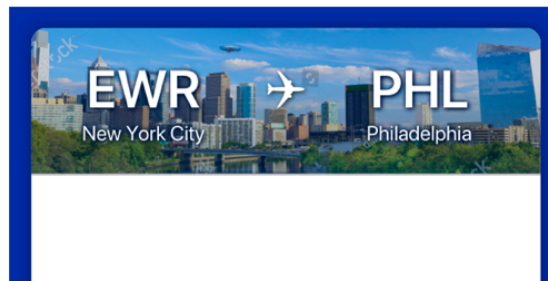
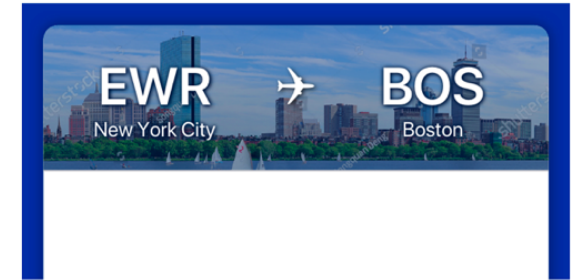
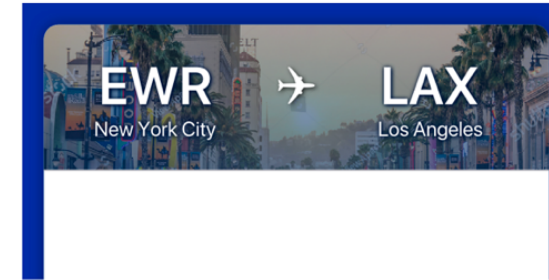
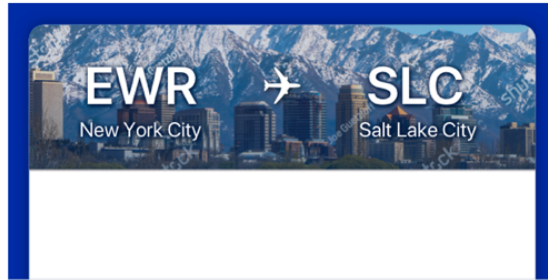
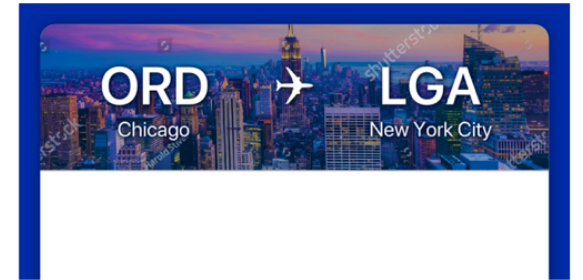
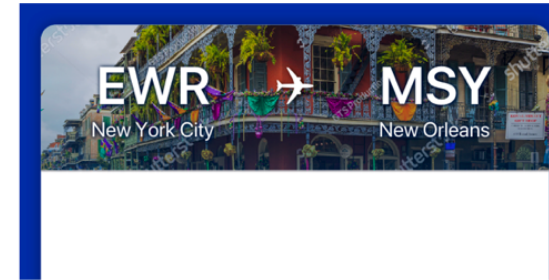
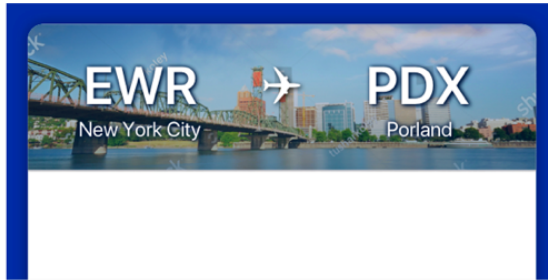
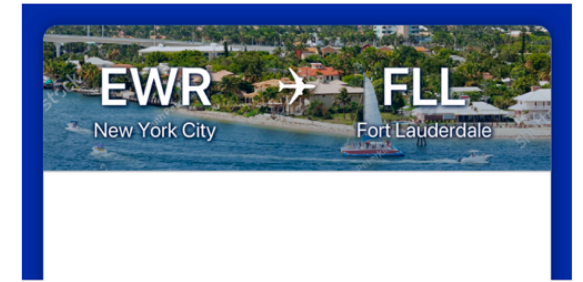
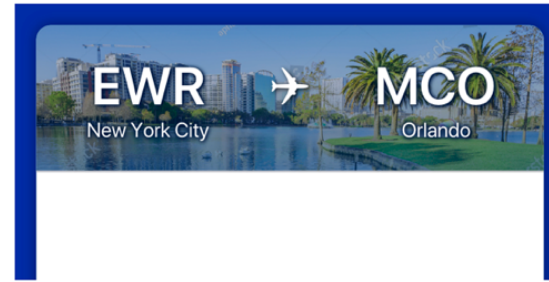
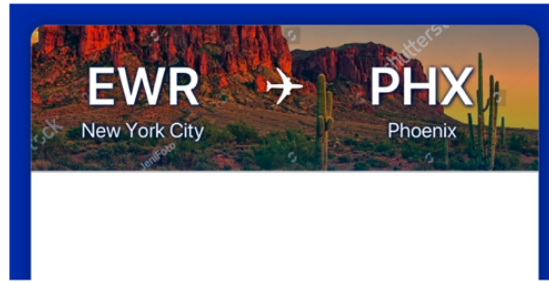


iPhone X





# DESTINATION IMAGERY





## **A ONE-STOP-SHOP**

- Streamlined and dynamic information
- Timely updates and notifications
- Increased value for customers + employees
- Seamless experience for interline travelers



# KEY PROJECTS

Key:

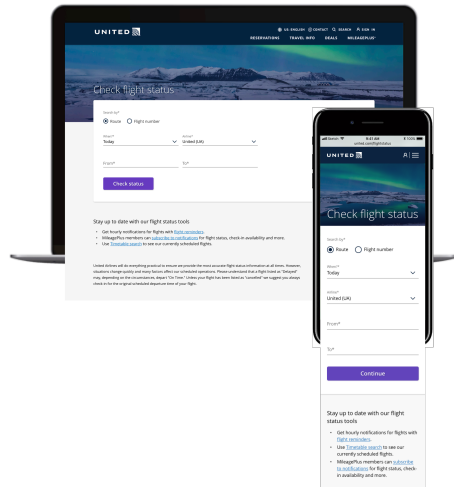
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● Visual design

● Research

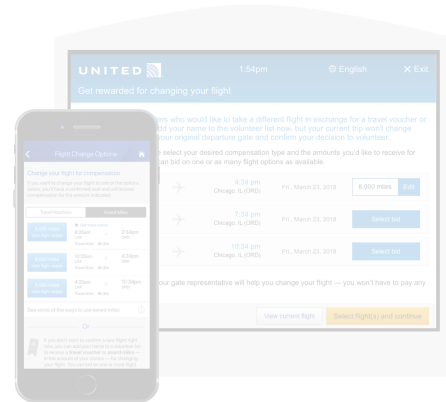
## Flight Status redesign Responsive web

UX    VD    R



## Volunteer Solicitation Omnichannel

UX    VD    R



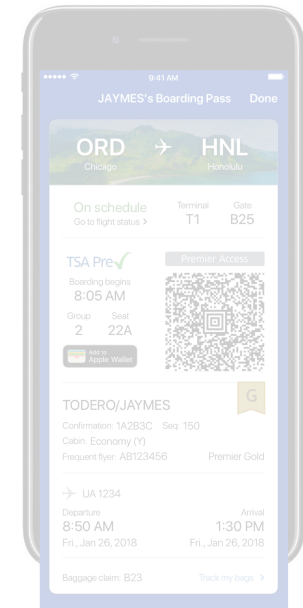
## Self bag drop Kiosk

UX    VD    R



## Boarding pass redesign Mobile app

UX    VD    R



# Flight Status

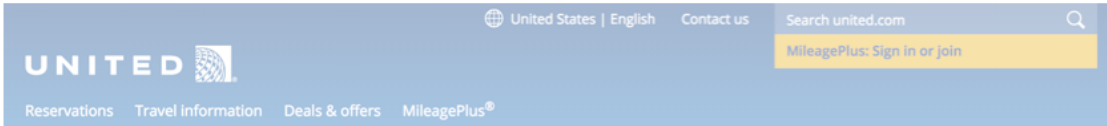
Responsive web experience

A easy and pleasant tool that enables users to find relevant information for any United flight



*Currently live in production*

# RESPONSIVE FLIGHT STATUS



[Home](#) > [Travel information](#) > [Flight status and information](#)

## Flight status and information

United offers a variety of ways to keep up to date on your travel schedule with our online flight status tools.

### Receive flight status via e-mail or text enabled mobile phone

- [Flight status notification subscription](#) is a service for MileagePlus members that will notify you every time delayed or cancelled as well as when you can check-in online and print your boarding passes.
- [Flight status updates](#) will promptly notify you if your flight is delayed more than 20 minutes or there is another flight. To receive these notifications, there must be an email address associated with your reservation. [See how](#)
- [Current flight status](#) is available by entering your flight information in the box below.
- [Flight reminders](#) allows you to be notified on an hourly basis of your flight's departure/arrival time.

Check [Today's Operations](#) for weather summary and flight delay information affecting United flights.

To obtain the current\* status and gate information for a flight, complete one of the forms below and then click Cont



[Home](#) > [Travel information](#) > [Flight status and information](#) > [Flight Status & Information](#)

## Flight Status & Information

Below is the latest\* information about the flight(s) you selected. This information may change as a flight's status changes. The times shown are local to the airport under which they are listed.

### Update Results

Last refreshed Mon., Jun. 18, 2018 9:40 p.m.

## United Flight 652: Boston, MA, US to Denver, CO, US

Status: Arrived Gate 11 Minutes Early

DEPARTS	ARRIVES
City: <b>Boston, MA, US (BOS)</b>	City: <b>Denver, CO, US (DEN)</b>
Gate: <b>B23</b>	Gate: <b>B41</b>
Check-in Terminal: <b>Terminal B</b>	Terminal: <b>Terminal West, Concourse B</b>
Scheduled Time: <b>12:05 p.m.</b>	Scheduled Time: <b>2:30 p.m.</b>
Scheduled Date: <b>Mon., Jun. 18, 2018</b>	Scheduled Date: <b>Mon., Jun. 18, 2018</b>
Actual Time: <b>12:01 p.m.</b>	Actual Time: <b>2:19 p.m.</b>
Actual Date: <b>Mon., Jun. 18, 2018</b>	Actual Date: <b>Mon., Jun. 18, 2018</b>

### Aircraft and weather

Aircraft: **Boeing 737-900 aircraft #3414**  
Where is this aircraft coming from? [Chicago, IL, US \(ORD - O'Hare\)](#), Flight 992 [Check Status](#)  
Weather conditions: [BOS](#), [DEN](#)

### Information for the Traveler

[Inflight Amenities](#) [Flight Standby List](#) [United First Upgrade Standby List](#) [Seat Map](#)

#### Inflight Amenities:

**Food:**  
**United First:** Lunch  
**United Economy:** Fresh food and snacks available for purchase

## Overview

- One of United's oldest webpages
- Company-wide push for responsive framework
- Potential to instill excitement around travel

Flight search



Search results



Flight details

\* United Airlines will do everything practical to ensure we provide the most accurate flight status information at all times. However, situations change and scheduled operations. Please understand that a flight listed as "Delayed" may, depending on the circumstances, depart "On Time." Unless your flight you always check-in for the original scheduled departure time of your flight.

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### Check Flight Status and Gate Information

**Know the flight number?**

Flight Number\*:

Departure Date:  
 Fri., Jun. 15, 2018  
 Sat., Jun. 16, 2018  
 Sun., Jun. 17, 2018  
 Mon., Jun. 18, 2018

[Continue](#)

**Don't know the flight number?**

From:

To:

Departure Date:  
 Fri., Jun. 15, 2018  
 Sat., Jun. 16, 2018  
 Sun., Jun. 17, 2018  
 Mon., Jun. 18, 2018

[Continue](#)

\* United Airlines will do everything practical to ensure we provide the most accurate flight status information at all times. However, situations change quickly and many factors affect our scheduled operations. Please understand that a flight listed as "Delayed" may, depending on the circumstances, depart "On Time." Unless your flight has been listed as "cancelled" we suggest you always check-in for the original scheduled departure time of your flight.

[Home](#) > [Travel information](#) > [Timetable](#) > [Timetable Results](#)

## Timetable Results

### You Searched:

**One Way**  
**Boston, MA, US (BOS) to Seattle, WA, US (SEA)**  
 Depart: Mon., Jun. 18, 2018, Anytime  
 > [Search](#) only for flights with seat availability.  
 > Call a [United reservations office.](#)

### New Timetable Search

From:  To:

Depart Date:  Time:

[Search](#)

### Search Results

	Departing	Arriving	Travel Time	Distance	Flight Details
<a href="#">Check Flight Status</a>	Depart: <b>12:05 p.m.</b> Boston, MA, US (BOS)	Arrive: <b>2:30 p.m.</b> Denver, CO, US (DEN)	Flight Time: 4 hr 25 mn	Distance <b>1,754 m</b>	Flight: <b>UA652</b> Aircraft: <b>Boeing 737-900</b>
<b>Change Planes.</b> Connect time in Denver, CO, US (DEN) is 40 minutes.					
	Depart: <b>3:10 p.m.</b> Denver, CO, US (DEN)	Arrive: <b>5:01 p.m.</b> Seattle, WA, US (SEA)	Flight Time: 2 hr 51 mn Travel Time: <b>7 hr 56 mn</b>	Distance 1,024 m Total Distance: <b>2,778 m</b>	Flight: <b>UA948</b> Aircraft: <b>Boeing 737-900</b>
<a href="#">Check Flight Status</a>	Depart: <b>5:00 a.m.</b> Boston, MA, US (BOS)	Arrive: <b>6:36 a.m.</b> Chicago, IL, US (ORD - O'Hare)	Flight Time: 2 hr 36 mn	Distance <b>867 m</b>	Flight: <b>UA203</b> Aircraft: <b>Boeing 737-900</b>
<b>Change Planes.</b> Connect time in Chicago, IL, US (ORD - O'Hare) is 1 hour 9 minutes.					
	Depart: <b>7:45 a.m.</b> Chicago, IL, US (ORD - O'Hare)	Arrive: <b>10:09 a.m.</b> Seattle, WA, US (SEA)	Flight Time: 4 hr 24 mn Travel Time: <b>8 hr 9 mn</b>	Distance 1,720 m Total Distance: <b>2,587 m</b>	Flight: <b>UA1846</b> Aircraft: <b>Boeing 737-900</b>
<a href="#">Check Flight Status</a>	Depart: <b>5:30 a.m.</b> Boston, MA, US (BOS)	Arrive: <b>6:40 a.m.</b> New York/Newark, NJ, US (EWR - Liberty)	Flight Time: 1 hr 10 mn	Distance <b>201 m</b>	Flight: <b>UA2077</b> Aircraft: <b>Boeing 737-700</b>
<b>Change Planes.</b> Connect time in New York/Newark, NJ, US (EWR - Liberty) is 1 hour 4 minutes.					
	Depart: <b>7:44 a.m.</b> New York/Newark, NJ, US (EWR - Liberty)	Arrive: <b>10:40 a.m.</b> Seattle, WA, US (SEA)	Flight Time: 5 hr 56 mn Travel Time: <b>8 hr 10 mn</b>	Distance 2,401 m Total Distance: <b>2,602 m</b>	Flight: <b>UA280</b> Aircraft: <b>Boeing 737-900</b>

# RESPONSIVE FLIGHT STATUS

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## United Flight 652: Boston, MA, US to Denver, CO, US

**Status: Arrived Gate 11 Minutes Early**

DEPARTS	ARRIVES
City: <b>Boston, MA, US (BOS)</b> Gate: <b>B23</b> Check-in Terminal: <b>Terminal B</b> Scheduled Time: <b>12:05 p.m.</b> Scheduled Date: <b>Mon., Jun. 18, 2018</b> Actual Time: <b>12:01 p.m.</b> Actual Date: <b>Mon., Jun. 18, 2018</b>	City: <b>Denver, CO, US (DEN)</b> Gate: <b>B41</b> Terminal: <b>Terminal West, Concourse B</b> Scheduled Time: <b>2:30 p.m.</b> Scheduled Date: <b>Mon., Jun. 18, 2018</b> Actual Time: <b>2:19 p.m.</b> Actual Date: <b>Mon., Jun. 18, 2018</b>

### Aircraft and weather

Aircraft: **Boeing 737-900 aircraft #3414**

Where is this aircraft coming from? **Chicago, IL, US (ORD - O'Hare), Flight 992** [Check Status](#)

Weather conditions: [BOS](#), [DEN](#)

### Information for the Traveler

[Inflight Amenities](#) | [Flight Standby List](#) | [United First Upgrade Standby List](#) | [Seat Map](#)

#### Inflight Amenities:

##### Food:

**United First:** Lunch

**United Economy:** Fresh food and snacks available for purchase

#### Inflight Amenities:

##### Food:

**United First:** Lunch

**United Economy:** Fresh food and snacks available for purchase



##### Beverages:

Non-alcoholic beverages are complimentary. Alcoholic beverages are complimentary in premium cabins. Please refer to the Choice Menu beverages page in the back of your Hemispheres inflight magazine or see the Inflight Dining section of [united.com](#) for current offerings and United Economy pricing.



##### Wi-Fi and Entertainment:



Download the latest United app before boarding to access personal device entertainment. Wi-Fi access is available for purchase, with coverage in the continental U.S. DIRECTV® is available for purchase and offers 100+ live TV channels within the continental U.S. Recorded movies and TV shows are available throughout the entire flight. Use the same credit card on three or more screens to receive a \$2 group discount off each DIRECTV® purchase.



##### Inseat Power:

Power outlets are available in all rows. These 110v power outlets accept plugs from the U.S. and other select countries.

#### Aircraft Specifications:



##### Aircraft:

- Boeing 737-900
- Capacity: 179 (20 United First®, 159 United Economy®)
- Cruise speed: 530 mph
- Propulsion: Two General Electric CFM56-7B26 high-bypass ratio turbofan engines, rated at 26,300 pounds thrust each
- Wingspan: 112 feet, 7 inches

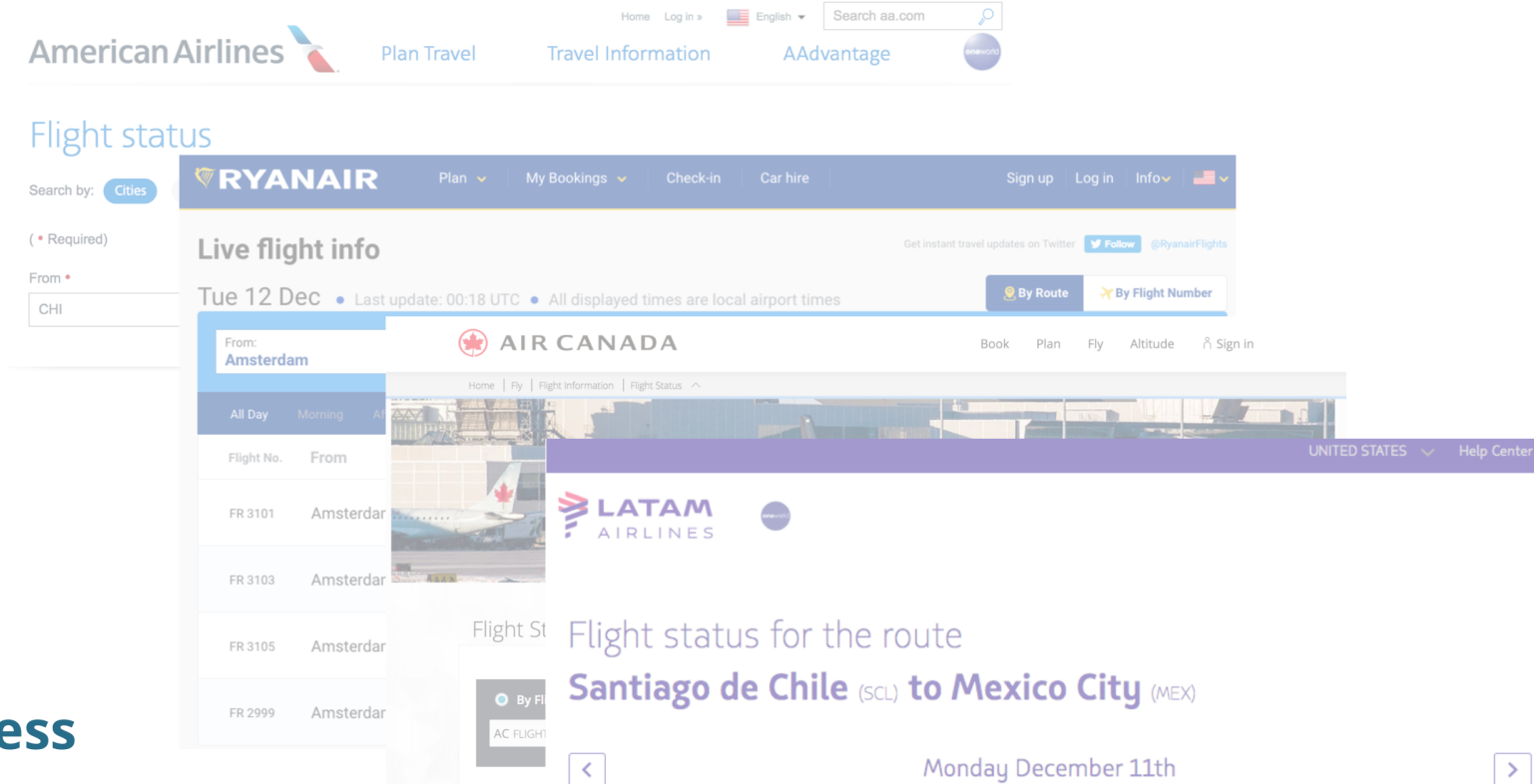


##### Seating:

- United First®: 2-2 seating layout. Seats have a 21-inch width and 38 inches of pitch.
- United Economy®: 3-3 seating layout. Economy Plus® seats have a 17.3-inch width and a minimum of 34 inches of pitch. Most Economy seats have a 17.3-inch width and 30 inches of pitch.

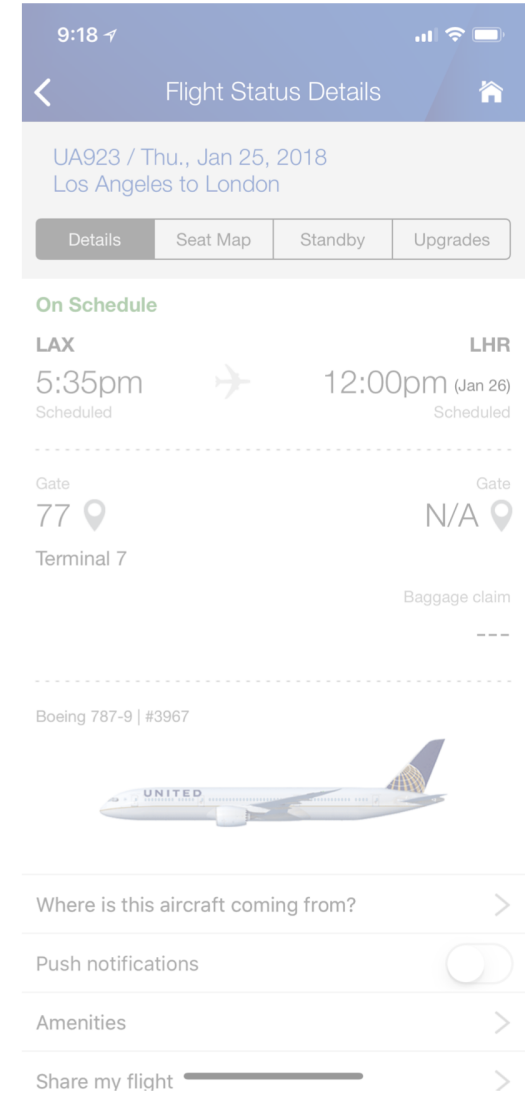


# RESPONSIVE FLIGHT STATUS



## Process

- Gathering requirements
- Auditing existing experiences
- Competitive analysis (15+ industry players)



# RESPONSIVE FLIGHT STATUS

## Designing

- Leveraging existing pattern library
- Responsive challenges
- Google Maps integration

Flight Status Components

- \* Aircraft Details
  - Directo
  - IFE
  - United First drawer
  - United Business drawer
  - Polaris Business drawer
  - Polaris First
  - United Premium
- \* Search Map
  - regional

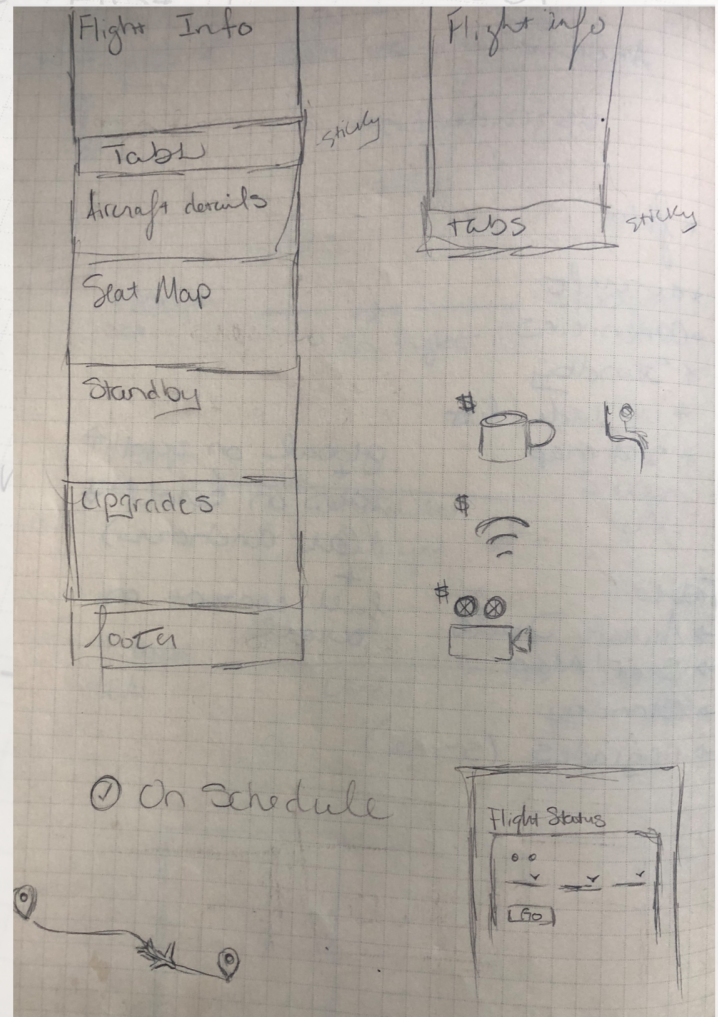
\* Flight #  
\* Depart  
\* Arrive  
\* Details  
\* Status?  
\* DBA?

#	Depart	Arrive	
123	1:30	3:00	
456	2:30	4:00	
~	~	~	select
~	~	~	select

5:30am

UA123 On Schedule  
1:30 → 3:00  
View Details

tablet?  
on schedule  
Delayed  
Arrived  
Diverted?  
Taxiing?



# RESPONSIVE FLIGHT STATUS

**UNITED** US: ENGLISH @ CONTACT Q SEARCH A SIGN IN  
RESERVATIONS TRAVEL INFO DEALS MILEAGEPLUS®

## Seattle to Chicago, Today

Thu., Feb. 8, 2017 [Modify search](#)

Departure: **On schedule** → UA 123  
Estimated: 12:05pm  
Scheduled: 12:05 pm

[SEA](#) Gate A8  
Seattle, WA, US Main Terminal, Concourse A

Arrival: **Early (5 min)**  
Estimated: 2:45pm  
Scheduled: 2:50 pm

[ORD \(O'Hare\)](#) Gate C28  
Chicago, IL, US Terminal 1, Concourse C

Departure: **On schedule** → UA 123  
Estimated: 12:05 pm  
Scheduled: 12:05 pm

[SEA](#) Gate A8  
Seattle, WA, US Main Terminal, Concourse A

Arrival: **Early (5 min)**  
Estimated: 2:55 pm  
Scheduled: 2:50 pm

[ORD \(O'Hare\)](#) Gate C28  
Chicago, IL, US Terminal 1, Concourse C

## Refining

- Usability and validation testing
- United brand refresh
- Look/feel testing

# RESPONSIVE FLIGHT STATUS

## Seattle to Chicago, Today

Thu., Feb. 8, 2017 [Modify search](#)

Departure: **On schedule** → UA 123  
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---

[SEA](#) Gate A8  
Seattle, WA, US Main Terminal, Concourse A

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---

[ORD \(O'Hare\)](#) Gate C28  
Chicago, IL, US Terminal 1, Concourse C



## Seattle to Chicago, Today

Thu., Feb. 8, 2017 [Modify search](#)



Departure: **On schedule**  
→ UA 123  
Estimated: 12:05 pm  
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---

[SEA](#)  
Seattle, WA, US  
Gate A8  
Main Terminal, Concourse A

Arrival: **Early (5 min)**  
Estimated: 2:55 pm  
Scheduled: 2:50 pm

---

[ORD \(O'Hare\)](#)  
Chicago, IL, US  
Gate C28  
Terminal 1, Concourse C

# RESPONSIVE FLIGHT STATUS

- Aircraft
- Seats
- Standby
- Upgrades

## Aircraft details

Boeing 737-900 | #2000

[Where's this aircraft coming from?](#)

- Capacity: 179 (20 United First®, 159 United Economy®)
- Cruise speed: 530 mph
- Propulsion: Two General Electric CFM56-7B26 high-bypass ratio turbofan engines, rated at 26,300 pounds thrust each
- Wingspan: 112 feet, 7 inches



### Wifi and entertainment

Wifi access is available for purchase. DIRECTV® is available for purchase within the continental U.S. Use the same credit card on three or more screens to receive a \$2 group discount off each DIRECTV® purchase.

[United First® details](#) ▼

[United Economy® details](#) ▼

## Seat map

Boeing 737-900

- Available United First®
- Available Economy Plus®
- Available United Economy®
- Occupied / Unavailable
- Exit Door
- Exit Row



## Upgrade list\*

### United Polaris™ First availability

Total seats	16
Booked seats	16
Checked in	16
Not checked in	0
Open seats	0

### United Polaris™ Business availability

Total seats	16
Booked seats	16
Checked in	16
Not checked in	0
Open seats	0

### Upgraded to United Polaris™ First

Name	Seat
BIC, M.	1A
WWW, W.	1B
LED, L.	2A
NG, P.	2B

### Standing by for United Polaris™ First

Name
11. OH, B.
12. LEV, A.
13. BER, A.
14. KRU, K.
15. ASK, D.

### Upgraded to United Polaris™ First

Name	Seat
BIC, M.	1A
WWW, W.	1B
LED, L.	2A
NG, P.	2B
MCC, J.	3A
TRI, D.	3B
REN, J.	4A

### Standing by for United Polaris™ First

Name
1. OH, B.
2. LEV, A.
3. BER, A.
4. KRU, K.
5. ASK, D.
6. TOD, J.
7. COZ, A.
8. LAR, P.
9. BRA, B.
10. SHU, A.

[Previous 10](#)

[Next 2](#)

# RESPONSIVE FLIGHT STATUS

## Iteration 1



## Check flight status

Search by  
 Route  
 Flight #

When?  
Tuesday, January 9, 2018

From \_\_\_\_\_ To \_\_\_\_\_

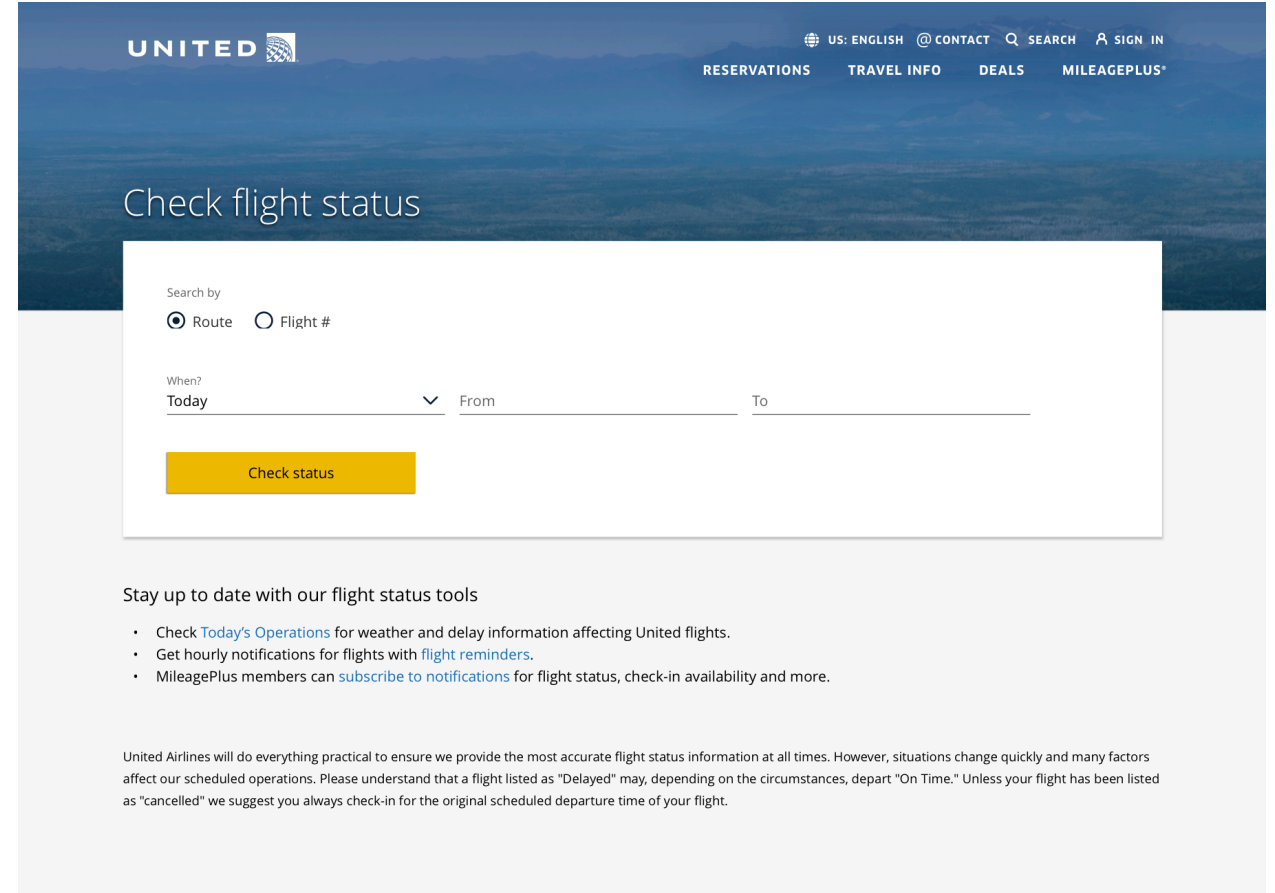
Check status

### Stay up to date with our flight status tools

- Check [Today's Operations](#) for weather and delay information affecting United flights.
- Get hourly notifications for flights with [flight reminders](#).
- MileagePlus members can [subscribe to notifications](#) for flight status, check-in availability and more.

United Airlines will do everything practical to ensure we provide the most accurate flight status information at all times. However, situations change quickly and many factors affect our scheduled operations. Please understand that a flight listed as "Delayed" may, depending on the circumstances, depart "On Time." Unless your flight has been listed as "cancelled" we suggest you always check-in for the original scheduled departure time of your flight.

## Iteration 2



## Check flight status

Search by  
 Route  Flight #

When?  
Today \_\_\_\_\_ From \_\_\_\_\_ To \_\_\_\_\_

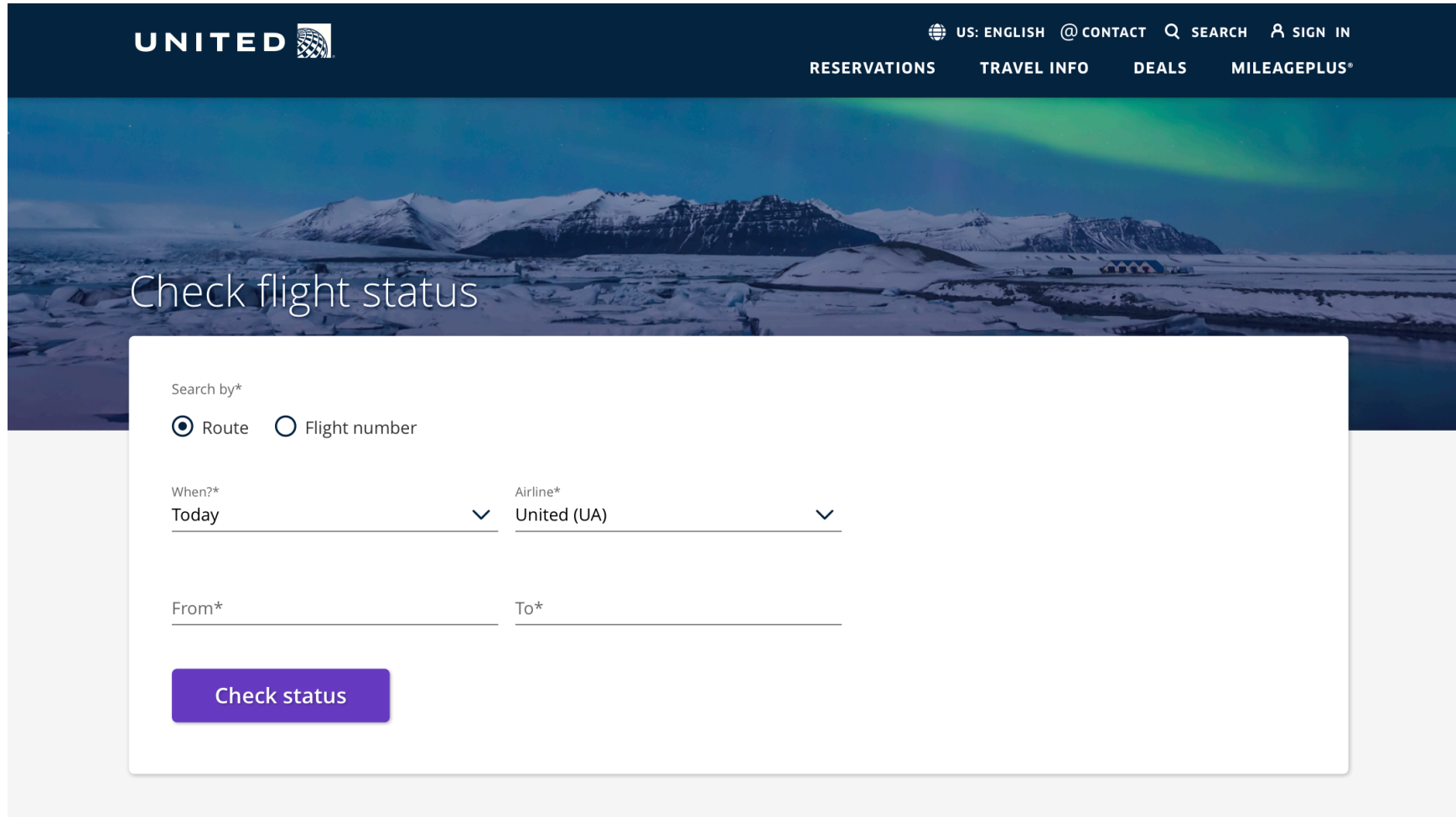
Check status

### Stay up to date with our flight status tools

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# RESPONSIVE FLIGHT STATUS



The desktop view of the United flight status page features a dark blue header with the United logo on the left and navigation links (RESERVATIONS, TRAVEL INFO, DEALS, MILEAGEPLUS) on the right. The main content area has a background image of a snowy landscape with the aurora borealis. A white search form is centered on the page, containing fields for search type, date, airline, origin, and destination, along with a purple 'Check status' button.

UNITED

US: ENGLISH @ CONTACT Q SEARCH A SIGN IN

RESERVATIONS TRAVEL INFO DEALS MILEAGEPLUS

## Check flight status

Search by\*

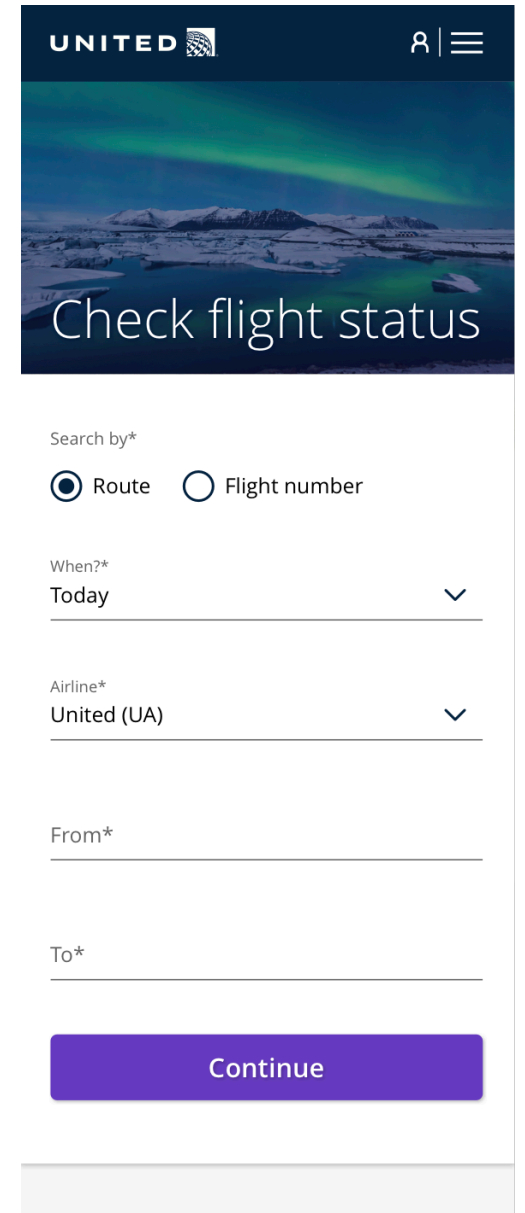
Route  Flight number

When?\*  
Today

Airline\*  
United (UA)

From\* To\*

Check status



The mobile view of the United flight status page features a dark blue header with the United logo on the left and a user profile icon on the right. The main content area has a background image of a snowy landscape with the aurora borealis. A white search form is centered on the page, containing fields for search type, date, airline, origin, and destination, along with a purple 'Continue' button.

UNITED

## Check flight status

Search by\*

Route  Flight number

When?\*  
Today

Airline\*  
United (UA)

From\*  
To\*

Continue

# RESPONSIVE FLIGHT STATUS





## Delivery

- Product team education
- Responsive challenges
- Current progress

### Flight schedules

Seattle to Chicago, Today

Thu., Feb. 15, 2017 [Modify search](#)





Flight	Departure		Arrival	
 UA459	6:25 am SEA	Arrived	12:23 pm ORD	<a href="#">View details &gt;</a>
 UA278	10:35 am SEA	In flight	4:31 pm ORD	<a href="#">View details &gt;</a>
 UA670	2:00 pm SEA	Delayed	7:56 pm ORD	<a href="#">View details &gt;</a>
 UA1206	11:20 pm SEA	On schedule	5:16 am <sup>+1</sup> ORD	<a href="#">View details &gt;</a>

UNITED 

### Flight schedules


Seattle to Chicago,  
Today

Thu., Feb. 8, 2017 [Modify search](#)

 UA459	Arrived	6:25 am SEA	12:23 pm ORD	<a href="#">View details &gt;</a>
 UA278	In flight	10:35 am SEA	4:31 pm ORD	<a href="#">View details &gt;</a>
 UA670	Delayed	2:00 pm SEA	7:56 pm ORD	<a href="#">View details &gt;</a>
 UA1206	On schedule			



# RESPONSIVE FLIGHT STATUS





**UNITED** 


US: ENGLISH @ CONTACT Q SEARCH A SIGN IN  
RESERVATIONS TRAVEL INFO DEALS MILEAGEPLUS\*

## Flight schedules

Seattle to Chicago, Today

Thu., Feb. 15, 2017 [Modify search](#)



Flight	Departure		Arrival	
 UA459	6:25 am SEA	Arrived ----->	12:23 pm ORD	<a href="#">View details &gt;</a>
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 UA670	2:00 pm SEA	Delayed ----->	7:56 pm ORD	<a href="#">View details &gt;</a>
 UA1206	11:20 pm SEA	On schedule ----->	5:16 am <sup>+1</sup> ORD	<a href="#">View details &gt;</a>

**UNITED**  A | ≡

## Flight schedules

Seattle to Chicago,  
Today

Thu., Feb. 8, 2017 [Modify search](#)



 UA459	Arrived
6:25 am SEA	12:23 pm ORD
<a href="#">View details</a>	>
 UA278	In flight
10:35 am SEA	4:31 pm ORD
<a href="#">View details</a>	>

# RESPONSIVE FLIGHT STATUS

## Flight schedules

Seattle to Chicago, Today

Thu., Feb. 15, 2017 [Modify search](#)

40px	128px	40px	128px	40px	Flexible	40px	128px	40px	136px	40px
Flight		Departure					Arrival			
 UA459		6:25 am SEA			Arrived		12:23 pm ORD		<a href="#">View details &gt;</a>	
 UA278		10:35 am SEA			In flight		4:31 pm ORD		<a href="#">View details &gt;</a>	