

A Quantitative Analysis for Marriott: Identifying Patterns Using Statistical Methods to Support Business Decision

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ST3188 - Statistical Methods for Market Research

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Executive Summary

Identifying Context

The client brief namely "*ST3188 Case Study: Client Brief*" contains information of the client such Marriott International's base information, business objectives, research aims, design to consider, suggested analysis, suggested sample size, budget and timescale. This brief has a context of Marriott International's desire for its huge market segment to grow and expand its business.

This analysis will go through Marriott's problem definition to understand clearly the purpose of this analysis. Afterward objectives will be determined based on their current problem to construct research design required to conduct fieldwork and data collection. All of these will be used in every quantitative analysis that should capture the necessary information that will assist Marriott in their business decisions.

Constraint & Limitations

This analysis will conduct simulation for an expected visualization. Since there will be no real survey conducted and quantitative analysis conducted, every simulation will use arbitrary numbers for better presentation. This report will be written up to 3000 words, excluding counting title page, executive summary, table of content, tables & figures, appendix and references.

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Background

Marriott International is a global leading hospitality company headquartered in Maryland, USA. It operates up to nearly 9,000 properties across 141 countries having 30 distinct brands. It offers luxury, premium and select-service hotels and other collections. According to Marriott's 2023 annual report (Marriott International, Inc., 2024), Marriott currently own four operating segments: (1) U.S. and Canada, (3) Europe, Middle East, and Africa, (2) Asia Pacific excluding China, and (4) Greater China.

This research will discuss strategies to support Marriott in achieving its business objectives by addressing their business problem through quantitative analysis. This analysis will include Marriott's international guests and its main competitor; Hyatt, Four Seasons, Carlson, Hilton and Wyndham (Comparably, 2025), further categorized by guests type: leisure and corporate.

Problem Definition

Marriott wants to expand global presence by increasing hotel properties and enhance brand diversity; therefore, there is a need to identify emerging travel trends and destination hotspots and understand how economic factors influence travel behaviour. It is essential to evaluate guest satisfaction score across different brand portfolio and four operating segments. Additionally, measuring the willingness to pay for guests' is mandatory to understand how economic factors influence travel behaviour.

Marriott seeks to deliver exceptional guest experiences by leveraging technology and personalised services. Based on Renaissance Consulting (2024), Marriott utilizes Bonvoy and AI to analyse guest preferences, travel patterns, and their feedback. This enables a tailored approach for recommendations, exclusive perks, and curated experiences. In an associate's interview, Peggy Roe, EVP and chief customer officer expects AI to assist hotel industry's efficiency in content generation, enhance guest experience, and augmented intelligence for their associates (Wilkinson, 2024). This highlights the importance of understanding guests' preferences for technology integrated personalized services as a foundation for driving new innovations.

Marriott have a goal in enhancing brand loyalty by socio-economic sustainability, by reducing environmental impact and support local communities. Hence, it is necessary to explore the impact of sustainability initiatives on guests' loyalty to analyse its effectiveness throughout different demographic segments. By examining guests' preference for Marriott's sustainability initiatives and the influence of these initiatives on guests' loyalty, it is possible to identify which sustainability efforts resonate most with guests' loyalty for Marriott.

Research Objectives

Expanding Global Presence

Understanding Marriott's current global presence by assessing satisfaction score across guests, brand portfolios and four operating segments is an imperative start. It is useful to identify gaps contributing to guest discontent, while also maintaining satisfaction among current guests.

Brand diversity could be a key factor in expanding global presence. Kantar (2024) stated that more than 50% of consumers say that brand diversity influences their purchase decisions. Inferring a need to identify current emerging new travel trends and destination hotspots. By leveraging these travel trends and hotspots, Marriott can further enhance brand diversity that aligns with guests' preferences while also strategically increasing its hotel properties. Followed by the analysis on willingness to pay for new travel trends and new destination hotspots enables a deeper understanding of how economic factor influence travel behaviour by distinguishing the importance of new travel trends or destination hotspots that guests are most willing to spend on. Considering that something that is highly popular and have a high engagement doesn't mean a potential increase in sales (Sinks, 2024).

Deliver Exceptional Guest Experiences

It is essential to understand guests' preferences for personalized services before determining the best approach to deliver exceptional guest experience. Marriott's competitor, The Four Seasons Hotel New York Downtown enhances guest experience through integrated technology, which is an in-room iPad for services and Nespresso machine (Rusty, 2023). In this modern world, technology have been leveraged to deliver the best personalised services. Analysing Marriott's integrated technology personalised services which is Bonvoy App, Alexa Voice Commands, Chatbots and AI Search Tools could help understand guests' preferences for current technology integrated personalised services.

Knowing the preference of new technology integrated personalised services is also important to optimize future guests' experience. To ensure effective implementation, customer segmentation analysis is required to identify distinct Marriott's guest profiles, allowing tailored approach for the appropriate market segments.

Enhance Brand Loyalty

Brand loyalty is a broad concept that associated closely with service quality, customer satisfaction, brand image, perceived value, loyalty programs (Górska-Warsewicz, 2020), this part will focus on improving brand loyalty by socio-economic sustainability initiatives. Leveraging past initiatives to analyse guest responses enables Marriott to identify which sustainability initiatives resonate most with its guests. Furthermore, this analysis will also assist in the development of new sustainability initiatives by identifying well-received initiatives that has been done previously to strengthen brand image and fostering greater guests loyalty.

Research Design

Methodology

The research design is a descriptive research design with quantitative analysis to describe and assess the marketing phenomena. Sirisilla (2023), mentioned that descriptive research design is powerful for researchers to gather information about an underlying phenomenon. Providing an accurate picture of the characteristics and behaviours of a particular population, subsequently providing valuable insights that can be the foundation for future studies.

Questionnaire Design

The questionnaire design is a structured questionnaires for online survey containing a set of response alternatives that will capture the information needed to apply to statistical models. A research by Levashina et al. (2014), stated that the most consistent findings in the history of research is structured questionnaire which is more reliable than unstructured questionnaire. Structured questionnaires also streamline data collection process and ensures that all respondents are evaluated similarly.

The questionnaire utilizes non-comparative scale, such as continuous rating scale to score the satisfaction value for guests to assess it across different brand portfolio and four operating segments. Likert scales to understand the preference and willingness to pay for new travel trend and new destination hotspots. This will help identify which is the desired new emerging travel trends and new destination hotspots, and understand how economic factor influence guests' travel behaviour.

Information on current technology integrated personalised services will be gathered using Likert scale, this information will serve as a benchmark to assess guests' current satisfaction. Multiple choice of answers will be given, enabling respondents to select one or

more alternatives to know their desire for new technology integrated personalised services. Enabling identification of profiles on each cluster of preference.

Brand loyalty will be measured using earning points associated with individual. Measuring loyalty in online survey can lead to respond bias and inaccurate answers, as respondents may struggle scaling their loyalty towards Marriott. Meanwhile, Observation method can lead to judgemental bias since there is heavy reliance on subjective assessments by an observer. Along with the sustainability preference information gathered through Likert scale, It will enable Marriott to understand the impact of socio-economic sustainability preferences on brand loyalty and evaluate their effectiveness.

The questionnaire is dependent to exploratory research data, such as online focus group to reveal new emerging travel trends, new destination hotspots and new technology integrated personalized services, followed by literature review to know current technology integrated personalized services and past sustainability initiatives.

Fieldwork

Target Population & Sampling Frame

The target population for this research will be all of Marriott's leisure and corporate guests across four different segments and Marriott's competitor customer. Further constrained by their latest stay up to three years ago, Ko (2018) stated that it is essential to focus on recent data to make sure that the analysis conducted still relevant to current consumer behaviors because an outdated data can lead to implementation that misalign with guests' expectations.

There are two sampling frames required for this research. It is Marriott's leisure and corporate guests across four different segments and Marriott's competitor customers which is from syndicated services, specifically customer that stays in either Four Season, Accor, Hyatt, Hilton, Wyndham, Intercontinental and Choice.

Sampling Method

Stratified random sampling is employed with four operating segments and four brand portfolios as its stratification factor to capture the required sample for the first sampling frame. This approach ensures enough respondents are selected for each segment and brand portfolios up to a total of 16 strata. Consecutively, simple random sampling will be applied when selecting individuals for each stratum.

Non-probability sampling is unsuitable for quantitative analysis, though it could provide a pivotal insight for studies before conducting probability sampling. Since Marriott also have a very large budget, cluster sampling is no longer considered in having best result.

Sample Size

Marriott's Guests

Respondent required could be approximated using this formula:

$$n = \left(\frac{Z*s}{E}\right)^2$$

Sauro & Lewis (2023) suggest that standard deviation can be obtained by dividing the range of data by 4, assuming normality with 95% confidence interval. Satisfaction score have the highest range of 100, with standard margin of error of 5% the respondent needed for each stratum is:

$$n_{stratum} = \left(\frac{1.96*25}{5}\right)^2 = 96.04$$

Rounded up to 97 respondents needed each stratum.

Given that the population distribution is unknown and most quantitative analysis assume normality of sample means, It is imperative that this sampling ensure the application of Central Limit Theorem. According to Frost (2025), sample size of 30 is often considered sufficient, although a highly skewed distributions could require up to 100 sample size for most cases. This means with 97 respondents, Central Limit Theorem will most likely be applied.

It is necessary to ensure that the total respondent is sufficient for guest type of leisure and corporate. Marriott International reported that leisure guests account for almost 44% of its global room nights, and corporate guests account for almost 34% and the rest account for mixed group bookings (Marriott International, 2025).

Verifying the number of respondent is enough for both guest type:

$$n_{leisure} = 4 * 97 * 44\% = 170.72; n_{corporate} = 4 * 97 * 34\% = 131.92$$

The number of responses for each type exceeds 97, meaning it is sufficient. Additionally, according to Marriott's "Serve 360" report, around 20% of guests tend to respond their satisfaction survey (Marriott International, 2015).

Calculation to account for response error:

$$n_{stratum} = 97 / \frac{20}{100} = 485$$

Thus the sample size required for each stratum is 485, in which there are 16 stratum contributing to a total of 7,760 of Marriott's guests, segmented appropriately.

Marriott's Competitor Customer

Cleave (2020) reported that online survey response rate lies between 5% to 30% depending on the type of syndicated services tenders. To proportionally scale the respondent, the number of competitor customer needed is calculated as:

$$n_{competitor} = 97 / \frac{5}{100} = 1940$$

Having a conservative 5% response rate from syndicated services leads to 1940 sample size needed.

Data Analysis

Every simulation performed using arbitrary numbers to visualize expected outcome.

Analysis on Expanding Global Presence

Satisfaction Score Across Guest Type (Test Statistics & Confidence Interval)

This analysis aims to assess guests' satisfaction score by guest type to reject the hypothesized mean, calculate confidence interval for true population mean and identify the differences between guest type.

Table 1

Simulation of Independent t-test Result for Hypothesized Mean

Guest Type	Sample Mean	Sample Std Deviation	Hypothesized Population Mean	P-Value (t ₍₁₆₆₎)
Leisure	79.88	9.7	90	<.001
Corporate	56.72	14.6	80	<.001

Table above shows that there is a significant difference in mean score of both guest type with its respective hypothesized population means.

Confidence interval for leisure and corporate guests:

$$Cl_{leisure} = \bar{x} \pm t_{\frac{0.05}{2}, 166} * \frac{s}{\sqrt{n}} = 79.88 \pm 1.96 * \frac{9.7}{\sqrt{97}} = (77.95, 81.81)$$

$$Cl_{corporate} = \bar{x} \pm t_{\frac{0.05}{2}, 166} * \frac{s}{\sqrt{n}} = 56.72 \pm 1.96 * \frac{14.6}{\sqrt{97}} = (53.81, 59.63)$$

This suggest that with confidence interval of 95% the true population satisfaction score parameter for Marriott's leisure guests is in the interval of (77.95, 81.81) and corporate guests in the interval of (53.81, 59.63)

Two sample t-test for satisfaction score difference of leisure and corporate guests:

$$H_0: \mu_{leisure} = \mu_{corporate}$$

$$H_1: \mu_{leisure} \neq \mu_{corporate}$$

$$t = \frac{(\bar{x}_1 - \bar{x}_2)}{\left(\frac{s_1^2}{n_1} + \frac{s_2^2}{n_2}\right)^{1/2}} = \frac{(79.88 - 56.72)}{\left(\frac{94}{97} + \frac{213}{97}\right)^{1/2}} = 13.02$$

There is a significant difference in satisfaction score means across guest type at 5% significant level, $t_{(166)} = 13.02$, $p < .001$.

Satisfaction Score Across Brand Portfolio & Operating Segments (2-Way ANOVA)

This simulation analysis aims to assess the differences between means of guests' satisfaction score across brand and regions.

Table 2

Simulation of 2-Way ANOVA Result for Satisfaction Score Across Brand & Regions

Description	Variables/ Function	Value/ Output
Total number of observations	n	97
Total number of groups	k	16
RSS Within Group	$\sum_{i=1}^k \sum_{j=1}^n (\bar{x}_{ij} - \bar{x}_i)^2$	134,054
RSS Between Group	$\sum_{i=1}^k n_i (\bar{x}_i - \bar{x})^2$	503,818
RSS Total	$\sum_{i=1}^k \sum_{j=1}^n (\bar{x}_{ij} - \bar{x})^2$	637,872
Mean Squared Within	$RSS_{\text{within}} / df_{\text{within}}$	1654.98
Mean Squared Between	$RSS_{\text{between}} / df_{\text{between}}$	33587.86
<i>F-Statistics</i>	MSB/ MSW	20.29
<i>P-Value</i>	<i>F-statistics</i> _(15,81)	<.001
Significance Level	α	0.05
Effect Size	η	0.79

For a detailed breakdown of the simulation data, see **Appendix** (Table A1).

$H_0: \mu_{11} = \mu_{12} = \mu_{13} = \dots = \mu_{ij}; i=4 \text{ (operating segments)}, j=4 \text{ (brand portfolio)}$

$H_1: \mu_{11} \neq \mu_{12} \neq \mu_{13} \neq \dots \neq \mu_{ij}; i=4 \text{ (operating segments)}, j=4 \text{ (brand portfolio)}$

There is significant difference between means of satisfaction score across four brand portfolio and four operating segments at significance level of 5% with *F-statistics* _(15,81) = 20.29, *p-value* < .001 with an overall very large effect size of 79%.

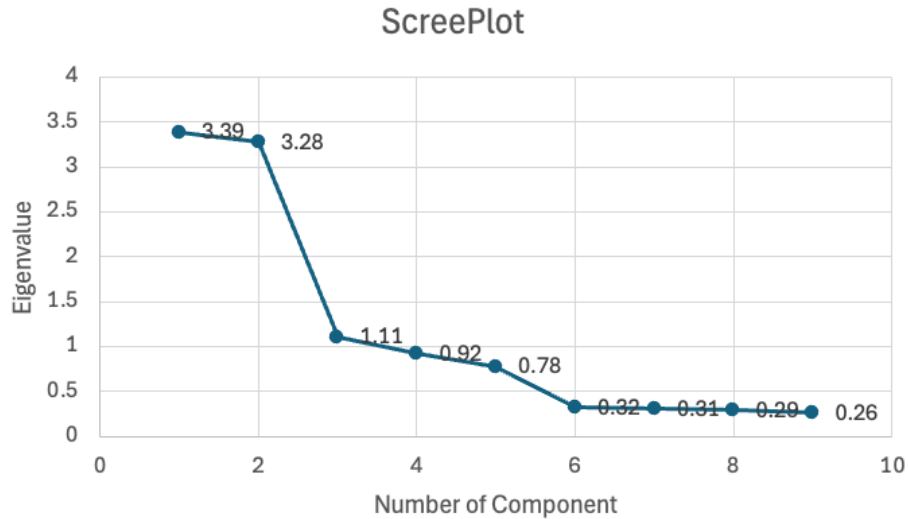
Each group consisting of respective brand portfolio and operating segments differ on average in their satisfaction score. Focusing at the consistently low average score across all brand portfolio for Asia Pacific excluding China segment is critical and finding insight about the overall high performing Select brand portfolio might be useful in this situation.

New Travel Trend and Destination Hotspot (Factor Analysis)

This simulation analysis aims to capture guests' and competitor customer's key preferences for new travel trends and destination hotspot.

Scree Plot 1

Simulation of Scree Plot Result for New Travel Trend & Destination Hotspot



For a detailed breakdown of the simulation data, see **Appendix** (Table A2).

From the scree plot above, the first two components represent approximately 3.39 and 3.28 eigenvalue respectively. Since each variable has a variance of 1.0, two components effectively capture the key factor of new travel trend and destination hotspot. The third component is subtle and suitable to complement these two critical component.

Table 3

Simulation of Factor Analysis Result for Key Components

Component	Details	Associated Var
1	Loves natural settings and everything about wildlife	+:T3,T5,H3 -:T1
2	Immersed in anime from Japan and eccentric style	+: T2,T4,H4,H6 -:H1
3	Hates anything related to ghosts and loves church	+: H5, -:H1,H2

For a detailed breakdown of the simulation data, see **Appendix** (Table A3).

This analysis capture key preferences for the new travel trends and destination hotspots. It shows that Marriott should focus on area that strongly connect with wildlife or offering eccentric immersive anime-based experience while adding a complementary faith-

related gimmicks. A negatively associated variable means the corresponding new travel trend or destination hotspot adversely impacting the key component.

Economic Factor Influence on Travel Preferences (Logit Analysis)

This analysis aims to understand how travel preferences influence willingness to pay for guests and competitor customer.

Table 4

Simulation of Logit Analysis Result for Willingness to Pay

Description	Value
Sigmoid Function	$P(\widehat{\text{Willingness to pay}} \leq k) = \frac{1}{1 + e^{-(\hat{\beta}_0 + \hat{\beta}_1 X_1 + \hat{\beta}_2 X_2 + \dots + \hat{\beta}_i X_i)}}$ <p>i = 12(New Travel Trends & Destination Hotspots)</p>
Threshold (k)	20%(Accounting for 5 ordinal scale value)

Each of these β coefficient will represent the impact of emerging travel preferences for and classified to each respective willingness to pay. A positive β represent higher willingness to pay and negative β shows otherwise. Additionally, threshold k of 20% will capture the ordinal Likert scale property and classify willingness to pay ranges from 1 to 5.

Therefore, it is possible to use this analysis to identify the willingness to pay for every key component captured in the previous analysis and understand how economic factor influence desired travel preferences.

Analysis on Delivering Exceptional Guests Experiences

Preference on Current Tech-based Services (Cross-Tabulation Analysis)

This analysis aims to identify the differences on the current tech-based personalized services preferences through guest type and four operating segments.

Table 5

Simulation of Cross-Tabulation Analysis Result for Current Services

Current Tech-Based Personalised Services	U.S. and Canada		Europe, Middle East, and Africa		Asia Pacific excluding China		Greater China	
	Leisure	Corporate	Leisure	Corporate	Leisure	Corporate	Leisure	Corporate
Marriott Bonvoy App	2.9	4.6	3.4	4.9	4.4	3.9	4.5	4.8
Chatbots	1.9	0.8	4.3	0.4	0.3	4.3	1.6	0.4
Alexa Voice Command	1.9	3.7	4.3	0.7	3.3	1	3.2	2.4
AI Search Tool	5	0.4	2.4	1.9	1.6	2.1	4.4	0.6

Cross-tabulation shows Marriott Bonvoy App has a high preference among corporate guests and moderate to high preference among leisure guests. Leisure guests in U.S. and Canada segment shows highest preference for AI Search Tool. Marriott should focus on these technology as baseline for further development in that specific region while also

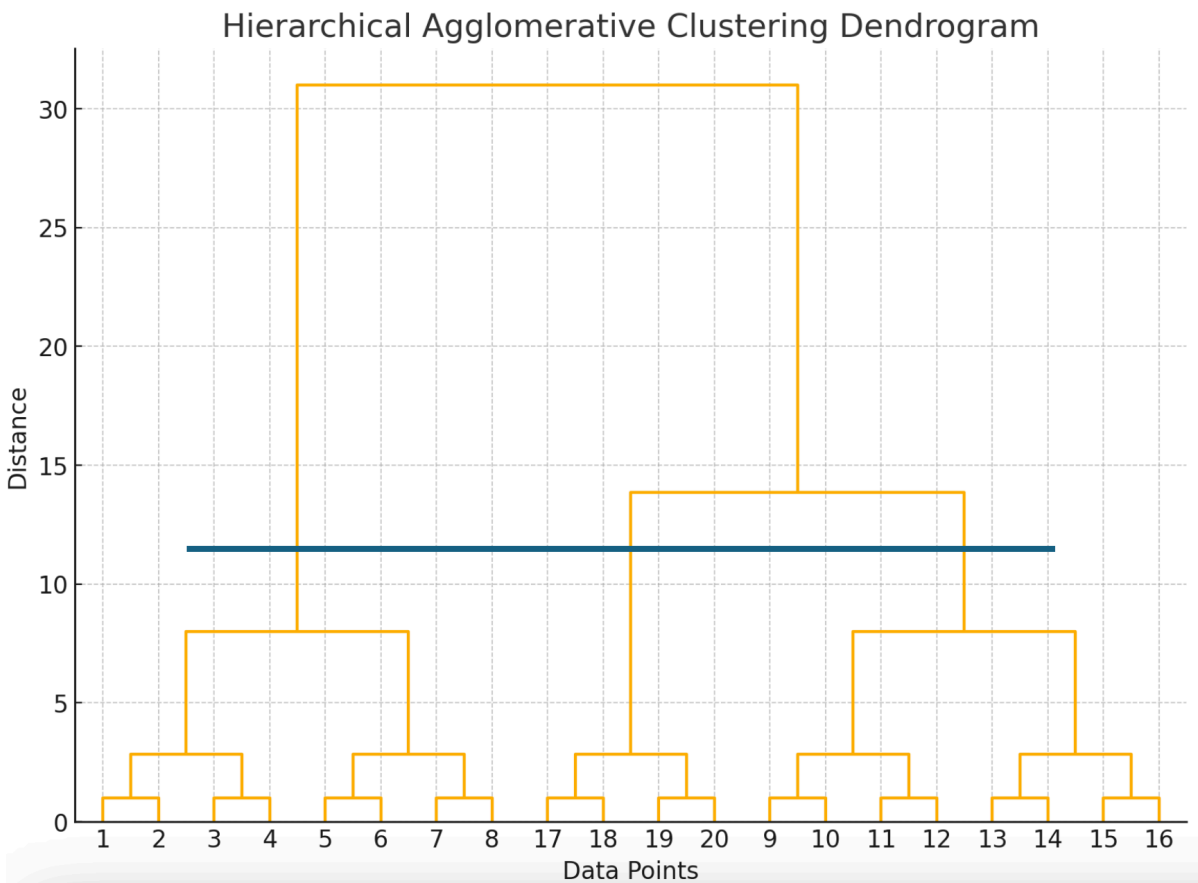
understand how AI Search Tool contributes to a very wide gap between leisure and corporate customer.

Preference on New Tech-based Services (Cluster Analysis)

This analysis aims to cluster guests and identify their profile based on their preference on new tech-based personalized services.

Figure 1

Simulation of Dendrogram for Clustering Analysis Result Utilizing Hamming Distance



This dendrogram shows that it is appropriate to divide the guests into 3 distinct clusters.

Table 6

Simulation of Clustering Analysis Result for Key Components

Cluster	Profile	Major Variable
1	U.S. & Canada Segment	NP4 then NP6
2	Asia Pacific excluding China	NP1 then NP3
3	Greater China	NP2 then NP7 then NP9

This will enable Marriott to identify guests' profile and understand what new tech-based personalized services the prefer and deliver tailored approach for each cluster.

Analysis on Enhancing Brand Loyalty

Sustainability Initiatives Impact on Brand Loyalty (Multiple Linear Regression)

This analysis aim to leverage each sustainability initiatives that Marriott has done in the past and evaluate its effect on guests' brand loyalty.

Linear regression's formula with respective i-th feature and j-th observation:

$$Y_j = \beta_0 + \beta_1 X_{1j} + \beta_2 X_{2j} + \dots + \beta_i X_{ij} + \varepsilon_i$$

The coefficient for parameter β_i is estimated by utilizing Maximum Likelihood Estimator to find the model of best fit.

$$\widehat{Brand\ Loyalty\ Score} = \hat{\beta}_0 + \hat{\beta}_1 S1 + \hat{\beta}_2 S2 + \hat{\beta}_3 S3 + \hat{\beta}_4 S4 + \hat{\beta}_5 S5$$

This model will be used to predict brand loyalty score by leveraging sustainability initiatives. R^2 metric shows the variation captured by this model, $\hat{\beta}_0$ coefficient for the mean value when every other sustainability initiatives are implemented while each respective $\hat{\beta}_i$ represents the beta coefficients of each sustainability initiatives implemented.

This analysis will reveal which sustainability initiatives that can enhance brand loyalty and those that inversely affect Marriott's brand image. It also enables Marriott to identify the importance of each sustainability initiatives and assign priority based on their beta weight. Therefore, future planning of sustainability initiatives could be strategically optimized by focusing on the most impactful efforts to enhance its brand image.

Conclusion


Further Research Proposal

Another goal that Marriott want to achieve is having good food and good service at a fair price in every destination worldwide (Marriott International, 2025). This research will enhance Marriott's understanding for customer's economic factor, possibly innovating new food and services according to customer segments, therefore, having a stronger brand portfolio.

Summary

This research aim to support Marriott International and deliver actionable insights for global expansion, guest experience optimization and brand loyalty enhancement through sustainability initiatives. It primarily uses descriptive research design, complemented by exploratory research, to construct a structured questionnaire for online survey. Appropriate statistical methods are conducted to quantify travel preferences, guest behaviours and brand value. Simulation will be provided for a clearer demonstration and help Marriott prioritise upcoming strategies.

Questionnaire

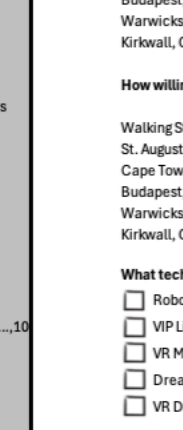


**MARRIOTT
BONVOY**

Your Voice Encompasses Our Services

Your Insight Enlightens Our Purpose

TRAVEL BRILLIANTLY



What is your preference of hotel stay?

☐ **Marriott**

☐ **Four Seasons, Accor, Wyndham, Hyatt, Hilton, Intercontinental & Choice International**

☐ **Other Hotel**

What is your purpose of stay?

☐ **Leisure**
☐ **Business**

What is your preference for the new travel trend ?

	Strongly Undesire				Strongly Desire
T1					
T2					
T3					
T4					
T5					
T6					

How willing are you to pay for the new travel trend ?

	Very unwilling				Very willing
PT1					
PT2					
PT3					
PT4					
PT5					
PT6					

What is your preference for these destination hotspots ?

	Strongly Undesire				Strongly Desire
H1					
H2					
H3					
H4					
H5					
H6					

How willing are you to pay for these destination hotspots ?

	Very unwilling				Very willing
PH1					
PH2					
PH3					
PH4					
PH5					
PH6					

What tech-based personalised services would elevate your experience ?

☐ Robot Guide
☐ VIP Lift with facial recognition
☐ VR Meeting
☐ Dream Customization
☐ VR Dining Experience

☐ VR Matchmaking
☐ Aerial Shuttle
☐ Needs Predicting AI
☐ Smart Sauna
☐ VR Room Environment

How do you feel about Marriott's sustainability efforts ?

	Highly Unsupportive				Highly Supportive
S1					
S2					
S3					
S4					
S5					

2nd section only
for marriott
customer
S=Satisfaction rate
Current services
variables
CP1
CP2
CP3
CP4

Dear guests, please rate your satisfaction for our services

0
100

How would you rate your experience with our current integrated personalised services ?

Very unhelpful

Very helpful

Marriott Bonvoy App					
Marriott Chatbot					
Alexa Voice Commands					
AI Search Tools					

Simulation Tables

Table A1

Simulation of Survey Data for Satisfaction Score Across Brand & Regions (2-Way ANOVA)

Brand Portfolio/ Operating Segments	Luxury		Premium		Select		Collections	
U.S. and Canada	Mean	s^2	Mean	s^2	Mean	s^2	Mean	s^2
	50	144	85	64	90	36	75	121
Europe, Middle East, and Africa	Mean	s^2	Mean	s^2	Mean	s^2	Mean	s^2
	60	121	45	100	80	64	65	25
Asia Pacific excluding China	Mean	s^2	Mean	s^2	Mean	s^2	Mean	s^2
	40	64	45	81	45	169	40	100
Greater China	Mean	s^2	Mean	s^2	Mean	s^2	Mean	s^2
	80	64	50	36	90	49	50	144

Table A2

Simulation of Correlation Matrix for New Travel Trend & Destination Hotspot

New Travel Trend/ New Travel Trend	Spooky Restaurant with Bloody Tequila (T1)	Staff in anime costume talking Japanese (T2)	Sleeping with tiger in a cage (T3)	120cm height small room (T4)	Jungle with insect for natural setting (T5)	Hotel in ruins, colosseum inspired (T6)
T1	1					
T2	0.8	1				
T3	-0.1	-0.3	1			

T4	0.6	0.2	0.2	1		
T5	-0.2	-0.4	0.9	-0.4	1	
T6	0.9	0.5	0.4	-0.6	0.3	1

Continue Table A2

New Travel Trend/ Destination Hotspot	(T1)	(T2)	(T3)	(T4)	(T5)	(T6)
Walking Street Bali; weeds (H1)	0.5	0.4	0.6	0.8	0.5	0.1
St. Augustine, Florida; Ghosts (H2)	0.8	0.1	-0.2	0.4	-0.2	0.8
Cape Town, South Africa; Safari (H3)	-0.4	-0.3	0.9	0.1	0.8	-0.2
Budapest, Hungary; Bath (H4)	-0.2	0.9	0.2	0.1	0.2	0.3
Warwickshire, London: Church (H5)	0.4	-0.7	0.2	-0.4	-0.3	0.7
Kirkwall, Orkney: Palace (H6)	0.4	0.2	0.4	-0.6	0.3	0.7

Continue Table A2

New Travel Trend/ Destination Hotspot	(H1)	(H2)	(H3)	(H4)	(H5)	(H6)
Walking Street Bali; weeds (H1)	1					
St. Augustine, Florida; Ghosts (H2)	0.2	1				

Cape Town, South Africa; Safari (H3)	0.3	-0.3	1			
Budapest, Hungary; Bath (H4)	-0.2	0.3	0.2	1		
Warwickshire, London: Church (H5)	-0.8	0.9	0.2	-0.6	1	
Kirkwall, Orkney: Palace (H6)	0.1	0.4	0.4	-0.4	0.7	1

Table A3

Simulation of Rotated Component Matrix for Two Key Factor and One Complement Factor

	C 1	C 2	C 3
Spooky Restaurant with Bloody Tequila (T1)	-0.80	0.01	0.17
Staff in anime costume talking Japanese (T2)	-0.24	0.93	0.01
Sleeping with tiger in a cage (T3)	0.91	0.05	0.01
120cm height small room (T4)	-0.3	0.76	0.01
Jungle with insect for natural setting (T5)	0.94	-0.02	0.01
Hotel in ruins, colosseum inspired (T6)	-0.12	-0.06	0.01
Walking Street Bali; weeds (H1)	-0.06	-0.79	-0.29
St. Augustine, Florida; Ghosts (H2)	0.02	0.02	-0.45
Cape Town, South Africa; Safari (H3)	0.92	0.05	0.01
Budapest, Hungary; Bath (H4)	0.12	0.88	0.01
Warwickshire, London: Church (H5)	0.1	0.12	0.89
Kirkwall, Orkney: Palace (H6)	-0.07	0.62	0.01

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