



UNIVERSITY
OF LONDON



THE LONDON SCHOOL
OF ECONOMICS AND
POLITICAL SCIENCE

Market Research Proposal



Marriott
INTERNATIONAL



Module: ST3188 (Statistical Methods for Market Research)

UOL Student Number: 220627669

Word Count: 2997

(Excluding Cover Page, Table of Contents, Executive Summary, Questionnaire and Bibliography)

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Executive Summary

Marriott International, a leader in the global hospitality industry, aims to maintain its competitive edge by expanding its global footprint, enhancing brand diversity, leveraging advanced technology and personalised services, and strengthening its sustainability initiatives. To achieve these objectives, comprehensive market research is conducted as outlined in this proposal.

The research aims to identify travel trends and destination hotspots, evaluate guest satisfaction across brands and regions, analyse demographic influences on preferences, measure demand for personalized services and technology, and analyse the impact of Marriott's loyalty program and sustainability initiatives on brand loyalty.

The market context highlights Marriott's current market share, competitors, industry trends, and customer segments. The literature review delves into Marriott's performance in guest satisfaction, service gaps, competitiveness of Marriott's brand portfolio against rivals, and the impact of factors like digital convenience, sustainability, and service consistency on customer loyalty. These insights are translated into marketing decision and research problems.

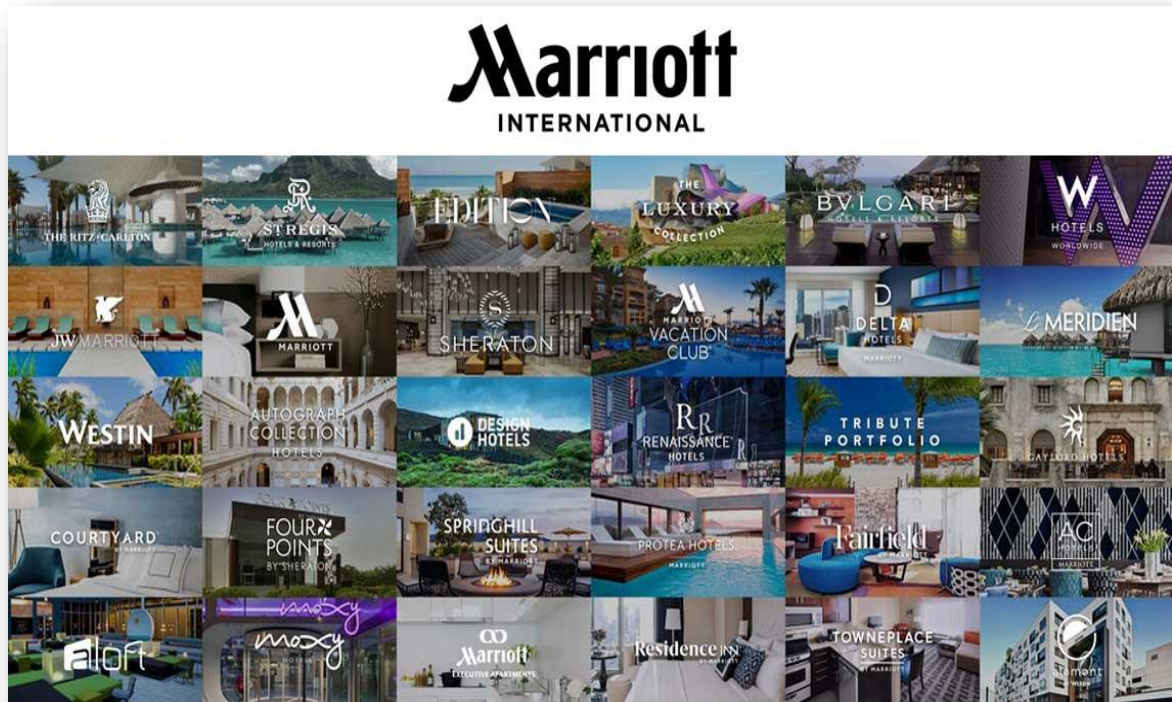
The research approach entails research questions, a graphical analytical model and hypotheses, followed by a multiple cross-sectional research design, surveying both Marriott customers and non-customers over a six-month period. A combination of Exploratory, Descriptive, and Causal research methods will be employed.

Online surveys (with incentives) will be used to collect data from atleast 6,000 Marriott customers and 3,000 non-customers, covering demographics, hotel preferences, satisfaction levels and sustainability awareness. Separate sections for customers and non-customers will ensure efficient data collection and analysis. Customers will receive survey links via email, while non-customers will be targeted through web surveys on digital ads, travel sites and social media.

Probability and non-probability sampling techniques such as Stratified Random sampling for customers and Judgemental sampling for non-customers will be used to ensure samples are representative. Multivariate techniques, including Multiple Regression and Cluster analysis, will be used to assess relationships between dependant and independent variables, and segment customers based on common traits.

Recommendations for further research and the study's limitations have also been discussed and considered.

Background Information



Marriott International, Inc is a leading global hospitality company based in Maryland and operates more than 9,000 properties in 141 countries. (Marriott, About Marriott, n.d.) Its' portfolio includes over 30 well-known brands, such as The Ritz-Carlton, JW Marriott, Sheraton, and Courtyard by Marriott. (Marriott, Explore Our Brands, n.d.) Marriott offers a variety of services ranging from luxury to budget accommodations, extended stays, vacation ownerships, wellness facilities and a loyalty rewards program. (Marriott, Vacations, n.d.)

Founded in 1927 by J. Willard Marriott as a root beer business, the company expanded into the hotel industry in 1957 and grew through strategic acquisitions, including Starwood Hotels & Resorts in 2016 and The Ritz-Carlton in the 1990s. Thereby, Marriott became one of the largest hotel chains globally, adding properties like Westin, W Hotels, and St. Regis to its portfolio. (Marriott, Culture and Values, n.d.) Luxury partnerships like MGM Resorts have helped to further solidify its image. (Marriott, MGM Collection, n.d.) (PR Newswire, 2024)

Following a rebound from the pandemic (due to increased international travel and effective expansions), Marriott's revenue grew from \$15.4B in 2020 to \$23.71B, with projections of \$25.31B by 2025. (Companies Market Cap, n.d.) The company has earned numerous awards, including Fortune's "World's Most Admired Companies," Forbes' "Best Employers for Diversity," and Travel + Leisure's

"Best Hotels." It also holds U.S. Green Building Council LEED certifications and the Best Hotel Loyalty Program for Marriott Bonvoy from GBTA. (*Marriott, Awards and Accolades, n.d.*)

Marriott is deeply committed to corporate social responsibility, aligning its efforts with the UN's Sustainable Development Goals through its Serve 360 platform. Sustainability highlights include installing nearly 7,100 EV chargers, investing in renewable energy, and supporting ecological projects such as mangrove restoration and river waste removal. Social initiatives include disaster relief for Turkey and Ukraine, a \$50M commitment to promoting hotel ownership among underrepresented groups, and \$660M spent with diverse suppliers. (*Marriott, Serve 360*)



Business Objectives

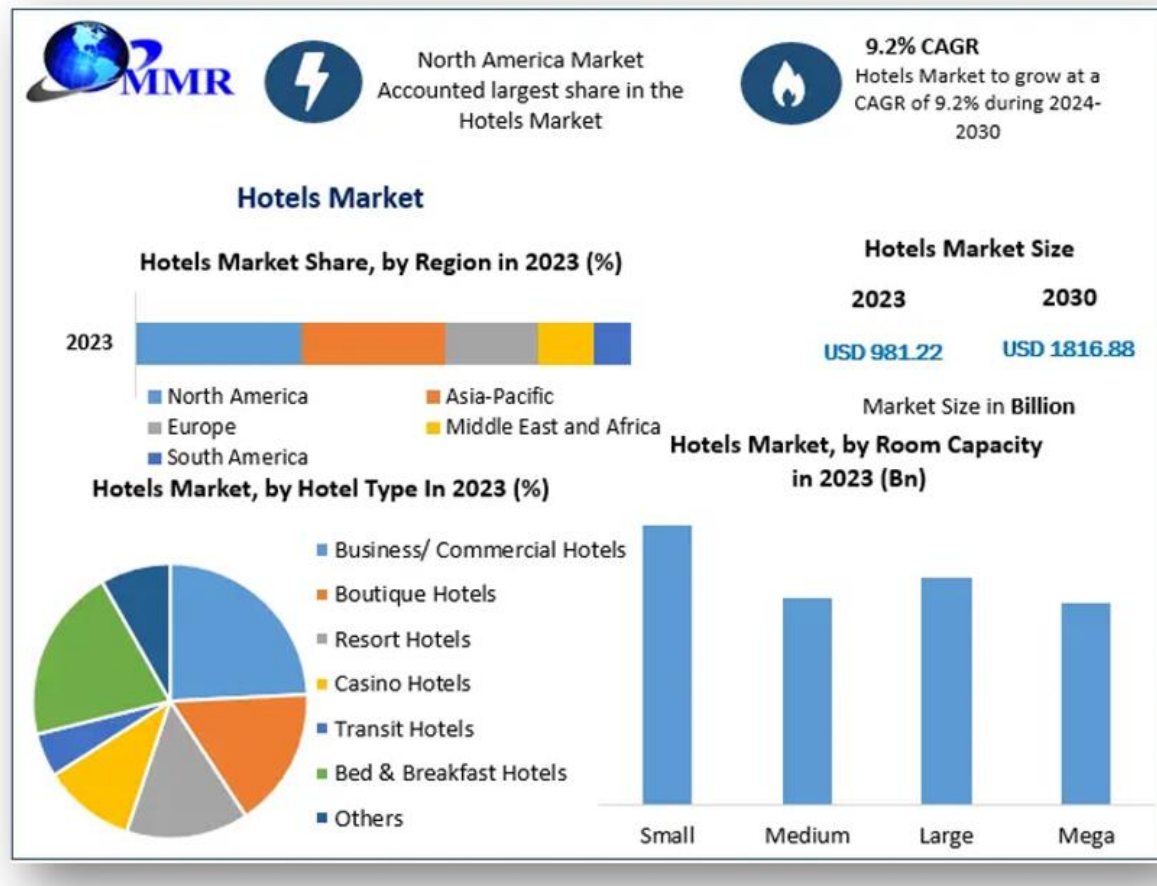
1. Expand Marriott's global presence by increasing hotel properties and driving growth through acquisitions, franchise development and partnerships.
2. Strengthen its brand portfolio by enhancing brand diversity.
3. Leverage technology, innovation, and personalized services to create exceptional guest experiences and ensure operational efficiency.
4. Prioritize sustainability and social responsibility by reducing environmental impact and supporting local communities.

Research Aims

1. Identify emerging travel trends, destination hotspots, and how economic factors influence travel behaviour.
2. Assess guest satisfaction across different brands and regions, and analyse the preferences of different demographic segments.
3. Understand customers' and non-customers' preferences for personalized services and technology integration.
4. Evaluate the effectiveness of loyalty programs, and the impact of sustainability initiatives on customer loyalty.

Market context

(Maximize Market Research, 2024)



The global hotel and hospitality industry is rapidly recovering after the pandemic and adapting to new technologies, evolving customer expectations, and a greater demand for sustainability. Despite challenges like labour shortages and economic uncertainty, the industry is projected to grow from a \$981.22B valuation in 2023 to \$1.8T by 2030. (Maximize Market Research, 2024)

Market Share and Competitors

As of 2024, Marriott International holds about 9% of the global hotel market, (IbisWorld, 2024) facing competition from affordable chains like Choice Hotels and luxury brands like Hilton, IHG, and Hyatt. Marriott's main advantages are it's wide geographic reach and diverse brand portfolio. (Mordor Intelligence, 2024)

Key Trends in the Hospitality Industry

Current trends in the hospitality industry are shaping the way hotels cater to evolving guest expectations: *(Les Roches, n.d.) (Allied Market Research)*

- (1) Hybrid travel - “Workcation” packages for remote working and blending business with travel.
- (2) Wellness tourism – Holistic experiences through spa treatments, fitness programs, and healthy dining options.
- (3) Technology & Personalization: Digital check-ins, keyless entry, and voice-controlled room settings.
- (4) Sustainability - Hotels with green practices and energy-efficient designs.

Customer Segments

The hospitality industry caters to diverse customer segments with unique preferences; *(SiteMinder, 2024) (Raj, 2025)*

- (1) Leisure Travelers: Prioritize wellness, cultural tourism, and eco-friendly options.
- (2) Business Travelers: Value convenience, connectivity and work amenities.
- (3) Luxury Travelers: Seek exclusivity and personalized experiences.
- (4) Budget and Mid-Range Travelers: Focus on affordability and value added features.
- (5) Timeshare and Vacation Owners: Enjoy frequent vacations and invest in timeshare properties/ resorts for regular visits.

Demand and Supply

Hotel demand is shaped by economic conditions, disposable income, and tourism trends. Demographic shifts, seasonal factors, and events like festivals or sporting-events also play a role. Global factors such as pandemics, political stability, and visa regulations impact travel, while technological advancements, especially online booking platforms, enhance accessibility and drive demand. *(Revenue Hub, n.d.)*

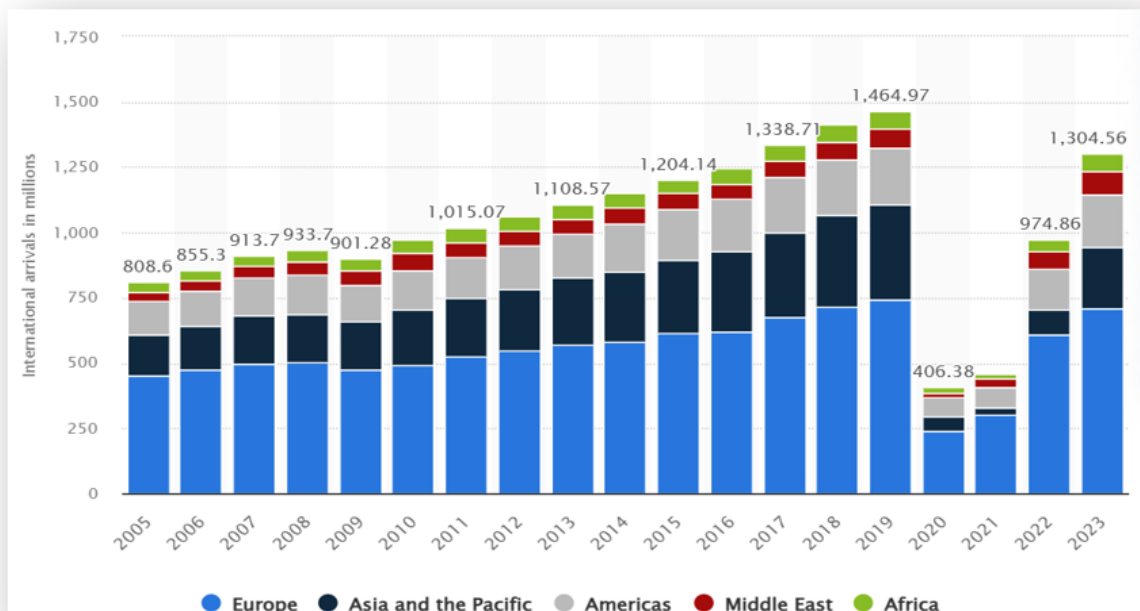
Supply is influenced by hotel developments, land availability, capital investments and municipal laws. Room rates fluctuate with competition from new hotels and alternatives like Airbnb. Staffing

shortages may limit operations, but hotels can remain competitive by investing in upgrades and amenities. (Vaia, n.d.)

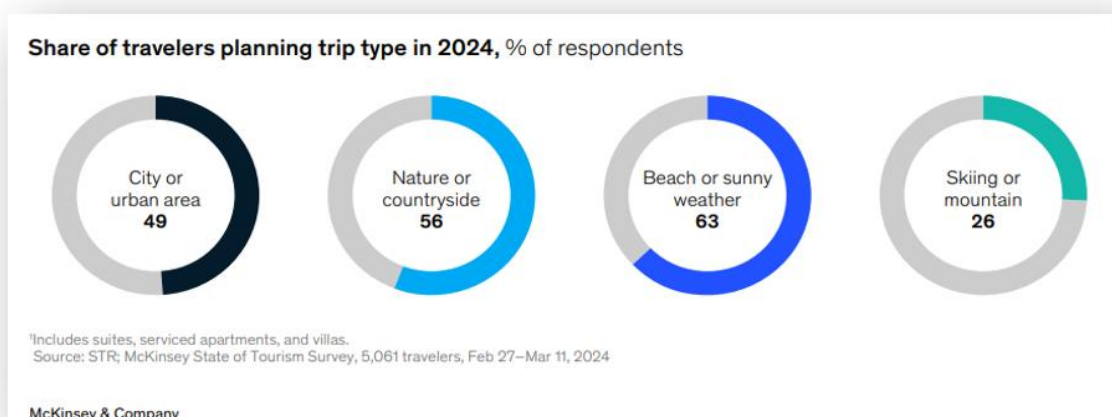
Destination hotspots

Cities thriving for hotel business include Paris, Rome, and London for their history and landmarks; Dubai and Singapore for luxury and futuristic architecture; Tokyo and NYC as global travel hubs with vibrant nightlife; Maldives, Hawaii and Bora Bora for stunning beaches; and Bali for tropical retreats and wellness-focused stays. (Tripadvisor, n.d.) (Travel + Leisure, 2024)

The graph below shows the number of international tourist arrivals by region (in millions) : (Statista, 2025)



The below graph shows the share of travellers by type of location: (McKinsey & Company, n.d.)

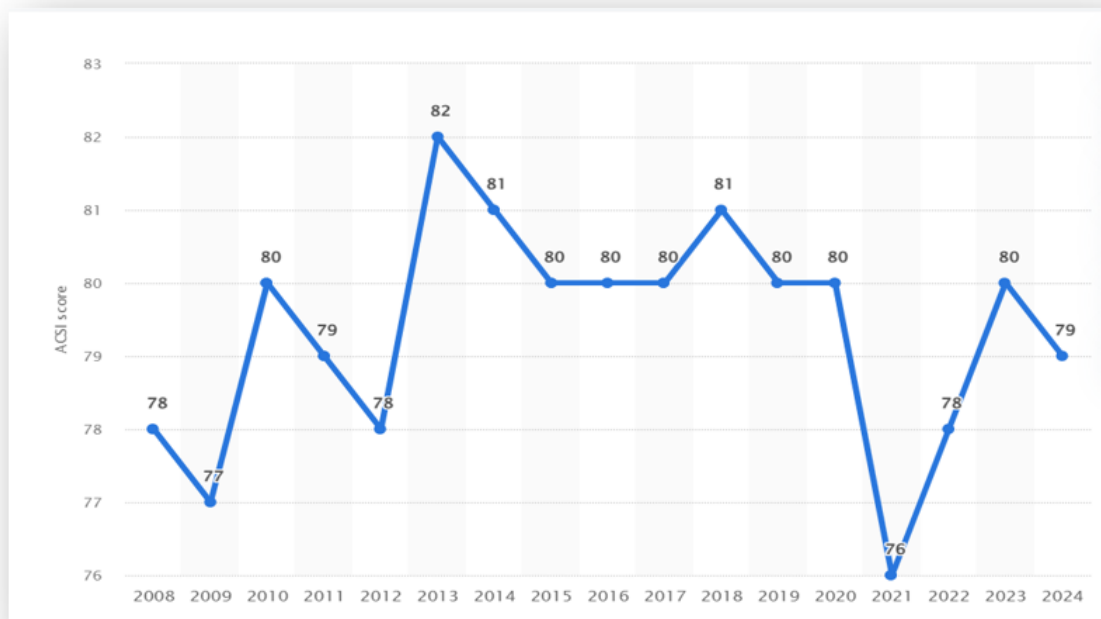


Literature review

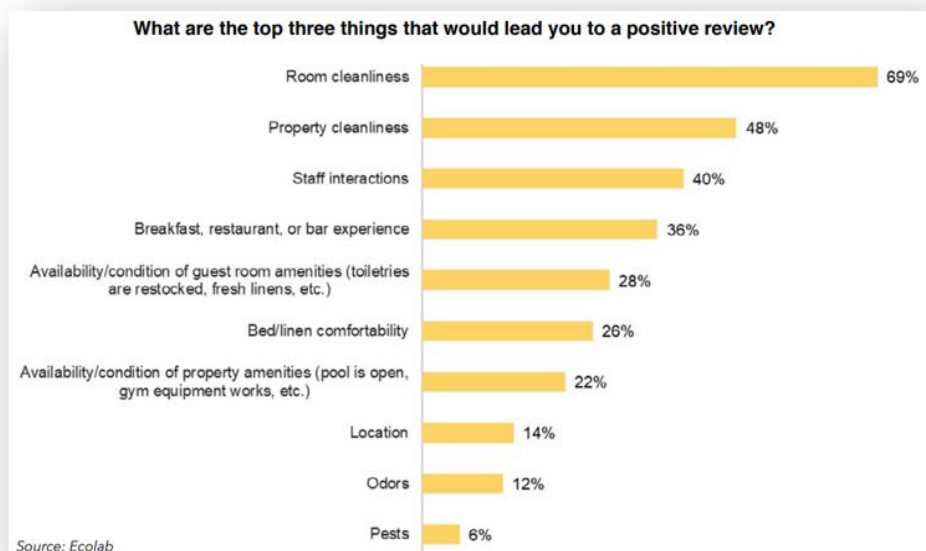
Marriott's performance in terms of customer satisfaction.

In 2024, Marriott has shown strong performance in terms of customer satisfaction, with rising scores and a 14.9% increase in revenue per available room (RevPAR). This growth indicates higher occupancy rates and average daily rates, reflecting improved guest experiences. (Fox, 2024)

*The below graph depicts the American Customer Satisfaction Index (ACSI) score of Marriott:
(Statista, 2024)*



The below graph represents customers' rankings based on the main reasons they'd leave a positive review: (THE AMERICAN HOTEL & LODGING ASSOCIATION, 2024)



Gaps between customer demands and Marriotts' supplies

Marriott utilizes technologies like its GuestVoice platform for real-time guest feedback, which has improved responsiveness by combining survey results and social media sentiment analysis to help address service gaps swiftly. *(Hotel Tech Report, 2023)*

Personalization Needs: Although Marriott uses technologies like geofencing to provide customized services, some guests (particularly at luxury properties) expect greater personalization. *(MMA, n.d.)*

Digital Convenience: Marriott guests occasionally report about inefficiencies in the mobile app's booking, contactless check-in and keyless entry features. *(Richards, 2022)*

Sustainability Efforts: Customers seek more transparency in Marriott's eco-friendly practices, including clearer reporting on the environmental impact of their stays - which could enhance customer loyalty. *(Marriott, Serve 360)*

Consistency Across Properties: Guests occasionally report inconsistencies in service quality between properties within the same brand, which can impact trust and satisfaction levels. *(Vesterinen, 2024)*

Marriotts' competitiveness

Marriott has successfully remained competitive in the hospitality industry through initiatives such as:

Extensive Brand Portfolio - Marriott operates 30 brands across luxury and budget segments, catering to a wide range of traveller preferences and affordability. *(Marriott, Explore Our Brands, n.d.)*

Global Expansion - Marriott is expanding rapidly, especially in Asia-Pacific and emerging markets, through franchising, acquisitions, and partnerships. Collaborations with brands like SpringHill Suites at Walt-Disney World, airlines, cruises, Uber and Starbucks enhances its global presence. *(Marriott, Marriott Bonvoy, n.d.) (Uber, n.d.) (Starbucks, n.d.)*

Adaptability During Crises - Marriott's proactive response to challenges like COVID-19, with enhanced cleaning and safety protocols, and flexible booking policies has strengthened its reputation for reliability and customer care. *(Marriott, News Center, n.d.)*

Personalized rewards in loyalty program - Marriott Bonvoy offers tailored rewards and exclusive

experiences such as concerts/major events (ex: Super Bowl, Grammy Awards) alongside traditional perks like free nights and upgrades. They use data-driven insights to help personalize offers. *(Renascence, 2024)*

Competitors' product innovation and brand diversity

Hilton's focus on new affordable segments: Hilton's strategy focuses on expanding its market share through nearly 400 deals for the budget-friendly **Spark** brand, targeting budget travellers. *(Hilton, n.d.)*

Hyatt's niche luxury growth: Hyatt prioritizes personalization and high-end experiences, setting a benchmark for luxury stays, especially through its **Park Hyatt** and **Miraval** brands. *(Hyatt, n.d.)*

InterContinental Hotels Group's lifestyle and wellness strategy : IHG is growing its portfolio with brands like **EVEN Hotels**- which emphasize wellness through fitness facilities and healthy dining, and **Voco**- which blends luxury and leisure to create vibrant, relaxing stays. *(IHG, Even, n.d.) (IHG, VOCO , n.d.)*

Marketing decision problem

- What partnerships should Marriott pursue to support market entry and drive growth?
- What new brand concepts or categories should Marriott introduce to appeal to emerging customer demographics?
- What digital platforms and tools can Marriott adopt to enhance the booking experience and customer engagement?
- How can Marriott stay ahead of technological trends and update its digital systems to ensure they remain cutting-edge and meet evolving guest expectations?
- How can Marriott reduce its environmental impact across its global properties?
- How can Marriott effectively communicate its sustainability and social responsibility efforts to guests, investors, and local communities to enhance brand reputation and transparency?

Marketing research problem

The research aims to provide Marriott International with a thorough understanding of guest preferences, emerging travel trends, and economic impact on travel behaviour. It will assess brand satisfaction across regions, the influence of sustainability on loyalty, demographic preferences and the effectiveness of loyalty programs, to help Marriott remain competitive and enhance customer engagement.

- Based on which demographics to evaluate customer preferences
- Optimal geographic regions for growth and expansion
- Based on which travel trends to prioritize
- Innovative technology and personalized services most valued by customers
- Impact of sustainability initiatives on brand reputation and customer engagement
- Based on the factors driving loyalty program success

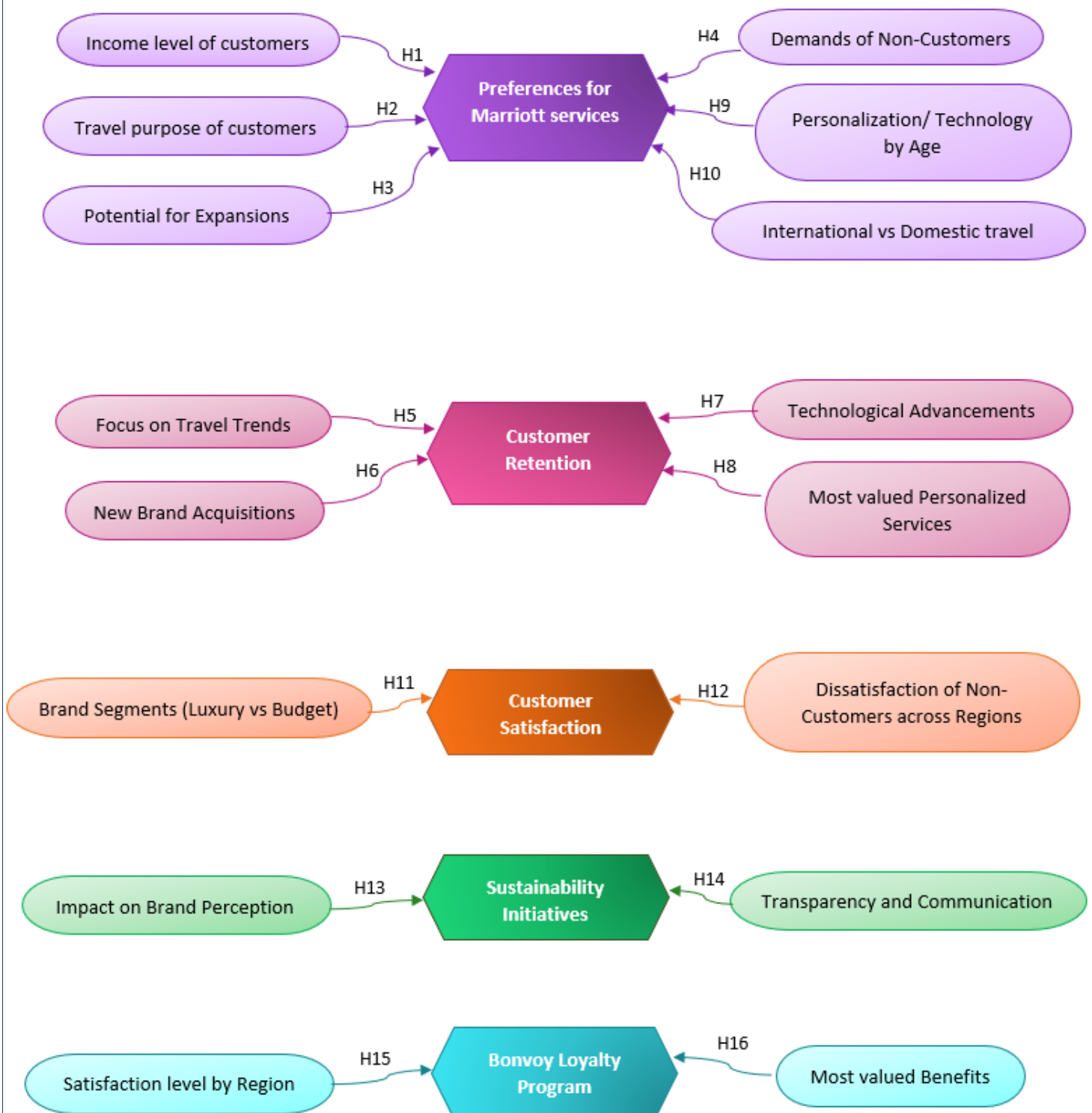
Research questions

- Q1.** Does income level influence customer preferences for Marriott's services?
- Q2.** Does travel purpose influence customer preferences for Marriott's services?
- Q3.** Which regions show the highest potential for Marriott's expansion based on current travel trends, economic stability, and tourism growth?
- Q4.** What are the key markets that Marriott should target to capitalize on non-customers' demands?
- Q5.** Which emerging travel trends should Marriott focus on to stay ahead of competitors and meet evolving guest expectations?
- Q6.** Which new brands to acquire in order to align with current travel trends and retain different guest segments?
- Q7.** Which technological advancements are most likely to enhance guest loyalty and differentiate Marriott from competitors?
- Q8.** What types of personalized services do Marriott guests value most?
- Q9.** How do preferences for personalized services and technology integration vary among different demographic age groups?
- Q10.** What is the impact of economic trends on international versus domestic travel?
- Q11.** How satisfied are guests with their experience across different Marriott brand segments?
- Q12.** What are the key drivers of dissatisfaction per non-consumer perceptions across different regions?
- Q13.** How strongly do Marriott's sustainability initiatives affect customer perceptions of its brand and influence their booking decisions?
- Q14.** How can Marriott improve its communication of sustainability efforts to enhance transparency and attract environmentally conscious travellers?

Q15. What is the overall satisfaction level with Marriott's loyalty program by region?

Q16. What specific aspects of Marriott's Bonvoy loyalty program do customers value the most?

Analytical model



Hypothesis

H1: Yes, higher income levels increase preferences for Marriott's premium and luxury services, while lower income customers prefer midscale/budget options.

H2: Yes, with business travellers favouring convenience and practicality, and leisure travellers valuing comfort and experiences.

H3: Asia-Pacific, Middle East, Latin America and Eastern Europe regions.

H4: Emerging economies, underserved domestic markets and niche travel segments like digital nomads, eco-conscious travellers, and adventure travellers.

H5: Sustainable tourism, wellness travel, bleisure, eco-tourism and experiential travel.

H6: Sustainable and eco-friendly brands, wellness and health-oriented brands, boutique hotels, and budget-oriented brands.

H7: Smart room technology, biometric authentication, AI concierge, and VR /AR technologies for virtual property tours and interactive room previews.

H8: Tailored room preferences, customized offers/experiences, and personalized in-room amenities.

H9: Younger travellers (Millennials, Gen Z) favour digital and tech-forward services, while older travellers (Gen X, Boomers) prefer traditional personalized services like in-person concierge assistance.

H10: Economic trends like higher fuel costs and travel taxes impact international travel more; reducing long-haul demand, while domestic travel remains less affected due to lower costs and proximity.

H11: Luxury brands may receive higher satisfaction due to premium services, while budget brands may have lower satisfaction due to standardized offerings and fewer high-end amenities.

H12: Service inconsistencies across hotels, room quality issues, inadequate amenities and poor value perception.

H13: Initiatives like waste reduction, water conservation, energy-efficient building designs and eco-friendly amenities have a strong positive impact.

H14: By providing detailed information about its sustainability efforts on the Marriott website, mobile app and in-room amenities, as well as through partnerships with eco-certification programs.

H15: Satisfaction is higher in regions like the U.S. and Europe where extensive benefits are available, and lower in regions with fewer participating properties and localised rewards.

H16: Reward points for free stays, airplane tickets, cruises and car rentals, access to exclusive experiences /VIP events, room upgrades and flexible check-out times.

Research Design

Exploratory research was used to analyse the hospitality market, key travel trends and new destination hotspots. It examined Marriott's competitive landscape, customer segments and service gaps across global properties, while uncovering competitor strategies and new opportunities in emerging markets/underserved traveller groups.

Conclusive research consists of **Descriptive** and **Causal** research. **Descriptive research** evaluated customer satisfaction, regional performance and improvement opportunities across customer segments/global properties, using satisfaction scores and loyalty-program feedback. It also examined demographics like generational preferences for personalized services and technology. **Causal research** will test hypotheses like if sustainability initiatives influence brand loyalty, and evaluate the cause-and-effect relationship between Marriott's loyalty-program benefits and guest retention rates.

Fieldwork

The most suitable research design is the **Multiple Cross-Sectional Design**. It fits the six-month timeframe, collecting insights from Marriott customers and non-customers as distinct groups at one point in time.

For **customers**, online survey links sent via email (using Marriott's database) provide a cost-efficient and unbiased way to reach the global customer base within the timeframe. Incentives like loyalty points, discounts, and gift cards encourage participation, while mobile-friendly design ensures ease

of completion. Follow-ups through email reminders, phone calls, or additional rewards help boost response rates.

For **non-customers**, web surveys distributed through targeted ads, travel websites, and social media platforms like Instagram and Facebook are ideal for reaching a global audience, including competitor customers. These surveys should be short, visually appealing, and offer incentives like discounts for future Marriott stays to encourage participation.

Other methods like in-person interviews, phone surveys, and focus groups are less practical due to higher costs, logistical issues and lower response rates, especially from non-customers with no prior connection to Marriott.

Sampling Design

- Target Population

This research consists of two main target populations:

- Customers of Marriott International
- Non-customers of Marriott International (customers of competitors)

Customers of Marriott are those who have stayed at Marriott properties in the past or continue to do so. **Non-customers** are potential customers who choose other accommodations, including those loyal to competitor hotel brands, price-sensitive travellers who prefer Airbnb/hostels, niche travellers seeking boutique hotels and those who travel infrequently or prefer staying with family/ friends.

- Sampling Frame

The sampling frame for **customers** would consist of Marriott's existing customer database, which includes individuals who have stayed at Marriott properties in the past.

Non-customers can be sourced from access panels of pre-screened travellers, external databases like Booking.com and travel forums like TripAdvisor, where individuals discuss travel plans and accommodations. Collaborations can also be done with travel influencers/ bloggers to share surveys with their followers, and targeted social media ads to reach specific travel-focused demographics.

- **Sampling Techniques**

This study will follow both **Probability** and **Non-Probability** sampling techniques.

For Marriott customers, **Stratified Random Sampling** is an appropriate technique. Marriott's customer base can be divided into mutually exclusive strata, based on characteristics like age, income, location and travel purpose. A simple random sample is then taken from each group to ensure representativeness of the population and capture diversity.

For non-customers, **Judgemental Sampling** is suitable. It involves selecting participants based on criteria like loyalty to competitor hotel brands, price sensitivity, or users of alternatives like Airbnb. They can be sourced from travel forums/websites, social media platforms, or locations such as airports, train stations, travel-agencies and hotel lobbies of competitors. This approach is quick and cost-effective, but may introduce selection bias.

- **Sample size**

As per Marriott's request of atleast 5000 **customers**, a sample of 6,000 customers will be surveyed. For **Non-customers**, a sample size of 3000 is sufficient, considering the limited time-frame and logistical challenges.

However, these samples must be adjusted to account for the expected **incidence rate** and **completion rate** as follows:

$$\text{Initial sample size} = \frac{\text{Final sample size}}{\text{Incidence rate} * \text{Completion rate}}$$

The table below presents the assumed incidence and completion rates, and required initial sample sizes for atleast 6000 customer and 3000 non-customer responses:

Sample	Incidence rate	Completion rate	Initial sample size
Customers of Marriott	85%	74%	$\frac{6000}{0.85 * 0.74} = 9539$
Non-customers of Marriott	70%	55%	$\frac{3000}{0.70 * 0.55} = 7793$

Multivariate Analysis

Multiple Regression Analysis can be used to analyse how independent variables like age, income, and travel purpose affect dependent variables like customer satisfaction and preferences. For example, it can measure whether higher-income travellers prefer luxury accommodations, or if business travellers prioritize convenience over amenities. Analysing multiple variables simultaneously provides insights into the complex relationships within Marriott's data, helping to refine marketing strategies and optimize services.

Cluster analysis can segment customers based on shared characteristics like hotel preferences (*luxury, premium, midscale*), geographic region, travel purpose (*business, leisure*), special interests (*eco-conscious, digital nomads, wellness-focused*) and demographics (*age, income, family status*). By analysing these clusters, Marriott can identify emerging trends, markets and destinations for expansion to refine its strategy, develop targeted promotions and personalize offerings.

Limitations and Scope for further research

The research has several **limitations**, including the reliance on assumed incidence and completion rates, which may not reflect actual participation levels. The high-focus on customers may overlook opportunities to convert non-customers, and the six-month timeframe limits analysis of seasonal trends or longitudinal studies. Stratified random sampling may overlook important factors outside the predefined strata, and Judgmental sampling introduces selection bias. Online surveys may exclude older/less tech-savvy individuals, skewing results toward digital users. Cultural and regional differences make it difficult to draw direct comparisons and develop recommendations that are globally applicable.

Further research could focus on exploring pricing strategies and bundled deals, as well as accessibility improvements for travellers with disabilities, sensory issues, or dietary restrictions. Marriott could also explore niche markets like pet-friendly accommodations and culinary tourism by offering immersive food experiences (ex: cooking classes, culinary tours). Collaborations with wellness, retail or tech brands could diversify Marriotts' offerings. In-person interviews or focus groups could yield deeper insights through direct interaction, while extending the research timeline for longitudinal studies could track shifts in customer preferences over time.

Marriott Experience Survey: Help Us Elevate Your Next Stay!

Welcome to the Marriott Guest Experience Survey! 🌍 ✈️

Whether you're a returning customer or considering your first Marriott stay, your feedback will help us refine our services and ensure that your future Marriott experiences are truly memorable.

As a token of appreciation for completing this 10-15 minute survey, you can enjoy exclusive access to Marriott Bonvoy points, which are redeemable for room upgrades / premium services during your next stay, as well as at Starbucks, Uber or our partnered Airlines.



Section A



This section gathers insights into the traits and preferences of both customers and non-customers.

(1) Have you previously stayed at any Marriott hotel?

- ☐ Yes
- ☐ No

(2) Which geographical region do you reside in?

- ☐ North America
- ☐ South America
- ☐ Asia-Pacific
- ☐ Africa
- ☐ Europe
- ☐ The Caribbean
- ☐ Middle East

(3) How frequently do you travel?

- ☐ Monthly or more
- ☐ Every few months
- ☐ Once a year
- ☐ Less than once a year

(4) What is the primary purpose of your travels?

- ☐ Leisure/vacation
- ☐ Business
- ☐ Family /group travel
- ☐ Religious/ cultural experiences
- ☐ Adventure / exploration
- ☐ Health and wellness retreats
- ☐ Special occasions
- ☐ Other (please specify) _ _ _ _ _



(5) Complete the sentence below using the words that best match your travel preferences for accommodation:

“When I travel, I usually stay at _ _ _ _ _”

[luxury hotels, Midscale hotels, Resorts, Vacation rentals (ex: Airbnb,) Budget accommodations (ex: hostels), Timeshare properties, Family or friends’ residences]

(6) Rank the following factors based on their importance when selecting accommodation.
(1 - most important and 7 - least important)

- ☐ Price
- ☐ Location
- ☐ Brand reputation
- ☐ Amenities and services
- ☐ Customer reviews
- ☐ Sustainability practices
- ☐ Advanced technology and personalization
- ☐ Family friendly services (childcare and kids’ activities)

(7) How do you typically make bookings for your stays? (Select all that apply)

- ☐ Brand websites / mobile apps
- ☐ Third-party booking websites (ex: Booking.com)
- ☐ Travel agent
- ☐ Directly through staff
- ☐ Other (please specify) _ _ _ _ _

Section B

(Please only fill this section if you are a Marriott customer and then skip to Section D)

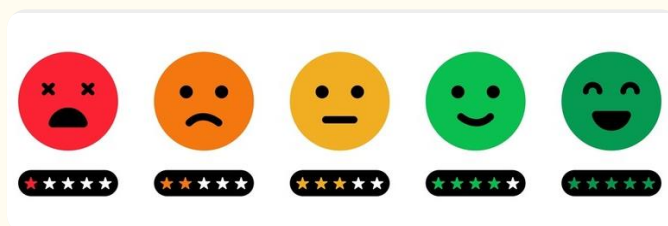
(1) How often have you stayed at Marriott hotels, and when was your last visit?

- ☐ Just once
- ☐ 2-5 times
- ☐ 6-10 times
- ☐ 10 times

Last visit : _____

(2) Please specify the Marriott hotel you most recently stayed at, and rate your overall experience.

○ Hotel name : _____



(3) If Marriott were a person, how would you describe them in 3 words?

(4) Are you a member of the Bonvoy loyalty program? (If not, please skip to question 6)

- ☐ Yes
- ☐ No

(5) Which rewards / benefits of being a Bonvoy loyalty member do you value the most?






(Select up to 4 options)

- ☐ Room upgrades
- ☐ Points for discounted/ free stays
- ☐ Access to exclusive events and experiences
- ☐ Flexible check out times
- ☐ Offers on spa services and dining credits
- ☐ Full lounge access with complimentary breakfast
- ☐ Priority check-in and airline miles with partnered Airlines
- ☐ Welcome gifts and milestone gifts































(6) How likely are you to join Marriott Bonvoy if it offered more benefits through partnerships with Airlines, Uber and other services ? *(Please skip if already a member)*



(7) Please mark the most applicable box for each statement with a (X).

	Strongly Agree 	Agree 	Neutral 	Disagree 	Strongly Disagree 
Marriott's website and mobile app are user-friendly.					
Marriott's customer service is fast and efficient, both online and on-site.					
I trust Marriott to use my data responsibly for personalization, while protecting my privacy.					
Marriotts' personalized services and rewards (ex: customized room settings & tailored offers) make me feel valued as a customer.					
I prefer Marriott to use advanced technologies for better convenience and efficiency.					
I believe that Marriotts' in-room technology and automated services (ex: voice-controlled settings, contactless check-in & digital keys) are superior to other hotels.					
I appreciate Marriotts' efforts to integrate local culture and design into its hotel properties.					
I would choose to stay at Marriott again and recommend it to others.					

(8) What is your satisfaction level regarding the following?

	Very Satisfied 	Satisfied 	Neutral 	Dissatisfied 	Very Dissatisfied 
Standard of the fitness centers, wellness facilities, pools and recreation areas.					
Spaciousness and comfort of rooms, and quality of toiletries/ in-room amenities.					
Quality and variety of food at Marriott restaurants /cafes, including organic and vegan options.					
Business facilities including high-speed internet, quiet work spaces and conference rooms.					
Hospitality and professionalism of Marriott staff.					

Section C

(Please only fill this section if you have not stayed at a Marriott property before)

(1) On a scale of 1-5, how familiar are you with Marriott hotels and its various brands?

(1 – not familiar at all, 5 -very familiar)



(2) In which of the following ways, if any, have you engaged with Marriott outside of booking a stay? *(Select all that apply)*

- ☐ Dining at a Marriott restaurant or bar
- ☐ Attending an event or conference at a Marriott property
- ☐ Visiting a Marriott spa or wellness facility
- ☐ Using Marriott Bonvoy for non-hotel benefits (e.g., airline miles)
- ☐ I have never engaged with Marriott outside of hotel stays.

(3) How do you typically research hotels before booking?

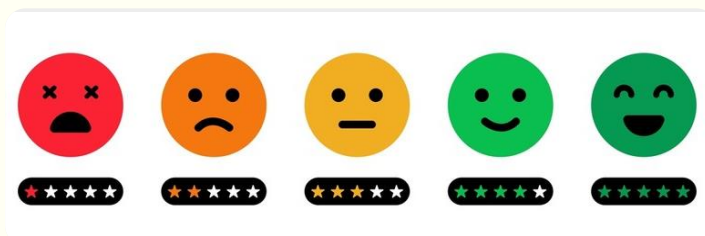
- ☐ Online travel websites or blogs (e.g., TripAdvisor)
- ☐ Word-of-mouth recommendations
- ☐ Social media advertisements and influencers
- ☐ Brand websites and official sources
- ☐ Other (please specify) _____

(4) Which other hotel brands are you most familiar with or have considered staying at?

- ☐ Hilton
- ☐ Hyatt
- ☐ InterContinental
- ☐ Wyndham
- ☐ Accor
- ☐ Other (please specify) _____

(5) Please specify the hotel/ accommodation you most recently stayed at, and rate your overall experience.

○ Hotel/ accommodation name : _____



(6) Are you a member of the above hotel's loyalty program?

☐ Yes

☐ No

(7) If you responded no to the previous question, please briefly explain why.

(8) What aspects of these other hotels do you find more appealing than Marriott?

(Select all that apply)

☐ Better pricing or discounts

☐ Superior loyalty rewards

☐ Better quality rooms and amenities (ex: spa, fitness centers)

☐ Better customer reviews / reputation

☐ Usage of more advanced technology (ex: app features, smart rooms)






☐ More personalized services

☐ Stronger sustainability practices

☐ Located in more desirable areas

☐ Other (please specify) -----

(9) Please mark the most applicable box for each statement with a (X).






	Strongly Agree 	Agree 	Neutral 	Disagree 	Strongly Disagree 
I am open to trying new hotel brands if they offer better experiences or value.					
Exclusive collaborations with popular brands would make Marriott more appealing to me.					
I prefer hotels that use advanced and innovative technology to enhance my stay.					
Marriott's efforts to personalize guest experiences (ex: customized offers, room settings) exceed those of other hotels.					
Marriott's integration of local culture and design would influence my booking decision.					
I prefer hotels with a variety of amenities like pools, spas, fitness centers, and workspaces.					
Room size, comfort, in-room amenities, and the view influence my booking decision.					
Hotels should offer diverse dining options including vegan, gluten-free, organic, and allergy-friendly choices.					
I prefer hotels that allow me to earn and redeem loyalty points across multiple brands and services.					

Section D

(To be filled by both customers and non-customers)

This section focuses on Marriott's sustainability efforts, aiming to assess public awareness of their green initiatives and its influence on guest perceptions and loyalty.

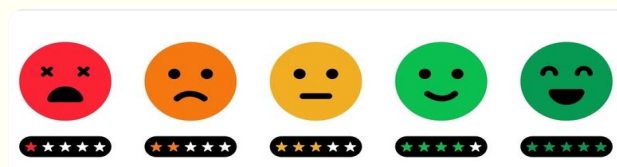
(1) Please mark the most applicable box for each statement with a (X).

	Strongly Agree 	Agree 	Neutral 	Disagree 	Strongly Disagree 
I am a person who values sustainability and eco-friendly travel options.					
I prefer to stay at a hotel that prioritizes sustainability and responsible practices.					
I look for sustainability certifications when selecting a hotel. (ex: LEED, Green Key)					
Hotels should operate with minimal environmental impact, including reducing waste and conserving energy.					
Higher prices at eco-friendly hotels are justified if they support sustainability initiatives.					
Hotels should be transparent about their sustainability efforts and environmental impact.					
Hotels should take an active role in protecting biodiversity and preserving the natural environments around their properties.					
I have a positive perception of Marriott's sustainability efforts, and believe that they're committed to being an eco-friendly hospitality brand.					

(2) On a scale of 1-5, how familiar are you with Marriotts' sustainability initiatives?



(3) How would you rate Marriott's sustainability efforts based on what you know?



(4) What level of transparency do you expect from Marriott regarding sustainability?

- ☐ Full, detailed reports with measurable progress
- ☐ General commitments and goals
- ☐ Minimal information, just basic initiatives
- ☐ I don't think transparency in sustainability is necessary



(5) Where would you prefer to see information about Marriott's sustainability efforts?
(Select all that apply)

- ☐ Official website
- ☐ Social media
- ☐ In-room materials and amenities (ex: digital guide, brochures)
- ☐ News articles and reports
- ☐ I don't actively look for this information

(6) Which eco-friendly initiatives below do you think Marriott should prioritize?
(Select all that apply)

- ☐ Renewable energy use
- ☐ Water conservation
- ☐ Waste reduction
- ☐ Eco-friendly building designs (ex: energy-efficient appliances)
- ☐ Sustainable sourcing of food and products (ex: locally sourced, organic)
- ☐ Carbon offset programs (ex: supporting reforestation projects)
- ☐ Reduction of plastic use
- ☐ Sustainable transportation options (ex: EV charging stations)
- ☐ Other (please specify) _____

(7) How do you think Marriott could encourage guests to participate in sustainable practices during their stay?

(8) How would you like to see Marriott contribute to local environmental efforts or communities in the future?



Section E

(To be filled by both customers and non-customers)

This section will ask for some personal information to help us understand our audience better and make sure our research is inclusive. Your responses will remain confidential and will be used only for statistical analysis purposes.



(1) Which age category do you fall into?

- ☐ Less than 18 years
- ☐ 18-24 years
- ☐ 25-34 years
- ☐ 35-44 years
- ☐ 45-60 years
- ☐ 61+ years

(2) Approximate monthly household income:

- ☐ Less than \$50,000
- ☐ \$50,000-\$75,000
- ☐ \$75,000-\$100,000
- ☐ \$100,000-\$125,000
- ☐ More than \$125,000

(3) Gender:

- ☐ Male
- ☐ Female
- ☐ Other
- ☐ Prefer not to say

(4) Has your travel budget changed over the past year? If yes, how has it impacted your travel behaviour?

- ☐ Increased: I travel more frequently or choose premium options
- ☐ Decreased: I travel less or opt for budget-friendly options
- ☐ Stayed the same

(5) Additional comments

For customers: Based on your experience, what areas of Marriott's services/ facilities do you believe could use improvement? _____

For non-customers: What are some improvements you think Marriott could make to attract guests like yourself? _____

Thank you for taking the time to complete our survey! Your feedback is incredibly valuable and will play a crucial role in helping Marriott International improve their services.

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