



Marriott International
Market Research Proposal

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Executive Summary

Marriott International, established in 1927, has grown into one of the world's leading hospitality companies, operating over 9,000 properties across 142 countries under 30 distinct brands. As the company continues its global expansion, it faces the critical challenge of maintaining service excellence while diversifying its brand portfolio and enhancing personalized guest experiences.

Marriott International aims to strengthen its market leadership while expanding globally and enhancing personalized guest experiences across its diverse brand portfolio. This research proposal outlines a comprehensive study addressing key strategic challenges facing the company's growth and service delivery objectives.

The research encompasses seven critical aims: analyzing preferences for personalized services and technology integration, researching emerging travel trends, evaluating customer satisfaction across brands and regions, investigating sustainability initiatives' impact on loyalty, segmenting demographic preferences, examining loyalty program engagement, and analyzing economic influences on travel behavior.

The study employs a mixed-methods approach, combining quantitative and qualitative research techniques. The sampling framework includes 35,500 respondents (5,500 Marriott customers and 30,000 non-Marriott customers), with 72 participants selected for online focus groups. Data collection will utilize online surveys distributed through Marriott's customer database and social media channels, with incentives to ensure robust participation rates.

Advanced statistical techniques including Chi-square tests, factor analysis, multiple regression, cluster analysis, discriminant analysis, and two-way ANOVA will be employed to analyze the data. These methods will provide detailed insights into customer behavior, preferences, and satisfaction across different market segments and service levels.

This research will enable Marriott to make data-driven decisions that enhance guest experiences, optimize resource allocation, and strengthen its competitive position in the global hospitality market, ultimately supporting the company's continued growth and industry leadership.

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1. Introduction

1.1 Background

Marriott International, founded in 1927 by J. Willard Marriott and headquarters in Maryland, has become one of the world's leading hotel chains. The company operates over 9000 properties across 142 countries under 30 different brands, including luxury names like Ritz-Carlton and St. Regis.

Marriott implements its sustainability and social impact initiative, "Serve 360: Doing Good in Every Direction," which focuses on reducing environmental impacts and promoting diversity and inclusion. Marriott has earned numerous awards such as "World's Most Ethical Companies" and "Sustainability Leadership Awards." The company continues to strengthen its position in the hospitality market, competing with global brands like Hilton Hyatt, and Accor by offering innovative services, diverse accommodations, and a commitment to responsible travel.

1.2 Problem Definition

Marriott International faces the complex challenge of expanding its global presence while maintaining service excellence across its diverse brand portfolio. As the company pursues growth through acquisitions and partnerships, it must simultaneously address the evolving demands of modern travelers for personalized experiences and technological integration. A critical challenge lies in understanding how different demographic segments respond to various service offerings and sustainability initiatives, particularly as these factors influence customer loyalty and booking decisions. The company needs to optimize its Bonvoy rewards program effectiveness while adapting to shifting travel trends and economic conditions that affect consumer behavior. Furthermore, Marriott must balance its expansion goals with operational efficiency and environmental responsibilities, all while ensuring consistent service quality across different brands and regions.

1.3 Research Aims

Through the client brief, this proposal will focus on seven main research aims (RAs) to help Marriott International answer its main concerns:

- RA1: Analyze customer preferences for personalized services and technology integration.
- RA2: Research emerging travel trends and designation hotspots.
- RA3: Evaluate customer satisfaction across Marriott's brands and regions.
- RA4: Investigate the impact of sustainability initiatives on customer loyalty.
- RA5: Segment demographic preferences.
- RA6: Examine loyalty program member engagement patterns and spending behaviors.
- RA7: Analyze economic influences on travel behavior.

1.4 Research Problem (RP)

To address each of the research aims (RAs), we propose a set of research questions (RQs):

For RA1:

- RQ 1.1: Which types of personalized services and technology integration features do different customer segments prefer?

For RA2:

- RQ 2.1: What new travel trends and destination hotspots are emerging in the hospitality industry, and how do they influence customer choices?

For RA3:

- RQ 3.1: Which factors are most influential in driving customer satisfaction across Marriott's brands and geographical regions?

For RA4:

- RQ 4.1: How does commitment to sustainability influence customer loyalty?

For RA5:

- RQ 5.1: What are the primary preferences of different demographic when choosing hotel services?

For RA6:

- RQ 6.1: What factors distinguish highly engaged loyalty program members from less engaged ones, and how do these differences reflect program effectiveness?

For RA7:

- RQ 7.1: How does economic stability affect customers' willingness to travel and spend on accommodation?

1.5 Research Objective (RO)

We develop the research objective corresponding to each research question.

For RQ1:

- RO 1.1: To analyze significant preferences among different customer segments for specific types of personalized services and technology integration features.

For RQ2:

- RO 2.1: To identify emerging travel trends and destination hotspots in the hospitality industry and analyze their impact on customer choices.

For RQ3:

- RO 3.1: To identify and analyze the key factors driving customer satisfaction across different Marriott brands and geographical regions.

For RQ4:

- RO 4.1: To measure the relationship between sustainability initiatives and customer loyalty metrics.

For RQ5:

- RO 5.1: To identify the primary preferences of various demographic segments when choosing hotel services.

For RQ6:

- RO 6.1: To classify and predict loyalty program member engagement levels based on usage patterns, spending behavior, and satisfaction metrics to evaluate program effectiveness.

For RQ7:

- RO 7.1: To examine differences in customer travel willingness and spending behavior across different levels of economic stability and customer segments.

2. Methodology

2.1 Research Design

To address the research aims and objectives, a combination of exploratory and descriptive research designs is proposed. Each design serves a specific purpose in addressing the research aims while at the same time gaining further insights and minimizing costs. The exploratory approach is essential to discover underlying factors and identify areas of improvement where there is a lack of sufficient information. On the other hand, the descriptive approach is employed to measure and profile customer preferences and satisfaction levels. This will capture the characteristics of Marriott's diverse customers, offering a detailed view of their preferences for personalized services and technology integration. Causal research design was rejected as the study aims to understand customer perceptions and preferences through surveys and focus groups, rather than testing cause-and-effect relationships in a controlled environment.

In addition, the research will also utilize a mixed-methods strategy to incorporate both quantitative and qualitative data collection methods. The quantitative aspect will involve surveys, providing insights into customer behavior, preferences, and satisfaction. This will allow for statistical analysis to identify significant patterns and relationships. Qualitative methods, such as focus groups, will be employed to gather rich, detailed insights into customer perceptions and experiences that may not be captured through quantitative approaches alone. While in-depth interviews were considered, they were rejected due to time constraints and the advantage of focus groups in generating dynamic discussions through participant interaction. Similarly, observational methods were rejected as they would not capture customers' underlying motivation and would be too time-intensive given the research timeline. By combining these methods, the research will yield both breadth and depth of understanding.

2.2 Statistical Techniques

- RO 1.1: Chi-Square Test
- RO 2.1: Not Applicable (Focus Group)
- RO 3.1: Factor Analysis
- RO 4.1: Multiple Linear Regression
- RO 5.1: Cluster Analysis
- RO 6.1: Discriminant Analysis
- RO 7.1: Two-way ANOVA

2.3 Data

2.3.1 Primary Data

No.	Variables	Classification
1	Age	Categorical Ordinal
2	Gender	Categorical Nominal
3	Annual Income	Categorical Ordinal
4	Country of Residence	Categorical Nominal
5	Occupation	Categorical Nominal
6	Travel Purpose	Categorical Nominal
7	Personalized Services and Technology Integration Features	Continuous
8	Service Quality	Continuous
9	Room Experience	Continuous
10	Staff Interaction	Continuous
11	Facility Amenities	Continuous
12	Dining Experience	Continuous
13	Digital Services	Continuous
14	Environmental Practices	Continuous
15	Green Building Initiatives	Continuous
16	Waste Reduction	Continuous
17	Energy Conservation Efforts	Continuous
18	Hotel Services Preferences	Categorical Nominal
19	Average Spending per Stay	Continuous
20	Hotel Stay Frequency	Continuous
21	Customer Satisfaction Level	Continuous
22	Economic Conditions Impact on Travel Decision	Continuous

2.3.2 Secondary Data

No.	Variables	Classification
23	Annual GDP Growth Rate	Continuous
24	Disposable Income Level	Continuous
25	Consumer Confidence Index	Continuous
26	Employment Rate	Continuous
27	Inflation Rate	Continuous

2.4 Sampling Design

As Marriott International operates globally with a diverse customer base, a robust sampling strategy is essential to ensure accurate and actionable insights. We propose using stratified random sampling to divide the population into distinct subgroups, based on characteristics. Within each subgroup, quota sampling will be employed to meet predefined quotas for key variables, ensuring a balanced and representative sample. This combined approach is particularly effective for capturing the complexity of Marriott's customer base, enabling the research to address diverse preferences and behaviors.

We will use stratified random sampling to divide the population into subgroups by region and brand tiers:

Regions:

- North America
- Europe
- Asia-Pacific
- Middle East/Africa
- Latin America

Brand Tiers:

- Luxury (e.g. Ritz-Carlton, St. Regis)
- Upper Upscale (e.g. Marriott, Sheraton)
- Upscale (e.g. Courtyard, Fairfield)
- Extended Stay (e.g. Residence Inn, TownePlace Suites)

Marriott Customers

At a 95% confidence level, 5% margin of error, and 15.5% market share, the minimum sample size calculation is:

$$n_1 \geq \frac{z_{\alpha/2}^2 (\pi(1 - \pi))}{e^2}$$

$$n_1 \geq \frac{1.96^2 (0.155(1 - 0.155))}{0.05^2}$$

$$n_1 \geq 201.26 \approx 202 \text{ respondents}$$

Non-Marriott Customers

For non-Marriott customers, using the same confidence level and margin of error, and 84.5% market share the minimum sample size calculation is:

$$n_2 \geq \frac{z_{\alpha/2}^2(\pi(1 - \pi))}{e^2}$$
$$n_2 \geq \frac{1.96^2(0.845(1 - 0.845))}{0.05^2}$$
$$n_2 \geq 201.26 \approx 202 \text{ respondents}$$

The formula is used to calculate the minimum sample size, where n_1 , n_2 represents the minimum number of respondents, π is the market share and e is the margin of error (0.05 or 5%). Using these assumptions and rounding the result, the minimum required sample size is approximately 1120 respondents.

In the brief, it is written that we need to have at least 5,000 Marriott International customers samples globally. So, we will increase the number of Marriott customer respondents to 5,000 as requested.

$$\text{Total sample size} = \frac{5000}{15.5\%} = 32,258 \text{ respondents}$$

To account for potential non-responses and invalid responses, we will increase the target sample size by 10%, bringing the total to approximately 35,484, rounded up to 35,500 respondents.

Breaking this down into the two groups:

- Marriott customers (15.5%): 5,500 respondents
- Non-Marriott customers (84.5%): 30,000 respondents

Additionally, 0.2% of the total respondents will be selected for participation in focus groups equating to 36 participants each from Marriott and non-Marriott customers.

2.5 Sampling Techniques

The data collection will utilize a mixed-method approach combining online surveys and online focus groups. The online questionnaire will be distributed through Marriott's customer database, and social media channels, ensuring broad reach while maintaining cost-effectiveness. This method allows for efficient data collection across different geographical regions and time zones. Respondents to the online surveys will receive an incentive of £10, encouraging participation and increasing response rates.

The online focus groups will consist of small groups with a moderator to facilitate discussion. The moderator should speak the participants' language to avoid misinterpretation and ensure clear communication. Small groups help participants feel more comfortable and confident in contributing. Previous calculations indicate 72 total participants (36 each from Marriott and non-Marriott customers). To ensure high-quality participation, focus group participants will receive incentives worth £40 in Marriott points or equivalent value.

2.6 Flow Chart

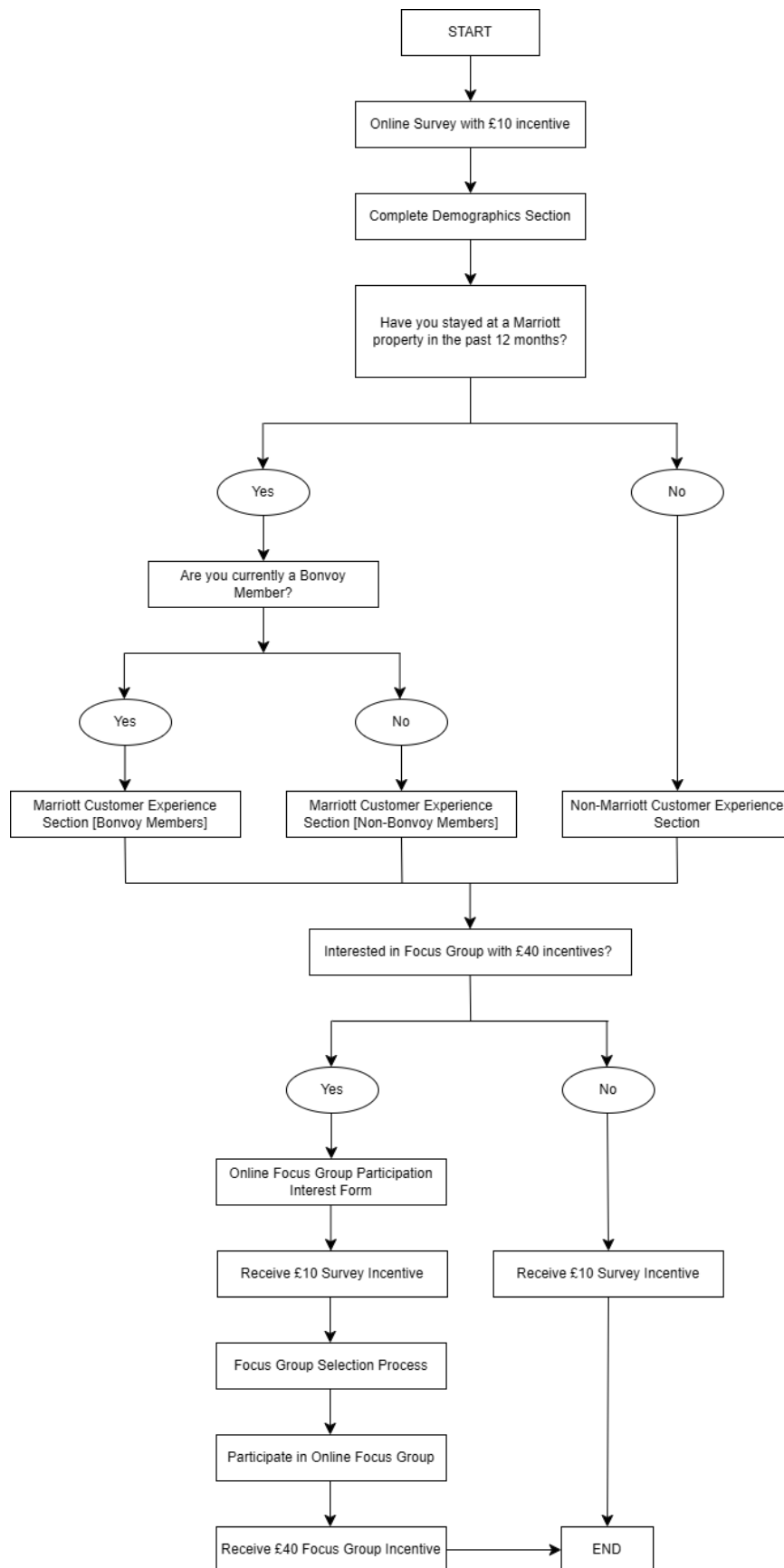


Figure 1: Flow Chart

3. Data Analysis

3.1 Research Objective 1.1

The Chi-square test of Independence will be employed to analyze the relationship between various customer segments and their preferences for personalized services and technology integration features. This statistical technique will help identify how different customer characteristics influence technology and service preferences.

Crosstabulation

Personalized Services & Technology Preferences	Customer Segments					Total
	Gen Z (18-24)	Millenials (25-40)	Gen X (41-56)	Baby Boomers (57-75)	Silent Gen (76+)	
Mobile Check-in/Digital Key						
Smart Room Controls						
AI Concierge Services						
In-app Services						
IoT Room Integration						
Personalized App Recommendations						
Total						

Figure 2: Crosstabulation

Hypotheses:

H₀: There is no significant relationship between age groups and preferences for personalized services and technology integration features.

H₁: There is a significant relationship between age groups and preferences for personalized services and technology integration features.

Chi-Square Test

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-square			
Likelihood ratio			
Linear-by-linear association			
N of valid cases			

Figure 3: Chi-Square Test

The Chi-square test table will provide a p-value among the columns, which will be used to determine whether H₀ is rejected or not. At a 5% significance level, if p-value < 0.05, H₀ is rejected, concluding there is a significant relationship between age groups and their technology/service preferences. This will provide valuable insights into how different age groups respond to various technological innovations and personalized services, enabling more targeted service development and marketing strategies.

The analysis will be complemented by Cramer's V coefficient to measure the strength of the relationship between these variables, providing additional context for strategic decision-making. This will help quantify the practical significance of different service offerings for specific demographic segments and guide resource allocation for technology implementation.

3.2 Research Objective 2.1

A qualitative online focus group methodology will be employed to gain deep insights into emerging travel trends, popular destination hotspots, and their influence on customer decision-making in the hospitality industry. Focus groups will be conducted online with both Marriott and non-Marriott customers to capture diverse perspectives on preferred destinations, evolving travel preferences, and factors driving destination choices. Each focus group session will be structured with 9 participants and run for 60-90 minutes. With a total of 72 participants (36 from each Marriott and Non-Marriott customers), these will be divided into eight sessions, ensuring balanced and manageable discussions. There will be two sessions in one day, every two days, for eight days.

The moderators will use a semi-structured discussion guide focusing on key areas such as "Which destinations are becoming more attractive to you and why?", "How do emerging destination trends influence your hotel selection?", and "What makes certain locations more appealing than others?" The sessions will be recorded and transcribed for thorough thematic analysis, with particular attention paid to identifying patterns in destination preferences, emerging location-based trends, and factors driving destination choices. This qualitative data will be reviewed by researchers, who will identify key themes, analyse destination preferences, and map emerging hotspots through a detailed examination of the transcripts. The findings will be especially valuable for understanding the relationship between destination trends and hotel selection criteria.

3.3 Research Objective 3.1

Factor analysis is suitable to evaluate the key drivers of customer satisfaction across Marriott brands and regions, as it can identify underlying patterns in how different service elements contribute to overall customer satisfaction levels.

The correlation matrix will be examined to ensure sufficient correlation between variables. Variables with correlation coefficients below 0.3 will be considered for removal from the analysis.

Correlation Matrix

Service Items	SF1	SF2	SF3	SF4	SF5	SF6
Service Quality (SF1)	1					
Room Experience (SF2)		1				
Staff Interaction (SF3)			1			
Facility Amenities (SF4)				1		
Dining Experience (SF5)					1	
Digital Services (SF6)						1

Figure 4: Correlation Matrix

If the Kaiser-Meyer-Olkin (KMO) measure is greater than 0.7 and Bartlett's test is significant ($p < 0.05$), this confirms that your data is suitable for conducting factor analysis.

Total Variance Explained

Initial Eigenvalues			
Component	Total	% of Variance	Cumulative %
1			
2			
3			
4			
5			
6			

Figure 5: Total Variance Explained

Principal Component Analysis (PCA) with Varimax rotation will be utilized to extract factors, examining eigenvalues in the Total Variance Explained table. Factors with eigenvalues exceeding 1.0 will be retained, targeting a minimum 60% cumulative variance explanation. The scree plot visualization below aids this decision by displaying the eigenvalue descent across components, with the elbow point indicating optimal factor retention.

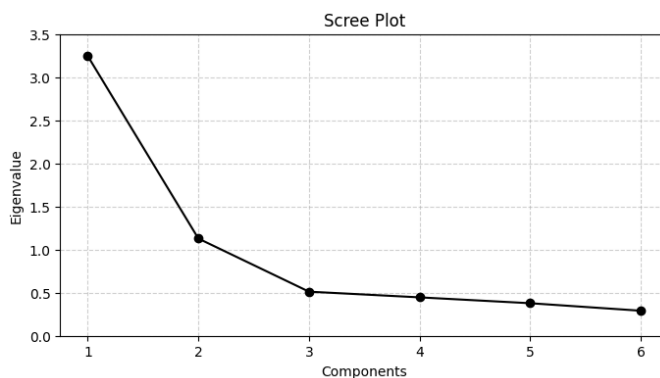


Figure 6: Scree Plot

Factor Matrix After Rotation

	Factor 1	Factor 2
Service Quality		
Room Experience		
Staff Interaction		
Facility Amenities		
Dining Experience		
Digital Services		

Figure 7: Factor Matrix

The Factor Matrix After Rotation will present loadings post-Varimax rotation, revealing satisfaction elements clustering into distinct factors. Higher loadings (~0.5) indicate stronger variable-factor relationships. This matrix will demonstrate which service attributes group together, effectively identifying the key dimensions of customer satisfaction across Marriott brands.

This factor analysis procedure will be replicated separately for each geographical region and brand tier to identify any variations in satisfaction drivers across different market segments and service levels.

3.4 Research Objective 4.1

The multiple linear regression will examine the relationship between sustainability initiatives and customer loyalty metrics. The independent variables are environmental practices rating, green building initiatives, waste reduction, and energy conservation efforts, while the dependent variable is customer loyalty score.

Hypotheses:

H₀: There is no significant relationship between sustainability initiatives and customer loyalty metrics.

H₁: There is a significant relationship between sustainability initiatives and customer loyalty metrics.

Multiple linear regression equation:

$$Loyalty = \beta_0 + \beta_1 Environmental + \beta_2 Building + \beta_3 Waste + \beta_4 Energy + \varepsilon_i$$

$$\widehat{Loyalty} = \widehat{\beta}_0 + \widehat{\beta}_1 Environmental + \widehat{\beta}_2 Building + \widehat{\beta}_3 Waste + \widehat{\beta}_4 Energy$$

Where:

$\widehat{\beta}_0$ = The intercept, estimated value of customer loyalty when variables are zero.

$\widehat{\beta}_i$ = The estimated change in customer loyalty when the particular X_i increases by 1 unit with all other independent variables remain constant.

All variables are measured on standardized scales:

- Environmental practices
- Green building initiatives
- Waste reduction
- Energy conservation efforts
- Customer loyalty score

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1				

- Predictors: (constant), Environmental practices, Green building initiatives, Waste reduction, Energy conservation efforts

Figure 8: Model Summary

Coefficients Table

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)							
Environmental practices							
Green building initiatives							
Waste reduction							
Energy conservation efforts							

Figure 9: Coefficients Table

We will employ t-tests and F-tests using SPSS to examine both the individual significance of variables and the overall significance of the model. This analysis will help us determine whether sustainability initiatives have a meaningful influence on customer loyalty. The adjusted R-squared value will be used to assess the strength of the relationship in the multiple linear regression model. A higher adjusted R-squared value would indicate a better model fit.

3.5 Research Objective 5.1

Cluster analysis is recommended to identify distinct customer segments and their hotel service preferences. Using the survey data, we can categorize Marriott guests into meaningful clusters based on their demographic characteristics and service preferences using a hierarchical clustering approach. The Euclidean distance metric will be employed to measure similarities between customers across multiple service attributes.

Ward's Method

Cluster Group		Hotel Service Preference 1	Hotel Service Preference 2
1	Mean		
	n		
	Std. Deviation		
2	Mean		
	n		
	Std. Deviation		
Total	Mean		
	n		
	Std. Deviation		

Figure 10: Ward's Method

Cluster	Age	Income	Preferences
1	25-40	High	Spacious rooms, family facilities, multiple dining options
2	41-56	High	Premium amenities, personalized service, upscale dining
3	25-40	Mid	City center location, efficient check-in, high-speed Wi-Fi
4	Mixed	Varied	Essential amenities, self-service options, value pricing

Figure 11: Clustering Example

Service Aspects		1	2	3	4	5	
Hotel Category	Budget						Luxury
Location	City Center						Suburban
Room Size	Compact						Spacious
Dining Options	Basic/Limited						Multiple Restaurants
Staff Service	Self-Service						Full-Service
Amenities	Essential Only						Comprehensive
Technology	Basic/Limited						Smart/Advanced
Design Style	Traditional						Modern
Payment Options	Standard						Flexible
Booking Channel	Direct/Phone						Online/App

Figure 12: Cluster Analysis Questionnaire Example

The analysis will incorporate both demographic variables and service preference ratings to ensure comprehensive segmentation that provides actionable insights for service development and marketing strategies.

3.6 Research Objective 6.1

Discriminant Analysis is employed to classify and predict loyalty program member engagement levels. This analysis will examine how usage patterns, spending behavior, and satisfaction metrics influence member engagement levels.

Discriminant function:

$$D = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

Where:

- X_1 represents usage patterns
- X_2 represents spending behavior
- X_3 represents satisfaction metrics

In this analytical approach, members will be classified into distinct engagement groups based on a calculated discriminant score. We will establish two engagement categories: engaged and non-engaged members. The classification will utilize two discriminant functions to separate these groups effectively.

To validate the analysis, we will examine Wilk's Lambda values and corresponding p-values. The discriminant variables will be considered statistically significant in distinguishing between engagement groups if Wilk's Lambda values approach 0 (range: 0 to 1), and p-values are below 0.05.

The standardized canonical discriminant function coefficients will reveal the relative importance of each predictor variable. This allows us to understand which factors most strongly influence member engagement, while controlling other variables. The coefficients will be ranked from highest to lowest correlation, providing clear insights into the key drivers of engagement.

Group Statistics Tables

Engagement Level	Variable	Mean	Std. Deviation
Engaged	Usage Patterns		
	Spending Behavior		
	Satisfaction Metrics		
Not Engaged	Usage Patterns		
	Spending Behavior		
	Satisfaction Metrics		
Total	Usage Patterns		
	Spending Behavior		
	Satisfaction Metrics		

Figure 13: Group Statistics Table

Tests of Equality of Group Means

Wilk's Lambda	F	df1	df2	Sig.
Usage Patterns				
Spending Behavior				
Satisfaction Metrics				

Figure 14: Test of Equality of Group Means

3.7 Research Objective 7.1

Two-way ANOVA will be employed as the statistical technique to examine whether economic stability indicators (high/medium/low) and income levels as categorical variables affect travel spending behavior as the continuous variable.

Hypotheses:

H₀: There is no relationship between economic stability indicators and travel spending behavior across income levels.

H₁: There is a relationship between economic stability indicators and travel spending behavior across income levels.

Travel Spending Level Categories

Minimal	Limited	Moderate	High	Premium
1	2	3	4	5

Figure 15: Travel Spending Categories

In this analysis, we'll examine economic stability through key indicators such as inflation rates, employment statistics, and consumer confidence indexes. When the p-value falls below 0.05, we reject the null hypothesis, indicating economic conditions significantly impact travel spending decisions. Higher economic stability typically correlates with increased travel expenditure across different income segments.

This statistical approach enables us to quantify the interplay between economic stability and consumer spending patterns, revealing insights about market resilience during various economic cycles. A partial ETA squared calculation will determine the strength of these relationships, particularly focusing on how economic variables interact to influence travel decisions.

Economic Stability Indicators:

- High Stability: Strong economic indicators, high consumer confidence
- Medium Stability: Moderate economic indicators, neutral consumer confidence
- Low Stability: Weak economic indicators, low consumer confidence

Income Category:

- High Income: >£60,000/year
- Middle Income: £30,000–£59,999/year
- Low Income: <£29,999/year

Test of Between-Subjects Effects

Source	Type III Sum of Squares	df	Mean Square	F	Sig.	Partial ETA Squared
Corrected Model						
Intercept						
Economic Stability						
Income Category						
Economic Stability * Income Category						
Error						
Total						
Corrected Total						

a. R squared = __ (Adjusted R squared = __)

Figure 16: Test of Between-Subjects Effect

4. Future Research

For future research, Marriott International could explore the intersection of artificial intelligence and personalized guest experiences through predictive analytics to anticipate guest preferences before their stay. This could involve deep-dive ethnographic studies of how different cultural segments interact with hotel technologies, combined with biometric research to understand emotional responses to various service touchpoints. Additionally, investigating the potential of the metaverse for virtual hotel tours and immersive booking experiences could provide valuable insights for future digital transformation initiatives. Future studies might also benefit from longitudinal research tracking how sustainability preferences evolve across different generational cohorts, particularly focusing on Gen Z as they enter the luxury travel market.

5. Timeline

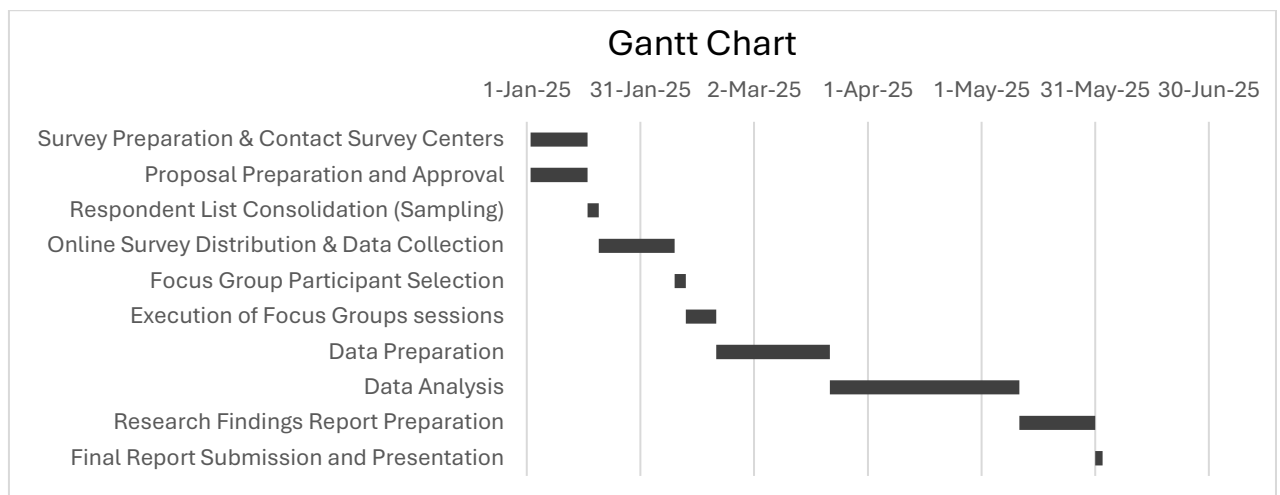


Figure 17: Gantt Chart

6. Budget

Description	Cost (£)
Incentives for Online Survey respondents	355,000
Incentives for Focus Group sessions + Moderator	8,000
Data Collection and Preparation	350,000
Data Analysis	200,000
Administrative and Operational Costs	100,000
Miscellaneous Fees	50,000
Total Cost	1,063,000

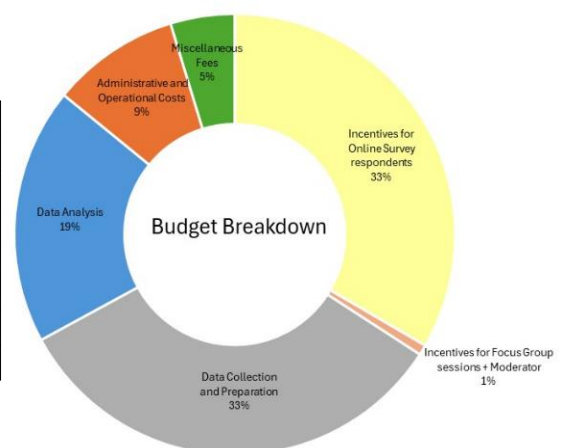


Figure 18: Budget Breakdown

7. Conclusion

This market research proposal addresses Marriott International's fundamental challenge of expanding its global presence while enhancing brand diversity and maintaining excellence in personalized guest experiences. Through seven comprehensive research aims, this study will provide crucial insights into strategic decision-making. Combining quantitative and qualitative approaches with a substantial sample size of 35,500 respondents will deliver statistically significant results across all key metrics. The proposed research will enable Marriott International to make data-driven decisions about service personalization, technology integration, sustainability initiatives, and market expansion, while laying the groundwork for future explorations into artificial intelligence-driven guest experiences and emerging technologies. Given the direct alignment with Marriott's strategic objectives and the comprehensive nature of the research design, we respectfully request approval to proceed with this market research initiative, which will provide invaluable insights for driving sustainable growth.

8. Questionnaire



Welcome to the Marriott International Market Research Survey!

This survey aims to understand your hotel preferences, travel habits, and guest experiences to improve our services. Upon completion, you'll receive a £10 incentive. Your responses are confidential and used solely for research. We value your honest feedback!

Demographics Section

This section helps us understand the diverse characteristics of our survey participants. Please provide some basic information about yourself. This information will help us ensure we are reaching a representative sample of travelers and will allow us to better analyze travel preferences across different groups.

What is your age?

- ☐ Under 18
- ☐ 18-24
- ☐ 25-40
- ☐ 41-56
- ☐ 47-75
- ☐ 76+

What is your gender?

- ☐ Female
- ☐ Male

What is your annual household income?

- ☐ Under £29,999
- ☐ £30,000 - £59,999
- ☐ £60,000+

What is your home region?

- ☐ North America
- ☐ Europe
- ☐ Asia-Pacific
- ☐ Middle East/Africa
- ☐ Latin America

What is your current occupation?

What is your primary purpose of travel? (Select all that apply)

- ☐ Business
- ☐ Leisure
- ☐ Other (Please specify)

Have you stayed at a Marriott property in the past 12 months?

- ☐ Yes
- ☐ No

*If respondents answer 'Yes,' they will be directed to the Marriott Customer Experience section, and if respondents answer 'No,' they will be directed to the Non-Marriott Customer Experience section.

Marriott Customers Experience Section

Are you currently a Bonvoy Member?

- ☐ Yes
- ☐ No

*If respondents answer 'Yes,' they will be directed to the Marriott Customer Experience section [Bonvoy Members], and if respondents answer 'No,' they will be directed to the Marriott Customer Experience section [Non-Bonvoy Members].

Marriott Customers Experience Section [Bonvoy Members]

As a Bonvoy Member who has stayed with Marriott International, your feedback is particularly valuable. This section focuses on your experiences with our various brands, your satisfaction levels with different aspects of your stays, and your participation in our loyalty program. Your responses will help us identify areas for improvement and enhance our service delivery.

What is your current Bonvoy membership tier?

- ☐ Silver Elite
- ☐ Gold Elite
- ☐ Platinum Elite
- ☐ Titanium Elite
- ☐ Ambassador Elite

Which Marriott brands have you stayed with? (Select all that apply)

- ☐ Ritz-Carlton
- ☐ St. Regis
- ☐ W Hotels
- ☐ Marriott Hotels
- ☐ Sheraton
- ☐ Westin
- ☐ Other (Please specify)

How satisfied are you with Marriott International?



Rate your satisfaction with these aspects!

	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied
Staff Service					
Dining Options					
Facilities					
Value for Money					
Room Quality					
Overall Experience					

Which technology features do you value most?

	Not Important	Slightly Important	Moderately Important	Important	Very Important
Mobile check-in/checkout					
Digital room key					
Mobile app booking					
In-room smart controls					
Virtual concierge services					

How important are these sustainability initiatives?

	Not Important	Slightly Important	Moderately Important	Important	Very Important
Environmental practices					
Green building initiatives					
Waste reduction programs					
Energy conservation efforts					
Sustainable sourcing					

Rate your satisfaction with the following Bonvoy program features!

	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied
Point earning rate					
Point redemption value					
Elite status benefits					
Member exclusive offers					
Overall program value					

How many times do you stay at any Marriott International hotel per year?

On average, how much do you spend per stay at a hotel (in GBP)?

How do economic conditions affect your travel?

	Not at all	Slightly	Moderately	Strongly	Very Strongly
Travel frequency					
Length of stay					
Choice of hotel					
Spending per stay					
Loyalty program participation					

Please indicate your preferences for hotel services by selecting the option that best represents your preference for each aspect.

Service Aspects

Hotel Category
Location
Room Size
Dining Options
Staff Service
Amenities
Technology
Design Style
Payment Options
Booking Channel

Budget
City Center
Compact
Basic/Limited
Self-Service
Essential Only
Basic/Limited
Traditional
Standard
Direct/Phone

1	2	3	4	5

Luxury
Suburban
Spacious
Multiple Restaurants
Full-Service
Comprehensive
Smart/Advanced
Modern
Flexible
Online/App

Marriott Customers Experience Section [Non-Bonvoy Members]

As someone who has stayed with Marriott International, your feedback is particularly valuable. This section focuses on your experiences with our various brands, your satisfaction levels with different aspects of your stays, and your participation in our loyalty program. Your responses will help us identify areas for improvement and enhance our service delivery.

Which Marriott brands have you stayed with? (Select all that apply)

- ☐ Ritz-Carlton
- ☐ St. Regis
- ☐ W Hotels
- ☐ Marriott Hotels
- ☐ Sheraton
- ☐ Westin
- ☐ Other (Please specify)

How satisfied are you with Marriott International?



Rate your satisfaction with these aspects!

	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied
Staff Service					
Dining Options					
Facilities					
Value for Money					
Room Quality					
Overall Experience					

Which technology features do you value most?

	Not Important	Slightly Important	Moderately Important	Important	Very Important
Mobile check-in/checkout					
Digital room key					
Mobile app booking					
In-room smart controls					
Virtual concierge services					

How important are these sustainability initiatives?

	Not Important	Slightly Important	Moderately Important	Important	Very Important
Environmental practices					
Green building initiatives					
Waste reduction programs					
Energy conservation efforts					
Sustainable sourcing					

How many times do you stay at any Marriott International hotel per year?

On average, how much do you spend per stay at a hotel (in GBP)?

How do economic conditions affect your travel?

	Not at all	Slightly	Moderately	Strongly	Very Strongly
Travel frequency					
Length of stay					
Choice of hotel					
Spending per stay					
Loyalty program participation					

Please indicate your preferences for hotel services by selecting the option that best represents your preference for each aspect.

Service Aspects

		1	2	3	4	5	
Hotel Category	Budget						Luxury
Location	City Center						Suburban
Room Size	Compact						Spacious
Dining Options	Basic/Limited						Multiple Restaurants
Staff Service	Self-Service						Full-Service
Amenities	Essential Only						Comprehensive
Technology	Basic/Limited						Smart/Advanced
Design Style	Traditional						Modern
Payment Options	Standard						Flexible
Booking Channel	Direct/Phone						Online/App

Non-Marriott Customers Experience Section

Your perspective as someone who stays with other hotel brands is important to us. This section explores your hotel preferences, decision-making factors, and what might attract you to Marriott properties. Your insights will help us better understand how to meet the needs of potential new guests.

What is your primary purpose of travel? (Select all that apply)

- ☐ Hilton
- ☐ Hyatt
- ☐ IHG
- ☐ Other (Please specify)

How satisfied are you with the hotel you stayed in?



Rate your satisfaction with these aspects!

	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied
Staff Service					
Dining Options					
Facilities					
Value for Money					
Room Quality					
Overall Experience					

Which technology features do you value most?

	Not Important	Slightly Important	Moderately Important	Important	Very Important
Mobile check-in/checkout					
Digital room key					
Mobile app booking					
In-room smart controls					
Virtual concierge services					

How important are these sustainability initiatives?

	Not Important	Slightly Important	Moderately Important	Important	Very Important
Environmental practices					
Green building initiatives					
Waste reduction programs					
Energy conservation efforts					
Sustainable sourcing					

How many times do you stay at any hotel brands per year?

On average, how much do you spend per stay at a hotel (in GBP)?

How do economic conditions affect your travel?

	Not at all	Slightly	Moderately	Strongly	Very Strongly
Travel frequency					
Length of stay					
Choice of hotel					
Spending per stay					
Loyalty program participation					

Please indicate your preferences for hotel services by selecting the option that best represents your preference for each aspect.

Service Aspects		1	2	3	4	5	
Hotel Category	Budget						Luxury
Location	City Center						Suburban
Room Size	Compact						Spacious
Dining Options	Basic/Limited						Multiple Restaurants
Staff Service	Self-Service						Full-Service
Amenities	Essential Only						Comprehensive
Technology	Basic/Limited						Smart/Advanced
Design Style	Traditional						Modern
Payment Options	Standard						Flexible
Booking Channel	Direct/Phone						Online/App

Online Focus Group Participation

Would you be interested in participating in an online focus group with a £40 incentive?

- ☐ Yes
☐ No

**If respondents answer 'Yes,' they will be directed to the Focus Group Interest Form, and if respondents answer 'No,' they will be directed to the Incentive Payment section.*

Online Focus Group Participation

We're excited to invite you to our upcoming online focus group sessions, scheduled between 12th and 19th February 2025. Each session will last approximately 60 to 90 minutes. To ensure a diverse group of participants, a selection process will be conducted prior to the sessions to choose 68 participants from all registrants. If selected, you will receive a confirmation email within 2–3 days of registration. As a token of our appreciation, focus group participants will receive an incentive of £40 after completing the session.

Please provide your contact information below to express your interest.

Full name

Email address

Phone number

Incentive Payment

Thank you for taking the time to complete this survey! Your feedback is invaluable and helps us improve our services to better meet your needs. As a token of our appreciation, you will receive your £10 incentive through PayPal via email.

Email address

Thank You!

We sincerely appreciate you taking the time to share your insights and feedbacks with us. Your contributions are invaluable in helping us improve our services and better meet the needs of our customers.

Thank you once again for your participation and for being an essential part of this journey with us!

9. Fulfillment of Proposal Requirements

Requirements	Section
Provide a full summary of the research brief, including the aims of the research	Executive Summary
Demonstrate understanding of Marriott's market position and industry context	Introduction
Detail the methodology for fieldwork (online surveys, focus groups)	Methodology
Explain sampling methods and framework (stratified random sampling, quotas)	Methodology
Detail information to be gathered through primary and secondary research	Methodology
Explain use of Marriott's customer database and operational data	Methodology
Describe multivariate analysis techniques and their alignment with research aims	Data Analysis
Detail sample size calculations and confidence intervals	Methodology
Provide comprehensive questionnaire for data collection	Questionnaire
Propose future research directions and methodologies	Future Research

Figure 19: Fulfillment of Proposal Requirements

10. Technical Appendix

Research Aims	Research Questions	Research Objectives	Hypotheses	Variables	Statistical Techniques
RA1: Analyze customer preferences for personalized services and technology integration.	RQ 1.1: Which types of personalized services and technology integration features do different customer segments prefer?	RO 1.1: To analyze significant preferences among different customer segments for specific types of personalized services and technology integration features.	There are significant differences in personalized service and technology integration preferences across customer segments	X1: Personalized services and Technology integration features (Continuous) Y1: Customer segments (Categorical Nominal)	Chi-Square Test
RA2: Research emerging travel trends and designation hotspots.	RQ 2.1: What new travel trends and destination hotspots are emerging in the hospitality industry, and how do they influence customer choices?	RO 2.1: To identify emerging travel trends and destination hotspots in the hospitality industry and analyze their impact on customer choices.			Focus Group
RA3: Evaluate customer satisfaction across Marriott's brands and regions.	RQ 3.1: Which factors are most influential in driving customer satisfaction across Marriott's brands and geographical regions?	RO 3.1: To identify and analyze the key factors driving customer satisfaction across different Marriott brands and geographical regions.	Multiple latent factors significantly impact customer satisfaction across Marriott's brands and geographical regions.	X1: Service Quality (continuous) X2: Room Experience (continuous) X3: Staff Interaction (continuous) X4: Facility Amenities (continuous) X5: Dining Experience (continuous) X6: Digital Services (continuous) Y1: Marriott Brand (categorical nominal) Y2: Geographical Region (categorical nominal)	Factor Analysis
RA4: Investigate the impact of sustainability initiatives on customer loyalty.	RQ 4.1: How does commitment to sustainability influence customer loyalty?	RO 4.1: To measure the relationship between sustainability initiatives and customer loyalty metrics.	There is a positive linear relationship between a hotel's sustainability initiatives and customer loyalty metrics.	X1: Environmental practices (continuous) X2: Green building initiatives (continuous) X3: Waste reduction (continuous) X4: Energy conservation efforts (continuous) Y1: Customer loyalty score (continuous)	Multiple Linear Regression
RA5: Segment demographic preferences.	RQ 5.1: What are the primary preferences of different demographic when choosing hotel services?	RO 5.1: To identify the primary preferences of various demographic segments when choosing hotel services.	Distinct demographic segments exhibit significantly different preferences in hotel service selection.	Hotel services preferences: - Hotel category (Budget - Luxury) - Location (City center - Suburban) - Room size (Compact - Spacious) - Dining options (Basic - Multiple) - Staff service (Self-service - Full-service) - Amenities (Essential only - Comprehensive) - Technology (Basic - Advanced) - Design Style (Traditional - Modern) - Payment Options (Standard - Flexible) - Booking Channel (Direct/phone - Online/app)	Cluster Analysis
RA6: Examine loyalty program member engagement patterns and spending behaviors.	RQ 6.1: What factors distinguish highly engaged loyalty program members from less engaged ones, and how do these differences reflect program effectiveness?	RO 6.1: To classify and predict loyalty program member engagement levels based on usage patterns, spending behavior, and satisfaction metrics to evaluate program effectiveness.	Specific behavioral and spending patterns can effectively distinguish between highly engaged and less engaged loyalty program members.	X1: Usage patterns (continuous) X2: Spending behavior (continuous) X3: Satisfaction metrics (continuous) Y1: Engagement levels (categorical nominal)	Discriminant Analysis
RA7: Analyze economic influences on travel behavior.	RQ 7.1: How does economic stability affect customers' willingness to travel and spend on accommodation?	RO 7.1: To examine differences in customer travel willingness and spending behavior across different levels of economic stability and customer segments.	Economic stability and customer segment interactions significantly influence travel willingness and spending behavior.	X1: Travel spending behavior (continuous) Y1: Economic stability indicators (categorical nominal) Y2: Income categories (categorical ordinal)	Two-way Anova

11. References

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