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Executive Summary

The analysis explores Marriott International's organisational setups as well as corporate culture and targets to evaluate operational effects. The assessment evaluates how Marriott International handled its recent change initiatives including digital transformation and sustainability projects through impact assessment and management protocols. The organisation pursues long-term growth by expanding its brands along with enhancing customer experience in its strategic initiatives. Marriott International should enhance technological systems while developing employees and implementing sustainable initiatives according to recommendations. The implementation stage requires leadership engagement and established deadlines and best practises from related industries in order to secure Marriott's competitive advantage in the hospitality business.

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Introduction

Marriott International started operations in 1927 as a global hospitality leader maintaining 9,300 properties across 144 countries with 411,000 employees (Marriott International, 2023). The company operates under a matrix and functional structure that prioritises employee health, excellent customer service, and ethical standards. The organisation pursues growth through its initiatives in sustainability and innovation particularly through artificial intelligence services as well as restructuring programmes and sustainability initiatives. The report will investigate Marriott through an evaluation of its business infrastructure corporate ethos and corporate objectives. The report will also include an evaluation of recent organisational changes alongside

their effects. This report will further develop strategic paths, suggest security provisions, and recommendations to enhance environmental practises and service delivery methods.

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Organisation Structure, Culture, and Goals

Organisation Structure

Marriott International operates under a combination of organisational structures. Marriott International's organisational structure incorporates both matrix and functional elements. Marriott International maintains both functional departments with regional divisions within its organisation structure. Each regional president maintains direct reporting lines to the CEO regarding market

strategic operations. Marriott International made changes to its leadership structure in 2023 in

order to become more agile (Bethesda, 2023). Drew Pinto assumed the position of Chief Revenue & Technology Officer within Marriott International. Peggy Fang Roe accepted the position of Chief Customer Officer. The new leadership positions at Marriott concentrate their efforts on customer-facing experience together with innovative approaches. Marriott operates four main brand sectors, extending from luxury to premium through Select Service and Extended Stay. Such a business structure enables worldwide standardised delivery while enabling local market adjustments. The model allows Marriott to operate efficiently and respond quickly to market changes thus placing the company at the forefront of hospitality (Mullins and Dosser, 2013).

Corporate Culture and How It Influences Operations

The corporate culture of Marriott International consists of five primary values including putting people first, pursuing excellence, embracing change, acting with integrity, and serving the world. The organisation dedicates itself to employee well-being by adopting this people-first approach to create workplace support for its staff (Pawar, 2019). According to Marriott, the satisfaction of staff members leads to better quality service for customers. Standards at the company remain elevated while the organisation drives ongoing improvement. Business practises at Marriott follow ethical paths because integrity serves as the foundation for transparency and trust. The hotel management group Marriott understands the importance of market changes thus it follows market trends while bolstering innovation through strategic investments. Through sustainability projects and community assistance programmes, Marriott demonstrates its commitment to worldwide social responsibility. Operational values from the company enable satisfied personnel who deliver superior guest service and help achieve enhanced operational output (Mullins, 2019). Marriott benefits from both an ethical work environment and inclusion policies which together drive innovation that contributes to hospitality industry competitiveness.

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Goals of the Organisation at Both Corporate and Individual Unit Levels The primary strategic focus areas for Marriott International include worldwide business growth alongside sustainability practises and diversity management. The total number of net rooms at Marriott International surpassed 1.597 million during 2023 after a 4.7% increase (BETHESDA, 2024). The company reached its highest development pipeline milestone with 573,000 rooms increasing by 15% from last year. During 2023 Marriott International signed total organic room

additions that exceeded those of 2022 by 52 percent. The expansion plan of Marriott involves the addition of 230,000 to 270,000 net rooms before reaching its 1.8 million rooms international goal by 2025 (Perkowsky, 2023). The company established a goal to cut carbon emissions by 30% per square meter below 2016 levels which should reach completion by 2025. The company makes persistent efforts to achieve equal representation of women among its global leaders. The individual units of Marriott maintain their corporate core values by focusing on putting people first, pursuing excellence, embracing change, acting with integrity, and serving the world. All properties in the Marriott network provide top-notch guest experiences within standard operations while supporting local social networks. All units of Marriott should implement sustainable practises while supporting diversity initiatives and working toward the company-wide goals. Such a cohesive method enables corporate and individual unit objectives to function as one synchronised entity which builds a unified organisation with purpose.

Recent Change Initiatives at Marriott International

Sustainability Initiatives

The company delivers sustainability as its main focus to cut down on environmental effects. All hotel facilities under Marriott International will receive certification from recognised sustainability standards by 2025. A total of 650 hotels within this organisation will work toward obtaining LEED certification (Cousins, 2023). Traditional hospitality practises meet green standards through the initiatives at Marriott. These initiatives comply with worldwide sustainability patterns. The business targets customers who care about environmental issues together with sustainable investors.

Operational Restructuring

The organisation stated its plans for business restructuring during 2024 to increase operational productivity. Starting from 2025 the initiative will produce annual savings of \$90 million (O'Neill,

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2025). The reduction of company personnel started with 800 corporate employees beginning in early 2025. The restructuring aims to streamline operations and cut costs. Through this initiative, Marriott stays competitive in the current market dynamics. The financial advantages are apparent yet they may produce negative effects on employee workplace spirit.

Technological Advancements

The hospitality company Marriott currently puts its money into artificial intelligence alongside digital transformation projects. The company brought RenAI to market which is an AI-driven virtual assistant system. The tool gives valued visitors customised advice about local attractions. Through the integration of modern technology, Marriott has improved the efficiency of customer service operations. The company's new innovations deliver enhanced guest satisfaction at the same time as they make operations more efficient. Modern technology makes the operational processes simpler and increases customer happiness rates (Boddy, 2017).

Impact of Initiatives

The sustainability initiatives help Marriott develop a stronger brand position in the market. Hotels gain more attraction from environmentally aware guests through the implementation of robust environmental protection measures. The promotional restructuring generates enhanced profitability while creating doubts about the dismissals of personnel. Job cuts along with employee disengagement can decrease service quality standards. Novel technological implementations drive both better guest satisfaction along enhanced operational effectiveness. Artificial intelligence through solutions helps businesses develop better communication with their customers while optimizing routine operations (Sultana & Rao, 2024).

Change Management Evaluation

Marriott uses strategic planning to handle the current changes. Setting transparent sustainability targets helps organisations work toward their sustainability intentions on a long scale. The business transformation creates financial security within the current competitive market conditions. Investments in AI help Marriott stay ahead in the industry. The implementation of technological

advances makes processes more efficient even though job reductions create difficulties. The strategic changes implemented by Marriott prove to support its established business expansion plan.

The strategic framework at Marriott International consists of market expansion, innovation, sustainability practises, diversity and inclusion, and financial growth.

Marriott International's Strategic Direction

Global Expansion

The company Marriott intends to increase their total hotel room number to nearly 1.8 million by adding 230,000 to 270,000 net rooms before 2025. Marriott International continues its expansion by developing StudioRes and Four Points Express brands for middle-market and luxury segments. Through its expansion plan, Marriott seeks stronger positions in core global regions while targeting multiple types of worldly guests.

Sustainability Commitment

Marriott sustains its “Serve 360: Doing Good in Every Direction” initiative which positions sustainability as a top priority. The organisation will achieve its goal of decreasing greenhouse gas emissions by 46.2% by 2025 by dedicating money to renewable energy projects and water-saving efforts (Mittal, 2024). The company strengthens its dedication to protecting the environment through its waste reduction programs and sourcing initiatives.

Diversity and Inclusion

Marriott operates toward the mission of reaching gender balance in leadership roles during the five-year period from 2025. The initiative receives \$35 million worth of funding from the company to deliver hospitality training programmes specifically for marginalized groups. An inclusion centric approach including supplier diversity and internal employee education programs helps Marriott develop a workplace environment that offers equal opportunities to all team members (Mullins, 2023).

Technology and Innovation

The hospitality company Marriott dedicates funds to launching digital solutions aimed at improving guest services. These hotel services achieve better results when enhanced by AI tools for personalization and operations benefit from automated procedures. Customer information has received additional cybersecurity protection after recent data breaches occurred at the company (Robbins & Judge, 2017).

Financial Growth

The company projects its adjusted diluted earnings per share to grow between 15% to 20% until 2025 because of growing international travel trends (Marriott, 2023). The hotel chain continues profitable operations through strategic technological investments along with sustainable practises and the expansion of new hotel facilities.

Marriott International's Strategies for Achieving Long-Term Objectives

1. Asset-Light Business Model

Marriott International expands through asset-light business operations that combine hotel management with franchising. Rapid market expansion accompanies this strategy because it lowers the need for capital investments (Armstrong, 2012). Marriott minimises expenses that typically come with hotel property management.

2. Strategic Acquisitions

The purchase of new brands helps Marriott extend its worldwide market reach. Following the 2016 Starwood buyout the company received 1,300 new hotels. Hoteles City Express's acquisition in 2024 enabled Marriott to extend its business to the mid-scale hotel industry. 3.

Sustainability and Social Responsibility

The Marriott company guides its "Serve 360" program toward sustainable goals. The organisation has established a goal to reduce its carbon emissions by 30% throughout the following 10 years. The organisation conducts efforts to transform 30% of its operational energy use to renewable power sources.

4. Customer Loyalty Enhancement

Through its Marriott Bonvoy programme, the company successfully retains its guest base. As the program reaches more than 230 million members it provides special advantages to its participants. The company maintains permanent improvements to its reward programs to resolve customer value problems.

5. Adaptive Financial Strategies

Marriott uses market changes as a basis to adjust its operational approach. The company needs to execute cost-saving measures because of decreasing leisure travel demand. The company intends to cut expenses by \$80-\$90 million while minimising job positions in 2025 (Oladipo, 2024).

Recommendations

Marriott International needs to focus on security improvements, sustainability, and service quality while expanding its markets and looking after its employees.

1. Strengthen Data Security

Who: IT and cybersecurity teams.

When: Immediately, with continuous updates.

Where: All Marriott properties worldwide.

Guest data protection together with cyber-attack prevention stands as the main reason why these measures should be implemented.

Marriott International should use AI to develop security protocols in combination with encryption and staff training (Ashurst, 2016). Past breaches highlight the urgency.

2. Enhance Sustainability Initiatives

Who: Sustainability and operations teams.

When: Phased over five years.

Where: High-impact regions first.

The company aims to meet high environmental standards followed by future travelers as an essential business need.

The company will adopt solar power technology while cutting down waste output and pursuing sustainability certification programs.

3. Improve Customer Service

Who: Guest service and training managers.

When: Within 12 months.

Where: Locations with low guest satisfaction.

Why: To retain customer loyalty.

The approach includes employee training together with rapid problem-solving and superior service delivery as key elements (Feng & Zhao, 2019).

4. Expand Midscale Market Presence

Who: Development and marketing teams.

When: Over two years.

Where: Emerging markets.

Why: To attract budget-conscious travelers.

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The company will expand Four Points Express along with its other brands.

5. Invest in Employee Well-being

Who: HR and management teams.

When: Immediately.

Where: High-turnover locations.

Why: To improve job satisfaction.

The organisation should provide improved earnings and adaptable work arrangements together with professional development channels (Armstrong, 2021).

Conclusion

Marriott International builds its worldwide hospitality leadership strength through strategic advancement accompanied by sustainability programs and technological progress. Its organizational structure and corporate culture support innovation and service excellence. The company has made recent modifications that enhance its efficiency while pushing growth forward but these updates demand thorough risk management of reduced staff numbers and cybersecurity threats. Marriott will keep its competitive lead by focusing on security measures along with

sustainable practises and exceptional service delivery. The path to future success requires Marriott to establish an equilibrium between its expansion goals and ethical operations along with innovative technologies to stay responsive to industry transformations.

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