

Understanding organisational
structure and culture :

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Presentation Topic: The
organisational structure of Marriot



Overview

Who are Marriott international?

What is organizational structure and why is it important in hospitality?

Three design approaches:

Divisional Structure

Functional Structure

Matrix structure

Marriott examples and chats

Conclusion

10/18/2025

- Founded in 1927 by J. Willard Marriott as a root beer stand (Marriott, 2023).
- Grew into one of the world's largest hospitality companies, operating 8,500+ properties in 139 countries.
- Emphasizes service excellence and global consistency through strong organizational design (Marriott Annual Report, 2023).
- Manages over 30 hotel brands, including Ritz-Carlton, Sheraton, and W Hotels (Statista, 2024).

Background of Marriot :

Definition & Importance of Organisational Structure

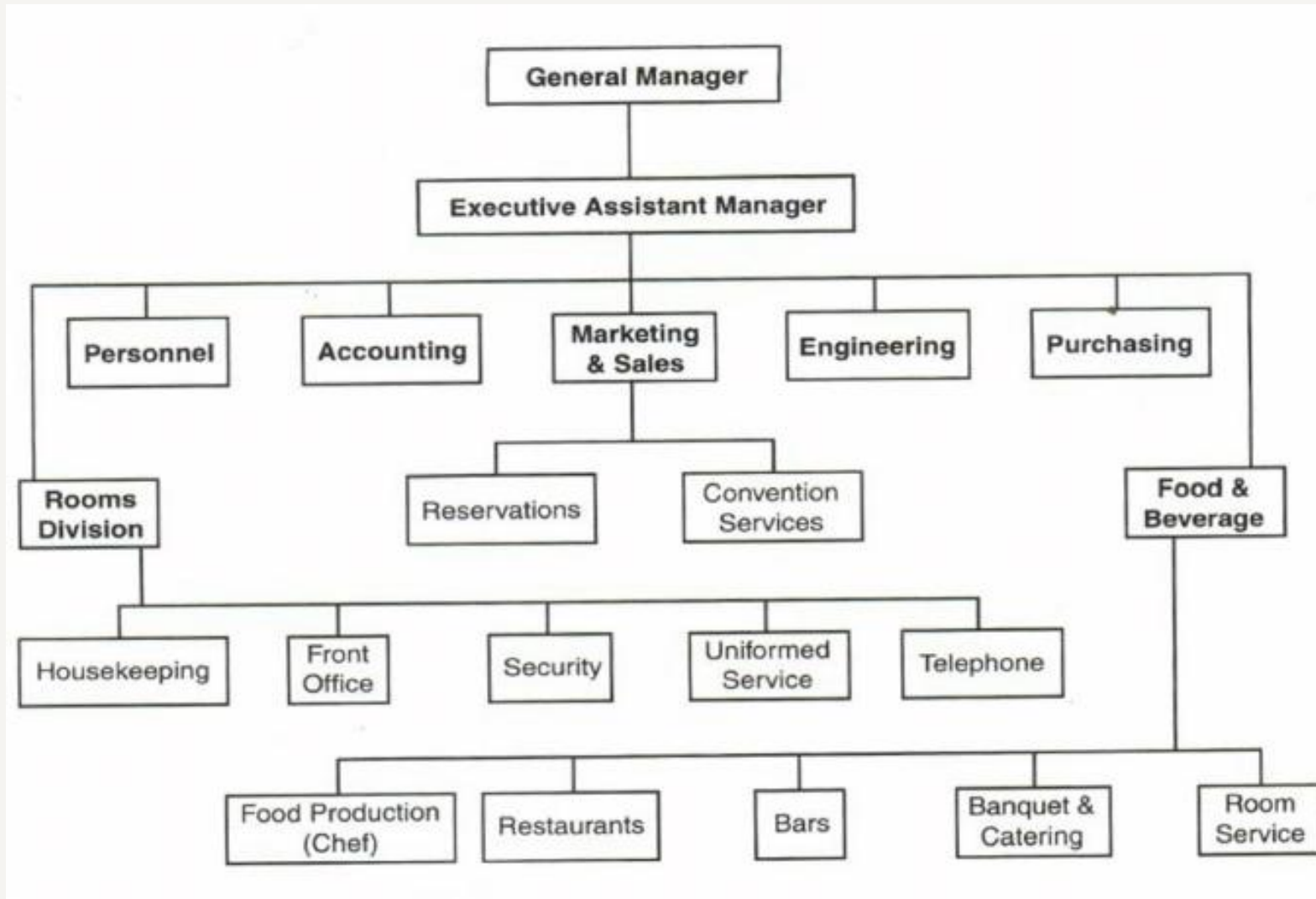
Define of organisational structure: how activities and responsibilities are divided, coordinated, and supervised (Jones, 2021).

Explain :
importance for
communication,
decision-making,
and efficiency
(Mintzberg, 2020).

Functional Structure



- Explain: based on grouping employees by specialist roles(finance, marketing, HR).
- Marriott uses this at corporate HQ to manage global departments.
- Advantages: efficiency, expertise, clear career paths (Daft,2021).
- Disadvantages: slow communication across departments, silo mentality (Hill et al., 2022).

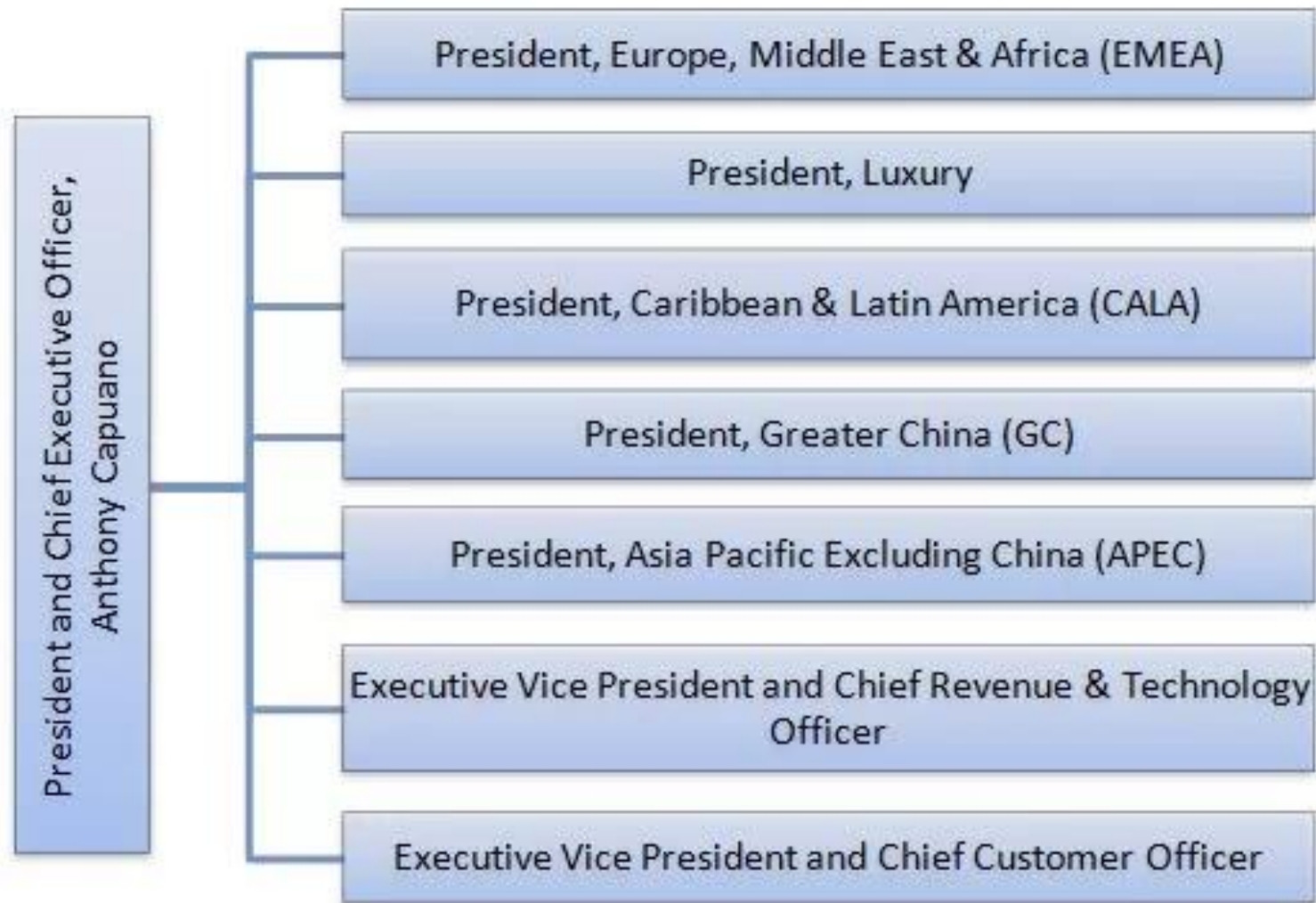


- Marriott divides operations by region and brand — e.g., Europe, Middle East, Asia-Pacific, plus brands like Ritz-Carlton, Sheraton, etc.

- Advantages: local responsiveness, flexibility, brand focus (Grant, 2020).

- Disadvantages: duplication of functions, higher costs. (Jones & George, 2021).

Divisional Structure :

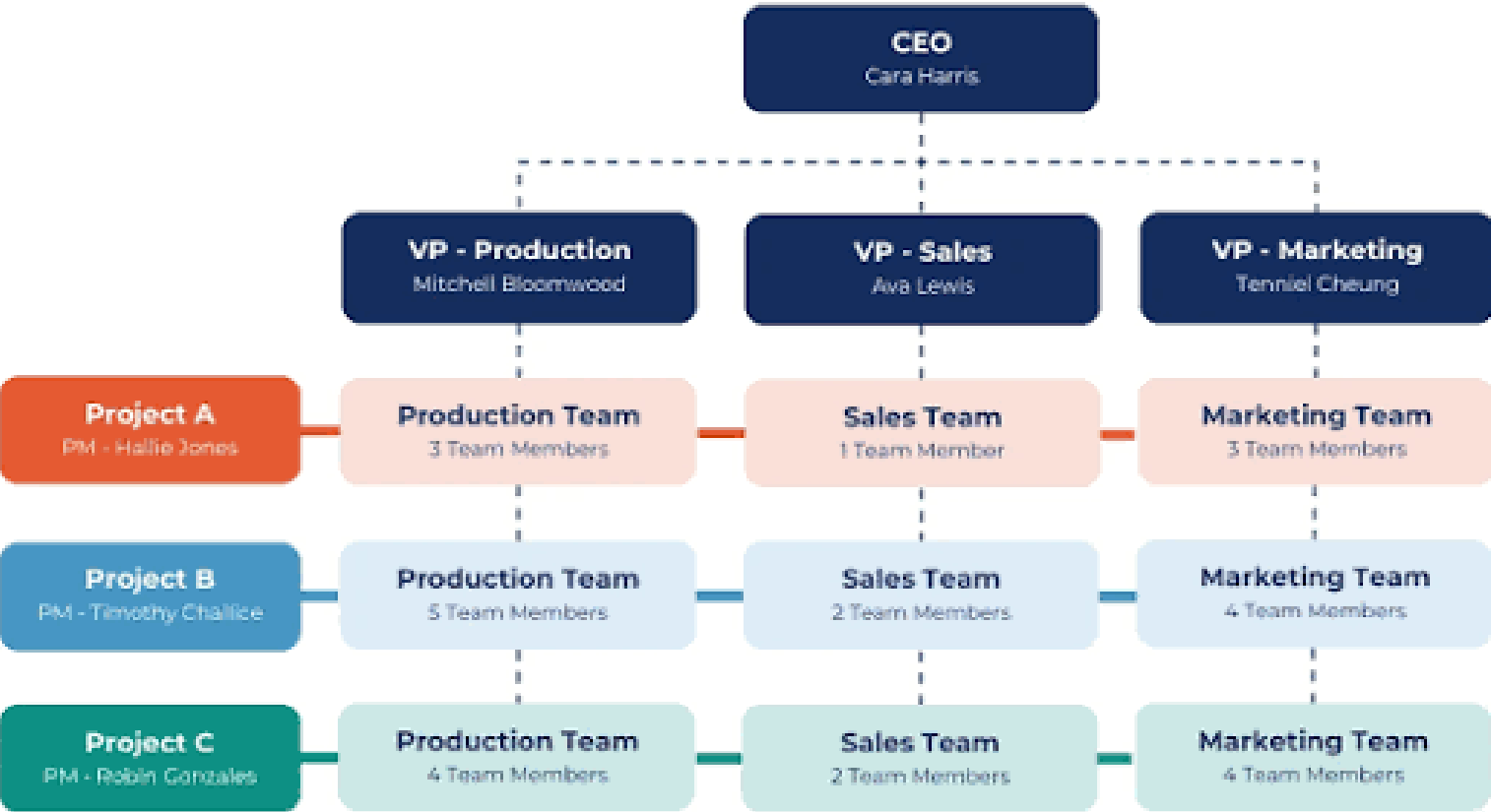


Matrix structure

- Combines functional and divisional — employees report to both functional and regional managers.
- Used in Marriott's project management and marketing campaigns.
- Advantages: promotes collaboration, innovation, and adaptability (Robbins & Coulter, 2023).
- Disadvantages: role conflict, complexity (Gibson et al., 2022).



Matrix Org Structure Chart



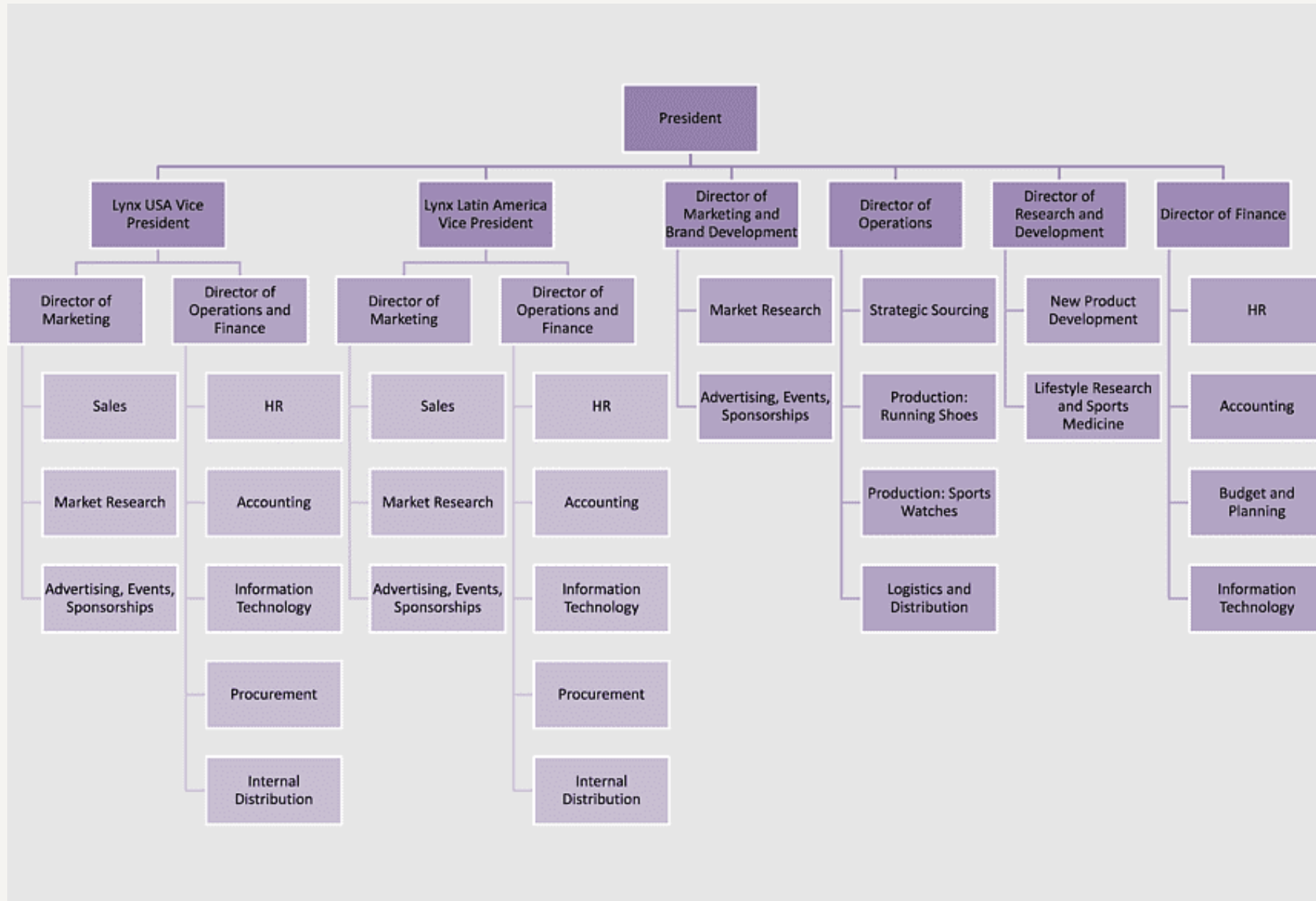
Global Consistency + Local Flexibility: Combines global standards with local autonomy (Research Methodology, 2024).

Hybrid structure

Quicker Decisions: Regional teams act faster to improve customer service (Mara Solutions, 2023).

Shared Expertise: Centralised functions boost innovation across brands (Marriott International, 2023).





Conclusion :

- Marriott uses a hybrid structure (functional + divisional + matrix).
- Suggest exploring network-based structures to enhance digital coordination and agility (Galbraith, 2021).
- But complexity can reduce communication clarity.
- This supports global growth and brand consistency (Marriott Annual Report, 2023).

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