

HOSPITALITY AND TOURISM OPERATIONS RESEARCH

Marriott[®]

INTERNATIONAL

HASINI ARUN KARTHIK
SHREEYA GOLE
VARUNIE PAI

INTERNATIONAL CAREER DEVELOPMENT CONFERENCE

ATLANTA, GEORGIA
APRIL 25 - 28, 2026

GREEN HOPE HIGH SCHOOL
2500 CARPENTER UPCHURCH RD
CARY, NC, UNITED STATES, 27519



I. EXECUTIVE SUMMARY	1
II. INTRODUCTION	4
A. Description of the Business or Organization	4
B. Description of the target market (demographics & psychographics)	5
C. Overview of the business or organization's current business strategy relating to corporate social responsibility initiatives	6
III. RESEARCH METHODS USED	7
A. Description and rationale of research methodologies selected to conduct the research study	7
B. Process used to conduct the selected research methods	9
IV. FINDINGS AND CONCLUSIONS	10
A. Findings of the research study	10
B. Conclusions based on the findings	13
V. PROPOSED STRATEGIC PLAN	14
A. Objectives and rationale of the proposed strategic plan	14
B. Proposed activities and timelines	15
C. Proposed metrics or key performance indicators to measure plan effectiveness	17
VI. PROPOSED BUDGET	19
Costs associated with proposed strategies	19
VII. BIBLIOGRAPHY	20

I. EXECUTIVE SUMMARY

"If we treat our employees right, they will treat the customers right, then the customers will come back." - Willard Marriott
"Taking Care Of People Is Taking Care Of Business" - Forbes (on Marriott Intl.)

INTRODUCTION

Marriott Intl. is one of the **globally recognized leaders** in the hospitality industry and has its headquarters located in Bethesda, Maryland. J. Willard **Marriott** and his wife, Alice **Marriott**, founded the company in 1927. Today, **Marriott** has grown into an international company that has **over 9,000 properties in 138 countries and territories**, providing food, accommodation, wellness services, and even reservable spaces for business meetings in almost all locations. They are also well known for their commitment to **customer satisfaction, sustainability, diversity,**



and **innovation**. **Marriott** operates a wide portfolio of brands, including luxury names like The Ritz-Carlton and JW **Marriott**. Additionally, **the company's loyalty program (Marriott Bonvoy)** further enhances the guest experience, while the company's concern for nature and the community also points to the fact that they are a **good and responsible leader in global hospitality**.

OBJECTIVE OF THE PROJECT

The primary objective of the study is to first **analyze** how Corporate Social Responsibility (CSR) is currently being used within **Marriott Intl.** Then, the next step is to **propose** a strategic plan that will **further implement** the use of CSR within **Marriott** based on customer feedback.

RESEARCH METHODS

PRIMARY RESEARCH

Conducting multiple interviews **(4)** with current employees at nearby **Marriott** locations helped our team **understand different CSR usages** at different branches and how it was incorporated.

Many surveys were sent to **75+** employees & customers via **Google Forms**.

When previously staying at **Marriott**, our team was able to **recall CSR used** to write notes.

SECONDARY RESEARCH



Our team used the **Marriott** website, news outlets, and hospitality publications to further analyze **Marriott** CSR usage in **many places, not only locally**. Websites like TripAdvisor.com and serve360.com helped us understand the current ways **Marriott** uses CSR and future CSR implementations. Reading articles and **interviewing competitors like Hilton and IHG** gave us insight into how **Marriott** is more advanced in some ways and behind in others.

FINDINGS AND CONCLUSIONS

Our team's research resulted in **four major findings: Marriott's Serve 360 Program, CSR Participation, Guest Awareness, and Sustainability CSR initiatives**. With these findings, we were able to summarize them into comprehensive conclusions.

FINDINGS

- 1) **Marriott's Serve 360 program** has a strong CSR foundation that supports sustainability, community involvement, and ethical practices.
- 2) CSR participation at each individual property **increases** when initiatives are easy for employees to follow and participate in.
- 3) Guests are **not fully aware** of **Marriott's** CSR efforts or the Serve 360 program.
- 4) **Sustainability CSR initiatives** contribute to reduced environmental impact and improved operational efficiency.



CONCLUSIONS

- 1) Using Serve 360 at the property level **strengthens Marriott's reputation** as a socially responsible hospitality leader.
- 2) **Marriott's** clearly defined CSR initiatives help **improve employee engagement and consistency** in implementation.
- 3) **Increasing guest awareness** of CSR efforts can enhance brand perception and customer loyalty.
- 4) **Integrating sustainability** into daily operations supports long-term environmental and business goals.



S.W.O.T. ANALYSIS

To evaluate the **internal and external factors** affecting **Marriott's** corporate social responsibility initiatives at the property level, we conducted a **SWOT analysis**.

STRENGTHS

- Established CSR initiatives through **Serve 360** and strong global brand reputation
- Strong commitment** to sustainability, community engagement, and ethical business practices.
- Several opportunities for **employee participation** in structured service and **sustainability programs**.

WEAKNESSES

- Limited guest awareness** of **Marriott's** CSR efforts and their overall impact.
- Inconsistent CSR execution** across individual properties.
- Employee participation **limited** due to time and workload **constraints**.

OPPORTUNITIES

- Increased customer loyalty by **better communicating CSR efforts to guests**.
- More partnerships** with local nonprofits, schools, and community organizations.
- Cost savings and improved efficiency through **sustainability-focused programs**.

THREATS

- Competitors** with **more visible** or aggressive CSR marketing strategies.
- Guests **doubt** if CSR efforts are **not clearly measured** or communicated.
- Economic or operational pressures that may **reduce focus on CSR initiatives**.

MARRIOTT INTL.'S CURRENT CSR PRACTICES

Marriott Intl.'s CSR efforts are guided by its **Serve 360 initiative**, focused on **sustainability, community engagement, opportunity creation, and ethical practices**. Through this initiative, **Marriott** promotes responsible operations, positive community impact at both the corporate and individual property levels, and employees volunteering. While Serve 360 provides a good foundation for CSR, its success depends on effective local implementation and guest awareness.

PROPOSED STRATEGIC PLAN

The **S.E.R.V.E.** framework builds upon **Marriott International's** Serve 360 CSR initiative. This plan focuses on the **S.E.R.V.E.** acronym (defined below) to **strengthen community impact, increase guest awareness, and support long-term business success**.

This plan aims to increase guest awareness of CSR initiatives from approximately 10% to 76% within 12 months.

SUSTAINABILITY

- Reduce energy, water usage, and waste
- Promote guest participation in green practices

EXCELLENCE

- Increase guest awareness of CSR efforts
- Strengthen community partnerships and outreach

RESPONSIBILITY

- Maintain ethical and inclusive business practices
- Guarantee alignment with Serve 360 goals

VALUE

- Enhance brand loyalty through visible CSR
- Create long-term operational and social value

ENGAGEMENT

- Integrate CSR into daily hotel operations
- Empower employees through training and leadership

S

E

R

V

E

PROPOSED KEY METRICS

Below are some of the key metrics **after the first year of implementing** the S.E.R.V.E. plan. (%'s)

ABOVE
72

GUEST SATISFACTION (CSAT)

Overall guest satisfaction with service quality, sustainability, communication, and experience.

**ABOVE
65**

EMPLOYEE SATISFACTION (ESI)

Overall employee morale,
engagements, and workplace
satisfaction

ABOVE
29

CSR AWARENESS

Percentage of guest awareness of **Marriott's** CSR initiatives.

ABOVE
45

CSR PARTICIPATION

Measures how actively guests participate in sustainable behaviors

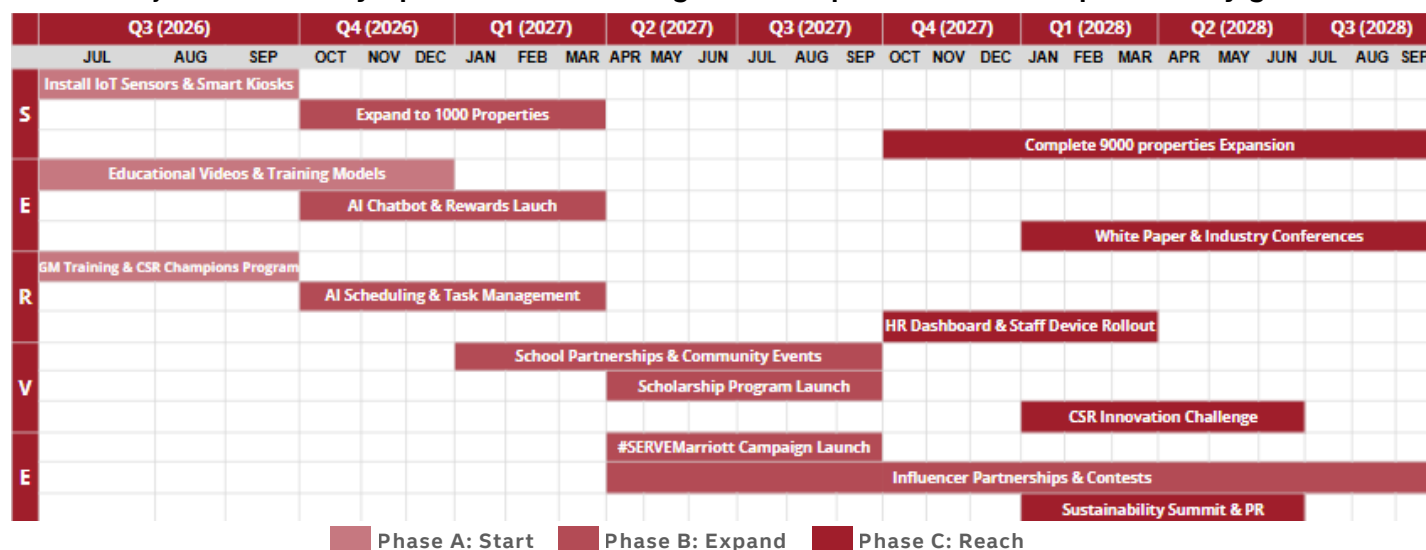
**ABOVE
750K**

#SERVEMarriott

Measures social media reach and engagement

TIMELINE

Our **strategic plan** is divided into **9 quarters**. The plan is designed to ensure smooth integration, employee participation, and a strong impact while also **allowing flexibility** for ongoing evaluation and improvement. By introducing initiatives in **structured phases**, the property can effectively **balance daily operations with long-term corporate social responsibility goals**.



PROPOSED BUDGET

The **budget** for our plan is split across the **three phases of SERVE**, with the **cumulative** cost of the **first-year implementation** totaling **\$277,606,500**. Plus the **yearly additional** cost of **\$18,502,500** to update and maintain the CSR policies. A **7.5% contingency fund** will cover unforeseen costs, and **budget reviews** every 4-6 weeks will also help control expenses. The plan revenue is **0.42% of annual revenue**.

Based on industry benchmarks and pilot-scale projections, the S.E.R.V.E. plan is expected to reach break-even by Year 2 while generating long-term value through increased guest loyalty, operational efficiency, and more brand trust.

TOTAL COST

\$277,606,500

YEARLY ADDITION

\$18,502,500

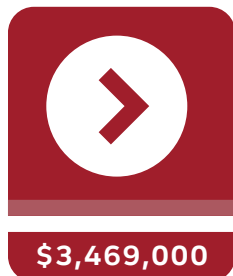
TOTAL REVENUE

\$95,760,000

5-YEAR ROI:

63.83%

PHASE A



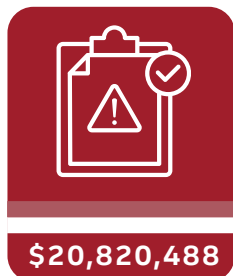
PHASE B



PHASE C



CONTINGENCY



Thank you for taking the time to review our research and proposed strategic plan for Marriott International's corporate social responsibility initiatives. We appreciate your consideration and feedback.

II. INTRODUCTION

A. DESCRIPTION OF MARRIOTT INTERNATIONAL

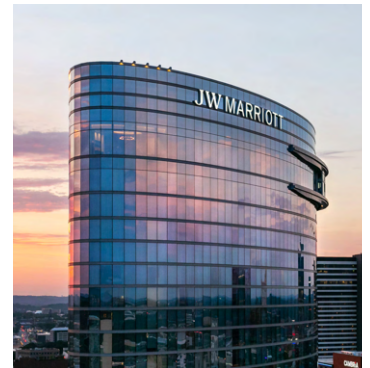
Marriott Intl. is a **world leader in the hospitality industry** and is recognized as one of the largest and most successful hotel chains. With its history of commitment to excellence, **Marriott's** main goal is to create an **unforgettable experience and wonderful stay for all of its guests**. The company is dedicated to making sure that every guest is happy and well taken care of. Having **good customer service** is at the **center** of **Marriott's** operations, which allows staff to **create strong relationships** with guests and exceed their expectations.

HISTORY

Marriott Intl. began as an A&W Root Beer franchise in Washington, D.C., in May 1927 with the same core values they have today. **Founders J. Willard and Alice Sheets Marriott** got their business started by quenching people's thirst during the hot, muggy summers in D.C.

BRANCHES

Marriott Intl. has **luxury branches**, including The Ritz-Carlton and JW **Marriott**. Additionally, they have **premium hotels**, including Sheraton, **Marriott** Hotels, Le Méridien, and Renaissance Hotels. They also have **select hotels** like Courtyard by **Marriott**, Fairfield by **Marriott**, and Four Points by Sheraton. Finally, they have hotels meant for **longer stays**, like Residence Inn by **Marriott**, TownePlace Suites by **Marriott**, and Homes & Villas by **Marriott**.



EMPLOYEES

Most **Marriott** employees characterize **Marriott** as a **lively, fast-paced**, team-oriented, fun environment with **great people and excellent opportunities** that are still very safe and hospitality-driven.



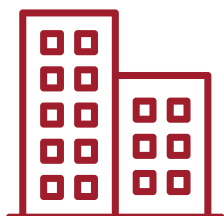
"GREAT COMPANIES ARE BUILT BY PEOPLE WHO NEVER STOP THINKING ABOUT WAYS TO IMPROVE THE BUSINESS."

J. Willard Marriott, Founder of Marriott Intl.

"BEHIND THE SCENES" OF MARRIOTT INTL.

Beyond the guest experience, **Marriott** has a **strategic business model** that combines strategic revenue management with its core values of hospitality and service. While **guest satisfaction is a top priority**, the company also places significant focus on meeting the expectations of its property owners. These stakeholders trust **Marriott** to deliver **strong returns** on their investments, which requires **careful planning** and execution.

NUMBERS



9,361
properties
in 144 countries



418,000
employees



228 Mil.
Loyal
customers



B. DESCRIPTION OF THE TARGET MARKET

Marriott Intl. serves a global & diverse customer base across its **30+ hotel brands**. By operating full-service, select-service, luxury, and extended-stay properties, **Marriott** attracts a **wide range of travelers** with varying ages, needs, and travel motivations.

TYPE	PRIMARY MARKET	SECONDARY MARKET
Demo-graphics	• Adults ages 30–55 • Mix of business travelers, families, and luxury travelers • Median household income: \$90,000+ • College-educated professionals • Marriott Bonvoy members	• Adults ages 18–29 & 55–75 • Mix of leisure travelers, sports teams, and seniors • Median household income: \$55,000–85,000 • Students, retirees, and occasional travelers
Psycho-graphics	• Values convenience, consistency, and service reliability • Wants clean rooms, digital check-in, and fast Wi-Fi • Prefers trusted global brands with strong CSR and sustainability efforts • Seeks properties near business centers, airports, and shopping districts • Prioritizes safety, comfort, and efficiency	• Seeks affordable travel options • Interested in social experiences, local culture, and leisure activities • Values personalized service and transparent pricing • Prefers brands with strong community presence and ethical practices • Looks for comfortable, dependable hotel stays
Geo-graphics	• Major suburban and urban markets with strong business travel demand • High-growth areas such as the Research Triangle, Charlotte, Atlanta, Dallas, Chicago, and D.C. • Airport corridors and tech hubs • Regions with major corporate headquarters and conferences	• Tourist destinations and mid-sized markets • Suburban growth areas and college towns • Locations near sports complexes, shopping centers, and medical hubs • Popular vacation regions in North Carolina, Florida, and the Southeast

PERSONAS



MEET ALEXIS ZHANG (28 years old)

Business Traveler

Alexis is East Asian and frequently travels for work. She values the comfort, business amenities, and reliability of Marriott, which provide her with a memorable experience.



MEET STEVE JOHNSON (52 years old)

Family Traveler

Steve is a family man who values the safety, comfort, and affordability of Marriott. Most importantly, he values the consistent service, which keeps him and his family happy.



MEET AMELIA ROMANO (47 years old)

Luxury Vacationer

Amelia is Italian and prefers to stay at high-end locations like the Ritz-Carlton. She appreciates the luxury and comfort of Marriott, which provide her with an unforgettable experience.

COURTYARD BY MARRIOTT, RALEIGH CARY/PARKSIDE TOWN STATISTICS

We selected this property as our research focus because it represents **Marriott's** select-service category and serves the rapidly growing RTP market.

Guest Occupancy: **Around 87%**

Room Amount: **105 Guest Rooms**

Total Staff: **55 Staff Members, 20 Full-time Workers**

52%

of guests prefer hotels with visible sustainability initiatives

71%

of customers read online reviews before selecting a **Marriott** property



30%

of all **Marriott** customers prefer to stay at Courtyard by **Marriott**



C. OVERVIEW MARRIOTT INTL.'S CURRENT BUSINESS STRATEGY RELATING TO CORPORATE SOCIAL RESPONSIBILITY INITIATIVES

As part of **Marriott Intl's** global CSR platform, **Serve 360: Doing Good in Every Direction**, the company integrates social responsibility into sustainability, community impact, ethical operations, and employee well-being. Serve 360 aligns with



Marriott's commitment to responsible hospitality reflects its four core pillars: **Nurture** Our World, **Sustain** Responsible Operations, **Empower** Through Opportunity, and **Welcome** All & Advance Human Rights.

These CSR initiatives guide **Marriott's** global operations while shaping property-level decisions at local hotels, including Courtyard by **Marriott** Raleigh and Cary/Parkside Town Commons.



NURTURE

Marriott Intl. believes in **strengthening the communities where it operates**, and helping make them better places to live, work, and visit. By 2027, the company aims to contribute 15 million volunteer hours, ensure 80% of managed hotels participate in community service, and have 50% of **all volunteer activities be skills-based**.



SUSTAIN

As **Marriott's** global presence expands, the company notices its growing responsibility to operate in a sustainable way. By 2027, **Marriott** aims to **reduce its environmental footprint** by 50% across its portfolio and **achieve sustainability certification** for 100% of its hotels with 650 properties pursuing LEED or equivalent.



EMPOWER

As one of the world's **fastest growing industries**, we are well positioned to be part of the solution. By 2027, **Marriott** plans to invest at least \$35 million to **expand and strengthen opportunities in the communities it serves**, including support for hospitality skills development and responsible operational practices.



WELCOME

Marriott believes that travel is vital for **peace and cultural understanding**. By 2027, the company aims for 100% of on-property associates to complete human rights training, strengthen recruitment and sourcing policies, and invest \$500,000 in partnerships that **advance travel's role in cultural awareness and global understanding**.

CHALLENGERS / COMPETITORS



- Serve 360, but implementation varies by property.
- Needs more visible sustainability communication to guests.



- Clear, measurable CSR goals through Travel with Purpose.
- Highly visible sustainability and community initiatives.



- Consistent sustainability tracking with IHG Green Engage.
- Strong operational focus on energy, water, and waste.

M III. RESEARCH METHODS USED IN THE STUDY

A. DESCRIPTION AND RATIONALE OF RESEARCH METHODOLOGIES SELECTED TO CONDUCT THE RESEARCH STUDY

Our research identified the various ways **Marriott Intl.** is implementing CSR practices within its many branches and the gaps that exist between **Marriott** and their competitors. **Our research contained 3 phases:** Preliminary Research, Primary Research, and Secondary Research.

Using many research methods allowed the team to cross-validate findings and reduce bias by comparing customer, employee, and our own views.

PRELIMINARY RESEARCH

First, we had to **research Marriott's strategies and operations** to better understand how **Marriott** is implementing CSR from a customer/guest perspective.

- We visited their website (Hilton & IHG too), the Serve 360 Platform, and the Bonvoy program, as well as other webpages to get the following background information.
- We reviewed and analyzed the **Marriott Intl. 2025 Serve 360** report to truly understand the current processes occurring at **Marriott**.

This helped us **develop accurate and efficient survey questions and interview questions** that were used in our primary research.

PRIMARY RESEARCH

Our team's primary research allowed us to understand **Marriott's** current business strategies with CSR usage. We applied a variety of **primary research methods**, including the following:

In-depth interviews

- Interviewed a **Marriott** manager and 2 receptionists to understand **current** CSR initiatives and their impact on customer relations.
- We also interviewed 5 **Marriott customers**/Bonvoy members to see their **perspective** on how **Marriott** implements CSR initiatives.



Figure 1: Ashley, General Manager at Courtyard. Interview

This helped us develop an understanding of the priorities of **employees v. customers**.
Competitor interviews

- Met with 5 different **Hilton and IHG employees** to assess their views of CSR policies/activities at their respective companies
- Compared strengths (through SWOT analysis), finding **Marriott** more **advanced** in some areas while competitors excelled in others

Surveys

- Distributed **Google Form surveys** to **Marriott** customers to assess their side on **Marriott** CSR usages.
- Collected **data** on personal customer values for CSR, awareness on CSR, and gaps & opportunities that can be created by this.



Figure 2: Survey sent out to employees & customers

Field Observations

In addition to gathering third-party perspectives, we conducted a **first-hand evaluation** of **Marriott's** CSR practices. We went to local **Marriott** hotels, including: Courtyard by **Marriott** Raleigh Town Commons, Residence Inn by **Marriott** Raleigh Downtown, Sheraton Raleigh Hotel, Hilton Raleigh North Hills, and Holiday Inn Express Raleigh-Durham Airport.



SECONDARY RESEARCH

In addition to our primary research, we analyzed how **Marriott's CSR strategies** were perceived through customer reviews, industry reports, and competitor benchmarks. Comparisons to Hilton and IHG revealed **Marriott's** strengths in **sustainability-focused CSR tools**, such as energy optimization, but highlighted issues with implementation throughout its properties. Perspectives from industry experts also emphasized **Marriott's** balance between **CSR adoption** and **customer service**. These secondary findings helped us **shape** our proposed strategic plan.

Books and Articles

- Reviewed literature and case studies on CSR in hospitality for industry context.
- Compared **Marriott's** CSR practices against **industry standards** and competitors like Hilton and IHG.
- Used findings to identify the most efficient business plan.

Videos

- Reviewed videos (TED Talks) and **industry expert** interviews and **Marriott** CSR demonstrations to understand implementation.
- Analyzed CSR's role in **customer service automation** and **predictive analytics** for personalized experiences.
- Identified key patterns and insights aligning with **Marriott's** business strategy and corporate goals.

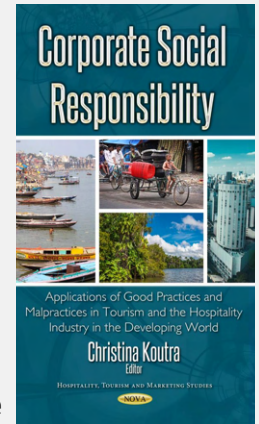


Figure 3: Book about CSR in the Hospitality industry

Industry Reports and News Articles

- Analyzed industry reports and news articles on Corporate Social Responsibility in hospitality, focusing on **Marriott's** implementation.
- Compared **Marriott's** CSR strategies to industry standards and competitors like Hilton and IHG.
- Used findings to evaluate best practices and develop the **most effective business plan**.
- Explains importance of current industry trends

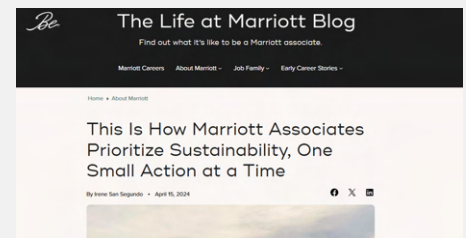


Figure 4: Article about Marriotts sustainability practices

Marriott Bonvoy

- Looked more deeply through the **Marriott Bonvoy** website to see the **different opportunities** for customers to contribute to the sustainability practices

Marriott intl. was awarded the Corporate Social Responsibility award in 2023 showing how they were already advancing in the industry compared to competitors.

Online Reviews

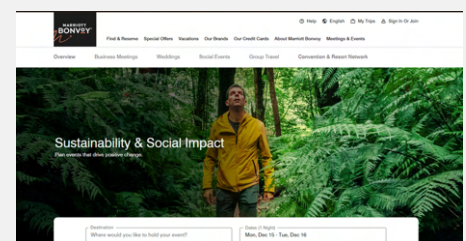


Figure 5: Marriott Bonvoy website that allows customers to host an event that helps sustain the environment

"The room is very clean! Loved the non-carpeted flooring. Appreciate the bottled water and fancy water dispensers with fruit."



Marriott City Center

"The hotel needs a renovation soon - it looks very dated. The bed was very comfortable, the towels nice & thick and the amenities (lotion, shampoo, etc.) were very nice. Very friendly staff from check-in to check-out."



Sheraton Hotels & Inns



B. PROCESS USED TO CONDUCT THE SELECTED RESEARCH METHODS

The process of conducting the ethical research was carefully planned to make sure the results were **reliable** and **comprehensive**. When we sent out the surveys, we had to make sure to keep the respondents anonymous.



1. PRELIMINARY RESEARCH

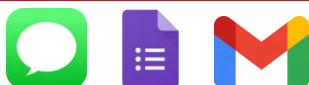
We used Google and used keywords like "CSR," "Sustainability," "Google Responsibility," to get responses and sources to establish our **first insight / perspectives** on **Marriott** Intls. CSR practices.

marriott sustainability

Figure 6: Google search

2. PRIMARY RESEARCH

In-depth interviews



We conducted **in-person interviews** with employees at different levels within **Marriott** (general manager and the reception staff). This helped us get a **diverse view** of how CSR influences their jobs. The same interview was given to maintain uniformity using a **pre-designed questionnaire** that addressed areas like CSR practices and ethical beliefs. The conversations were recorded with the consent of the staff.

Competitor Interviews

We conducted **2 interviews** on the **phone** with employees of IHG and Hilton. This helped us understand and analyze their CSR usage. With their consent, we **recorded the interview and analyzed** it to reinforce our understanding.

Surveys

To improve our understanding of each customer's experience, we administered a **2-week-long survey** sent out **via Google Forms, QR codes, emails, and text messages**. We collected **over 75 responses** over this period from customers of **Marriott Intl.**

Field Observations

We put ourselves in the **shoes of customers** and thought about our **previous stays** with **Marriott**, IHG, and Hilton to observe how these hotels were **implementing CSR**. We also found the **similarities** and **differences** between their practices.

3. SECONDARY RESEARCH

We referenced numerous books, videos, articles, industry reports, online reviews, and webinars to:

- Investigate how CSR was **being used and analyzed** by **Marriott** and its **benefits**.
- To see the opinions of people from around the world.
- This helped us create a strategic plan that would be **useful in all locations**.

We also analyzed competitors by using reliable articles and videos, which helped us understand:

- how they compare to **Marriott**.
- The pros and cons of different CSR implementations.
- Identifying strengths (via SWOT)
- Highlights **Marriott's advantages** in areas like sustainability and energy management.

The Graphic Below Summarizes the Timeline of our Research



IV. FINDINGS AND CONCLUSIONS OF THE STUDY

A. FINDINGS OF THE RESEARCH STUDY

In our background research we learned that **Marriott** is an industry **leader** in adopting corporate social responsibility practices, as they have the **Serve 360 program** and won the **CSR award of 2023**.

Despite **limited awareness** of **Marriott's** CSR strategy, customers expressed appreciation for sustainability efforts when they were clearly explained. Several interviewees stated that they would be **more supportive of CSR-related changes** if **Marriott proactively communicated** the purpose and impact of these initiatives. This demonstrates that while CSR may not be the primary reason customers choose **Marriott**, it **strongly influences** overall satisfaction and brand perception once guests understand its value.

MARRIOTT GENERAL MANAGER + EMPLOYEE INTERVIEW

These are a few of the **essential questions** we asked and **insightful responses** we got during our 45-minute interviews with both the general manager of Marriott and an employee.

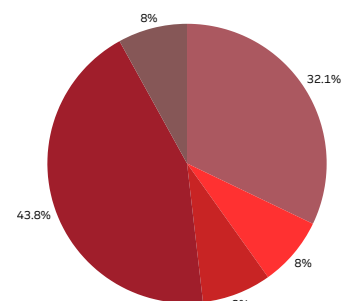
QUESTION	RESPONSE
How does Marriott define corporate social responsibility, and why is it important?	" Marriott's Serve 360 program guides our social responsibility efforts. At our 105-room property, we complete 105 hours of community service annually, focusing on sustainability, opportunity, and human rights to support local communities and reduce environmental impact."
How does this location support employees through CSR efforts like training, diversity, or community involvement?	" Marriott offers hands-on training and the E-Inspired platform for personalized development. At our 105-room property, we complete 105 hours of community service annually. Our core value is a guest-first approach, aiming to exceed expectations."
How does Marriott collect and use guest feedback related to sustainability or social responsibility?	" Marriott collects feedback from guest surveys and corporate partners on sustainability and social responsibility. This feedback is reviewed at both the property and corporate levels to help us improve practices and ensure we are responsible, forward-thinking, and meeting both customer and business expectations."
In your opinion, what is one CSR area Marriott could improve or expand?	" Marriott focuses heavily on environmental sustainability, like reducing waste, using local products, and minimizing energy. If one area could use more attention, it would be investing in employees since progress in this area is less visible than in the others."
Does Marriott tune its CSR practices based on competitors?	"We share best practices between Marriott properties to improve operations and guest experience. In the competitive hospitality industry, we also watch competitors like Hilton and adapt ideas to stay innovative and ahead."

CUSTOMERS

In order to create the best plan, we connected with customers in 2 different ways.

Which CSR issues do you personally care about the most?

Reducing waste, **Energy efficiency**, Community, service/charity, Supporting local suppliers, **Employee fairness and safety**, Diversity and inclusion





Interviews

Based on our interviews with **Marriott** Bonvoy members at different levels, we were able to look at CSR from the **customer's shoes**.

- Customers don't really look at CSR in **Marriott**.
- **Marriott doesn't communicate** what steps they are taking to be more sustainable; they are just informing the customers about the changes.
 - When they implemented the **towel policy** where you have to hang your towels in a certain way for them to replace them. It was not explained to the customers why unless they asked.
 - When they had to change to **paper straws because of a vendor**, a few of the **Marriott** Bonvoy members were angered because they were not told why.
- The policy these customers would like to see **Marriott** implement more in the future is **environmental sustainability**.

Surveys

Based on our surveys we sent to **Marriott**, **Hilton**, and **IHG** customers, we were able to obtain **qualitative data** and **feedback** on how they view CSR, what their priorities are, and which CSR practice they see their respective company follow the most.



FINDINGS

Based on the interviews and surveys we learned that:

1. A **87%** of respondents indicated that corporate social responsibility is either "important" or "very important" when choosing a hotel brand.
2. **Environmental sustainability** was ranked as the **highest priority (5/5)** among respondents, particularly waste reduction and energy efficiency.
3. Customers were more likely to **trust and remain loyal to hotel brands** that demonstrate **ethical practices and transparency**.
4. Respondents expected large hospitality companies like **Marriott** to take an **active leadership role** in sustainability and community impact initiatives.

COMPETITOR ANALYSIS

We compared **Marriott's** CSR practices to **Hilton's** and **IHG's** CSR policies through our interviews. We also did a **SWOT analysis** as seen in the executive summary (**page 2**).

	Sustainability & Community Impact	Serve 360 framework, energy tracking via MESH dashboard, volunteer hour requirements, bulk amenities	Strong data tracking and long-term environmental goals
	Guest-Facing Sustainability	"Travel with Purpose," visible in-room sustainability messaging, carbon-neutral meetings	Clear communication of CSR to guests
	Operational Efficiency	IHG Green Engage system, standardized energy and water reduction tools	Consistent implementation across properties



EVALUATION OF MARRIOTT INTERNATIONAL'S CSR PRACTICE

Overall, **Marriott** International demonstrates a **well-developed and structured CSR strategy** that aligns with both industry expectations and customer values. The **Serve 360** initiative allows **Marriott** to balance environmental sustainability, community engagement, ethical operations, and employee development under one cohesive framework. However, the evaluation of **Marriott's** CSR practices reveals that implementation is often stronger than **communication**. While **Marriott** effectively executes sustainability initiatives behind the scenes, guests are **not always fully aware** of the **company's efforts** unless directly informed.

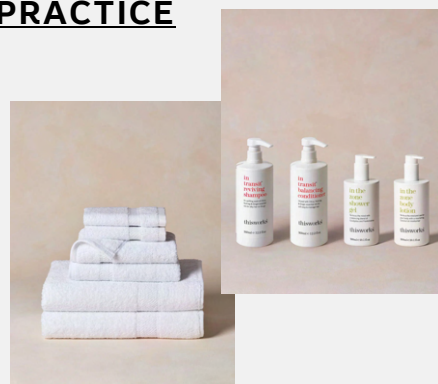


Figure 7:
Marriott utilizing sustainable amenities

FINDINGS FROM FIELD OBSERVATIONS

Observations were conducted at multiple **Marriott** properties within the Research Triangle Park (RTP) area, including Courtyard by **Marriott** Parkside Town Commons.

1. **Environmental sustainability initiatives** were **consistently** present across properties, including towel and linen reuse programs, bulk bathroom amenities, and energy-efficient lighting.
2. **Reclaimed water** was used for landscaping and irrigation, aligning with **Marriott's** water conservation goals.
3. **CSR initiatives** were more **clearly enforced** during corporate meetings and events, where recycling, composting, and reduced disposable usage were standard.
4. Due to RTP's high concentration of corporate offices and technology companies, CSR expectations were **higher** among **business travelers than leisure guests**.
5. In-room sustainability information existed but was often **brief or overlooked**.
6. Staff appeared knowledgeable about CSR practices when asked, indicating strong internal implementation despite limited guest-facing communication.

FINDINGS FROM SECONDARY RESEARCH

Secondary research **reinforced** our primary findings by confirming that **Marriott International** is widely recognized for its leadership in sustainability and corporate responsibility.

ONLINE REVIEWS	Revealed that guests notice cleanliness, eco-friendly amenities, and sustainable design elements, even if they do not explicitly label them as CSR practices. Additionally, analysis of Hilton and IHG demonstrated that while Marriott leads in sustainability tracking and goal-setting , competitors often communicate CSR initiatives more visibly to guests.
INDUSTRY REPORTS + ARTICLES	Highlighted Marriott's Serve 360 initiative, long-term environmental goals , and investments in responsible sourcing and community development. Marriott's receipt of a Corporate Social Responsibility Award in 2023 further validates its progress compared to competitors.

Overall, secondary research supports the conclusion that **Marriott's** CSR strategy is effective but would benefit from **stronger guest-facing communication** to maximize its perceived value.



B. CONCLUSIONS BASED ON THE FINDINGS

Based on the comprehensive analysis of primary and secondary research, it is evident that **Marriott** International has established a strong and credible corporate social responsibility strategy that aligns with modern **hospitality industry standards** and **evolving customer expectations**. Through its Serve 360 initiative, **Marriott** integrates sustainability, community impact, ethical operations, and employee development into its overall business model.



Figure 8: Serve360 Platform goals

STRENGTHS

One of **Marriott's** greatest strengths is its commitment to environmental sustainability.

- The company has implemented measurable initiatives such as energy tracking systems, water conservation programs, reduced plastic usage, and waste reduction policies across its properties.
- These initiatives are effective in **corporate-heavy regions** like RTP, where business travelers and corporate partners place a high value on environmental responsibility.
- **Marriott** demonstrates strong **community involvement** through volunteer hour requirements and partnerships with local organizations.
- These efforts reinforce **Marriott's** role as a responsible corporate citizen and strengthen relationships within the communities it serves.

CHALLENGES

Despite strong implementation, our research identified a **clear gap** between CSR action and customer awareness. Many guests are unaware of **Marriott's** sustainability and community efforts unless directly informed. When CSR-related changes are introduced without explanation, some guests **respond negatively**, even when the initiative benefits the environment. Additionally, while employee development is a stated pillar of Serve 360, progress in this area is **less visible** to both guests and employees compared to environmental initiatives.

FINAL ASSESSMENT (CONCLUSIONS)

- **Marriott** International is well-positioned as a **leader** in corporate social responsibility within the hospitality industry.
- Improving **communication** of CSR initiatives can help guests better understand **Marriott's** sustainability and community efforts.
- Increasing guest education about why CSR policies exist can improve acceptance and satisfaction.
- Placing greater emphasis on **visible** employee empowerment and development can strengthen **Marriott's** people-first culture.
- Addressing these areas will help **Marriott** enhance **customer trust**, strengthen its competitive advantage, and fully realize the impact of its CSR strategy.
- Continued improvement will allow **Marriott** to set industry standards for responsible hospitality.

These conclusions directly informed the development of the proposed S.E.R.V.E. strategic plan, ensuring alignment between research findings and recommended actions.



V. PROPOSED STRATEGIC PLAN

A. OBJECTIVES AND RATIONALE OF THE PROPOSED STRATEGIC PLAN

Based on our primary and secondary research, our strategic plan aims to **upgrade** **Marriott** International's CSR **communication** and **implementation strategies**. **Marriott** has a strong market presence, and its current CSR systems lack guest-facing communications, proactivity, operational efficiency, and employee engagement when compared to industry leaders like Hilton and IHG. This presents both a challenge and an opportunity for **Marriott**.

The goal for our plan is built on the acronym S.E.R.V.E.

Project S.E.R.V.E.



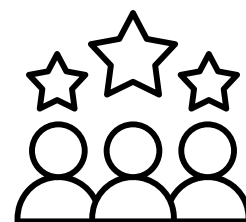
This acronym connects directly to **Marriott's** existing "Serve 360" program while also creating a plan that addresses all **stakeholder demographics**, including guests, employees, and communities.

THREE PILLARS OF S.E.R.V.E.

PILLAR 1: SUSTAINABLE OPERATIONS & EXCELLENCE

Improve Services for Customers

Objectives: **Expand** guest CSR awareness from 29% to 85%+, increase mobile app usage from 15-20%, reduce customer churn (loss) by 10%, and achieve 88%+ customer satisfaction.



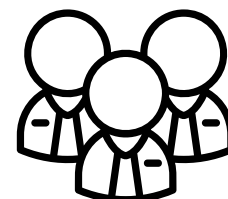
Key Initiatives:

1. Enhanced CSR Marketing - QR codes in rooms, lobby displays, and check-in communication
2. Interactive Education Platform - 2-3 minute videos in the Bonvoy app featuring real employees
3. Guest Participation Rewards - 50-200 bonus points for sustainable choices
4. Personalized environmental impact tracker - Customers can view their personal impact on the environment in real-time

PILLAR 2: WORKPLACE EFFICIENCY & TAKING RESPONSIBILITY

Helping Employees With Technology

Objectives: Reduce task completion time by 25%, increase employee satisfaction by 20%, cut HR response time by 60%, reduce turnover by 15%



Key Initiatives:

1. AI-Powered Scheduling - Uses previous employee data to predict staffing
2. Automated Task Management - Mobile apps for housekeeping and maintenance
3. Digital Training & HR Chatbot - On-demand learning and instant HR support
4. Smart Communication Tools - Microsoft Teams for real-time coordination

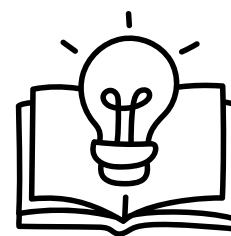


PILLAR 3: VALUE CREATION & ENGAGEMENT

Educate Community & Build CSR Literacy

Objectives: Establish 20+ educational partnerships, achieve 1M+ social impressions via **#SERVEMarriott**, contribute 125 service hours per property annually, **position Marriott as a CSR leader**

Key Initiatives:



1. In-Property Workshops - **Quarterly community events** on sustainability and careers
2. Youth Partnerships - **Internships**, scholarships, innovation challenges
3. **#SERVEMarriott** Campaign - **Social media** showcasing CSR contributions
4. Informing Customers- White papers (reports) and **conference**

B. PROPOSED ACTIVITIES AND TIMELINE

THE S.E.R.V.E. PLAN OF INTEGRATION

The proposed strategic plan aims to **integrate enhanced CSR communication** with **Marriott's** physical and digital presence and **expand community reach** while improving the customer experience. By creating this solution, **Marriott** will be the leader of hospitality advancement while staying true to its people-first values established by J. Willard **Marriott** in 1927.

Our implementation follows a **phased approach spanning 24 months** (8 fiscal quarters), **starting from Q2 2026 and ending in Q2 2028**. Each quarter has specific deliverables designed to ensure successful implementation as shown in the timeline below.

PHASE A: START (Q3 2026 - Q4 2026): FOUNDATION AND PILOT LAUNCH

Timeline: July - October 2026 (16 weeks)

Primary Objectives:

- **Establish technological infrastructure** for enhanced CSR communication
- Launch **pilot programs** at 100 select **Marriott** properties
- Begin comprehensive **employee training** on new CSR communication protocols
- **Develop** initial **educational content** and **marketing materials**

Month 1-2 (July - August):

- Conduct two-day GM and **staff training sessions** on CSR communication
- Contact vendors and **install IoT sensors** (electronic devices that detect and measure physical changes) at 100 pilot properties
- **Upgrade WiFi infrastructure** and integrate with MESH dashboard
- **Launch "CSR Champions" program** (2-3 staff per property)

Month 3 (September):

- Produce 12 **educational videos** featuring employee testimonials
- Design and print 3000 **QR code placards** for guest rooms
- Create **in-app tutorial modules** for **Marriott Bonvoy**
- Develop **#SERVEMarriott social media** content calendar

Month 4 (October):

- **Install 200 smart kiosks** (2 per pilot property) in lobbies
- Begin **digital training programs** via tablets and smartphones
- **Establish base metrics** such as energy usage, satisfaction scores, CSR awareness
- Launch **feedback collection systems** (surveys, QR codes, in-app prompts)

Deliverables: 100 properties operational, 1800 employees trained, baseline data collected



Figure 9: Example of SERVEMarriott post



PHASE B: EXPAND (Q4 2026 - Q3 2027): SCALING & OPTIMIZATION

Timeline: November 2026 - August 2027 (40 weeks)

Scaling & Optimization

Months 5-7 (November-January):

- **Expand to 1000 total properties** with full technology suite
- Incorporate **AI chatbot in Bonvoy app** with over 200 CSR questions & responses
- Implement **prior scheduling and task management apps** (50,000 employees)
- Launch personalized trackers and **Bonvoy CSR rewards**

Months 8-10 (February-April):

- Launch **"Green Stay" package** with enhanced rewards
- Install 2000 **interactive lobby displays** (2 per property)
- Send automated post-stay **environmental impact emails**
- Establish **30-50 school partnerships** with formal agreements
- Host first **community event**: "Careers in Sustainable Hospitality"

Months 11-14 (May-August):

- Official **#SERVEMarriott campaign launch** across all platforms
- **Partner with 20-30 micro-influencers** for sponsored content on apps including Instagram, Facebook, TikTok, YouTube
- Run "Show Us Your Sustainable Stay" **social media contest**
- Begin **scholarship program** (\$5,000 awards for 100 students)
- Coordinate first **inter-property volunteer day** (1,000+ employees)

Deliverables: 1000 properties operational, 100,000+ employees trained, campaign launched

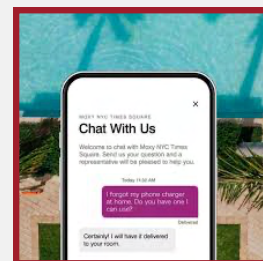


Figure 10: AI Chatbot demonstration

PHASE C: REACH (Q3 2027 - Q3 2028): FULL IMPLEMENTATION & LEADERSHIP

Timeline: September 2027- August 2028 (48 weeks)

Months 10-11 (September-October):

- Complete expansion to 9,000 properties
- **Install smart mirrors** and voice-activated controls (luxury properties)
- Utilize **self-service HR dashboard** and "Skills Marketplace."
- Distribute **500,000+ company devices** to all staff

Month 12 (November):

- Host regional **"Sustainability in Hospitality Summit."** (200+ attendees)
- Publish white paper: "The Business Case for CSR in Hospitality"
- Expand to **100+ school partnerships** across pilot regions
- Launch annual **"Marriott CSR Innovation Challenge"** (\$10,000 prize)

Ongoing (December-August):

- Launch **traditional advertising campaign** in regional markets
- Present findings at 10+ **industry conferences** (Americas Lodging Investment Summit, Hospitality Industry Technology Exposition and Conference, etc.)
- Secure features in trade publications and travel media
- Complete comprehensive **ROI analysis** and **annual CSR report**
- **Present findings to Marriott's corporate leadership**

Deliverables: 9,000 properties optimized, thought leadership established, ROI proven



Figure 11: Customer using smart mirror



ARUN KARTHIK, GOLE, PAI



GENERAL KPIs

METRIC	DESCRIPTION	CALCULATION	BENCHMARK
Customer Churn Rate	Measures the percentage of guests who do not return after their stay, reflecting loyalty and overall satisfaction.	$(\text{Lost Customers} \div \text{Total Customers}) \times 100$	Current: 6% annually Y1: 5% reduction Y3: 8% reduction Y5: 10%+ reduction
CSR Awareness Level	Measures guest awareness of Marriott's CSR initiatives through in-room messaging , the Bonvoy app, and staff communication.	$\text{Guests Aware} \div \text{Total Surveyed} \times 100$	Current: 29% Y3: 75% Y5: 85%+
Guest Satisfaction (CSAT)	Evaluates overall guest satisfaction with service quality, sustainability communication , and experience.	$\text{Average Survey Score} \div \text{Max Score} \times 100$	Current: 72% Y3: 85% Y5: 88%+
Return on Investment (ROI)	Assesses the financial efficiency of the S.E.R.V.E. plan by comparing incremental revenue to implementation costs .	$(\text{Net Profit} \div \text{Total Cost}) \times 100$	Y3: 38%+ Y5: 50%+

S.E.R.V.E. METRICS

	METRIC	DESCRIPTION	CALCULATION	BENCHMARK
S	Guest CSR Participation Rate	Measures how actively guests engage in sustainable behaviors such as towel reuse, green rewards, and digital check-in .	$\text{Active Participants} \div \text{Total Guests} \times 100$	Current: 45% passive Y3: 75% active Y5: 80%+ active
E	Carbon Footprint Reduction	Tracks reductions in CO ₂ emissions through energy-efficient operations and guest participation.	$(\text{Baseline CO}_2 - \text{Current CO}_2) \div \text{Baseline} \times 100$	Y3: 15% reduction Y5: 20%+ reduction
R	Employee Satisfaction Index (ESI)	Measures employee morale , engagement, and workplace satisfaction through internal surveys.	$\text{Mean Survey Score} \div \text{Max Score} \times 100$	Current: 65% Y3: +15% Y5: +20%
V	Task Efficiency Time	Measures operational efficiency improvements from AI scheduling and automated task management tools .	Avg. Task Completion Time	Current: 45 min Y3: -20% Y5: -25%
E	#SERVEMarriott Engagement	Measures social media reach and engagement generated by CSR campaigns and community initiatives .	Total Impressions & Engagement Rate	Y3: 750K impressions Y5: 1M+ impressions

M VI. PROPOSED BUDGET

COSTS ASSOCIATED WITH PROPOSED STRATEGIES

The S.E.R.V.E. plan requires an initial cost of **\$277,606,500** and a yearly recurring cost of **\$18,502,500**. Over the next 5 years, this cost will decrease as deployment and maintenance costs reduce. The total cost may seem very high, but it is **proportional to Marriott International's scale**, with approximately 8,500 properties worldwide and \$26.1 billion in annual revenue (2025). Due to our phased approach and technology investments, which provide **long-term operational efficiency**, a company-wide implementation is more economically favorable than a pilot program when considering the cost of expanding the project. *numbers are rounded to nearest hundred to ensure easier calculation

PHASE & MATERIALS	UNIT COST*	QUANTITY	TOTALS
PHASE A (Q3 2026 - 4 months)			\$3,469,000
IoT Sensors & Installation	\$2,500/property	100 properties	\$250,000
WiFi Infrastructure Upgrade	\$8,000/property	100 properties	\$800,000
MESH Dashboard Integration	\$150,000	1 system	\$150,000
Smart Kiosks	\$4,500/unit	200 units (2 per property)	\$900,000
Digital Training Tablets	\$450/device	500 devices	\$225,000
GM & Staff Training Programs	\$5,000/property	100 properties	\$500,000
CSR Champions Program Setup	\$1,200/staff	250 staff (2-3 per property)	\$300,000
Educational Video Production	\$8,500/video	12 videos	\$102,000
QR Code Placard Design & Print	\$4/placard	3,000 placards	\$12,000
Bonvoy App Tutorial Development	\$85,000	1	\$85,000
Survey & Feedback Systems	\$45,000	1	\$45,000
Project Management Consulting	\$25,000/month	4 months	\$100,000
PHASE B (Q4 2026 - 10 months)			\$18,502,500
Technology Suite Expansion	\$3,200/property	900 properties	\$2,880,000
AI Chatbot Development	\$350,000	1	\$350,000
Personalized Impact Trackers	\$125,000/tracker	1 tracker	\$125,000
Green Stay Package Development	\$95,000	1	\$95,000
Interactive Lobby Displays	\$3,800/unit	1,800 units	\$6,840,000
Automated Email System	\$65,000	1	\$65,000
AI Scheduling System	\$280,000	1	\$280,000
Task Management Apps	\$6/license	50,000 licenses	\$300,000
Employee Training Expansion	\$85/employee	80,000 employees	\$6,800,000
School Partnership Coordination	\$2,500/partnership	40 partnerships	\$100,000
Community Event: Careers Forum	\$35,000	1	\$35,000
Micro-Influencer Campaign	\$3,500/influencer	25 influences	\$87,500
Social Media Contest Platform	\$45,000	1	\$45,000
Scholarship Program	\$5,000/award	100 students	\$500,000
PHASE C (Q3 2027 - 9 months)			\$255,635,000
Final Property Expansion	\$3,200/property	8,000 properties	\$25,600,000
Smart Mirrors (Luxury Properties)	\$2,200/unit	1,500 units	\$3,300,000
Voice-Activated Controls	\$1,800/room	1,500 rooms	\$2,700,000
Staff Tablets & Smartphones	\$550/device	400,000 devices	\$220,000,000
Self-Service HR Dashboard	\$425,000	1	\$425,000
Skills Marketplace Platform	\$275,000	1	\$275,000
Sustainability Summit	\$185,000	1	\$185,000
White Paper Publication	\$45,000	1	\$45,000
School Partnerships Expansion	\$2,500/partnership	60	\$150,000
CSR Innovation Challenge	\$125,000	1 (includes 10k prize)	\$125,000
Traditional Advertising Campaign	\$2,500,000	1	\$2,500,000
Conference Presentations	\$15,000/conference	10	\$150,000
Trade Publication Features	\$85,000 × 1	1	\$85,000
Comprehensive ROI Analysis	\$95,000 × 1	1	\$95,000
CONTINGENCY FUND	\$20,820,488	TOTAL BUDGET*	\$277,606,500
YEARLY ADDITION			\$18,502,500
REVENUE FROM PLAN*8 - 1.06% OF TOTAL REVENUE			\$95,760,000
RETURN ON INVESTMENT***			63.83%

*Numbers may not add up due to rounding.

**Revenue is calculated from Marriott's 2025 annual revenue of \$26.186 billion.

***Formula used to calculate ROI $\left(\frac{\text{net return}}{\text{total investment}} \right) * 100$



S.E.R.V.E. 5-YEAR SUMMARY

YEAR	ANNUAL EXPENSES	CUMULATIVE EXPENSES	ANNUAL REVENUE	CUMULATIVE REVENUE	ROI (%)
1	\$3,469,000	\$3,469,000	\$2,850,000	\$2,850,000	-17.84%
2	\$18,502,500	\$21,971,500	\$24,580,000	\$27,430,000	+24.84%
3	\$18,502,500	\$40,474,000	\$28,750,000	\$56,180,000	+38.81%
4	\$18,502,500	\$58,976,500	\$32,500,000	\$88,680,000	+50.35%
5	\$18,502,500	\$77,479,000	\$38,250,000	\$126,930,000	+63.83%

ROI = (cumulative revenue – cumulative expenses) ÷ cumulative expenses × 100. Numbers rounded to nearest dollar.

S.E.R.V.E. BREAK-EVEN ANALYSIS

BREAK-EVEN POINT

Q1 YEAR 2

~Feb 2027 (month 8 of plan)

ANNUAL NET PROFIT (Y3+)

\$10,247,500

Revenue minus yearly maintenance cost

NET REVENUE AT BREAK EVEN

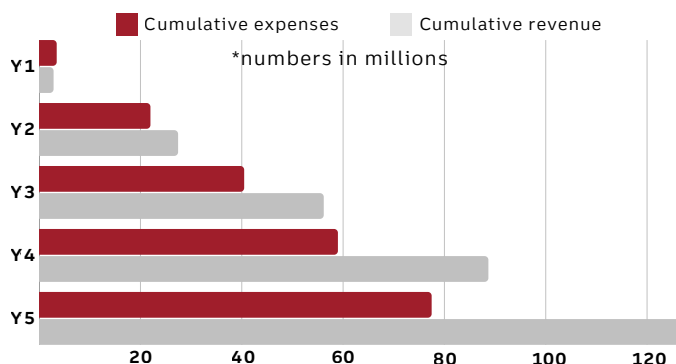
\$393,917

Cumulative surplus after crossing zero

5-YEAR ROI

63.83%

Net profit \$49,451,000 on \$77,479,000 invested



VII. BIBLIOGRAPHY

Section II

- "Home - Csr-marriott." Csr-marriott, 13 Aug. 2025, serve360.marriott.com.
- Marriott International Number of Employees, Statistics, Diversity, Demographics, and Facts - Zippia. 21 July 2023, www.zipppia.com/marriott-international.

Section III

- Corporate Social Responsibility: Applications of Good Practices and Malpractices in Tourism and the Hospitality Industry in the Developing World: ... Hospitality Industry in the Developing World - Christina Koutra, Christina Koutra | 9781536122893 | Amazon.com.au | Books.
- Ditlev-Simonsen, Caroline Dale. "How to Approach Corporate Social Responsibility in a Sustainable Manner, Step by Step." Www.ted.com, July 2018, www.ted.com/talks/caroline_dale_ditlev_simonsen_how_to_approach_corporate_social_responsibility_in_a_sustainable_manner_step_by_step.
- "Hotels by Hilton." Hilton.com, www.hilton.com/en.
- IHG Hotels and Resorts international corporation. "IHG Hotels and Resorts." IHG International Corporation, www.ihg.com/hotels/us/en/reservation.
- "Marriott International, Inc." marriott.com, <https://www.marriott.com/default.mi>
- Multiple sources. Individual Marriott Reviews. www.tripadvisor.com/.
- Shribman, Michael. "Corporate Social Responsibility: A Strategic Imperative for Modern Businesses." Forbes, 2024, www.forbes.com/councils
- Yingling, Jason. "How Associates Lead Sustainability at Marriott Hotels." Life at Marriott Blog, 15 Apr. 2024, life.marriott.com/blog/sustainability-stories/.

Section IV

- The University of North Carolina at Chapel Hill. "LibGuides: Sustainable Business (Corporate Social Responsibility, ESG): Corporate Social Responsibility (CSR)." Unc.edu, 2019, guides.lib.unc.edu/sustainable-business/csr.

Section V

- "Marriott International, Inc." marriot.com, <https://www.marriott.com/loyalty.mi>
- "What Is Customer Churn? A Complete Guide With Examples." Salesforce, 12 Dec. 2025, www.salesforce.com/sales/analytics/customer-churn.

Section VI

- n /a, n/a. "TI 84 Calculator Online - Free Graphing Calculator Simulator." Ti84calc.com, 2024, ti84calc.com.
- University of Pennsylvania. "Popular Budgeting Strategies." Penn Student Registration & Financial Services, 2024, srfs.upenn.edu/financial-wellness/browse-topics/budgeting/popular-budgeting-strategies.

CONTINGENCY FUND - \$20,820,488

In case of unpredicted costs, a **contingency fund** of 7.5% of the budget will be allocated (approximately \$20.8 million). This fund will be used to **protect Marriott** against increases in subscriptions, licensing fees, and training needs. Additionally, any unused portion of the contingency fund will be **redistributed** to support future development with artificial intelligence and emerging technologies.

REGULAR BUDGET REVIEW AND RISK MANAGEMENT

To ensure the S.E.R.V.E. plan's budget is not exceeded, the budget will be **reviewed** every 4-6 weeks. These evaluations will help **track expenses** and make **necessary adjustments** to ensure the plan is on course. By implementing the contingency fund and regular evaluations, **Marriott Intl.** will be able to effectively **minimize risks** while still **maximizing return on investment**.

