### Marriott's Bedding Program: Finalist for PMI's 2007 Project of the Year

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GlobalCongress

## Marriott's Bedding Program

- Nomination for Project of the Year
- Overview
- Business Need
- Operational Changes
- Project Complexity
- Success Measurement
- Keys to Success/Key Learnings

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### Nomination for POY

- Project of the year finalist
- Unique application of PMI principles to an operations project
- Standard project documentation facilitated submission process



## **Overview of Bedding Project**

Developed, tested and implemented bedding in 628,000 beds across 10 Marriott lodging brands at 2400 hotels worldwide in 2 years.





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### **Business Need**

- Key customer need is a good night sleep.
- Guests' clean/fresh bedding concerns.
- Competitive environment
- Residential bedding trends
- Guest preference for Marriott's bedding, measured by higher guest satisfaction and overall market share shift.



## **Operational Changes**

- Key product changes
  - No more bedspreads
  - White bedcover washed between guests
  - Higher thread count sheets
  - Thicker mattresses
  - More fluffy pillows
  - Bed scarf and skirt for color and coordination to décor
- Laundry process change
- Housekeepers process change

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### bre and After Photos of the New Bedding



by riott





Renaissa Hotels



Before

Before



Courtyard by Marriott

After

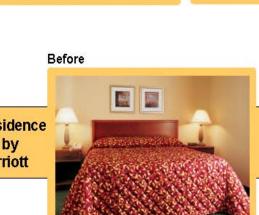


After



Fairfield In







SpringHill Suites by

Marriott

Before

**TownePlace** Suites by Marriott



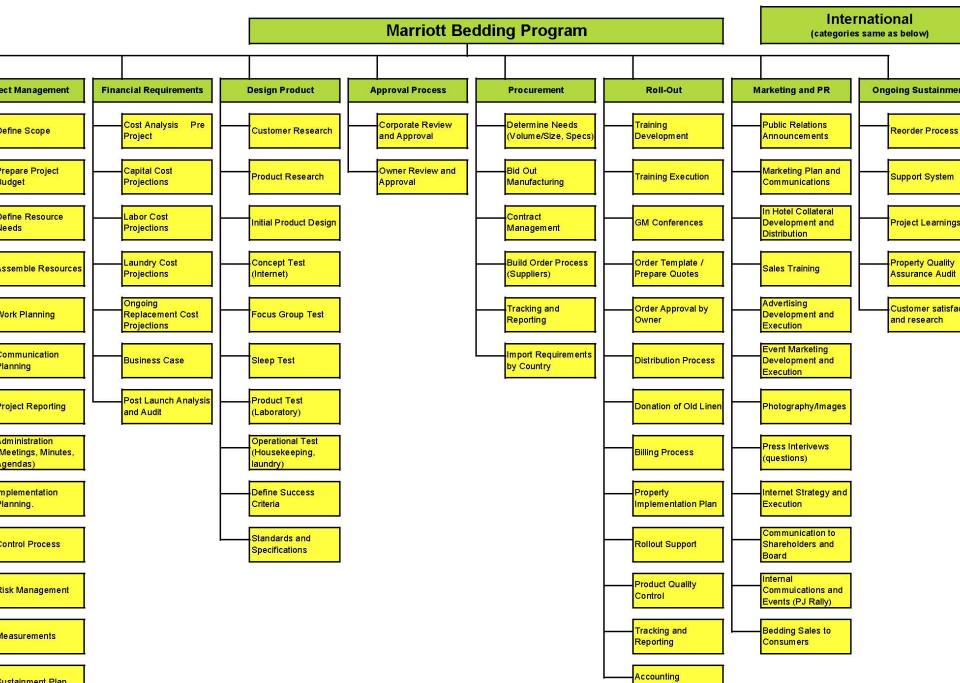
Marriott

After



- 2400 hotels including 628,000 beds worldwide
- Time to implement tight
- Testing bedding with customers
- Bedding orders custom by property
- Complex procurement and distribution process
- Multinational and multilingual issues
- Associate training
- Change management
- Linen donations PMI Global Congress

### Work Breakdown Structure



- Owner and Franchisee alignment
  - Importance of owner alignment
  - Funding from Owners/Franchisees
  - Testing and results increased alignment
  - No requirement to purchase centrally
- Matrix Organization
- Sponsor is not our customer
- Sustainability

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- Marketing bedding to customer
  - Bed Day at Marriott HQ
  - Media Open House at the Full Service GM's Conference
  - NY Times Square Event
  - Virtual Tour on Marriott.com
  - Customer Sweepstakes
  - Hospitality Trade Shows





### W. Marriott, chief of the hotel chain that bears his name, dressed opriately to show off the new linens and bed designs.

550 VOUCHER IF YOU BEAT THEIR FARES American Airlines, the flagship o If for AMR, is offering customers who book flights on its Web site a n arantee of the lowest fare for flights on American, American Eagle at tericanConnection. Starting today, customers who find a fare on anothe is she that is \$5 or more lower for the identical interary will be refueded difference between that fare and the one of American's site, www.AA

VELERS' TOP FEARS Americans dread getting sick or injured on the road e that any other travel threat, according to a survey coantissioned by Chubb Group of Insurance Companies. Nearly three-quarters (73.5 perof 1,500 travelars questioned by Impulse Research of Los Angeles cited cal emergencies as their top concern, followed by the risk of being ed (32.7 percent) and the fear of a terrorist attack (23.4 percent)

### **Pillow Fight**

claim the title for the industry's most comfortable bed. The latest challenger: Marriott International.





### Marriott's fresh look puts bedding concerns to rest

### By Jane Cark

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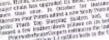
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fight No. 1 Hotel Brand Upgrades Its By NEIL IRWIN Washington Post Scaff Writer

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Pillow

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ORLANDO-At the new JW Marriott hotel here, the bright yellow rooms are light and open, the golf course was designed by Greg Norman and the Italian restaurant on the ground floor grows its vegetables out

BUSINES' The Washington Post

As about 800 general managers of Marriott hotels around the world gathered here last week, the message they received from their corporate bosses was clear: To retain its position as the world's largest hotel company, Bethesda-based Marriott In-

Hotels at every level are adding plush bedding to lure guests

ternational Inc. m design, more exotic er food and more co its 2,600 hotels worl Marriott has a fu image that has to chi ecutives of the comp hotels, which includ Marriott, Renaissanc Residence Inn and must be more than ad to sleep when on a bui Des Moines, but fun pla a few days, they say. To pen, they will have to per

See HOTELS, E3. Col. 1

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New Marriott De Stresses Aesthet Chicago Tribune BUSINESS



New beds no longer a dream for Marriott Manifelt International Chairman and COD I.N. Manfeet A. Inscand from highel and some Beam belli Snephen, Genel and John by test the company's new body and liness handay in Bethenda, Md. The project, which will cost 1990 rollines, will replace a URANT back.

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Boston Sunday Blobe

Business&Money

ookie cutter is dead'

- Marketing bedding to customer
  - Advertising Launch
  - Wrapped shuttle vans at major airports throughout the US and internationally
  - Large billboards in airports









### Success Measurement

- High compliance by deadline
- Successful execution in hotels
- Product cost under budget
- Project team cost under budget
- Guest satisfaction increase
- Owner satisfaction
- Market share increase

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# Keys to Success/Key Learnings

- Clear goal/priority
- Unified alignment from senior management
- Team work
- Communication
- Clear accountability
- Clear escalation process (within project teams)
- Recognition of work and accomplishments
- Leveraging internal subject expertise
- Leverage temporary resources
- Identified key dependencies and coordination

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# Nominating a Project for POY

- Start early
- Follow the guidelines
- Assign a point person/PM
- Nominate through a chapter or to a "panel at large in GOC"
- <u>http://www.pmi.org/WhoWeAre/Pages/Project-of-the-Year-Award.aspx</u>



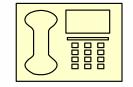
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