

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

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# Marriott's Bedding Program

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

# 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.



# 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



# Before and After Photos of the New Bedding

Before



After



riott  
ls and  
orts

Before



After



Courtyard by  
Marriott

Before

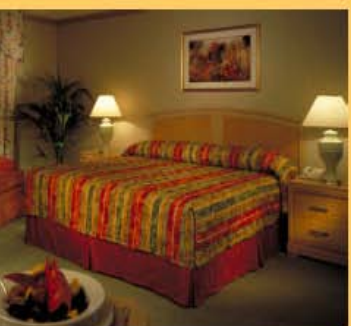


After



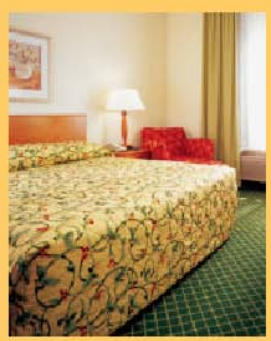
SpringHill  
Suites by  
Marriott

After



Renaissa  
Hotels

Before



After



Fairfield Inn  
Marriott

Before



After



idence  
by  
riott

Before



After



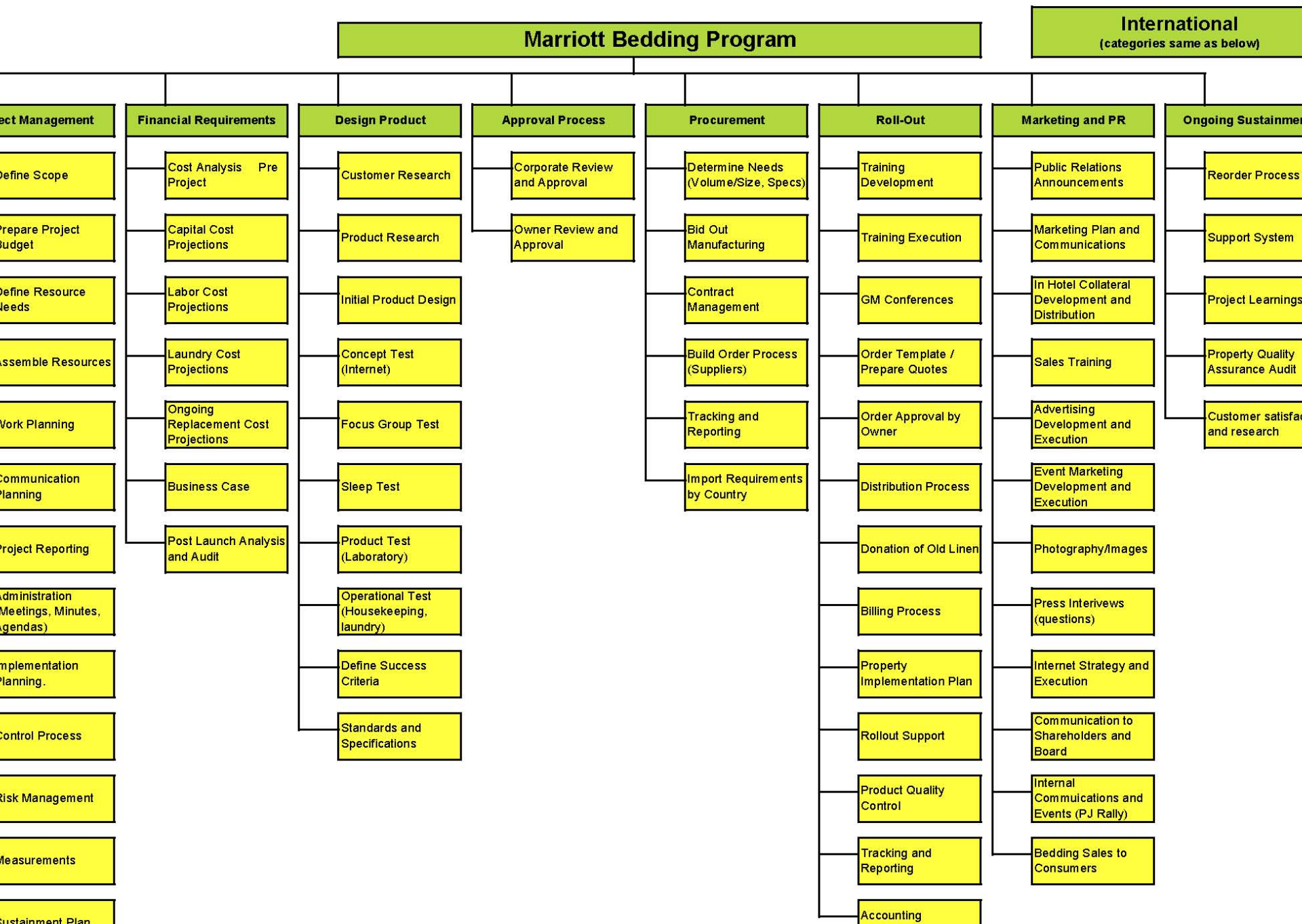
TownePlace  
Suites by  
Marriott

# Project Complexity

- 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



# Work Breakdown Structure



# Project Complexity

- 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

# Project Complexity

- 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







# The Dallas Morning News

**D BUSINESS**  
The Dallas Morning News

## Pillow fight



Marriott is spending \$100 million to upgrade beds in its hotels with higher thread-count sheets and pillows.

**Hotels at every level are adding plush bedding to lure guests**

By SUZANNE MARITA  
Staff Writer

Dallas and San Antonio hotels are competing for guests by offering them the softest, most comfortable beds.

They get better. "I didn't even think," Ms. Barton said, "the just slept in."

Hotels, hotel companies are betting that more beds will draw guests, especially among business travelers, their best customers.

"You can never make most hotel pillows comfortable," Ms. Barton complained. "You can fold them around, but they don't."

# The Washington Post

**BUSINESS**  
WASHINGTON  
MONDAY, MARCH 14, 2005

## New Marriott Deal Stresses Aesthetic No. 1 Hotel Brand Upgrades Its

By NEIL IRWIN  
Washington Post Staff Writer

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 back.

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 International Inc. must design, more exotic, offer food and more services.

Marriott has a fun image that has to change, executives of the company hotels, which include Marriott, Renaissance, Residence Inn and must be more than add to sleep when on a business trip, they say. To open, they will have to perform.

See HOTELS, E3, Col. 1

# Boston Sunday Globe

**Business & Money**  
BOSTON SUNDAY GLOBE MARCH 6, 2005



# Chicago Tribune

**BUSINESS**  
WEDNESDAY  
MARCH 16, 2005



## New beds no longer a dream for Marriott

Marriott International Chairman and CEO J.W. Marriott Jr. (second from right) and sons (from left) Stephen, David and John try out the company's new beds and brass bedstead in Bethesda, Md. The project, which will cost \$100 million, will replace 4,200,000 beds.

## cookie cutter is dead

Hotel guests want more than just a room. They want a place where privacy, functionality, and a home environment are all reflected.



# Project Complexity

- 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

# 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



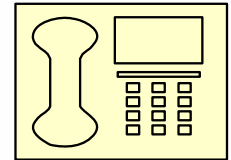
# Nominating a Project for POY

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

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