Northeastern
Center for Emerging Markets

Case Number 03-2021

DAVE GOOD, ZACH ROTH, JORGE SUAZO, XIAOMEI (PEGGY) SHI, MSIM21

FACULTY MENTOR: JULIA IVY

Marriott: Looking for Expansion Opportunities in a COVID World[1]

On the cusp of fall in 2020, operating in an industry mired from the complications of a COVID-19 induced global economic slowdown, Marriott International launched a brand-new hotel in Ponce, Puerto Rico: the Aloft Ponce[2]. The venture marked the company's first new opening in the Caribbean since the beginning of the pandemic, signaling the firm's executives were counting on a quick economic recovery, and hopefully, a return to the record-setting growth marks it was achieving before global lockdowns[3].

CEO Arne Sorenson commented on a Boston radio station that Marriott's business was still down 65% year over year in August 2020, and it was predicted that it would not return to 2019 levels until at least 2022. Due largely to the sale of acquired Starwood Properties, the hotel giant's asset-light business model and enviable cash position allowed Marriott to weather the economic turmoil effectively. Marriott continued to execute on its expansion efforts, opening new properties in various international markets while setting their sights on the future.

Regional pockets of the world were beginning to show faster revitalization signs than others, and even with restricted travel to many countries, many people were eager to plan future trips. Underrepresented markets worldwide were experiencing an influx of foreign investments, resulting in a wave of hotel openings. Noteworthy openings in Poland, Spain, Sweden, Vietnam, and Japan by competitors demonstrated growing opportunities for Marriott to explore.

Marriott had previously identified trends within the hospitality industry that were helping to drive its global strategy. Like Airbnb, the rise of home-sharing platforms prompted Marriott to launch a similar service, Marriott Homes and Villas, which was a rare bright spot in their portfolio during the global pandemic. On the other end of its brand portfolio, Marriott had recognized the increasing demand for luxury options. Even encompassing a newly launched yacht collection, their wide array of luxury brands offered potential benefits in an unstable economic climate. Additionally, the rise in global ecotourism had prompted Marriott to add unique properties and experiences to their portfolio to capitalize on this growing niche market.

[1] This case was originally developed as a part of the Final Project for INTB 6200 and is supported with a comprehensive consulting report. The case is not intended to serve as an endorsement, source of primary data, or illustration of effective or ineffective management.

Boasting an already extensive portfolio spread out over 131 countries, the viable growth opportunities were shrinking. Equally, Marriott held a competitive advantage, particularly given their strong cash position, which was slipping away as the world inched closer to economic recovery. CEO Arne Sorenson recognized that Marriott would need to act fast and identified two promising markets previously untouched by Marriott: Albania and Madagascar.

Key questions for Marriott to answer:

- Should Marriott explore opportunities in Albania or Madagascar?
- How should Marriott enter the market?
- Which tier and brand would be the best fit for their new venture?

Marriott International

Company Background[4]

Starting with a root beer stand in Washington, D.C., and during the summer of 1927, the Mormon missionary J. Willard Marriott and his wife, Alice Sheets, began what would eventually become a global hotel and restaurant enterprise. In 1957, they opened their first two hotels in Arlington, Virginia. Their son and eventual CEO, J.W. Marriott Jr., grew the corporation significantly throughout his 50-year career. He expanded the portfolio into hotel franchises, corporate housing properties, and timeshare properties under renowned brand names such as The Ritz-Carlton, JW Marriott, Autograph Collection, and many more. In 1993, Marriott corporation had split into two companies, Marriott International and Host Marriott Corporation, making Bethesda, Maryland its headquarters.

In 1998, Marriott International acquired the struggling Ritz-Carlton chain, using it as a source of expansion and an opportunity to take advantage of its reservation system and buying power. With Marriott's financial strength and hospitality expertise, the newly acquired brand expanded into the timeshare market, eventually growing into 81 properties around the world by 2020. In 2012, Marriott Jr. stepped down from the CEO role to become an Executive Chairman, appointing Arne Sorenson as CEO in March 2012.

Business Model

Marriott International succeeded by operating, franchising, and licensing hotels and timeshare properties. The company targeted many different customer segments through various hotel brands ranging from budget to affordable to luxury price points (**Exhibit 1**). Each brand used different marketing strategies to drive customers to its 135+ destinations. Marriott Rewards, a loyalty program in which travelers earned points, had been a successful incentive the company has used to retain customers and maximize customer lifetime value.

Most of Marriott International's revenue streams were generated from its franchises, with the rest of its properties either managed by the corporation or owned outright. Both franchisors and Marriott hired locals to staff its international properties, sometimes sponsoring international employees to serve its guests. Led by at least twenty-three executive leaders, the company operated under a matrix structure, segmenting its organizational structure by region and then broken up further by individual brand and property portfolios.

For the year 2019, Marriott International's asset-light business model generated significant cash, returning a total of $2.9 billion to shareholders. Driven by its brand strength and robust portfolio, loyalty members accounted for 52 percent of occupied rooms. Marriott had seen impressive successes compared to other hotels. They achieved record performances in various metrics, including RevPAR (revenue per available room), a key metric in the hotel industry[5]. CEO Arne Sorenson also reported that Marriott experienced room growth of five higher and higher overall guest satisfaction scores.

Resources

Marriott's key resources revolved around its scale, including company-operated, franchised, licensed properties. Company-operated properties were under long-term management and lease agreements with property owners and condominium communities. The company earned a management fee based on a hotel's revenue and an incentive fee based on profits earned. These agreements were flexible; if a property was not meeting financial performance criteria over a period, property owners could either terminate the deal or convert to a franchised property. For those Marriott-operated properties, the corporation was responsible for its staff, supplies, and facility maintenance. They also provided centralized reservation services, advertising, as well as accounting and processing services. Also, Marriott used its trademark for the sale of residential real estate, receiving branding fees for those sales. Third-party owners got access to brand its residential properties under names like the W, The Ritz-Carlton, Bulgari, and many more[6].

Capabilities

Along with its impeccable brand image, Marriott had managed to develop over time a comprehensive, industry-leading loyalty program that integrated three loyalty programs: Marriott Rewards, Ritz-Carlton Rewards, and Starwood Preferred Guest. This program hosted over 110 million members worldwide. This platform was available for Marriott's full suite of brands, accessible from web sites and mobile apps, a testament to the digital capabilities it had built. The company had also upgraded its booking technology to price-match rates offered by online travel agencies, with loyalty program members getting even more competitive rates. Improved booking processes had shown to have a positive effect on revenue. In the second quarter of 2018, Marriott's bookings on apps and websites grew faster than from online travel agencies, encouraging because those bookings did not generate loyalty points for customers[7]. Marriott boasted several strengths (**Exhibit 2**) that set the hotel giant apart from competitors, but some of their most critical advantages included:

- Being a leader in the Hospitality Industry
- Having a Global Presence
- Sterling Brand Reputation
- Key Acquisitions
- Brand Loyalty
- Key Partnerships
- Strict Codes and Standards
- Being a Highly Innovative Company

COVID Pandemic and the Travel Industry

The spread of coronavirus in 2020 tore up demand in the travel industry. Marriott witnessed its revenue drop 72% to $1.5 billion in the April-June period as global hotel occupancy sank, forcing its corporate offices to lay off 17% of its workforce in September 2020 after having furloughed two-thirds of the corporate staff in March of that year[8]. However, it continued to forge ahead with hotel openings, a welcoming signal that hoteliers embraced the opportunities arising from the crisis. Some hospitality leaders speculated that guests may feel safer in a new hotel, as they were unveiled with enhanced safety and cleaning protocols.

Wall Street analysts agreed with the efforts, citing that Marriott International was set to benefit from the expansion initiatives due to its strong brand position and digital capabilities, despite the decline in occupancy rates and revenue[9]. Zacks Equity Research stated, "Given its property locations, we believe the company is well poised to benefit from the increasing market demand on the back of stepped-up business."[10] Marriott also most redesigned its mobile app to meet modern travel needs, offering extended digital features and customized travel content. Brand recognition and technological capabilities would be essential factors in entering either the Albanian or Madagascar markets.

Potential Expansion Locations

After considering several critical factors, the team identified Madagascar and Albania as viable options for Marriott's global expansion. The initial analysis determined that the industry life cycle, positive growth rate, and low competition levels (**Exhibit 3**) were critical factors in that determination.

Albania Market

Situated along the Mediterranean, Albania seemed undervalued in the heavily saturated European hospitality market. With a climate and geography similar to travel hotspots, like Greece and Italy, and improving political and economic landscapes, Albania represented a potentially untapped market for Marriott (**Exhibit 4**). Additional factors that were important to consider include the following:

- Unitary parliamentary constitutional republic
- President was head of state, Prime Minister was head of government
- Unicameral Parliament
- Relatively new democracy (post-Soviet era, 1992)
- Market based mixed economy (diverse with 54% services, 22% agriculture, 24% industry)
- Government had been focused on improving infrastructure which lagged behind EU standards
- GDP growth rate of 2.2% in 2019
- Economic Freedom Index ranking of 57
- Majority Muslim population, with large Catholic and Eastern Orthodox populations
- High levels of education with 99% literacy rate
- Human Development Index score of 0.791 and ranking of 68
- Relatively low investment in tech sector
- Nearly universal access to internet and basic technology
- Civil Law based on French system
- High levels of corruption, but improving in preceding years

- Albania ranked 82 for Ease of Doing Business in 2020
- Diverse landscape including coastlines, mountains, and Valbone Valley National Park in the north
- Similar climate and geography to other Mediterranean countries, like Greece and Italy
- Relatively poor waste management infrastructure
- Frequent high smog in Tirana urban area

Madagascar Market

Increasing demand in the ecotourism market had helped put Madagascar on the hospitality map. Located off the eastern coast of Africa, Madagascar was one of Earth's most ecologically diverse places. Foreign investment and an increasingly stable political environment had dramatically improved the island nation's overall landscape (**Exhibit 4**). Additional factors that were important to consider included the following:

- Representative Democracy
- Elected President appointed the Prime Minister and Cabinet
- Bicameral Parliament
- Years of political instability, but improving in preceding years
- Mixed economy with the government implementing structural reform agendas aimed at maintaining economic growth
- Government controlled some industry, notably utilities like water and electricity
- GDP growth rate of 4.8% in 2019
- Economic Freedom Index ranking of 99
- More than 50% of the population was Christian
- 75% literacy rate with 95% of the population receiving primary education and 30% enrolling in secondary education
- Human Development Index score of 0.521 and ranking of 162
- Lagging access to utilities for much of the population
- Robust Information and Telecommunications sector improving rapidly from foreign investment
- Civil Law based heavily on French codes and statutes
- High levels of corruption and subject to the every-changing political landscape
- One of the most ecologically diverse places on earth
- Home to several critically engendered species
- Island had seen a rise in ecotourism in recent years
- Madagascar generated around 879.00 million US dollar in the tourism sector alone

Industry in Albania and Madagascar

A closer look at the hospitality industry in Albania and Madagascar could help Marriott consider the markets and develop a strategy for entry. Assessing the competition and potential properties were vital elements in that consideration.

Albania

Albania had trailed behind the rest of the Mediterranean to develop their hospitality industry, but they had experienced massive growth in preceding years (**Exhibit 5**). Improving economic conditions and government investments, though, had vastly changed the market landscape in Albania. Tourism was a significant driver for the Albanian economy representing over 15% of their total GDP (**Exhibit 6**). Albania's hospitality industry was hit hard by the global pandemic and recession, but the decline presented potential opportunities for well-capitalized investors. Most hotels were small, privately owned properties with limited hospitality experience, making the country a prime candidate for a global brand like Marriott.

Target Alliance

As the Albanian hospitality industry grew, so would the demand for luxury properties that many tourists were accustomed to in adjacent Mediterranean markets. Albania lacked a globally recognized luxury hotel, representing an excellent opportunity for Marriott. The team identified Villa Pascucci as a prime target for Marriott to consider. With an Italian-designed property and many luxury services and amenities, the property could be an excellent addition to the Ritz-Carlton portfolio.

Target Alliance: Villa Pascucci (**Exhibit 7**)
Potential Branding Opportunity: The Ritz-Carlton
The Ritz-Carlton Brand Identity: *"Legendary service creates experiences so exceptional our guests can return simply by closing their eyes." (Marriott)*

Resources:
- 20 Italian-designed rooms and suites
- Highly renowned on-premises restaurant; Pascucci Grand Gourmet
- Outdoor Pool and Bar
- Private Beach
- Solarium
- Botanical Garden
- Spa and Wellness Center
- Wedding and Event Spaces

Madagascar

Madagascar had seen a rise in tourism in preceding years, though tourism still had not fully rebounded to pre-2008 numbers (**Exhibit 8**). The increase in ecotourism had been a bright spot for Madagascar, and the revenues generated from tourism reached record highs in 2016 (**Exhibit 9**). The hospitality industry still suffered from a fragmented environment, lack of skilled personnel, and poor infrastructure. Improving political and economic situations, though, highlighted some potential in the budding ecotourist hotspot.

Target Alliance

The growing demand for ecotourism resorts and the glaring lack of luxury options in this niche industry highlighted potential opportunities. Aligning with a property with an established presence in the ecotourism market could be a sound strategy for Marriott to consider. The team identified Tsara Komba Luxury Beach Forest Lodge (**Exhibit 10**) as a property that could perfectly fit those criteria, and the property represented an excellent addition to the St. Regis portfolio.

Target Alliance: Tsara Komba Luxury Beach Forest Lodge
Potential Branding Opportunity: St. Regis
St. Regis Brand Identity: *"Where exquisite immersive experiences, impeccable service, modern indulgence and refined taste define every stay." (Marriott)*
Resources:

- 6 Ocean View lodges and 2 Suite Ocean View lodges
- Large main with a renowned restaurant
- Multiple lounges and terraces
- Two adjacent beaches
- Nursery of native plants that also supplied the restaurant with fresh ingredients
- Private indigenous nature reserve
- Boutique that sold local handicrafts, jewelry, and locally made cosmetic products

Situation Around the Challenge

Analyzing a variety of market factors would help Marriott as they evaluated potential expansion opportunities.

Circumstances

Macroeconomic Conditions and COVID

Since February 2020, the COVID-19 pandemic severely hit the global economy. Among all negatively impacted businesses, the tourism and hospitality industry suffered enormously. As a result of the sharp drop in travel demand from COVID-19, state and local tax revenue from hotel operations would drop by $16.8 billion in 2020, solely in the United States[11]. As of the end of July 2020, more than 50% of open hotel rooms were empty across the country, and thousands of hotels completely shut down as estimated by STR (**Exhibit 11**). Consequently, both STR and Tourism Economics were projecting revenue losses of 50% for the year and expecting the global hospitality industry's revenue would not return to the pre-pandemic level until 2023[11]. Overall, revenues in Q2 2020 globally were 45% of what they were in 2019 per STR.

Individual hotels and major operators were projecting occupancies below 20%[11]. Specifically, the stock price of Marriott International sharply dropped by more than 50% from $146 on February 20, 2020, to $63 on March 16, 2020, and had slowly grown back to $97 on October 16, 2020 (**Exhibit 12**). The stock values of other hotel firms had also experienced the same dramatic declines. Early in October 2020, Marriott International announced its financial report for the second quarter of 2020. The total revenue has dropped to less than 1/3 of Q4 2019, and the operating income and pre-tax income dropped to negative values in Q2 2020, -$148 million and -$298 million, respectively (**Exhibit 13**).

Market Saturation

The phenomenon of over-tourism in top European travel destinations had attracted attention from local governments in preceding years. In 2018, the number of international tourist arrivals in Europe reached 0.7 billion. Correspondingly, many tourist attractive cities were establishing a moratorium on the development of new hotels and hostels. Amsterdam in the Netherlands banned any new construction plans in 2017, and Barcelona in Spain would severely limit new hotel properties in late 2020[12]. Marriott

International owned 20 and 100 properties in these two countries, respectively. Although any pre-planned and approved construction plans would not be affected, further expanding to the hotspot of crowded tourist cities in Europe would become more and more challenging in the future for Marriott International.

Competition

The hospitality industry, in general, was highly competitive. Marriott International owned the second-largest hotel portfolio globally, following Wyndham Hotels and Resorts, and followed by Choice Hotels International and Hilton Hotel Group (**Exhibit 14**). Marriott's 1.1M rooms led the hotel industry in the number of rooms **(Exhibit 15)** and led the value sales across all other hotel groups (**Exhibit 16**).

In the global market of luxury and upscale hotels, Hilton Hotel Group and Hyatt Hotels Corporation were the major competitors of Marriott International. Their competitors included Wyndham, InterContinental Hotels Group (IGH), and Choice International on the economy to upscale tier. As shown in **Exhibit 14** and **Exhibit 15**, Marriott International still had significant advantages in terms of revenues, the number of properties worldwide, and the number of rooms listed. Hilton's customer satisfaction of its upscale and luxury hotels was nearly the same as Marriott's. Still, Hilton had much more customer-friendly loyalty programs translating to higher ratings.

Since 2008, Airbnb, Inc. had become one of the most successful pioneers of the sharing economy, transforming the travel industry around the world[13]. It had the largest number of rooms/listings in the entire hospitality industry as of 2020 (**Exhibit 7**), and since 2019, Airbnb ranked the second largest value sales, following Marriott (**Exhibit 8**). With considerably lower prices and huge flexibilities, Airbnb had shaken up the hospitality business and urban real estate markets[14], even though Airbnb lacked decent customer service and had been in problems of listing frauds[15]. To compete against Airbnb, Marriott International launched its home-sharing program in 2019 called Homes & Villas with nearly 2,000 listings[16]. This service provided similar and less expensive short-term home rental services like Airbnb but with customer service and Marriott's reputation. Before the COVID-19 crisis, the Homes & Villas program had grown the listing to nearly 10,000 and revenues by more than 800%, while Airbnb had almost 7 million listings[17].

Concerns

The global economy and hospitality industry faced an uncertain future as the world struggled to deal with the lingering COVID pandemic. Concerns for Marriott's global expansion included a delayed response to the situation and, of course, future pandemics and economic recessions. Additional concerns included the following (**Exhibit 2**).

- Global Pandemic
- Economic Recession
- Terrorism
- Trade Wars
- Rising Competition
- Shifting Industry Trends

Decision to be Made

Marriott stood uniquely positioned to capitalize on opportunities presented by the unfortunate fallout of COVID-19 and the subsequent pandemic. Marriott had dramatically improved its free cash position, and they were well-equipped to undertake expansion in the climate. Still, the question remained as to which market and the appropriate strategy for entry. In a rapidly evolving industry and a world learning to cope with the COVID pandemic, the window of opportunity was quickly closing for Sorenson and Marriott.

Exhibits

Exhibit 1: Marriott Brand Chart

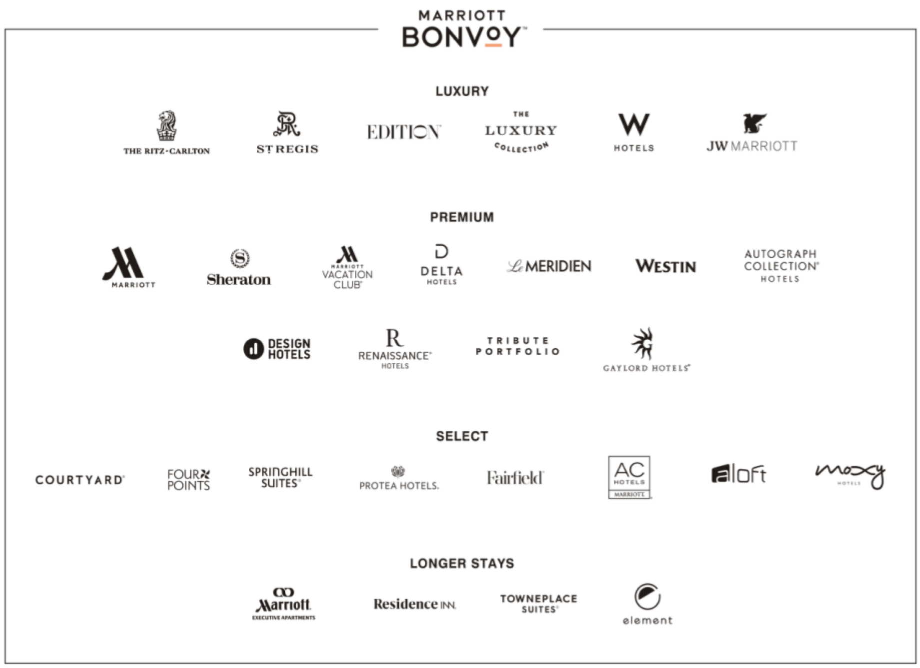


Exhibit retrieved from AwardWallet[18]

Exhibit 2: Marriott International SWOT Analysis

Strengths	Weaknesses	Opportunities	Strengths
Industry Leader	Ineffective Data Protection	Focus on Developing Economies	Global Pandemic
Global Presence	Poor Market Position	New Market Demographics	Terrorism
Sterling Reputation	Bad Publicity	Diversify Offerings	Economic Recession
Key Acquisitions	Litigation Threats	Diversify into Related Industries	Trade Wars
Brand Loyalty	Strict Company Culture		Rising Competition
Key Partnerships			Shifting Industry Trends
Strict Codes/Standards			
Highly Innovative			

Exhibit developed by case authors

EXHIBIT 3: Country Comparison Heat Map

	Albania	Madagascar
GDP Growth Rate(2019)	2.2%	4.8%
Economic Freedom Index	57	99
Porter's Five Forces	Increasing Competition	Increasing Competition
Industry Life Cycle	Growth	Growth
Ease of Doing Business(2020)	82	161
HDI(2019)	0.791, Rank 69	0.521, Rank 162
Competition	Hilton	Radisson Hotel Group
Population	2,877,800	27,800,000

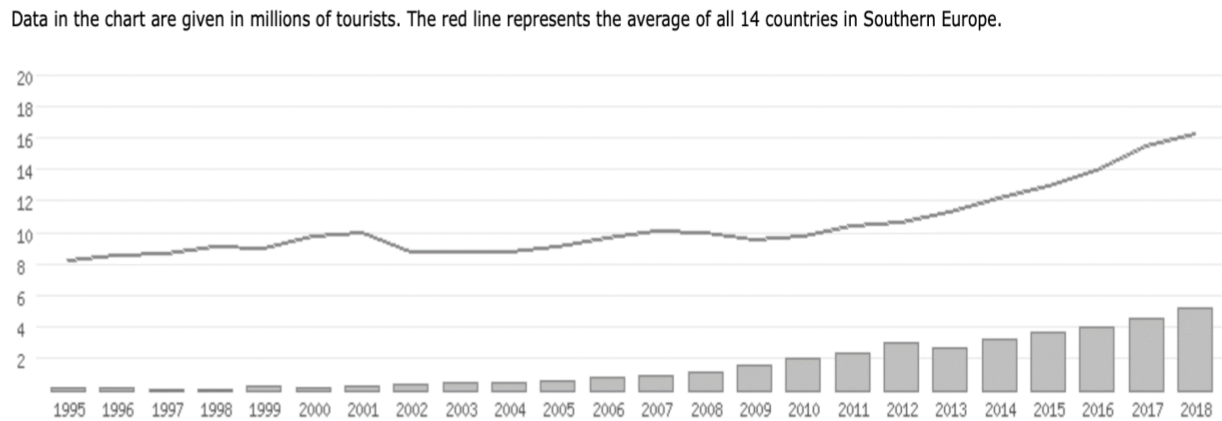
Exhibit developed by case authors

EXHIBIT 4: PESTLE Analysis of Albania and Madagascar

	Albania	Madagascar
Political	• Unitary parliamentary constitutional republic • President is head of state, Prime Minister is head of government • Unicameral Parliament • Relatively new democracy (Post-Soviet era, 1992)	• Representative Democracy • Elected President appoints Prime Minister and Cabinet • Bicameral Parliament • Years of political instability, but improving recently
Economic	• Market based mixed economy (diverse with 54% services, 22% agriculture, 24% industry) • Government has been focused on improving infrastructure which lags behind EU standards • GDP growth rate of 2.2% in 2019 • Economic Freedom Index ranking of 57	• Mixed economy with the government implements structural reform agendas aimed at maintaining economic growth • Government controls some industry; notably utilities like water and electricity • GDP growth rate of 4.8% in 2019 Economic Freedom Index ranking of 99
Social	• Majority muslim population, with large catholic and eastern orthodox populations • High levels of education with 99% literacy rate • Human Development Index score of 0.791 and ranking of 69	• More than 50% of the population is Christian • 75% literacy rate with 95% of the population receiving primary education and 30% enrolling in secondary education • Human Development Index score of 0.521 and ranking of 162
Technological	• Relatively low investment in tech sector • Nearly universal access to internet and basic technology	• Lagging access to utilities for much of the population • Robust Information and Telecommunications sector improving rapidly from foreign investment
Legal	• Civil Law based on French system • High levels of corruption, but improving in recent years • Albania ranked 82 for Ease of Doing Business in 2020	• Civil Law based heavily on French codes and statutes • High levels of corruption and subject to the every-changing political landscape • Madagascar ranked 161 for Ease of Doing Business in 2020
Environmental	• Diverse landscape including coastlines, mountains, and Valbone Valley National Park in the north • Similar climate and geography to other Mediterranean countries, like Greece and Italy • Relatively poor waste management infrastructure • Frequent high smog in Tirana urban area	• One of the most ecologically diverse places on earth • Home to several critically engendered species • Island has seen a rise in ecotourism in recent years • Madagascar generated around 879.00 million US dollar in the tourism sector alone

Exhibit developed by case authors

EXHIBIT 5: Incoming Tourists in Albania, 1995-2018



*Data in millions of tourists

Exhibit retrieved from World Data[19]

EXHIBIT 6: Albania Tourism Revenues as Percentage of GDP, 1995-2018

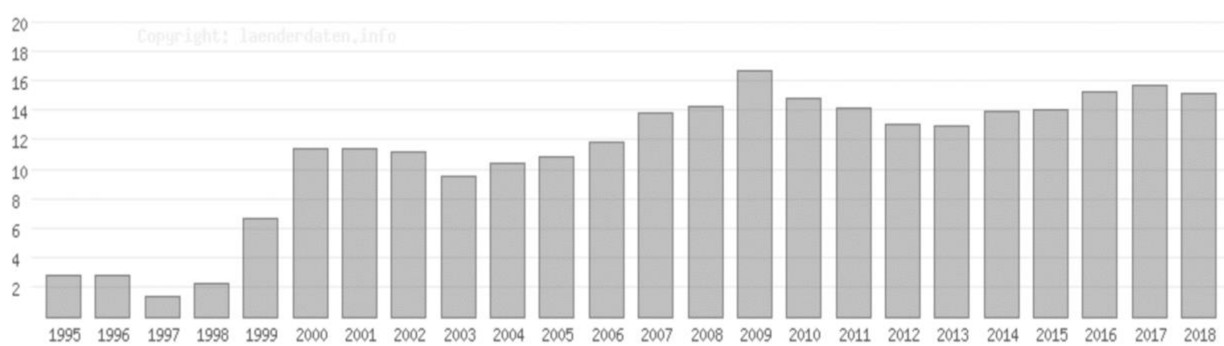


Exhibit retrieved from World Data[19]

EXHIBIT 7: Property View of Villa Pascucci in Albania

Exhibit retrieved from Villa Pascucci[20]

EXHIBIT 8: Incoming Tourists in Albania, 1995-2018

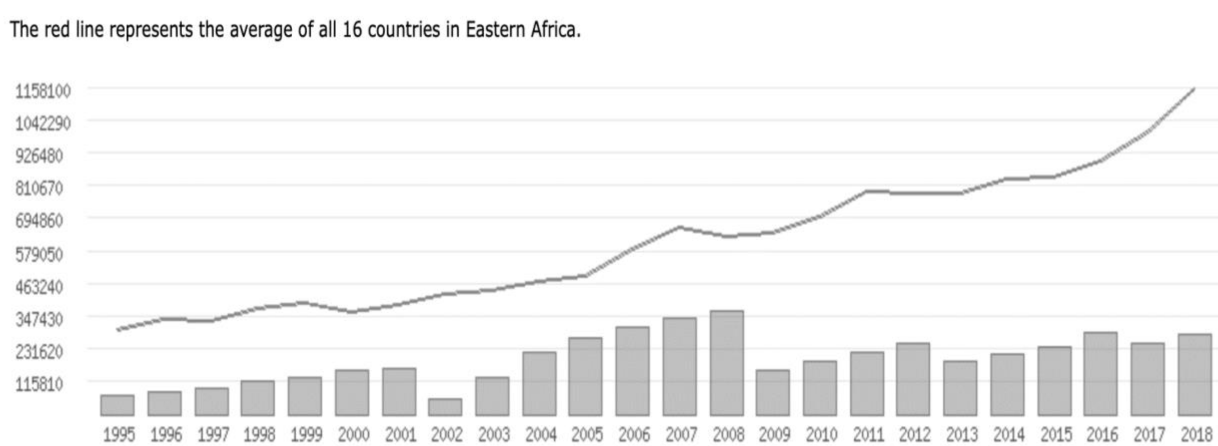


Exhibit retrieved from World Data[19]

EXHIBIT 9: Madagascar Tourism Revenues as Percentage of GDP, 1995-2018

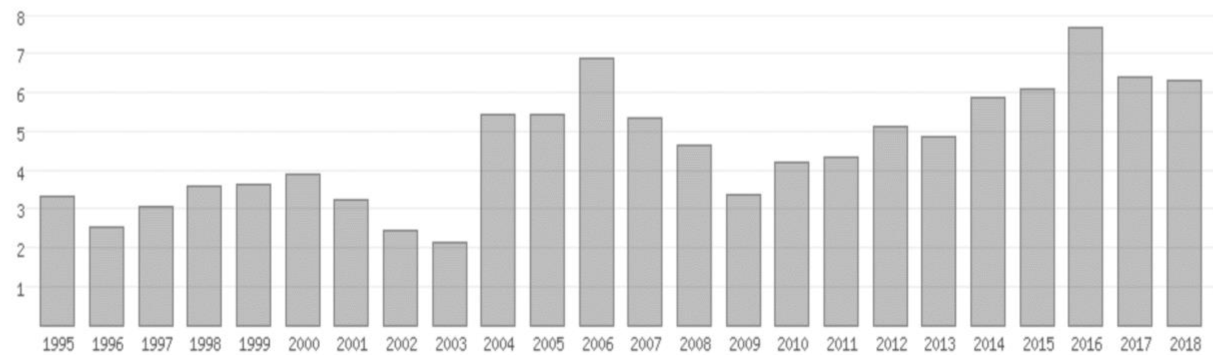


Exhibit retrieved from World Data[21]

EXHIBIT 10: Property View of Tsara Komba in Madagascar

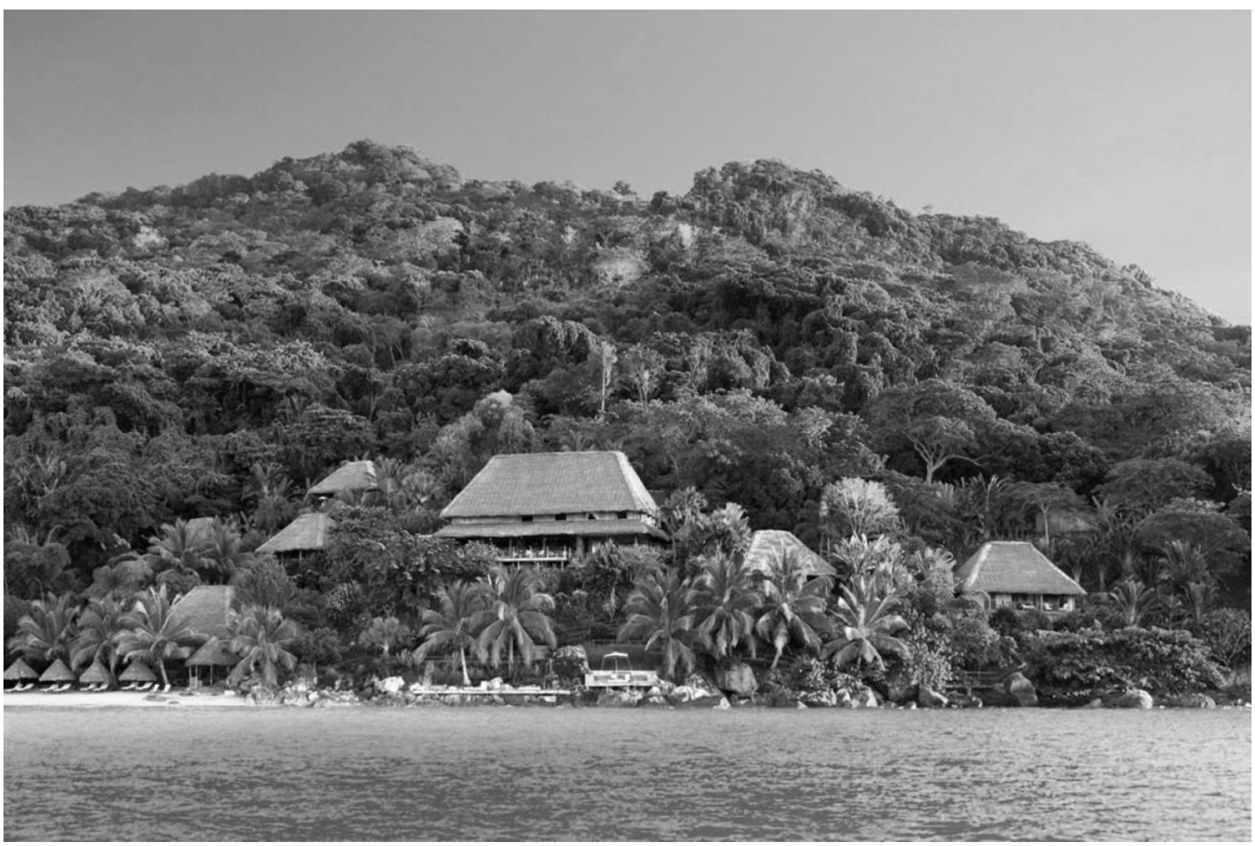


Exhibit retrieved from Tsara Komba[22]

EXHIBIT 11: COVID-19 Devastating Hotel Industry

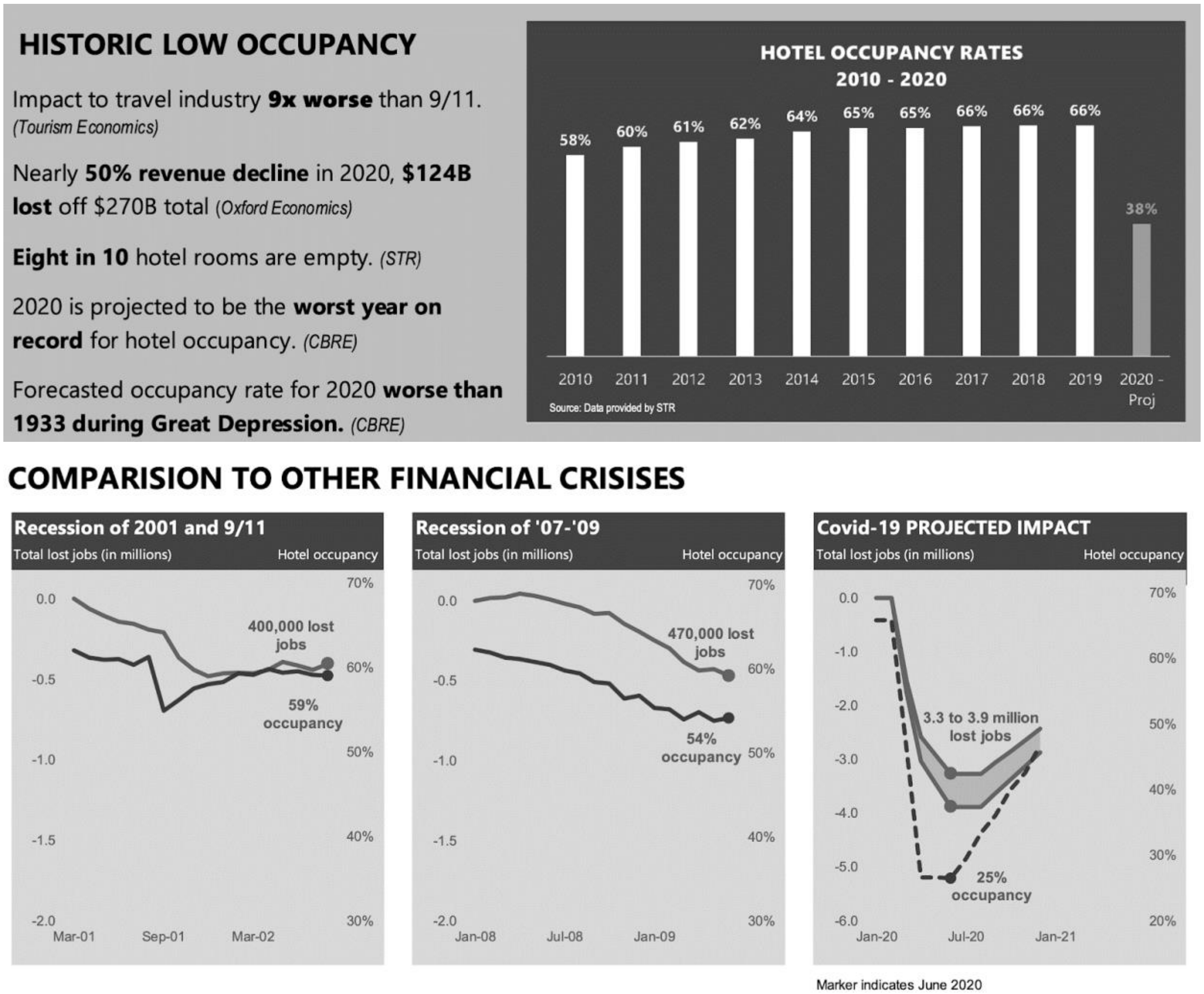


Exhibit retrieved from AHLA[11]

EXHIBIT 12. Stock Price for Marriott Int., Inc. from October 17, 2019 to October 16, 2020

Exhibit retrieved from Yahoo Finance[23]

EXHIBIT 13: Financial Summary of Marriott International, Inc., from Q3 2019 to Q2 2020

Breakdown	6/30/2020	3/31/2020	12/31/2019	9/30/2019
Total Revenue	1,464,000	4,681,000	5,371,000	5,284,000
Operating Revenue	283,000	909,000	1,400,000	1,348,000
Cost of Revenue	1,362,000	4,149,000	4,704,000	4,396,000
Gross Profit	102,000	532,000	667,000	888,000
Operating Expense	250,000	420,000	446,000	272,000
Operating Income	-148,000	112,000	221,000	616,000
Net Non Operating Interest Inc...	-119,000	-87,000	-89,000	-92,000
Other Income Expense	-31,000	-6,000	194,000	3,000
Pretax Income	-298,000	19,000	326,000	527,000
Tax Provision	-64,000	-12,000	47,000	140,000
Net Income Common Stockhold...	-234,000	31,000	279,000	387,000
Diluted NI Available to Com Stock...	-234,000	31,000	279,000	387,000
Basic EPS	0	0	0	0.0012
Diluted EPS	0	0	0	0.0012
Basic Average Shares	325,600	325,400	327,700	329,900
Diluted Average Shares	325,600	327,400	330,400	332,500
Total Operating Income as Reported	-154,000	114,000	274,000	607,000
Total Expenses	1,612,000	4,569,000	5,150,000	4,668,000

Exhibit retrieved from Yahoo Finance[23]

EXHIBIT 14: Top hotel companies worldwide as of June 2020, by number of properties

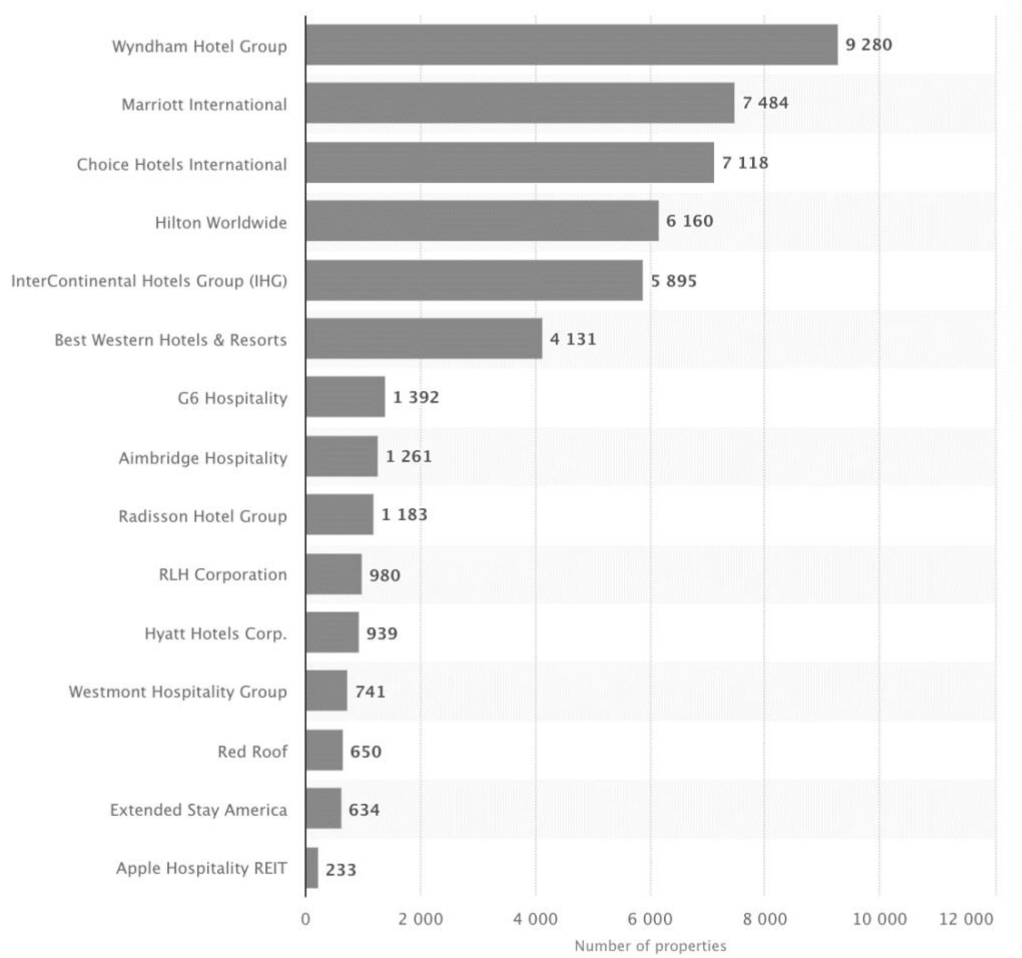


Exhibit retrieved from Statista[24]

EXHIBIT 15: Largest Lodging Companies by Rooms/Listings

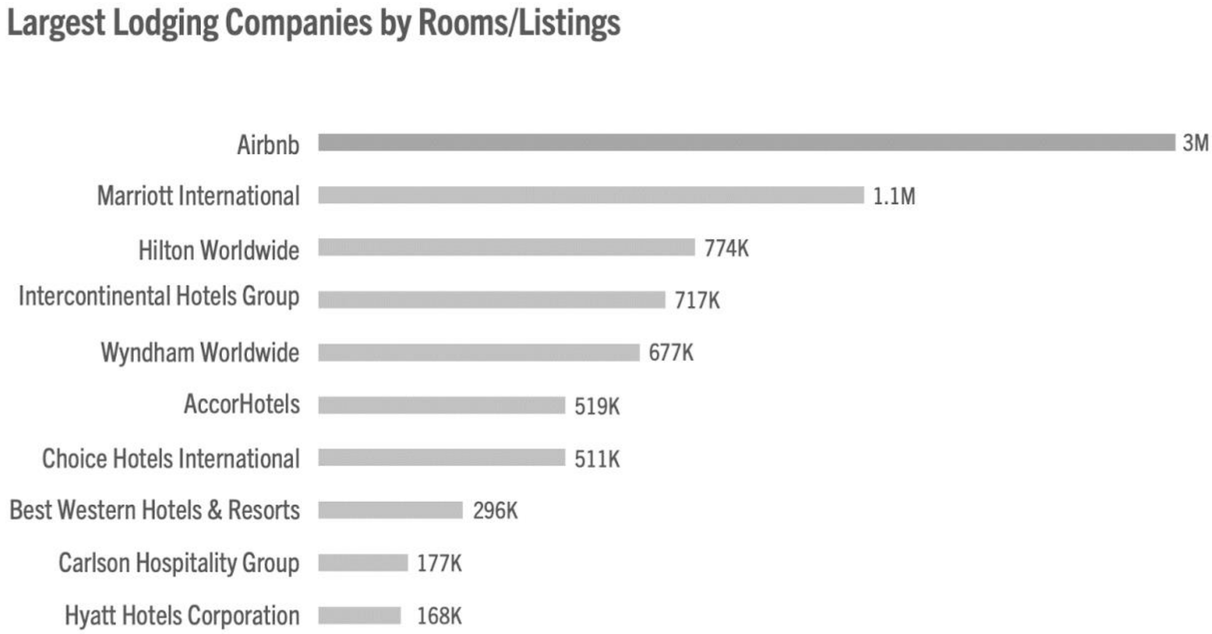


Exhibit retrieved from STR[12]

EXHIBIT 16. Top Hotel and Short-term Rentals Value Sales 2011-2020

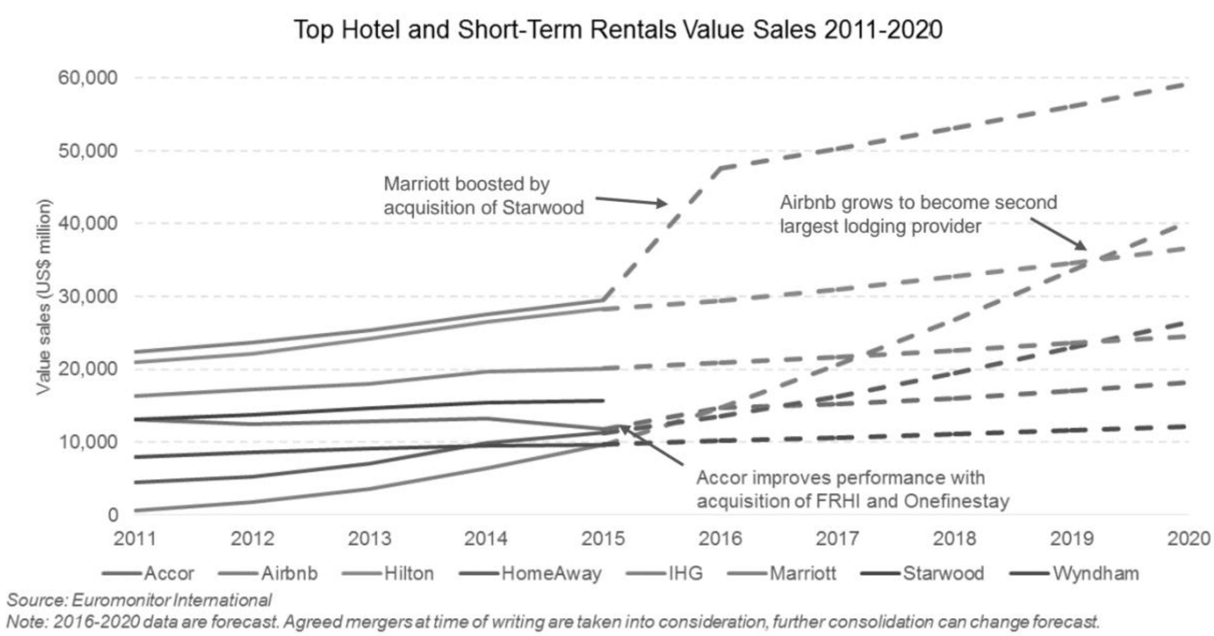


Exhibit retrieved from Skift[25]

References

[2] Britell, A. (2020, February 12). *Marriott opens the Caribbean's first aloft hotel in Puerto Rico*. Caribbean Journal. Retrieved from https://www.caribjournal.com/2020/02/12/marriott-puerto-rico-aloft-caribbean-first/

[3] 10, H. B. F. (2020, February 10). *Marriott: Strong 2019 to lead to 2020 growth*. hotelbusiness.com. Retrieved from https://hotelbusiness.com/marriott-successful-2019-to-lead-to-2020-growth/

[4] *Marriott International, Inc.* Marriott International. (n.d.). Retrieved from https://www.marriott.com/about/culture-and-values/history.mi

[5] *Marriott International Reports Fourth quarter 2020 results*. Marriott International Newscenter (US). (2021, February 18). Retrieved from https://news.marriott.com/news/2021/02/18/marriott-international-reports-fourth-quarter-2020-results

[6] *Annual Report of Marriott*. Course Hero. (n.d.). Retrieved from https://www.coursehero.com/tutors-problems/Human-Resource-Management/37722785-visit-the-annual-report-of-Marriott-what-does-the-annual-report/

[7] CFA, L. S. (2019, November 29). *How Hilton's growth strategy is delivering strong results*. The Motley Fool. Retrieved April 21, 2022, from https://www.fool.com/investing/2019/11/29/how-hiltons-growth-strategy-deliver-strong-results.aspx

[8] Durbin, D.-A. (2020, September 9). *Marriott to lay off 17% of corporate staff next month*. The Washington Post. Retrieved April 21, 2022, from https://www.washingtonpost.com/business/marriott-to-lay-off-17percent-of-corporate-staff-next-month/2020/09/09/429dd2fa-f2af-11ea-8025-5d3489768ac8_story.html

[9] Four Competitive Advantages Marriott International Wants Shareholders to Grasp. (2018, September 13) Retrieved from https://www.nasdaq.com/articles/4-competitive-advantages-marriott-international-wants-shareholders-grasp-2018-09-13

[10] Research, Z. E. (2018, March 15). Marriott rides on Starwood buyout and Technology Investments. Zacks Investment Research. Retrieved from https://www.zacks.com/amp/stock/news/295790/marriott-rides-on-starwood-buyout-and-technology-investments

[11] AHLA (August 31, 2020). COVID-19's Impact on The Hotel Industry. American Hotel & Lodging Association. Retrieved from https://www.ahla.com/covid-19s-impact-hotel-industry

[12] STR (a) (November 15, 2019). Current trends in hospitality with 2020 on the horizon, STR Data Insight Blog. Retrieved from https://str.com/data-insights-blog/current-trends-hospitality-2020-horizon

[13] Airbnb Press Room (2020). Retrieved from https://press.airbnb.com/about-us

[14] STR (b) (July 2019). Airbnb & Hotel Performance. STR. Retrieved from https://str.com/sites/default/files/2019-07/Airbnb-and-Hotel-Performance.pdf

[15] Guttentag, D. (2013) Airbnb: disruptive innovation and the rise of an informal tourism accommodation sector. Current Issues in Tourism, vol. 18, no. 12, 2013, pp. 1192-1217.

[16] Keyes, D. (May 1, 2019). Marriott is challenging Airbnb with its own home rental offering. Business Insider. Retrieved from https://www.businessinsider.com/marriott-launches-home-rentals-battling-airbnb-2019-5

[17] Rosenbaum, E. and Sheng, E. (September 13, 2020). Marriott built its own 'Airbnb' before coronavirus crashed business travel. Did it help? CNBC. Retrieved from https://www.cnbc.com/2020/09/13/marriott-built-its-airbnb-before-coronavirus-crash-did-it-help.html

[18] Farley, J. (2022, March 31). Everything about the marriott bonvoy rewards program. AwardWallet Blog. Retrieved from https://awardwallet.com/blog/everything-about-the-marriott-rewards-program/

[19] World Data Info, Tourism in Albania. (2018) https://www.worlddata.info/europe/albania/tourism.php

[20] Hotel villa pascucci 5 star luxury hotel event, business, wedding, restaurant, spa, swimming pool - durrës albania. Hotel Villa Pascucci. (n.d.). Retrieved from http://www.villapascucci.com/

[21] World Data Info, Tourism in Madagascar. (2018) Retrieved from https://www.worlddata.info/africa/madagascar/index.php

[22] Tsara Komba - Luxury Beach & Forest Lodge. Tsara Komba. (n.d.). Retrieved from http://tsarakomba.com/en

[23] Yahoo! (2022, April 22). Marriott International, Inc. (MAR) stock price, news, Quote & History. Yahoo! Finance. Retrieved April 21, 2022, from https://finance.yahoo.com/quote/MAR/

[24] Published by S. Lock, & 24, M. (2022, March 24). *Largest hotel chains by properties*. Statista. Retrieved from https://www.statista.com/statistics/197869/us-hotel-companies-by-number-of-properties-worldwide/

[25] Peltier, D. (2016, June 17). *The business of hotels vs. short-term rentals in 4 charts*. Skift. Retrieved from https://skift.com/2016/06/17/the-business-of-hotels-vs-short-term-rentals-in-4-charts/