

## Re-Allocating Resources: Customer Satisfaction and Revenue Gains

### client

Marriott Hotels is the largest lodging company in the world with almost 2,400 owner or franchised properties in 64 countries. Its hotel brands include: Courtyard, Marriott, Residence Inn, Spring Hill Suites, and Ritz Carlton.

### objectives

Despite a successful track record, the Marriott Hotel Division wanted a more fact-based way to allocate resources and set operating division priorities. The president of Marriott Hotels asked DMR's founder to accept the challenge.

### process

The process involved developing a new, cutting-edge statistical methodology – the Key Driver model. The Key Driver method was used to build statistical models for 25 categories of hotels. The objective was to maximize the ability to detect differences across hotels.



### results

The results showed little variation among the various categories of hotels with one exception – resorts. Overall, however, there was substantial consistency in the results.

Five factors were identified which, if improved, would lead to the greatest impact on guest satisfaction and increased revenues. These results were used to set division operating priorities and became known as “The Big Five.”

“The Big Five” led to a **5 percent gain in customer satisfaction and revenue increases of 8.4 percent within one year.**

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*“This is remarkable. We needed some basis for setting our priorities beyond our own judgment, and **now we clearly have it with the ‘Big Five.’**”*

*“Great! **This is the best information we’ve ever gotten from Marriott Corporate!**”*

*“It’s easy to understand and **it works!**”*

*“**This is exactly what I needed to run my hotel.** Fantastic! Now I know how to keep guests happy and add to my revenues as well.”*

Hotel General Managers  
Marriott Hotels

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