WINNING @ THE MOMENTS OF TRUTH

George Corbin SVP, Digital Marriott international





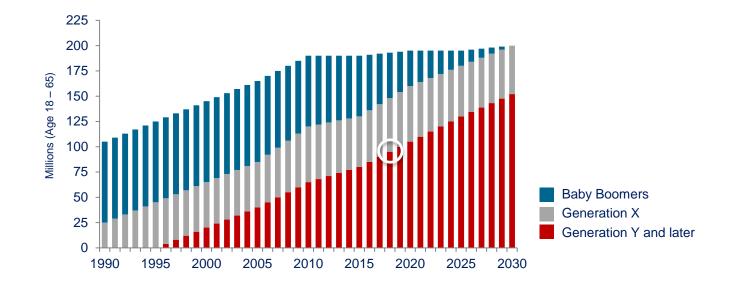


TECHNOLOGY IS DISRUPTING OUR INDUSTRY

WE ARE BEING INTERMEDIATED

OUR CUSTOMER IS CHANGING

WE ARE AT AN INFLECTION POINT

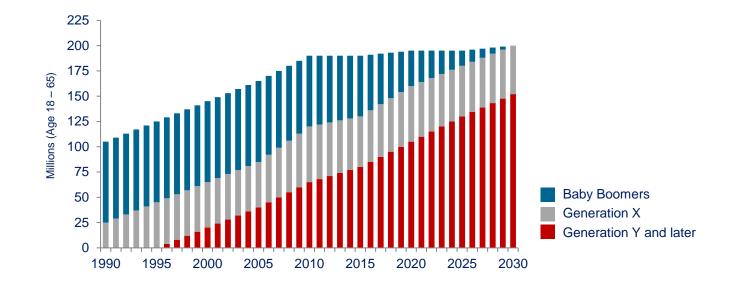


THE MILLENIAL WAVE

50% of US work force by 2018

1.8 BILLION worldwide

Alarriott.



THE MILLENIAL WAVE

Alarriott.

More purchasing power in the next 10 years than any generation in history 2X more likely to travel vs. Boomers

Half of all travel purchases by 2020



NEXT GENERATION TRAVELERS

76% of room nights by 2018

3x the use of technology

A Arriott.

powering the TRAVEL MOMENTS with DIGITAL

Filter

powering the TRAVEL MOMENTS with DIGITAL

WIN THE BOOKING

WIN THE STAY



HALO MOMENTS

















find the MOMENTS that matter most...

... and serve those moments

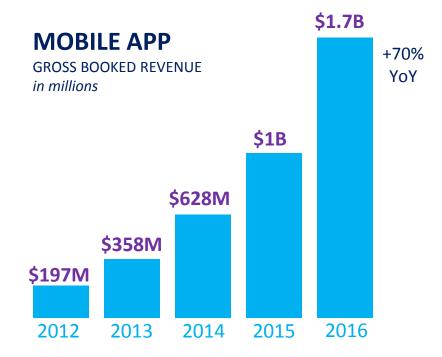
FLAWLESSLY





DIGITAL PLATFORM

GROSS BOOKED REVENUE *in billions*

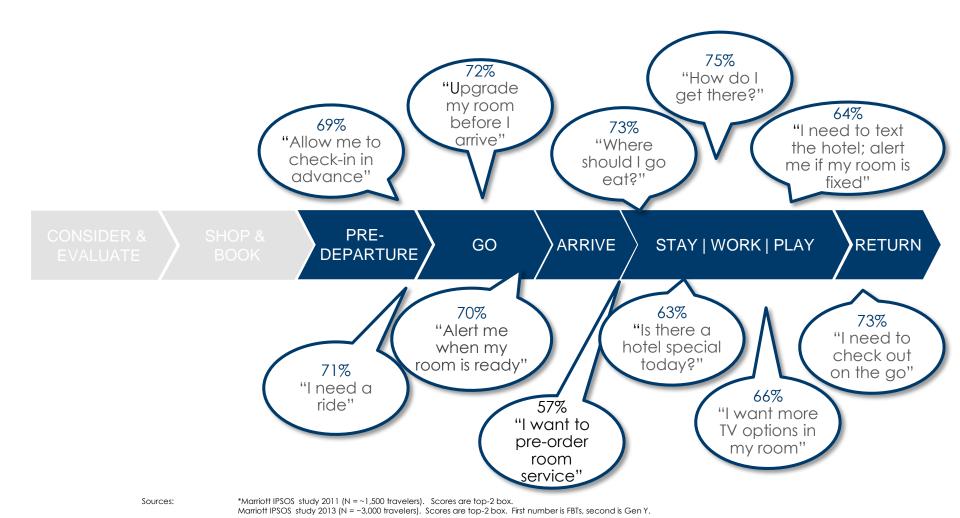


WIN THE STAY



WIN THE STAY







And it's working...

20,000,000

MOBILE CHECK INS/OUTS AND GROWING

4.5%→16%

MOBILE CHECK-IN PACE TRIPLED

Of course, M

3 of 5 GEN Y GUESTS HAVE STRONGER IMPRESSION OF MARRIOTT VS. COMPETITION BASED ON APP EXPERIENCE +2.5 pts

HIGHER SATISFACTION MOBILE vs. NON-MOBILE ARRIVAL EXPERIENCE

find the MOMENTS that matter most...

... and serve those moments

FLAWLESSLY

easy, right?













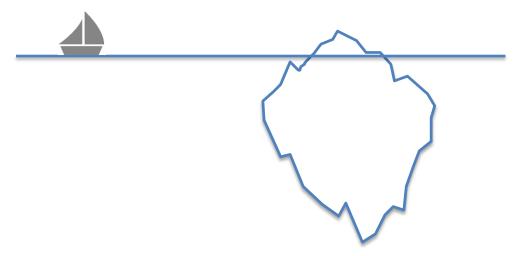
this journey is not about technology ...

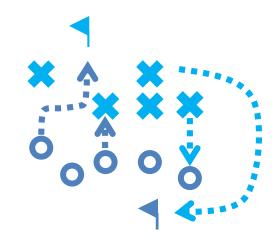
it is about transforming a service model

6 THINGS that can block digital transformation ... and how we overcame them



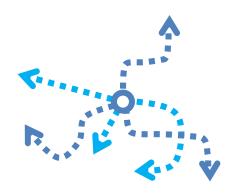
"Problem? What problem?"

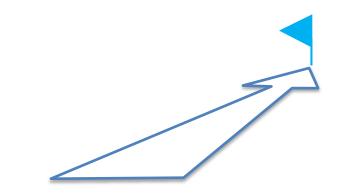




War games make it real ... and break mindsets

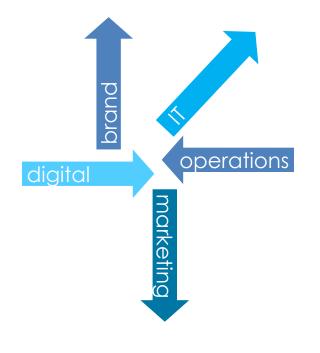
1. Create clarity and urgency around the problem





Vague, superficial, or overly technical "strategies"

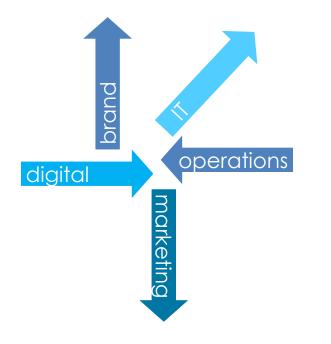
2. Make the destination clear, relatable, achievable ... and inspiring





- Develop the strategy & tactics together
- Joint execution **teams**
- Retool key jobs

3. Break the siloes... hunt as a pack





- Shared **purpose**
- Joint accountability
- Clear priority across depts
- Affects **compensation**

4. Align your Goals... ceiling to floor





- Use the **familiar** as the vehicle for the **new**
- Reduces how much unfamiliar change employees must absorb

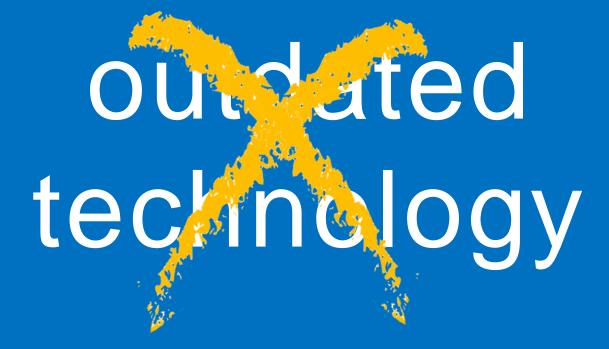
5. Ride the existing rails where you can



6. Use pilots to de-risk 3 critical factors

focus on the Markov Structure of the Str

threat



revenue

markshare

RELEVANCE

"We tend to **over-estimate** what will happen in the **next 2 years**...

... and **underestimate** what will happen in the **next 10**."



thank you

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