The needs and wants of business and leisure guests at Marriott Brussels

Anu Björn

Bachelor's thesis

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Tiivistelmä

Tämä opinnäytetyö on toteutettu yhteystyössä Marriott Brussels hotellin kanssa, joka on osa tunnettua Marriott hotelliketjua. Marriott Brussels on neljän tähden hotelli Belgian pääkaupungissa Brysselissä.

Tutkimus keskittyi selvittämään vapaa-ajan sekä työn vuoksi matkustavien asiakkaiden tarpeita Marriott Brysselissä. Tarkoituksena oli selvittää, mitä asiakkaat arvostavat hotellissa ja mikä heidän mielestään siellä on vähemmän tärkeää.

Tutkielmassa käytettiin määrällistä eli kvantitatiivista tutkimusta. Asiakkaita haastateltiin tutkimukseen tehdyn kysymyslistan avulla. Vastauksia kertyi kaikkiaan 184.

Tulokset todistavat, että vapaa-ajan ja työn vuoksi matkustavat asiakkaat arvostavat eri asioita. Vapaa-ajallaan matkustavat asiakkaat arvostivat, että huoneesta on hieno näköala, kun taas työn vuoksi matkustavat asiakkaat arvostivat sitä, että huone on hiljainen ja palvelun taso erittäin laadukasta. Tulosten mukaan kolme asiaa, joita työn vuoksi matkustavat arvostavat eniten ovat "Huoneen hiljaisuus", "hotellin sijainti" ja "Laadukas palvelu". Vapaa-ajallaan matkustavien kolme arvostetuinta asiaa taasen ovat "Hotellin sijainti", "Laadukas palvelu" ja "Huone kauniilla näkymällä".

SAVONIA UNIVERSITY OF APPLIED SCIENCES **THESIS**
                                                                Abstract

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Abstract

This thesis was commissioned by Marriott Brussels. Marriott Brussels is part of a well known Marriott hotel chain. Marriott Brussels is a four star hotel situated in the capital of Belgium, Brussels.

Theses focused on clarifying the needs and wants of business and leisure guests at Marriott Brussels. The aim was to figure out what are the things these guests value the most and what are the things that are the least valued.

In these theses quantitative research was used and guests were interviewed with a survey. 184 guests took participation in the survey.

Based on the survey it can be said that leisure and business guests value different things. Leisure guests value room with a nice view while business guests value a quiet room and a high quality service. Results shows that three options business guests value the most are "Quiet room", "Location of the hotel" and "High quality service". Leisure guests' three most valued options are "Location of the hotel", "High quality service" and "Room with a nice view".

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1   INTRODUCTION

This report defines the main options business and leisure guests value the most and the least while visiting Marriott Brussels.

The aim of this thesis is to find out the wants and needs of business and leisure guests at Marriott Brussels. Guests' wants and needs are described by providing a quantitative research and by interviewing the guests.

The idea for this work became clear to me when I was doing my internships in Marriott Brussels in 2011. After my internships it felt right to do my thesis for Marriott Brussels because I already knew the staff and also was able to define what a daily guest is.

After my internships I stayed in touch with my supervisor, the front office manager, Mrs. Keller. She recommended this topic to me and I was interested right away. We talked about the topic via email and had a few meetings in Brussels in October 2012 when I also interviewed the guests. The numbers of the interviews were 184.

Firstly, this report will overview the background of the work, presenting both the Marriott hotel chain and Marriott Brussels as well as their loyalty program, Marriott Rewards. Following this, the report will discuss about the research process and methods. This part of the report goes through what research method was chosen for this work and how data was collected and analyzed. After this the report will describe the results of the data collected. It clarifies the aim of the data collection, how the data collection was done and the results. The report continues with SWOT analysis and it will finish with a look at the results and conclusion of the work.

2 MARRIOTT

Marriott is an American hospitality company founded in 1927 by J. Willard Marriott. At first it started as a root beer stand in Washington DC. Later during that year also food was added to the menu and the year after the drive-in restaurant was launched together with two other restaurants. Restaurants serve hot Mexican food, which inspired to the name The Hot Shoppe. (Marriott a.)

The first hotel, the Twin Bridges Marriott Motor Hotel, was opened in 1957 in Arlington, Virginia. The second hotel the Key Bridge Marriott, opened two years later, in 1959. In 1969 the first international hotel was founded in Acapulco, Mexico. (Marriott a.)

In 1972 Marriott took part to a Sun Line cruise ship partnership. During the same year J. Willard Marriott's son, J.W. Marriott Jr. became the company's Chief Executive Officer. Marriott entered into the timeshare business in 1984 and four years later, in 1989 Marriott opened the first western-managed hotel in Eastern Europe, in Warsaw, Poland. (Marriott a.)

In 1993 Marriott Corporation split into two companies: Marriott International and Host Marriott Corporation and that is how Marriott International was founded. Its focus is on lodging and hospitality. In 1995 Marriott acquired a 49% interest in The Ritz-Carlton Hotel Company and two years later it did the same to Renaissance Hotel Group but this time it acquired the whole company. By these Marriott got a historical brand to its portfolio and also doubled its overseas presence. (Marriott a.)

J. Willard Marriott's son, J.W. Marriott Jr. led the company to worldwide growth during his career that lasted more than 50 years. In 2012 Arne Sorenson became the third CEO of the company and J.W. Marriott Jr. received the title of Executive Chairman. (Marriott a.)

Nowadays Marriott is a worldwide luxury hotel chain with well-known and honoured brands, it has over 3700 properties in more than 73 countries. (Marriott a.) In Europe Marriott has 296 hotels and 11 brands in 25 different countries (Marriott e.) Marriott will launch its first hotel in Finland in this near future (Marriott f.)

PICTURE 1. Well-known logo of Marriott

2.1 Marriott Rewards

Marriott has its own customer loyalty program called Marriott Rewards. It has 5 different levels: white, silver, gold, platinum and platinum plus. Gold and both platinum members get a free access to every Marriott's concierge levels, free Internet and always a free room upgrade if possible. (Marriott b.)

Guests earn Marriott Rewards Points by staying in a Marriott hotel worldwide but it is also possible to buy points. Guests can also earn points by collecting miles while flying, by shopping in some online stores like iTunes or Target.com, by renting a car from a company that is Marriott's cooperation partner or by getting a family member or a friend to join a Marriott Rewards as well. (Marriott b.)

Marriott Rewards customer loyalty program is a very well known program with satisfied customers. (Marriott b.)

PICTURE 2. Logo of Marriott Rewards

2.2 Brands

Marriott has several different brands in its hotel chain. Every brand has something unique to offer and their quality is known as very steady. Every brand serves something different to its guests. Some of the brands are worldwide and some are located in the United States only.

Marriott Hotels and Resorts is the most trusted name in the chain. It warmly welcomes business and leisure guests. It is also a very common place to hold business meetings and conferences. JW Marriott Hotels and Resorts is known for its dimension of luxury with finest architectural detail and the finest dining. JW Marriott also offers business centre, valet, concierge and room service 24 hours per day. Renaissance Hotels and Resorts is the stylish way to stay. It offers fine dining and special decors that delight one's senses and inspires imagination. Marriott acquires Renaissance Hotel group in 1997. (Marriott c.)

PICTURE 3. JW Marriott, Reneissance Hotels and Courtyard Morriott logos

Edition Hotels offers boutique and stylish accommodations in very attractive locations. An Award-winning designer Ian Schrager has put his signature touch to Edition Hotels' designing. Edition brand was launched in 2008. Autograph Collection brand is a collection of independent hotels. It is the only hotel in a Marriott hotel chain where one can book a room via Marriott.com and earn and redeem Marriott Rewards. This brand was launched in 2009. Courtyard is the brand for business travellers. It offers the services and amenities for a productive stay while on the road. Courtyard is usually located close to airport. Courtyard brand was founded in 1983 and during that time it was the only national segment chain that was designed to business travellers. AC Hotels by Marriott is a brand with an upper moderate taste. Brand's target is younger traveller and that is why its style is urban and cosmopolitan. These hotels are normally located in the city. AC Hotels is meant for business and leisure travellers. This brand was founded in 2011. (Marriott c.)

Residence Inn is meant for longer stays. It offers balance between work and life. Full kitchen in a room and evening social hours make this brand feel more like home than a hotel. Marriott acquired this brand in 1987. Fairfield Inn is known as a brand one can trust to provide the value and quality guests want and need. It has won the award "winning hospitality of Marriott". Fairfield Inn is hotel chain's most affordable hotel and it was launched in 1987. (Marriott c.)

PICTURE 4. Different Marriott brands' logos

Marriott Conference Centers are meant for meetings. One can host very productive events in this brand. The location is always easy for everyone to reach and services and amenities are for business people. TownePlace Suites by Marriott is for more residential stay than in a hotel. The brand is for guests who will stay on the road for a long time at once. It is known for its ability to transform for every guest. One can for example bring a pet along and change the furnitures' place. Like this, TownePlace Suites will make guests feel more comfortable during their stay. TownePlace Suites was founded in 1997. SpringHill Suites by Marriott is known for its bigger rooms. Every studio suite has 25 % more space than a normal hotel room. Every room has separated rooms for working, sleeping and relaxing. This brand was founded in 1998. (Marriott c.)

Marriott Vacation Club International offers ownership to the resort in different destinations worldwide. The brand has luxurious villas in more than 40 resort destination. This brand was founded in 1984 and with it Marriott entered the timeshare business. The Ritz-Carlton is known for its personal service and facilities. In every hotel the local culture stands out. Marriott acquired 49% interest in The Ritz-Carlton Hotel Company in 1995. (Marriott c.)

Marriott ExecuStay is meant for temporary housing. The brand has thousands of apartments in USA. Marriott ExecuStay operates only in the United States. In 1999 Marriott acquired this brand. Marriott Executive Apartments offers accommodations to business guests who travel overseas for business for 30 days or more. (Marriott c.)

2.3   Marriott Brussels

Year 2012 was a special year for Marriott Brussels: it celebrated its 10th anniversary. Marriott Brussels is a luxury hotel located in the heart of Brussels. It is only 50 meters away from Bourse Metro Station, a 5-minute walk from Grand Place and the Manneken Pis Statue. Brussels Central Station is only a 10-minute walk away. The hotel has 6 floors, 205 rooms and 16 suites. It also offers 7 meeting rooms and a concierge lever. The rooms are equipped with air-condition, satellite TV, coffee and tea making facilities and a bathtub. (Marriott d.)

Marriott Brussels offers fine dining and events in its newly renovated restaurant Midtown Grill. Also a large breakfast buffet is served during mornings in Midtown Grill. It is also a common place to celebrate weddings and other parties. Marriott Brussels also offers room service and a friendly concierge is there for guests. (Marriott d.)

Marriott Brussels´ biggest clientele is business guests and the second biggest clientele is leisure guests. Differences between these two groups are numerous and that is why Marriott Brussels is best known as a business hotel. (Marriott d.)

Like in any other Marriott hotel also in Marriott Brussels guests can earn and use their Marriott Rewards' points. (Marriott d.)

PICTURE 5. Marriott Brussels' lobby

2.4   Definition of a guest

Marriott Brussels has three different guest segments: business, leisure and WOW-guests. WOW- guests are guests that come to Marriott Brussels for the first time and they are meant to be surprised. In other words the hotel and its staff should exceed guest's expectations in a way that the guest gets a WOW effect. In my research I focus on two other segments, business and leisure guests, which are bigger segments than the WOW- guest segment.

Normal business guests check in to the hotel either early in the morning or the previous day. Almost every time business guests travel alone or with co-workers. Most of the time they come there only to work so they don't have time for sightseeing or any other leisure activities. Normally it is not their first time in the city or in the hotel so they already know the neighbourhood and also the check-in and the check-out procedure. That is why a business guest goes to reception only when checking in and out.

The business guest is already a member of Marriott Rewards and knows what kind of room he wants. He needs to work and sleep in his room so he needs a quiet room with some space to work. Most of the time, the business guest stays in a hotel a few nights during the week.

Because the business guest travels a lot and stays in hotels very often, he already knows what to expect and demand. It is very important that the guest feels that he is welcome to the hotel and if he has any questions he shouldn't hesitate to ask them.

PICTURE 6. Marriott Brussels' presidential suite

Normally leisure guest travels with a family or with a group, very randomly he travels alone. It can be the first time for a leisure guest to be in Brussels or in Marriott Brussels and that is why he has a lot of questions. A leisure guest is not familiar with the checking in and the checking out procedure and he wants to know about the city.

There is no normal check-in time for a leisure guest but normally he comes after 15 because they know that check-in time starts then. The leisure guest normally stays in a hotel for a week or an extended weekend. The leisure guest might not be a member of Marriott Rewards yet and that is why it is very important to introduce the program to him.

The leisure guest might not be that familiar with hotels and because of that it is important to tell the procedure to him and also tell about the sightseeing and the local areas. It is very important that the guest feels that he is very welcome to the hotel and if he has any questions he shouldn't hesitate to ask them.

PICTURE 7. Marriott Brussels' king deluxe guest room

2.5   Spirit to serve

Marriott believes in a spirit to serve people. It is one of their core values. Marriott puts people first, pursuits excellence, embraces change, acts with integrity and serves the world, their world. Those values make Marriott's legacy and it's future. Marriott's business is always evolving but they always want to stay true to who they are. (Marriott g.)

Spirit to serve is made of those core values and it is one of Marriott's strongest beliefs. All the employees need to have this spirit while working, they have to want to serve their guest and the guest always has to feel like number one while visiting Marriott.

In other words spirit to serve is not just a theme but also an idea that everyone working in Marriott worldwide is willing to maintain and act on. It is important for Marriott that every guest feels warmly welcome to stay in a hotel and that the guest feels like the staff cares for him and his wellbeing. It is also important that the staff is always there for guests and knows what they need and want and is sometimes able to surprise the guest, for example with a welcoming present. The staff needs to always be one-step ahead guests. In that way they are able to serve guests the best way possible. That is what is called spirit to serve.

PICTURE 8. Marriott international-Spirit to serve

2.6   Competition

As the capital of Belgium and of the European Union, Brussels has a lot of different hotels. The current population in Brussels is 1,1 million. In 2002 Brussels counted 141 hotel establishments. The high-class (4-5 star) accommodation sector consists of 48 hotels offering 8028 rooms. The middle class (3-star hotels) is covered by 47 hotels with 4371 rooms. In the 1-2 star category, there are 44 hotels established with a total amount of 1104 rooms.

All in all Brussels offers 13.647 rooms. By comparing the total amount of rooms with the amount of rooms from the high class hotels, it is very striking that more than half of all rooms come from 4-5 star hotels. The reason for that is that Brussels is host for many conventions, congresses, fairs, business meetings, etc. Brussels is also one of the leading business tourism destinations in Europe and these are probably the reasons why they offer so many rooms in the high-class accommodation segment. (Brussels.)

As mentioned earlier Marriott Brussels' biggest clientele is business guests and the hotel has several different ways to attract its guests. One of the main reasons why guests choose Marriott Brussels over other hotels is Marriott's loyalty program. Guests want to stay loyal to the hotel chain and collect points because the benefits are very good. Another thing that makes Marriott Brussels very competitive is its location. The hotel is located right in the city centre so the distances are short.

The biggest competitors to Marriott Brussels are Hilton Brussels and Hotel Le Plaza Brussels. These hotels are also luxury hotels with their own well-known loyalty programs. They are able to compete with their locations and their reputations, both of them have history in the hotel business and they are both part of a hotel chain just like Marriott Brussels is.

Every hotel has their own loyal clientele who is always happy to return to the familiar hotel but the challenge is to regenerate and get new customers while keeping the old ones happy.

3 RESEARCH PROCESS AND METHODS

Research is always done with a research method in mind. The key part of the research process is the choice of method and how to follow it. The choice of method also affects the other parts of the study. (Jyväskylän yliopisto 2011.)

Research methods mean concrete data collection and analysis methods or techniques. They can be classified as qualitative or quantitative methods. When choosing a research method it is important to think about what materials and techniques would help to provide the best information to analyze. (Mykkänen 2006.)

There are two different research methods: qualitative and quantitative. These meth-

ods are contrasted with each other in the aspects of research objective, data collection and data analysis.

Qualitative researchers interpret participants' understandings or their past experiences in regards to the corresponding research questions while quantitative researchers tries to make conclusions on how chosen hypotheses could be generalized into the entire population. (McBride & Schostak 2012.)

As is the custom, they employ unstructured or semi-structured interviews and group discussions to specify the research questions. They focus on the subjective side of life of participants. On the opposite, in the quantitative research, structured techniques are applies sampling procedure and questionnaires through which participants' attitudes and opinions on the same set of questions are measured. However, the two different research methods don't define any incompatible contradictions. (McBride & Schostak 2012.)

In the academic research circle the two research methods are described as follows: the deductive approach is often part of the quantitative research but the qualitative research is connected with the inductive approach. The deductive approach is based on a theory where its direction starts from general and goes towards to specific. That means that the conclusion of a research on a specific subject is based on the perception and on testing result of the theory that already exists. (Yuan 2012.)

Normally researchers invoke to the deductive approach and try to generate different hypotheses out of the theory that already exist. They also try to clarify is it possible to use the theory to the specific case. Unlike in deductive approach, in inductive approach the reasoning process is from specific to general. That is why the inductive approach is known as the data based research as well. (Kananen 2011.)

Quantitative methods focus attention on amounts and measurements of the characteristics shown by the people and events that the researcher studies.

3.1   Quantitative research method

Quantitative Research options have been predetermined and a large number of respondents are always involved. By definition, measurement must be objective, quantitative and statistically valid.

Quantitative research is based on numbers, on objective hard data. Formulas are used to define and to clarify the size of a sample size. It is important to know how large the sample size from the population has to be in order to be able to reach findings with an decent degree of accuracy calculate the sample size for a survey. Normally, researchers look for sample sizes that yield findings with at least a 95% confidence interval plus/minus a margin error of 5 percentage points. In other words, if the survey was repeated 100 times, in 95 cases the responses would be the same. (Gay 1996.)

It is important to show how the research has validity and reliability. Validity means that the research measures what it is supposed to measure and in this way it permits appropriate interpretation of scores. Tests are meant for a many different kind of purposes. The validity is classified in several different types, which means that is it possible to evaluate validity in terms of purposes only. The validity categories are construct, predictive, content and concurrent validates. (Gay 1996.)

With content validity tests measure an intended content area. This requires item validity and sampling validity. In construct validity tests measure hypothetical construct, which has to be intended. This is known as very difficult type to measure the validity. In concurrent validity the scores on a test are related to other scores that relate. This validity is determined by the validity coefficient. If it is high, the concurred validity is good. With a predictive test one can predict how well an individual will do in the same kind of situation in the hereafter. Pointing the relationship between the test scores and amount of success in the matter of interest sets the predictive validity. It is set by coefficient that is validity. Like in concurrent validity, in predictive validity if the coefficient is high, the validity is good. (Gay 1996.)

Reliability means trustworthiness. It shows that the same test measures whatever it is supposed to measure every time one makes it. Numbers present reliability, normally it is shown as a factor and a high factor means that the reliability is high. High reliability refers to minimum error variance. It means that if the test is able to have a reliability that is high the influence of errors measurement has been lessened. (Gay 1996.)

A valid test is always reliable but it is possible that a reliable test is not valid. This means that the test will be reliable every time if it is measuring what it is supposed to be measuring but it is possible that a reliable test doesn't measure the right thing, which makes it invalid. It is easier to assess reliability than validity. Test-retest, equivalent-forms, and split-half reliability are all determined through correlation. The de-

gree to which scores are consistent is test-retest reliability but it is possible to express reliability in terms of the standard error of measurements too. It is an estimate of how often errors of a given size can be expected. Reliability is high when the standard error of measurement is small. When the standard error of measurement is large, it indicates low reliability. (Gay 1996.)

3.2 Survey

Survey research is a method where one collects and analyzes social data vie highly structured and specified interviews or questionnaires in order to obtain information from large numbers of respondents assumed to be representative of a specific population. (Berger 2000.)

From the description four key points can be found:

1. It is done to collect and analyze data
2. It is based on interviewing people
3. It is done with representative samples of a population being studied
4. It is assumed that the information from the sample is valid for the general population

3.3 Data collection

The aim of my survey was to find out the needs and wants of leisure and business guests at Marriott Brussels. I collected data by personally interviewing guests in Marriott Brussels in October 2012. I interviewed both leisure and business quests and I used the same survey for both guests to be able to compare the results.
Before interviews I showed my survey to the front office manager in Marriott Brussels, Mrs. Keller. Together we changed a few questions so that they could be easier to understand and also that they would be for hotel guests only. In that way the results would be easier to understand. After this Mrs. Keller approved the survey.

The survey turned out to be the best way to interview guests because it was easy to understand and quite quick to do. In that way I didn't bother the guests too much.

3.3.1 Overview of the survey

The survey includes 8 questions, 4 of them are open questions and 4 are questions with different options. The questions are meant to be as simple as possible in order to make them easy to answer and so that the responses could be as clear as possible. The number of the participants was 184, 96 from both of the groups.

The population for this survey was 250 and the sample size 96. I interviewed guests during one day in a week 42, October 2012. During the time of the interviews, the hotel had 250 guests, of which 184 took part to my research by answering my survey. Interviews were done personally, most of the time I went thought the survey together with the guest. In other words I interviewed guests and wrote the answers instead of giving the survey to the guest. This made the whole interview more personal.

There are four different techniques to specify the sample size, which are random sampling, stratified sampling, cluster sampling and system sampling. In random sampling everyone in the population has an equal chance to be selected for the sample. It is known as the best technique to obtain a representative sample. In stratified sampling the sample has been selected in a way that identifies subgroups in the population are represented in the sample in the same proportion that they exist in the population. This technique has more than one subgroups and that is the difference between stratified and random sampling. In stratified sampling random sampling is done for every subgroup. Cluster sampling is meant for a bigger population. This technique is not for individuals but groups, which are selected randomly. Also everyone in the selected group has similar characteristics. In system sampling individuals are selected from a list by choosing every Xth name. This technique is a reduced version of random sample technique. (Gay 1996.)

I chose to use the stratified sampling method. Everyone from the population had an equal and individual chance to be selected for the sample but I interviewed two subgroups: business and leisure guests.

For leisure guests the first question is how often per year you travel for leisure and the first question for business guests is how many nights per year you spend in a hotel because of your work.
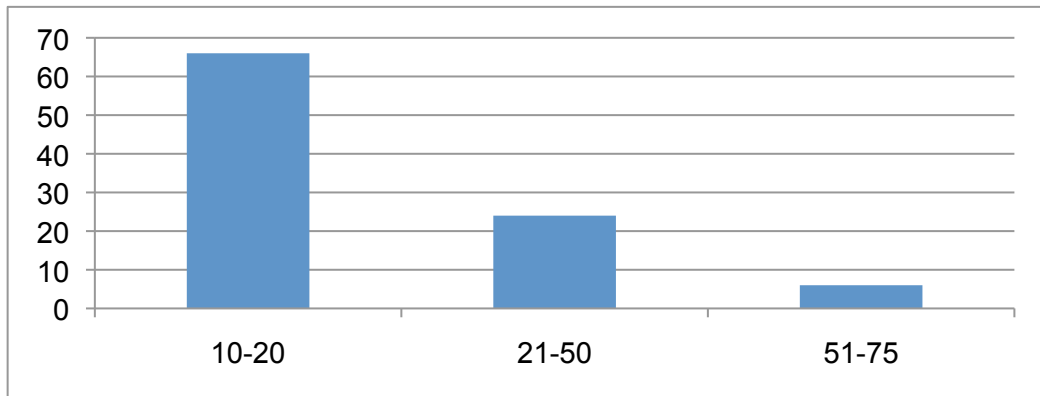
FIGURE 1. How often per year do you travel for leisure? (n=96)
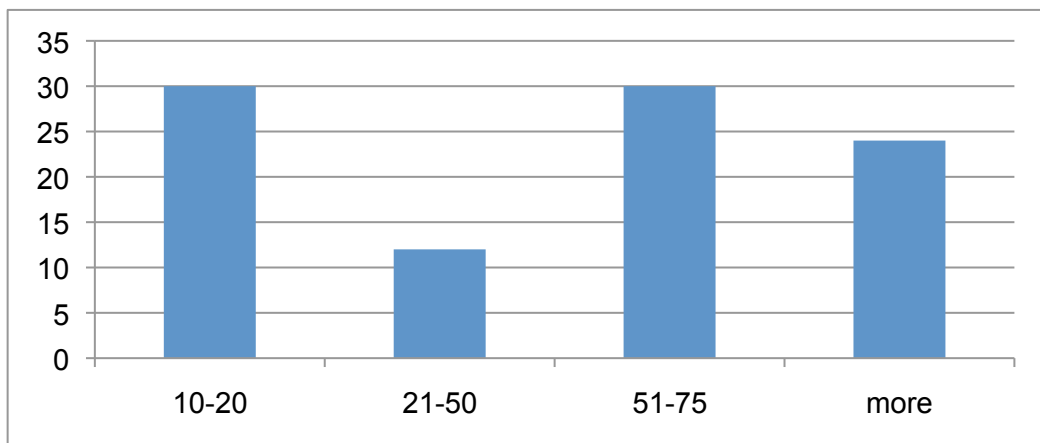

FIGURE 2. How many nights per year do you spend in a hotel because of your work? (n=96)

The results from figures 1 and 2 are very different. 66 leisure guests spend 10-20 nights in a hotel per year and only 1 leisure guest spends 50-75 nights per year in a hotel. By comparing the figures above one can see that business guests spend nights more in a hotel that leisure guests. 24 business guests say they spend more than 75 nights per year in a hotel.

3.3.2   Gender distribution

As figures 3 and 4 show, most of the guests in Brussels Marriott during interviews were males. Only 18 out of 96 leisure guests I interviewed were females. The same can be seen from the business guests as well, most of them were males, as 66 out of 96 responders were males.
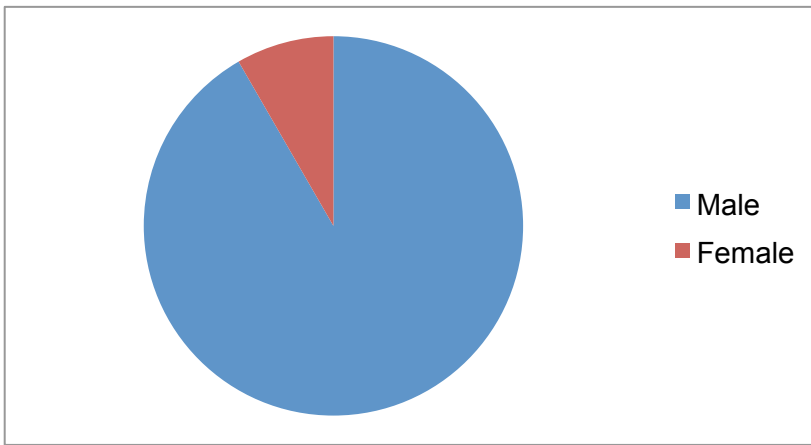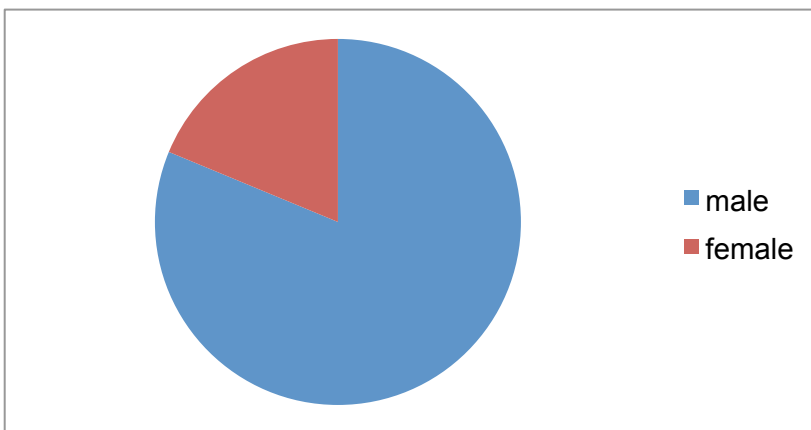
FIGURE 3. Leisure guests' gender (n=96)

FIGURE 4. Business guests' gender (n=96)

3.3.3   Age distribution

From figures 5 and 6 one can see that most of the guests in Marriott Brussels are middle-aged or older. In leisure guests the number of the guests seems to rise with their age. The biggest group from leisure guests is 61 years old or older which have 42 respondents. 43,75 % of the guests are 61 years old or above, 31,25 % of the guests are 41-60 years old and 25 % of the guests are 31-40.

The case is not the same in business guests. The highest number of respond is from the age group 41-60. This age group clearly stands out from others, 54 respondents are from this age group and the second biggest age group is 61 and above with 24 respondents. This can be understood in a way that in the age group 41-60, people

have already finished their studies and have gained work experience enough to get to the position where they are now.

25 % of the business guests are 61 years old or above, 56,25 % are 41-60 years old and 18,75 % are 31-40 years old.

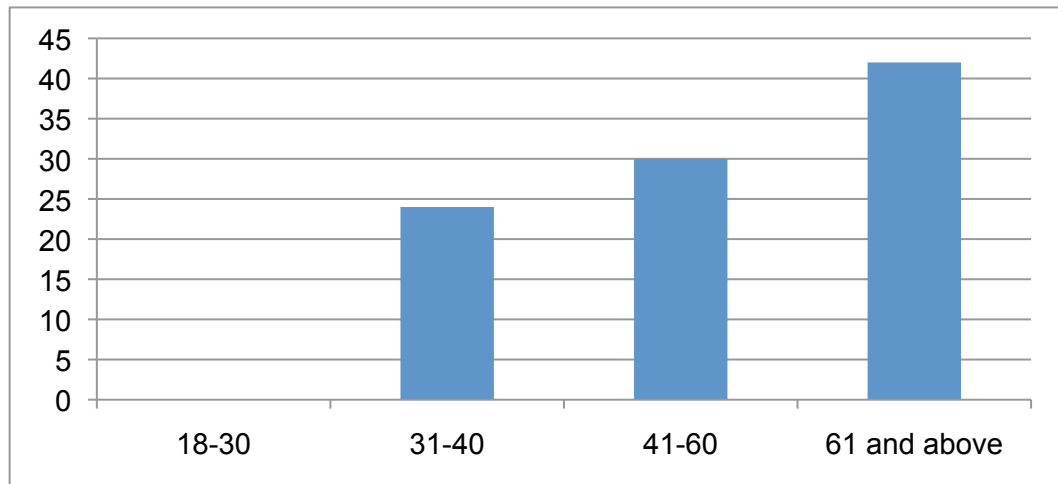There are no guests that are 18 (or under)- 30 years old.
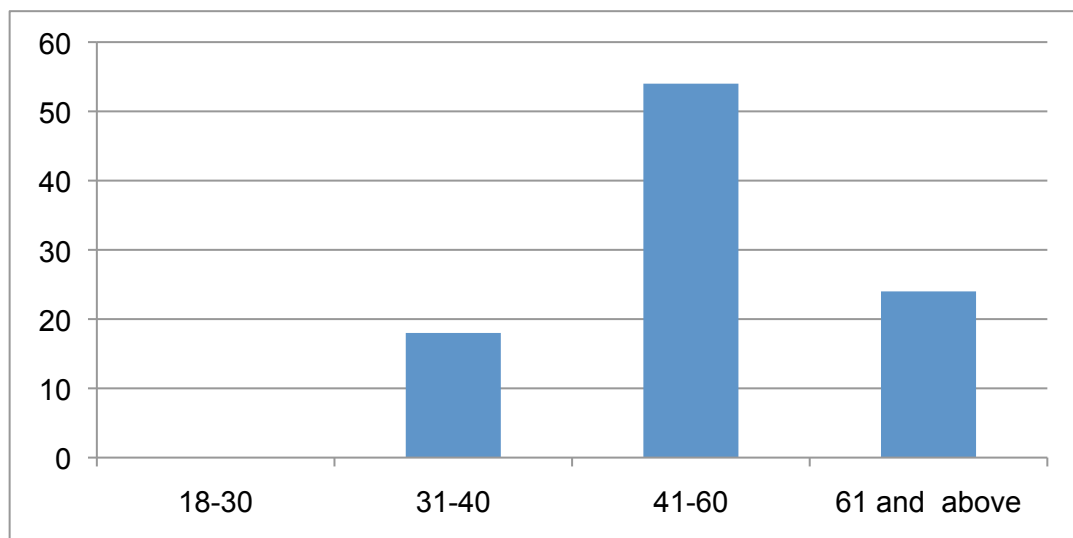

FIGURE 5. The age of leisure guests (n=96)

FIGURE 6. The age of business guests (n=96)

3.3.4   Travel companion

The results from figures 7 and 8 are very clear: during leisure travelling no one stays in a hotel alone, guests are there with their loved ones, friends and family. But when travelling for business everyone stays in a hotel alone.

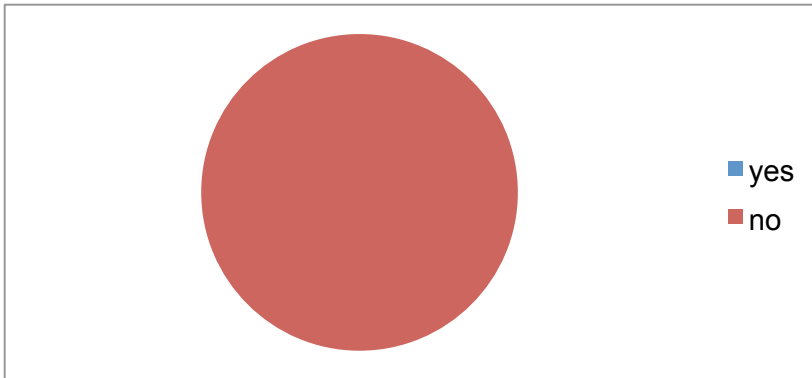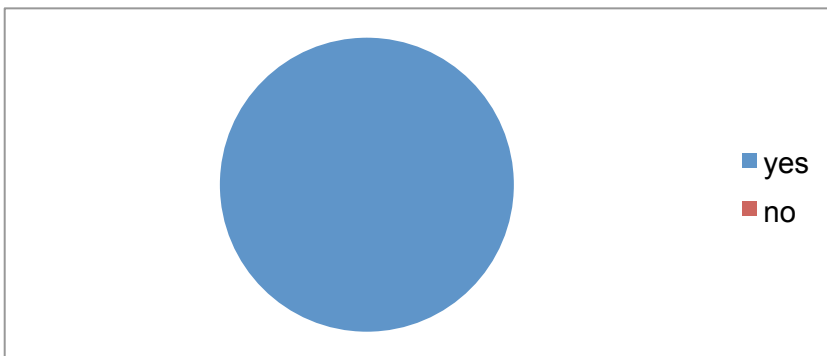FIGURE 7. When travelling for leisure, do you travel alone?
(n=96)

FIGURE 8. When travelling for business, do you travel alone?
(n=96)

3.3.5   Options guests value the most and the least

From figures 9 and 10 one can see which things leisure and business guests value the most and which things they find the least important. Also the needs and wants of leisure and business guests can be seen from these figures.

When travelling for leisure, guests value a room with a nice view and location of the hotel. These two things are the most important ones. The mean value of the option "Room with a nice view" is 4,5 when the highest number can be 5 and the mean value of the option "Location of the hotel" is 4.69. Also options "Quiet room", "Internet", "High quality service" and "Room cleaning everyday" are things leisure guests value highly. Their mean values are 4 or above. From these numbers it can be seen that leisure guests value their holiday time, they want it to be easy and luxurious.

The option that is the least valued among leisure guests is "Meeting rooms" with the mean value of 1.31. This can be easily understood; guests are there to enjoy their holiday, not to work.

Options that got points between 3-4 from leisure guests were:

- *Eco-friendly hotel*
- *Recognition*
- *Loyalty program*
- *Room service*
- *Separated bedroom*
- *Room accessories*
- *High quality restaurant in a hotel*
- *Clothes washing- service*
- *Fitness centre/sauna*

It is interesting to see that, for example, the option "Loyalty program" is not very important for leisure guests. It is understandable that leisure guests don't value options "High quality restaurant in a hotel" and "Room service" very highly. They are there on holiday, to explore the city so they want to go out to eat and have fun.

As mentioned earlier, the option that is the least valued among leisure guests is "meeting rooms" but it is surprising that also options "Child friendly hotel" and "Entertainment" got less that 3 points. The lack of value for the option "Child friendly hotel" could be explained by the age of the leisure guests: the biggest group from leisure guests, with 42 responders, is 61 years old or older. 43,75 % of the guests are 61 years old or above, 31,25 % of the guests are 41-60 years old and 25 % of the guests are 31-40. So the biggest age group does not have children to travel with anymore.

FIGURE 9. When travelling for leisure which things do you find important in a hotel? (1 not important at all - 5 very important) (n=96)

When travelling for business, guests value a quiet room the most with a mean value of 4,875 when the highest number can be 5. Business guests also highly value options "Internet", "Location of the hotel", "High quality service" and "Room cleaning everyday". Mean values from these options are all 4 or above. Also options "Loyalty program" and "Space to work" are valued highly, both with mean values 3.94.

The least valued option among business guests is "Child friendly hotel" with mean value 1,25. This is understandable because as mentioned earlier business guests stay in a hotel alone and that's why they do not need a child friendly hotel. The second less valued option is "Separated bedroom" with just above 2 points. This is a bit surprising because one would think that it would be nice to work in one room and relax in another. On the other hand business guests travel alone (figure 8) so there isn't a need to have a different room to work.

Options that got points between 2-3 from business guests were:

- *Room with a nice view*
- *Eco-friendly hotel*
- *Recognition*
- *Room service*
- *Separated bedroom*
- *Clothes washing- service*
- *Entertainment*
- *Meeting rooms*

It is interesting that options "Room service" and "Meeting rooms" got less than three points. At first, one would think that business guests would value these two options highly but it is also possible that business guests have dinner somewhere outside between meetings. This is why room service is not that important to them. Also meetings are normally held in business partners' places and that's why meeting rooms aren't that highly valued.
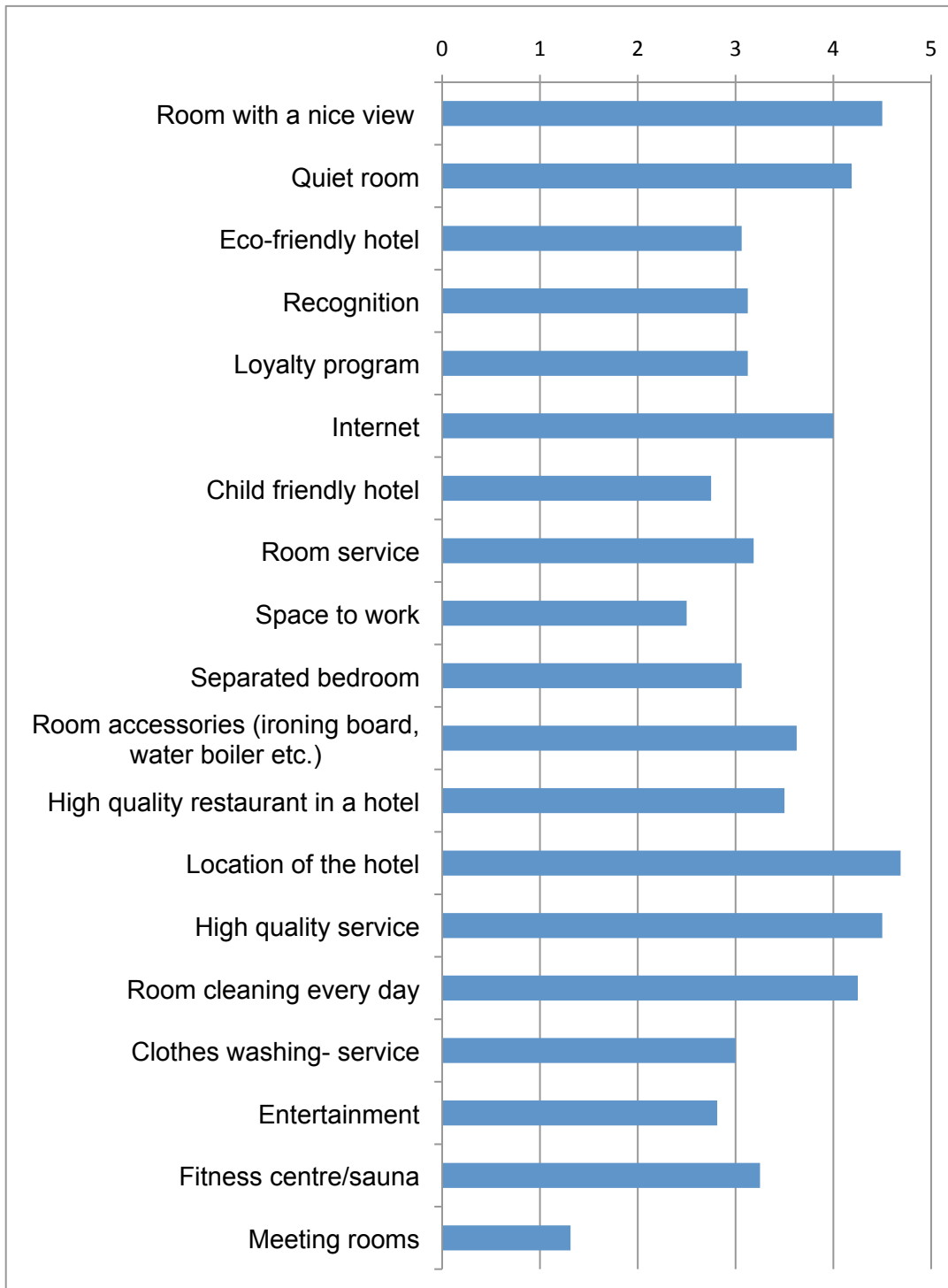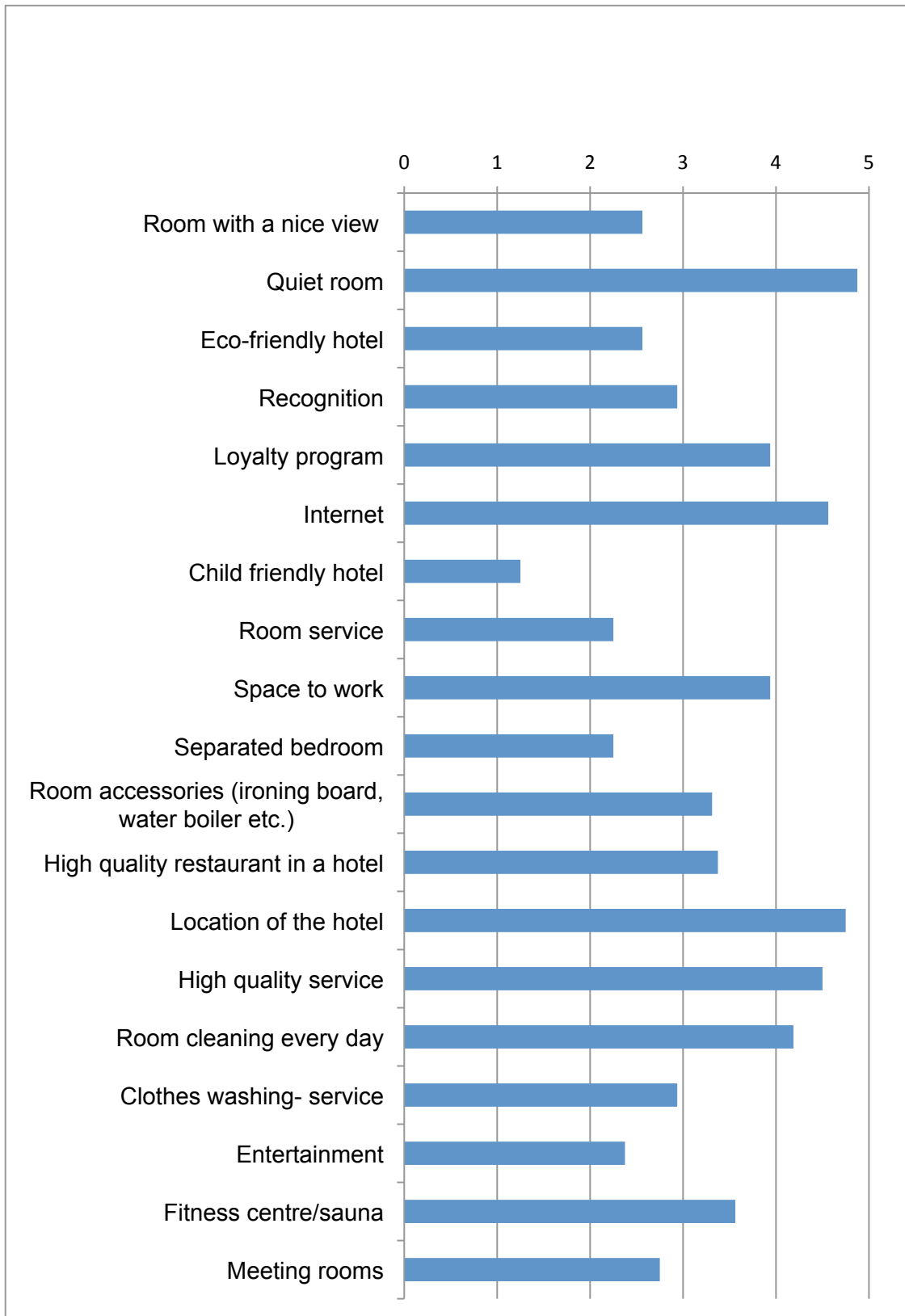
FIGURE 10. When travelling for business which things do you find important in a hotel? (1 not important at all - 5 very important) (n=96)

Business guests' values differ from leisure guests' values in some parts quite a lot. When leisure guests value room with a nice view very highly, business guests mean

value for that option is only 2,56. Still both leisure and business guests value location of the hotel a lot. Business guests mean value for the option "location of the hotel" is 4,75 and as mentioned earlier for leisure guests it is 4.69.

Also, least valued options are different between leisure and business guests. As mentioned earlier leisure guests value the option "meeting rooms" the least and business guests value it with a mean value of 2,75. On the other hand business guests value the option "child friendly hotel" the least but leisure guests value it with a mean value of 2,75.

As mentioned earlier the survey also includes open questions. One of them is "What is the purpose/reason of your stay?" and like in other questions, also in this answers are very different between leisure and business guests. Leisure guests' purposes mainly are vacation, relaxing and sight seeing. 87,5% answer one of these reasons as the purpose for their stay. Business guests' reasons are very different from leisure guests' reasons. 93,75% of the participants replied that the purpose of their stay is meetings. The remaining 6,25% answered that they were there to meet with suppliers.

Another open question in the survey is "Why did you choose Marriott?". Surprisingly, answers between leisure and business guests to this question don't differ a lot. 43,75% from leisure guests and 56,25 % from business guests answer that the main reason why they chose Marriott is Marriott Rewards program. Guests like the program and want to earn point by staying in one of the Marriott hotels. Another main reason to choose Marriott is Marriott's good reputation and high level of service. One business guest also answers that his friend is a manager in one Marriott and that is why he always wants to stay in Marriott. One leisure guest answers that the other hotel was full and that is why he chose to come to Marriott.

By the answers above one can see that Marriott's guests are very attached to the hotel chain and they think that Marriott Rewards is a good loyalty program as they keep coming back to Marriott every time they stay in a hotel.

The final open question in the survey is "Which two things do you find the most important in a hotel/hotel room?". Both leisure and business guest answer that the two most important things are location and quiet room. Internet is also valued highly, right after location and quiet room. Some of the guests also say that because of an early or late flight early check in and late check out is very important. Also friendly staff,

fitness room, cleanliness in a hotel and especially in a hotel room, lounges and pool are some of the things both categories of guests value highly. These answers are not very numerical, only a few guests think these are the most important things. As mentioned earlier, location and quiet room are the most important things for both leisure and business guests. At the third important place is Internet.

3.4　Overview of the results

The survey's results are quite clear. They show the needs and wants of business and leisure guests and also differences between them.

As mentioned earlier, Marriott Brussels is mainly for business guests and figures 1 and 2 show it. Guests stay in the hotel for business much more than for leisure. Of course it is also true that people have to work and they don't have that much free time and money to spend on leisure travelling.

It is interesting to see that most of the guests that took part in the interview were males. Only 18 out of 96 leisure guests and 30 out of 96 of business guests were females. It is true that the business world is manlier and maybe this is why there was almost alack of female responses but it doesn't clarify the issue for the leisure guests' category. I assume that the whole family was spending quality time together in a hotel and the father decided to answer on behalf of the whole family. The reason why I make this assumption is that there were families spending time together and for some reason almost every time the responder to my survey was male who said that he would answer on behalf of his family. The most important reason for that seemed to be the similarity of their answers. They thought that they appreciate the same things and that's why their answers would be similar. The second main reason was time. I didn't want to bother them too much especially because they were there on holiday to spend time together.

Figures 5 and 6 show the age of the guests. They show clearly that both leisure and business guests are mainly middle-aged or older. This is understandable because during that age people have already saved money and they have time to travel and spend holidays in a luxury hotel. Younger people might have the time but not the money they would need to stay in Marriott very often. Figure 5 shows that the older you get the more you travel for leisure. This can be explained by the lesser amount of

work and maybe some of the guests were retired already, which gives them more time to travel for leisure.

Figure 6 shows that people travel the most for business during the age 41-60: 56,25 % of the business guests are 41-60 years old. This age group has already finished their studies and gained enough work experience. People in younger age groups could still study or they have just stepped into working life and are learning it. Older age group (60 or above) travels less because most of them are already spending their retirement and are travelling for leisure instead of business.

Results from figures 7 and 8 are very clear. Nobody travels alone for leisure but everyone travels alone for business. This is a bit surprising because Brussels Marriott offers rooms with separated bedroom and room for example to work, relax or study. But still from these two figures it is easy to see that when people travel for business it is only for business, not for leisure.

The last two figures show which things are the most and the least important for leisure and business guests. It also clarifies the differences between these guests. Leisure guests value room with a nice view and location of the hotel the most when the most valued things in a hotel for business guests is quiet room. Business guests also value highly options "internet", "location of the service", "high quality service" and "room cleaning everyday".

Option that is the least valued among leisure guests is "meeting rooms" which is easy to understand because they are there to enjoy their holiday not working. Business guests' least valued thing is also understandable. They value the option "child friendly hotel" the least. Like figure 8 shows business guests travel alone and that is why these guests don't need or value child friendly hotel.

With the results of the survey it can be said that the research has reliable. Guests were interviewed at different times during the day, which didn't affect their answers. Also open questions support question with different options, especially the four last questions (appendix 1 and 2) and this makes the standard error of measurement low, which on the other hand makes reliability of this research high.

As mentioned earlier a valid test is always reliable but it is possible that a reliable test is not valid. Results show that the research has validity. It measures what it is suppose to measure: the needs and wants of business and leisure guests at Marriott

Brussels. It was the first time someone made this kind of research for Marriott Brussels and because of that I wasn't able to compare results from the survey to a survey that was made earlier. There still is a common knowledge in Marriott hotel chain that their guests value their loyalty program, Marriott Rewards. It can be explained by the huge and throughout growing number of memberships. From the results it can be seen that loyalty program is valued quit highly among leisure guests and even higher among business guests, which are Marriott Brussels' biggest clientele.

4   SWOT ANALYSIS

SWOT analysis is a strategic planning method that is used to evaluate the strengths, weaknesses, opportunities, and threats that are involved in a project or in a business venture. It involves by specifying the objective of the business venture or project and by identifying the internal and external factors that are beneficial and unbeneficial to reach that objective. (Trinity Web Works.)

It is important to add SWOT analysis to my research because Marriott Brussels can benefit from both of them. By combining results from the research and from SWOT analysis Marriott Brussels can gain knowledge for the future and is ready to face the wants and needs of the guests.

Strenghts	Weaknesses
- Past experience	- Physical resources
- Physical resources	- Pool
- Recently renovated	
Opportunities	Threads
- Future trends	- Future trends
- Marriot Rewards	- Current world economics
- Marriot Hotel chain	

FIGURE 11. SWOT analysis

One of the strengths in Marriott Brussels is its past experience. Marriott Brussels has some loyal guests who always return to the hotel and they are treated like they are part of Marriott's big family. Also negative experiences in the past have taught their lessons and since Marriott Brussels is already over ten years old it has gained experiences from which they have been able to improve their services over the years.

Another strength is physical resources but it can be seen both as a strength and as a weakness. First I will explain why it can be seen as a strength. As it has been mentioned earlier, most of the guests value the hotel's good location. Marriott Brussels is situated right in the heart of Brussels. It is only 5 minutes walking distance away from the Grand Place and Manneken Pis, which are the most popular tourist attractions in Brussels. It is also situated close to restaurants and the shopping street is also very near.

In 2011 Brussels Marriott was completely renovated and therefore there is no need for any big renovations in the near future.

As mentioned before physical resources can be a weakness as well. Hotel needs new renovations every year to keep the customers happy and it costs.

One of the survey questions is "Which two things do you find the most important things in a hotel/hotel room?". Some of the guests answer that they would like to have a pool in the hotel. Marriott Brussels offers a fitness centre and sauna but no pool. This can be a reason to choose another hotel for some guests and can be seen as a weakness to Marriott Brussels.

Future trends can be seen as big opportunities but they can also be a threat. First I will tell how it can be seen as an opportunity. Marriott Brussels is a young hotel, which keeps itself up-to-date on current trends. These can be seen for example in the atmosphere and decorations. Also Marriott Brussels uses the newest technology, for example with wireless Internet. Marriott Brussels' friendly staff is always ready to listen to guests, their wants and needs. Also the hotel is always open to new, fresh ideas.

Another opportunity is Marriott's loyalty program, Marriott Rewards. One of the main reasons why guests come to Marriott Brussels is its loyalty program, Marriott Rewards. Guests want to earn points and have a better, higher status in the loyalty program.

Because Marriott Brussels is part of Marriott hotel chain and also part of the loyalty program guests want to stay there.

As mentioned earlier, future trends can be both an opportunity and a threat. Future trends can change often and also very fast. In that case it is possible for Marriott

Brussels to follow the trends as fast as possible or to choose not to follow them. However choosing not to follow the ongoing trends can lead to problems since guests might think that Marriott Brussels is not able to be up-to-date and they will look for another hotel.

The current economic state of the world can also be seen as a threat. The economic crisis is taking its biggest toll on the normal leisure guest of Europe and the United States. The economic crisis is forcing the leisure guests to consider their use of money much more closely than before. This can lead to people not going on a holiday and therefore not staying in a hotel.

The current economic situation affects the hotel as well. If the number of guests gets lower, it is even more important to think wisely what the hotel can do and what it should avoid. For example, some big renovations can perhaps be done later when the economical situation is better.

5   EVALUATIONS AND CONCLUSION

In this report we discussed about the needs and wants of business and leisure guests at Marriott Brussels. Also the history of the Marriot hotel chain, research method, interviews and analysis were presented.

Marriott Brussels is part of the well-known Marriott hotel chain and it wants to offer the high quality service to its guests. Nowadays the competition is strong and guests are almost able to demand their wants and needs. If they don't get the service they want from Marriott Brussels they will find some other hotel that is able to provide the service they are looking for.

Based on the survey, it can be seen that Marriott Brussels is able to stay strong in the competition and offer the service its guests value.

There were some difficulties while interviewing the guests. I was able to interview them in an executive lounge during breakfast. Some responders were willing to answer but they did not want to spend too much time doing it. That is why some of the answers might have been done in a rush, without too much thinking. Also most of the responders were males, which might affect the result. Another difficulty occurred with the place where I interviewed guests. I interviewed them only in an executive lounge where normally most of the guests already are members of Marriott Rewards. In that case the guests who already are at least gold members in Marriott Rewards did some of the answers. It is also possible that the answers would have told more if I had been able to know guests' nationality. While taking a look at the survey together with Mrs. Keller we decided that it is better and more fitting to Marriott policy to leave out the nationality question. In the end I wouldn't think things mentioned above as a big problem because it is very important to know what the guests who are already part of the loyalty program want and need. It is important to keep these guests happy and satisfied so that they will keep coming to Marriott in the future as well and also spread good word from the hotel to their family and friends.

Out of 250 guests 184, 96 from both of the groups answered to my survey so the response percent is 38,4% per group. Because of this it can be said that the research results are directional. A higher response percentage would have increased the results accuracy.

This was the first time this kind of research was made for Marriott Brussels and that is why I wasn't able to compare the results. If it had been possible to compare results to an earlier research reliability and validity would have been easier to prove. I think this kind of research is important to make again in the future so that results can be compared and that Marriott is able to offer its guests what they want and need.

Overall with the help of these theses one is able to see the needs and wants of business and leisure guests at Marriott Brussels and is able to keep guests satisfied and loyal.

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Business:

1. How many nights per year do you spend in a hotel because of your work?

2. Gender: Male / Female

3. Age: 18-30
        31-40
        41-60
        60 and above

4. Do you normally travel alone?

5. What is the purpose/reason of your stay?

6. Why did you choose Marriott?

7. When travelling for business which things do you find important in a hotel?
(1 not important at all – 5 very important)

- Room with a nice view
- Quiet room
- Eco-friendly hotel
- Recognition
- Loyalty program
- Internet
- Child friendly hotel
- Room service
- Space to work
- Separated bedroom
- Room accessories (ironing board, water boiler etc.)
- High quality restaurant in a hotel
- Location of the hotel
- High quality service
- Room cleaning everyday
- Clothes washing-service
- Entertainment
- Fitness centre/sauna
- Meeting rooms
- Something else?

8. Which two things do you find the most important in a hotel/hotel room?

Leisure:

1. How often per year do you travel for leisure?

2. Gender: Male / Female

3. Age: 18-30
   31-40
   41-60
   60 and above

4. Do you normally travel alone?

5. What is the purpose/reason of your stay?

6. Why did you choose Marriott?

7. When travelling for leisure which things do you find important in a hotel?
(1 not important at all – 5 very important)

- Room with a nice view
- Quiet room
- Eco-friendly hotel
- Recognition
- Loyalty program
- Internet
- Child friendly hotel
- Room service
- Space to work
- Separated bedroom
- Room accessories (ironing board, water boiler etc.)
- High quality restaurant in a hotel
- Location of the hotel
- High quality service
- Room cleaning everyday
- Clothes washing-service
- Entertainment
- Fitness centre/sauna
- Meeting rooms
- Something else?

8. Which two things do you find the most important in a hotel/hotel room?