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EMPOWERMENT AND SUSTAINABILITY TO PROMOTE A DYNAMIC, THOUGHTFUL
AND INVENTIVE COMMUNITY: THE CASE OF GREEN MEETINGS AT CASABLANCA
MARRIOTT HOTEL

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Abstract

The case offers students an opportunity to understand the importance of an empowered workforce to implement Marriott's social and sustainable values during the process of rebranding and renovation of Casablanca Marriott hotel. The case study's purpose is to pinpoint the significance of HRM practices in shaping employees' performance, augmenting their engagement and adherence to sustainable practices. The hospitality industry plays a determinant role by training its employees and also by enhancing the communication with internal and external stakeholders in order to build a conscious community where initiatives such as Green Meetings are incentivized.

Keywords: Rebranding, Sustainability, Green Meetings, Casablanca, Hospitality Industry

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Glossary:

- CAGR – Compound Annual Growth Rate;
- CEO – Chief Executive Officer;
- CO₂ – Carbon Dioxide;
- DLZ – Digital Learning Zone;
- EPA – Environmental Protection Agency;
- F&B – Food and Beverage;
- FMA – First Mover Advantage;
- FORO – Fear Of Running Out;
- GDP – Gross Domestic Product ,
- GHG – Greenhouse Gas Emissions;
- HR – Human Resources;
- HRM – Human Resources Management;
- MICE – Meetings, Incentives, Conferences & Exhibitions;
- Pax – Person;
- SWOT – Strengths, Weaknesses, Opportunities, Threats;
- WHG – Westmont Hospitality Group;
- WOM – Word of Mouth;
- WWF – World Wide Fund For Nature;

Introduction

In 2018, Actis, a private equity company, and Westmont Hospitality Group (WHG) established a joint venture to acquire hospitality assets in major cities across the African continent, one of them being Sheraton Casablanca Hotel & Towers, in Morocco. This hotel, part of the Marriott International portfolio (*Figure 1*), was acquired for a total consideration of \$50 million from a Moroccan Government Entity which implied a valuation of \$161,812.

Marriott International: The Corporate Company

Founded in 1927, Marriott International Group, a multinational American company that operates in the hospitality sector, was created by J. Willard Marriott and his wife Alice Marriott. Currently, Marriott International operates and franchises hotels and licenses resorts for vacations ownership under 30 brands in line with 4 segments: Luxury, Premium, Select and Longer Stays (Serve 360 Annual Report 2021). Over the years, the company launched and acquired different brands, opened distinguished properties, and, in 2016, it acquired Starwood Hotels & Resorts becoming the biggest hotel business in the world. At the end of 2020, Marriott International's portfolio was composed of 7642 properties and 1 423 044 rooms in over 133 countries worldwide and in 2021, the Group's revenue was evaluated at 13.86 billion dollars (Statista 2022).

Nowadays, the hospitality Group is known for being an excellent employer delivering outstanding business operations, which are based on Marriott International's five core values: Put People First, Pursue Excellence, Embrace Change, Act With Integrity, and Serve Our World (*Table 1*).

Rebranding Process: From Sheraton to Marriott

The acquisition of Sheraton Casablanca Hotel & Towers represented Actis' first entry in the North African hospitality market with an experienced and trustworthy corporate as Westmont Hospitality Group (Estateintel 2020). Ewan Cameron, Director of Africa Development at WHG, justified the location of this acquisition by stating that Morocco was a promising country in Africa since it has convenient access to the European Single Market. Alongside, Morocco's hospitality industry has become the second-largest contributor to the nation's GDP being expected to register a growth at a CAGR of 4.3% by 2027 (Mordor Intelligence n.d). Considering that Casablanca is perceived as the first investment base for European companies to expand into the African Continent, Funke Okubadejo, Actis' director, further explained that in this city there was not enough higher-end hotel supply to meet the existing demand (Estateintel 2020).

Prior to the acquisition of the hotel, the two companies that established a joint venture decided to understand the hotel's performance and perceived reputation. This was achieved through the analysis of guests' reviews of the former Sheraton Casablanca Hotel & Towers. This assessment led to the conclusion that the hotel's reputation among previous guests had been declining over the years. The main critiques of the hotel can be observed in *Figure 2*, which were mainly related to the outdated building, poor equipment conditions that needed renovations and maintenance, and staff's behavior which showed a lack of professionalism in meeting customers' needs and expectations (Google Reviews 2019).

TripAdvisor constitutes one of the main tools that potential guests use in their decision-making process to decide in which hotel to stay, as they consider other travelers' feedback more trustworthy than any information provided by official tourism websites and travel agencies (MEWS 2021).

Therefore, the owners decided that the best option to restore the hotel's image, reputation, and guest's perception, was to change the brand, which meant starting a rebranding and renovation process to the hotel's infrastructure.

The decision to undergo through a rebranding process had been made, but the brand under which the hotel would operate was still to be chosen from the extensive WHG's portfolio (*Figure 3*). At the beginning of 2020, the competitive market of Casablanca was analyzed by the owners, where the target audience and the design specificities of several brands and its subjacent investment were examined. In this way, some of WHG's brands were discarded such as Hyatt, since there was already an existent property in Casablanca, and W hotels, as being a very different type of brand with a very distinctive market segment, requiring design specificities that would increase the amount of investment needed.

By moving away from Sheraton, the hotel's owners searched not only for a well-established and more traditional brand, but for one that also belongs to the same brand segment as Sheraton's – the premium one, in which the brand target would be the Business Corporate customer segment. Moreover, from a competitive point of view, Marriott Hotels was perceived as the best option as it would also enable the hotel to continue to have access to the Marriott Bonvoy loyalty program, the largest loyalty program worldwide, recognized by its distinguished features when compared to other hotels' loyalty programs, representing a competitive advantage for the hotel (El Issa, Cortez, Kemmis 2022; Marriott Bonvoy 2022).

By choosing the brand Marriott Hotels, a brand that is also included in Marriott International's portfolio, it would enable the franchisors and suppliers' contracts to be maintained. Besides this,

in Casablanca, there is no other Marriott Bonvoy hotel destination, so the Marriott Bonvoy loyalty guests would be effectively targeted.

Marriott Hotels: The Chosen Brand

Marriott Hotels' core values rely on the brand being *Dynamic* – having the ability to quickly adapt to changing circumstances and the conviction that every problem demands a special solution; *Thoughtful* – constantly anticipating the guests' needs – and *Inventive* – being interested in the future and believing that it can be made better. In this sense, these values serve as a foundation to provide the brand's distinctive benefits across all 8 key touchpoints – Food and Beverage (F&B)/Great Room, Fitness & Wellness, Marketing & Communications, Hosting, Guest Room, Mobile Guest Services, Meetings and Loyalty Experience (*Table 2*). Overall, this is reflected in everything the brand does, from its physical spaces to its service experience.

As a way to keep track and promote everyday's knowledge and enhance employees' performance, Daily Standup meetings are a requirement of Marriott Hotels. The purpose of these meetings is to promote the Art of Hosting by emphasizing the three brand moves: *Create Personal Connections*, *Respond to Cues* and *Make it Brilliant*. The meeting's final section emphasizes service standards and everyday operational requirements, helping the various departments to focus on the most crucial problems.

In Marriott Hotels, hosts (employees) are requested to practice how they can connect with guests on a personal level in a wide range of situations. The role-playing scenarios assist hosts in recognizing the components of a dialogue that contribute to the Creation of Personal Connections (*Figure 4*). During the role plays, employees not only learn how to use intuition and empathy to make the guests feel valued but are also required to know how to Respond to Guests' Cues (*Figure*

5). This can be used to improve the guest experience by developing a personalized approach for every single guest to make them feel unique and valuable. Having as a goal to elevate the guest experience to the next level, Marriott Hotels' hosts should *Make it Brilliant (Figure 6)* by going above and beyond in proportionating distinguished experiences to guests. Thus, Marriott Hotels aims to empower and motivate individuals so that they provide on-brand experiences on the property as an *Inventive Host*, embracing the *Art of Hosting*.

Sustainable Development in Marriott

Marriott International's strategy aimed to promote economic expansion while minimizing adverse effects, safeguarding, and improving both the local communities and the environment. The legacy of *Put People First* and *Serve Our World* had fostered a variety of activities that are the foundation of the sustainable and social impact approach of the Group. Based on these initiatives, Marriott International developed the 2025 Sustainability and Social Impact Goals which are long-term goals that aim to enhance social and environmental performance and create specific sustainable and social impact initiatives while striving to increase customer satisfaction and make memorable guest stays. In this way, being Marriott Hotels a brand from Marriott International's portfolio, it follows the Group's values and strives to meet its goals regarding sustainable and social actions.

In a social aspect, the empowerment of people is determinant in Marriott International to recognize employees' ability to shape the brand's future. Hence, the brand frequently inform and involve its employees on Serve 360 program as a way to drive progress. Through this, Marriott International aims to establish a place where all employees, consumers, shareholders, and suppliers are given a chance to participate in all areas of the organization, creating a culture of support and inclusion at

work, where employees are united by a shared goal, seeking opportunities, engagement, and meaning.

Throughout COVID-19 pandemic, the main priority of Marriott International was to help coworkers. This involved creating job recruitment websites for both corporate associates and on-property employees around the world and simplifying employment opportunities with numerous large corporations. The brand also provided employees with extensive training and tools for personal growth, as well as online resources toward their mental and physical health. In addition, over the years, the Group also focused on providing the associates a wide range of options for professional and personal development via competency training activities, career advancement prospects, recognition, and communication programs as well as other learning activities to promote empowerment within Marriott International.

In 2019, Marriott International created a digital learning tool specific to each associate's job, continuing to offer an unmatched learning experience for its employees. To enhance this experience, it was created the Digital Learning Zone (DLZ), a newly updated learning platform, which streamlines and customizes the distribution of training by area, brand, and associate function.

Since its foundation, the Group is dedicated to treating employees fairly and giving everyone the chance to grow their careers and achieve high milestones (Globair 2010). Having this in mind, Marriott Hotels aims to encourage employees to take the best possible care of all the guests. This includes rewarding employees for their effort, engagement in the Group, and provision of opportunities for advancement. Therefore, having a community of mindful interactions is important for one's personal wellbeing as well as for fostering a sense of inclusion and belonging (Marriott International 2022).

On the other hand, on the environmental side, sustainability is incorporated into every aspect of Marriott International, from hotel buildings to the customer experience. Supporting communities and acting more responsibly to have a positive impact in the world have been encouraged over the years as part of a broad range of activities that constitute the foundation of the Group's sustainability approach. This encompasses initiatives like building resource-efficient hotels, purchasing sustainable goods, reducing food waste, and promoting green meetings.

Having this in mind, Marriott International plans to diminish food waste by 50% from a 2016 benchmark under the 2025 Sustainability and Social Impact Goals. As a way of achieving this, in collaboration with World Wide Fund For Nature (WWF) and other members of the hospitality sector, in 2020, the Group developed a tracking and reporting technique for food waste: Hotel Waste Measurement Methodology which is a common approach for the hospitality industry to collect, measure and report waste. Furthermore, taking into account its plan to minimize the food waste generated, the Group has also invested in two digital platforms for monitoring food waste – LeanPath and Winnow. The use of cutting-edge software and technology enables hotels from Marriott International's portfolio to analyze and identify the nature and amount of food wasted, identify patterns, and come up with better decisions that will lead to less food waste. In this sense, all of these food waste reduction methods aimed to be applied in every brand of the Group's portfolio, namely in Marriott Hotels.

In order to support corporate objectives, Marriott International worked alongside hotels, visitors, business clients, and local and international institutions to establish waste management programs and initiatives with an emphasis on food waste. The business's waste plan is intended to support the proprietaries to responsibly dispose their garbage. (Serve 360 Report 2021).

In parallel with food waste management, in 2019, Marriott International established, for all its properties worldwide, reduction targets for water, energy, and carbon. The introduction of these targets takes into consideration the comparison of the energy, carbon, and water usage of each hotel within the same region, hotel type, and climate zone. In the same year, Marriott International reached a new milestone by purchasing 91% of the furniture, fixtures, and equipment from suppliers that reduce, reuse, and recycle packaging.

By 2025, the Group intends all its hotels to be certified with recognized sustainable standards since 73% of buyers deliberately avoid destinations known for their poor environmental record. Concerning Marriott Hotels, the implementation and promotion of green meetings constituted a brand standard that met and ensured all the sustainable goals and practices mentioned above (Serve 360 Report 2021).

For meeting planners, it was crucial that Marriott Hotel's employees were aware and had sustainable knowledge, paperless communication, environmental commitment, a sincere willingness to change, and no green washing attempts. Therefore, Marriott Hotels believed that the key factors to meet event planners' needs were meeting product specifications, food and beverage, marketing, and education (Serve 360 Report 2021).

Casablanca Marriott hotel

In Casablanca Marriott hotel's rebranding process, various challenges were urged to be overcome during the pre-opening phase. This was crucial to guarantee that employees were prepared for the hotel's opening. By settling on a new brand, the hotel's team needed to ensure the application and implementation of Marriott's brand standards, fostering sustainable and social aspects, being in accordance with Marriott International 2025 Sustainability and Social Impact Goals. In this way,

the process of rebranding required a reinvention of the Human Resources (HR) force, called for the development of learning and training among the different department teams, both operational and administration, aiming to positively shift individual's mindset concerning sustainable development to better promote hotel's culture and regain guest recognition.

From Meetings to Green Meetings

Over the years, customers' mindsets, needs, and expectations have been changing as they realize that their purchasing decision directly influences the environment. Consequently, organizations among different sectors, namely meeting industry, are feeling pressured to be socially responsible.

The term "meeting" incorporates all of the MICE industry, referring to Meetings, Incentives, Conferences, and Exhibitions. This is not an independent industry, relying on tourism and hospitality infrastructures and services. Therefore, although it benefits the destination, local stores, and tourist attractions, it is a very resource-intensive industry and has an environmental adverse impact throughout all customer journey stages (Business Day 2019).

In order to mitigate the environmental impacts, Marriott Hotels has developed green meetings, a unique environmental standard, that belongs to one of the key touchpoints of the brand – meetings. This standard incorporates eco-friendly and sustainable practices before, during, and after the event. Thus, and given the fact that it constitutes a brand standard, Casablanca Marriott hotel was required to implement green meetings, the first environmentally sustainable meeting in Casablanca, allowing the corporate clients to choose between a conventional and a green meeting (Aksu 2016). Since it is a new concept, the corporate clients still do not understand what green meetings consist of and, because of this, they need to be informed of its existence and motivated to organize it.

During the process of rebranding and implementation of this new brand standard, the F&B Director observed a lack of effort among the hotel's team to be more sustainable, as they perceived that hotel's practices would not make a difference given the current Moroccan context where population and companies' mindset was still not in the right direction towards environmentally sustainable growth. To quantify and better understand the length of this situation, the hotel managers who have direct contact with green meetings were interviewed and 5 of 6 had this belief.

This brings up concerns towards the Casablanca Marriott hotel's new standard. In fact, when employees are not motivated and there is a lack of awareness, they jeopardize the real meaning of the service, as it was perceived during the hotel's pre-opening phase. For instance, during meetings' coffee breaks and lunch, the hotel planned to provide the same menu for both green meetings and conventional meetings (*Figure 9*), which includes a healthy menu (*Figure 10*), believing that providing only the option of green plates for the green meetings would not represent a prosper strategy due to lack of demand. The costs and income of each menu are presented in *Table 3*.

Therefore, to understand the real sustainability's perception of the corporate clients – that were previously clients of Sheraton Casablanca Hotel & Towers – it was studied the identity of each company, its values, mission, and goals and it was observed that 48% already have their mindset turned to sustainability. Nevertheless, it was performed a study more in-depth to the most relevant corporate clients of the hotel before its rebranding and renovation process in terms of frequency and money spent and it was concluded that 69% have sustainability in mind, stating that one of their goals is the “reduction of the carbon footprint by reducing travel or favoring public transport and rail networks for our trainers”, “we work to integrate sustainability into all aspects of our business” and “as a major player in the Moroccan market, we have a responsibility to limit the impact of our activities on the planet”.

What is next?

Overall, it is possible to understand that there is an imperativeness to improve Casablanca Marriott hotel's employee's mindset. In this sense, the lack of the hotel's team empowerment can fail to deliver to employees the proper Marriott Hotels' culture and values and thus cannot promote the proper mindset to boost the team's knowledge and expertise. In addition, without promoting sustainable practices such as green meetings, the hotel will be unable to achieve the 2025 Sustainability and Social Impact Goals of Marriott International and thus fail to reflect the Group's culture into the hotel's practices. Facing this, if you were in the management's shoes, what would you do?

Discussion Questions:

Q1: Prepare a SWOT analysis for the concept of green meetings in Casablanca Marriott hotel.

Q2: What should the F&B director do? Adopt only green plates for the green meetings or deliver the same menu options of the conventional meetings which includes a healthy menu? While answering, have in mind corporate clients' and Group's values, the possible environment impact of a regular menu in comparison with a healthy menu and the respective revenues for the hotel. Make the adjustments that you believe it should be made.

Q3: Suggest potential strategies and other measures that could be implemented for the Green Meetings:

- Q3.1: To be greener.
- Q3.2: To increase sales. Identify the present competitive marketing strategy.
- Q3.3: To motivate employees.

Teaching Note – Green Meetings

Case Summary

WHG and Actis considered Sheraton Casablanca Hotel & Towers a promising asset to invest in since it was situated in an emerging African country with access to the European Single Market. Nevertheless, a rebranding and renovation process was crucial in order to enhance the hotel's reputation, improve its position and boost its performance. In this regard, Marriott Hotels was the chosen brand mainly due to its similarity to Sheraton's brand and target segments, enabling the hotel to continue to have access to the largest loyalty program worldwide. By being a part of Marriott International's portfolio, its properties follow the Group's values and strive to achieve its goals concerning sustainable and social initiatives. Hence, Casablanca Marriott hotel needed to ensure a successful implementation of Marriott's brand standards, such as green meetings, in order to motivate its employees and to better promote to its corporate clients.

Individual Theme

The present teaching note will focus on the topic of green meetings in order to provide students with an innovative and sustainable concept.

Climate-driven changes on the Earth are occurring faster than what was predicted; the oceans' temperature is heating, the sea level is rising, and the glaciers are melting. This brings a concern towards this subject, leading to the rise of the recent megatrend: decarbonization; which CEOs and boards need to focus on in order to remain competitive (EY 2020). In this sense, this case study will dive into a recent concept that will enhance the way toward decarbonization – green meetings. These constitute a recent Marriott Hotel's standard, and thus, they are required to be implemented

in Casablanca Marriott hotel, which is the first hotel in the city of Casablanca to embrace this innovative concept.

Based on the Environmental Protection Agency (2022), the term green meeting is pronounced when addressing measures to minimize the meeting industry's detrimental environmental impact. Hence, the meeting is designed, organized, and implemented to simultaneously reduce the undesirable environmental impacts and leave a promising heritage for the society. It is important to implement this innovative, sustainable, and distinctive concept in order to stay competitive since the top African destinations, including Morocco, in an effort to augment tourist arrivals and revenues, have been significantly turning their focus to the MICE industry (Spiller 2002). At the same time, despite the positive economic benefits, the boost of this sector also brings undesirable environmental impacts.

According to the article published by Volkskrant (2020), a Dutch newspaper, the ecological impacts of worldwide conferences are alarming. The article's findings revealed that an international conference attended by 5000 participants, reflects a total distance travelled of 44 million kilometers, corresponding in terms of carbon footprint to 58 space trips to the moon, which exceeds the carbon footprint of 300 homes. In other words, the carbon footprint of only one meeting attendee is equivalent to the amount of 50 people. This results because the meeting industry generates massive amounts of carbon dioxide, consumes a significant amount of energy, is responsible for the printing of countless paper, and requires abundant food offers. In this essence, it is crucial to minimize these negative impacts.

Teaching Objectives

The case study has the purpose of making the students aware that decarbonization is a megatrend that companies, including hotels, must take into account to remain competitive. In addition, students will be introduced to a new environmental concept: green meetings; which is present in the hotel's operations. Furthermore, students are encouraged to challenge their critical thinking skills by performing a SWOT analysis of the scenario of implementing the green meetings' concept in Casablanca Marriott hotel. This will give students tools to discuss managers' daily dilemmas to prepare them for future decision-making as well as to discuss strategies that could be implemented to create more eco-friendly meetings throughout the customer journey. Moreover, it will allow undergraduates and graduates to discuss the adopted competitive marketing strategy and to discern the importance to communicate and promote green meetings. Lastly, this case study will help students to understand the importance of having a motivated and trained taskforce to effectively implement this topic.

Target Audience

The present case study is suitable for undergraduate and graduate students in Hospitality Operations courses where they will be able to discuss the implementation of sustainable practices during the main customer journey's stages, having in mind the current megatrends. Moreover, it can also be applicable to Sustainability Management-related courses since the concept of green meetings addresses a major current megatrend: decarbonization. Additionally, it also acknowledges green meetings' importance and the potential measures that can be implemented in an effort to combat the threatening environmental impacts. In addition, it can be lectured in Marketing courses where students should discuss the competitive marketing strategies, mainly the First Mover Advantage, its benefits, and approaches to increase the awareness of a service in the

market as a way to maximize its sales. Lastly, the case study may also be useful for Human Resources Management courses in order to emphasize the importance of HR practices given that in every organization the workforce is reluctant to adapt which makes a change management strategy crucial to ensure a smooth business adoption of any implementation.

Suggested Teaching Strategy

Prior to class, the professor should release the case study through online platforms and classify the document EY Megatrends. 2020. “Are you reframing your future or is the future reframing you?” (https://assets.ey.com/content/dam/ey-sites/ey-com/en_gl/topics/megatrends/ey-megatrends-2020-report.pdf) as a recommended reading included in the bibliography of the course so that students can better prepare themselves for the discussion ahead.

There are two approaches that can be pursued by the lecturer.

- In the first approach, students are requested to read the case study before class to independently prepare the responses to the discussion questions. During class, the professor should start by giving an overview of the decarbonization megatrend and its importance. Afterward, the professor ought to request a volunteer to summarize the case study to place everyone and to validate if they read it or not. Lastly, the professor should engage the whole class to discuss each question.
- The second approach will constitute a group assignment format of four to five students. During the first part of the class, each group has to discuss the questions and during the second part, the case should be debated throughout a class discussion, exchanging ideas and learning from different groups’ perspectives.

Suggested answers to discussion questions

Q1: Prepare a SWOT analysis for the concept of green meetings in the Casablanca Marriott hotel

Throughout the years, SWOT analysis has been applied as a strategic planning approach to identify the enterprise's internal capabilities – strengths and weaknesses – and external circumstances that it faces – opportunities and threats. This tool facilitates a better comprehension concerning the hotel's position within the market and provides competitive insights (Pickton and Wright 1998) in order to take sounder decisions that shape the survival, expansion, and success of the product or/and service and, consequently, the organization. In fact, many articles stated that SWOT analysis supports businesses to overcome business barriers and accomplish efficient strategic decisions (Hill and Westbrook 1997; Kapoor and Kaur 2017). The straightforwardness in the procedure of performing the evaluation and presenting the outcome has led to a widespread adoption of this method across distinct industries, including the hospitality industry. Having this in mind, the proposed SWOT analysis of green meetings in Casablanca Marriott hotel is the following:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Strong and notoriety brand with the most extensive loyalty program, Marriott Bonvoy. <ul style="list-style-type: none"> ○ Brings trust, improves brand recognition, ensures a stable position, establishes promises and expectations, reaches new customers, and inspires employees. • Green meetings are a unique and different concept in Casablanca. <ul style="list-style-type: none"> ○ Brings the differentiation's competitive advantage to the Casablanca Marriott hotel. • Red Coat Direct Meeting service app, included in all the meetings. <ul style="list-style-type: none"> ○ Allows the meeting planners and the Casablanca Marriott hotel to communicate while the meeting is happening. ○ Avoid bad reviews since the problems are solved the moment they occur. 	<ul style="list-style-type: none"> • Green meetings are still an unknown concept in Casablanca. <ul style="list-style-type: none"> ○ Potential clients are not aware of its existence. ○ Do not have the necessity to purchase it. • Moroccan population has a different culture from the European countries. <ul style="list-style-type: none"> ○ Employees believe that the clients will not valorise nor adhere to green meetings. ○ Lack of employees' awareness and motivation toward this standard. ○ Leads to a lack of green meetings' positive impact.
OPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Moroccan Government had already started to promote its commitments to tourism and climate change, present in the national strategy Vision (Oxford Business Group 2018). • The majority of the most valuable companies that were previously clients of Sheraton Casablanca Hotel & Towers have already their values focused on sustainability. <ul style="list-style-type: none"> ○ Reflects the country's mindset positive change and a raise of concern regarding the environment. ○ There is a potential market opportunity for green meetings. • Rise of consumer's awareness concerning sustainability issues. <ul style="list-style-type: none"> ○ Positioning Casablanca Marriott hotel as environmentally concerned will: <ul style="list-style-type: none"> - Enhance image and reputation - Increase customers' loyalty and the hotel's revenues. 	<ul style="list-style-type: none"> • Despite the sustainable attempts of the Moroccan Government, the mindset of the population might still not be completely aligned with the environmental practices. <ul style="list-style-type: none"> ○ Clients might not still valorise green meetings. • Since green meeting is a new concept in Casablanca, there might be unavailable required resources.

Framework 8: SWOT analysis of Green Meetings in Casablanca Marriott hotel

Source: Interviews to the managers of Casablanca Marriott hotel. Author's own representation.

Q2: What should the F&B director do? Adopt only green plates for the green meetings or deliver the same menu options of the conventional meetings which includes a healthy menu? While answering, have in mind corporate clients' and Marriott International Group's values, the possible environment impact of a regular menu in comparison with a healthy menu and the respective revenues for the hotel. Make the adjustments that you believe it should be made.

Literature suggested that people place tremendous weight on their values as guiding principles for action and, regard them as central to their self-identity (Feather 1990; Maio and Olson 1998; Rokeach 1973; Schwartz 1992; Seligman and Katz 1996; Verplanken and Holland 2002). Nevertheless, Tal Eyal (2009) concluded that this theory might fail unless people make a pre-commitment to engage in such actions.

In the present case study, the companies that were previously clients of Sheraton Casablanca Hotel & Towers, consider important environmental values towards sustainable growth, and thus, by putting them into practice, these companies are making a commitment while trying to live up according to their beliefs. Therefore, in this case, the values can serve as a predictor of companies' behavior, meaning that there is a high probability that they would adhere to green practices, such as a healthy menu. In the same vein, due to Marriot International Group's values of *Embrace Change* and *Serve Our World*, Casablanca Marriott hotel wanted to meet both the customer's and Marriott International Group's values by contributing to a better and sustainable world while reducing the negative environmental impacts.

According to Scarborough (2014), greenhouse gas (GHG) emissions are lower when a vegetarian diet is kept, emitting 3.81 kgCO₂e/day while a high-meat diet releases 7.19 kgCO₂e/day which entails a reduction of almost 50% in GHG emissions. The drop is even greater when it is consumed

a vegan diet, representing 2.89 kgCO₂e/day. In this sense, although diets based on animal products are common, there is a rising number of customers who choose not to eat meat, fish, dairy, nor eggs, not only due to the bad conditions that many animals are subjected to but also because of the largest amount of GHG emissions resulted from its production. Another reason for the reduction of animal-based diets is that healthy food and green plates – vegetarian and vegan diets, which are typified by a larger intake of nutrient-dense foods such as whole grains, vegetables, and fruit and a lower intake of salt, saturated fats, and added sugars – have been demonstrated to enhance long-term health, lower disease rates, and cognitive stimulation. During a meeting, this results in a more favorable response over the long run by its attendees (Connor and Armitage 2002).

Having this in mind, considering that vegetarian and vegan diets are increasing their presence in the populations' lifestyle and are the ones with an inferior negative environmental impact, the hotel should include them as an option in the healthy menu, besides the fish option. In addition, in order to be truthful to the concept of green meetings, the healthy menu should be mandatory for those who opt for this concept. Nevertheless, as a way to increase customer satisfaction, even when organizing a conventional meeting, the meeting planner has the possibility of choosing the healthy menu. Moreover, given the fact that the healthy menu has the highest revenues, as it is possible to observe in *Table 3*, the hotel should communicate it to the meeting planners that organize green and conventional meetings, promoting and highlighting the benefits of the healthy menu option, to maximize its profit.

Q3: Suggest potential strategies and other measures that could be implemented for the Green Meetings:

Q3.1: To be greener?

The meeting industry is not independent as it relies on tourism and hospitality infrastructures and services. Therefore, although it benefits the destination, local stores, and tourist attractions (Ritchie and Goeldner 1994), it is a very resource-intensive industry which releases a huge amount of additional carbon dioxide. In fact, Meet Green (n.d), a sustainable conference and virtual event management agency, stated that a typical conference exceeds two kilograms of waste and produces around 180 kilograms of CO₂ emissions daily. Hence, hotels and meeting planners feel the obligation to reduce the negative effects throughout all stages of the customer journey. According to Kwasny (2022), giving information to individuals concerning the negative effects is a particularly promising intervention to reduce their environmental impacts. Eerang Park and Soyoung Boo (2009) further explained that awareness and knowledge are determinants for ethical responsibility and ecological conduct which in turn affects behavior and decision-making.

Therefore, during the pre-arrival stage, the hotel needs to have a good communication with attendees, sharing its plans to combat climate change to encourage them to accept and believe in the hotel's mission. This can be implemented by sending invitation statements, regarding green attributes and positive impacts of the green meeting, and, at the same time, publishing it on social media and website. In this sense, this would be part of the change management strategy to raise awareness of the meetings and make customers more willing to understand and adhere to the concept.

Besides that, as reported by Conference News (2019), on average, during meetings, 15% of the food is thrown away. According to Lime Venue Portfolio (n.d), this is due to the FORO idea, Fear Of Running Out, given that 42% of event feedback is related to the food, it is critical that the last person served has the same variety of choices as the first one. Withal, Sustainable Conferencing Initiative (2021) stated that this food waste has an impact that goes beyond the financial aspect,

including water, energy, and fuel necessary to produce food that might not be consumed. In addition to this, sending food waste to landfill further contributes to GHG emissions. In order to avoid the “FORO” phenomenon, the suggestions from Lime Venue Portfolio were based on making the participants a part of the conversation, getting the exact numbers of participants, and using in the kitchen every edible part of the aliments. Alongside communication, Casablanca Marriott hotel should also create an extension of the existing Red Coat Direct Meeting Service app, where the hotel could communicate with attendees, sending them a notification 7 days and a day prior to the meeting to confirm their participation, the time of arrival and the chosen dishes of the menu. This will provide the Executive Chef the opportunity to adjust the quantity of confectioned food to the exact number of attendees and consequently reduce food waste and respective costs.

According to Høyer (2000), the main problem with tourism’s growth is how heavily it depends on transportation since there is no tourism without travel which not only includes flights but all the travel to and from the meeting, considering also the trip by car, bus, and train. Meet Green reported that between 70% to 90% of all the meetings’ carbon emissions derive from the travel, which means that, on average, a meeting participant generates roughly 180 kilograms of CO₂ per day, increasing to around 900 kilograms if there is a need for extensive travel. One way to reduce this daily carbon footprint is by incentivizing the usage of public transportation. In fact, a goal of the corporate company DMM, one of the major clients before the rebranding process, is the reduction of the carbon footprint by reducing travel or favoring public transport.

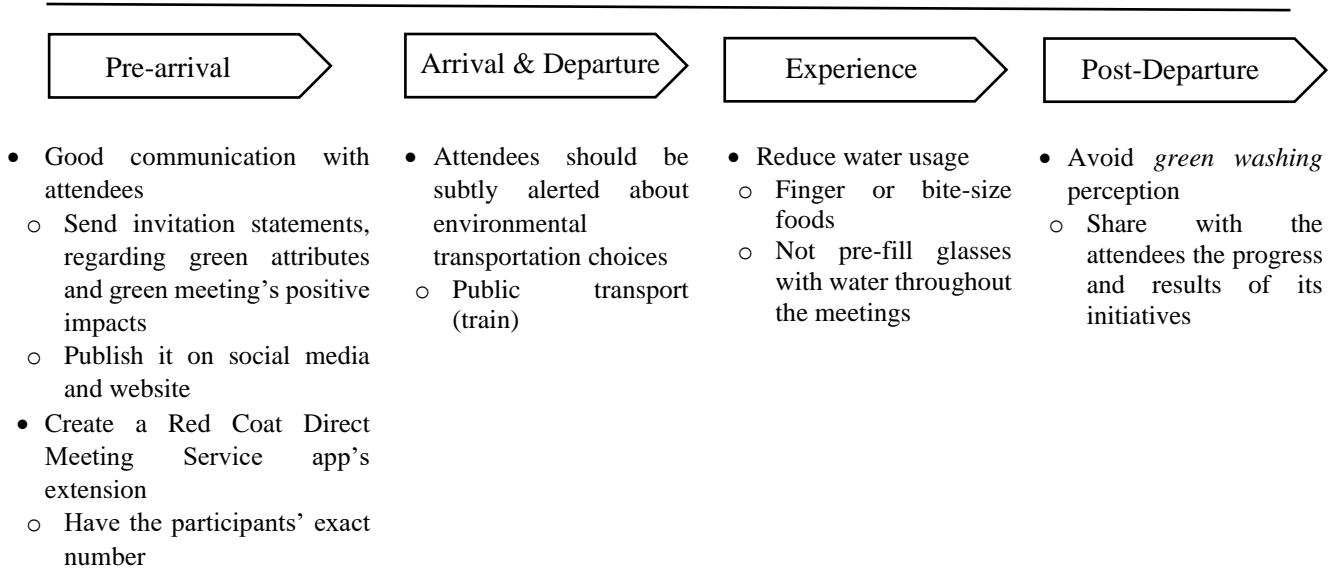
During the arrival and departure stage, it is important to ensure that both the meeting planner and the attendees have a comfortable trip since it also influences their experience. Nevertheless, it is essential to have in mind that sustainable behavior should start even before the beginning of the meeting. Therefore, meeting planners and attendees should be subtly alerted about environmental

transportation choices and to go for low-carbon travel, recommending consumers to use the train between the airport and Casablanca stations with clear directions and timetables, highlighting the fact that by train, it only takes 35 minutes while by car it takes 30 minutes to 1 hour if it is in a peak time. Moreover, in order to increase its adherence, it should be provided public transport tickets via email or/and the meeting service app. At the same time, the hotel should also provide other transportation alternatives and tips, if consumers resist following sustainable practices.

In the experience stage, besides food waste, there is also water waste. According to Eerang Park & Soyoung Boo (2008), during a 5-day conference, 2500 spectators use 62.500 plates which need to be washed. Hence, during a coffee break or lunch, in order to diminish the amount of water spent, the aliments should be served as finger or bite-size foods that do not require service ware, only napkins which would be made from recycled material. In addition, the Convention Industry Council (2012) stated that another method to reduce the water was by not pre-filling the glasses with water throughout the meeting. As a result, during three days of served lunches for 2200 spectators, almost 2000 liters of water can be saved.

Furthermore, many stakeholders have difficulty believing that an organization is actually green due to the abundant existence of environmental certifications and “green washing” (Strick and Fenich 2013). To avoid this skepticism, during the post-departure stage, the hotel should share with the attendees the progress and results of its initiatives, such as how many kilos were recycled and how much energy and water were saved by dedicating 5 minutes at the end of the meeting as well as by making it public on social media and website. In this sense, the hotel would give the attendees and meeting planners the certainty that the hotel is committed and working towards the 2025 Sustainability Goals.

Customer Journey



Framework 9: Customer Journey.

Source: Lime Venue Portfolio n.d; Convention Industry Council 2012. Author's own representation.

Q3.2: To increase Green Meetings' sales? Identify the present competitive marketing strategy.

Casablanca Marriott hotel tried to innovate while establishing the first sustainable meeting in the city, adopting the First Mover Advantage (FMA) strategy. Lieberman and Montgomery (1988) projected the FMA theory which explains that when an enterprise enters in a market ahead of its competitors, it benefits from a competitive advantage by controlling critical resources, taking technological leadership in the industry, gaining considerable timing advantage, and getting a solid base of customers.

Since this is a recent concept in the market, the corporate clients do not fully grasp the concept of green meetings, thus, in order for the hotel to benefit from the First Mover Advantage, corporate clients should be informed of its existence and encouraged to organize it upon marketing strategies.

According to Manisha (2020), marketing is the process of presenting and promoting a particular

product and/or service through the market, while reaching its target audience. Thereby, communication marketing, viz. informative emails, and promotional discounts, is key. As stated by Su and Geunes (2013), the use of promotions has turned into a requirement for organizations to inform potential customers of the launch of a new product and/or service, stimulating demand, boosting brand recognition, and attracting new customers. In this sense, implementing these marketing practices to potential clients will make them conscious regarding green meetings and well-informed about the service and its benefits, consequently, boosting sales (Indeed Editorial Team 2021).

Therefore, the hotel should use Marriott Bonvoy App to promote its green meetings, highlighting their benefits and impacts on clients' database, offering double points to be accumulated in the Marriott Bonvoy account. Nevertheless, one of the most powerful tools to create awareness is word-of-mouth (WOM) which englobes the customer's network and its peer-to-peer interactions online and offline (Arndt 1967). Through this, clients share information and advice about the newly launched service, significantly affecting the purchase decision (Godes 2017). In fact, 92% of consumers' buying decisions are influenced by the advice of friends and acquaintances (Grimes 2014). De Angelis (2012), Barasch and Berger (2014) noted that individuals are more likely to do WOM as it is believed that sharing information and influencing others leads individuals to create a positive image of themselves. Having this in mind, Casablanca Marriott hotel should become proactive on its social media and website as a way of inspiring clients to give positive feedback regarding green meetings.

Q3.3: To motivate employees?

Banu Ozkeser (2019) stated that long-term success and competitive advantage depends on prioritizing human resources since most resources of the enterprises can be imitated. HR is the

exception which refers to all personnel inside a business, from the lower-level to the top-tier managers. Nevertheless, no matter how robust the product is, if employees are not qualified nor motivated, the business will not succeed. Thus, it is crucial to ensure that all employees perform their roles successfully and efficiently. The author further explains that, although motivation in the workplace is fundamental, motivation is not only related to economic motives as it goes beyond that. In fact, the participation in training programs carried out by organizations assists employees with the required knowledge and competencies to perform their tasks, becoming more aware of their job specifications and contributing to positively changing their behavior. In this sense, employees will be able to feel more engaged to accomplish their duties without feeling incapable of performing their work. As a result, they will feel the improvement in their own performance and, consequently, it will motivate them to work harder to achieve personal and organizational goals (Muhammad Khan 2012).

Since all employees influence the hotels' performance, not only the managers from Event Operations should complete the Green Meetings On-Line Certification, but also all the employees from Events, kitchen staff, F&B, Sales, and Marketing departments in order to have the required knowledge to sell, promote and provide a better service.

Furthermore, Manfred Vries (n.d) mentions that, for employees to be motivated, they need to feel a sense of meaningfulness and impact. In other words, each organizational member must be convinced that his or her actions make a difference not only in the enterprise but in the world. Although, when some of the managers of Casablanca Marriott hotel were interviewed, the majority did not believe that the implementation of green meetings would be impactful. On this account, on one hand, it should be sent a survey to the corporate clients to understand their real perception regarding sustainability and green meetings. This should be shared with the hotel's employees as

a way to raise their awareness of the client's interest in green meetings. On the other hand, the result and positive impact of each organized green meeting should be shared with all the employees that work with this type of meeting. Overall, this will make them feel engaged and see their work as being more meaningful.

Limitations

This project was executed while the hotel was still under construction and not operational. Therefore, many meeting rooms were still not built, and the managers did not decide how many green meetings' rooms would the hotel have. Besides that, many procedures' guidelines were still missing, limiting, in this way, the research.

In order to understand if sustainable practices would be well accepted by the corporate clients, two surveys were proposed to the administration to be performed and delivered through a Marriott e-mail, one to the meeting planners of the companies that were previous clients of Sheraton Casablanca Hotel & Towers and the other survey to the meetings' attendees. These surveys aimed to understand the current mindset concerning sustainability, the perception regarding green meetings, and the client's needs as a way for the hotel to adapt its service to meet expectations, increasing clients' satisfaction.

However, since the hotel was under a contracting process, some managers considered that sending the surveys through a Marriott e-mail would jeopardize the process, and thus, the surveys were sent through the author's personal account. As a result, from 207 emails sent, 116 were unable to be sent and the remaining 91 were ignored, which made it difficult to take conclusions.

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Appendix:

1. Figures:

Figure 1 - Marriott International Portfolio

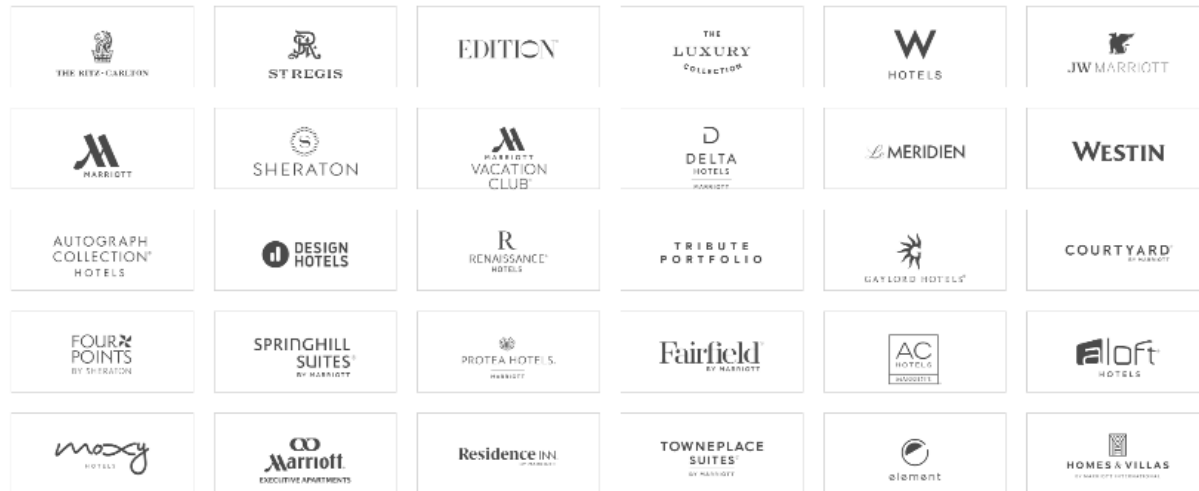









Figure 2 - Sheraton Casablanca Hotel & Towers Reviews

 <p>jackie cho 4 anos atrás no  Google</p> <p>We stayed 1night . First, Check in staffs were very rude. As well as restaurant receptions next morning at breakfast also. We all ruined mood in the morning because of not well trained staffs attitude. No recommendations!</p>	1/5
 <p>WorldTravel 2 anos atrás no  Sheraton Casablanca Hotel & Towers </p> <p>The hotel are very dated and it needs a serious update. The lounge on the 12th floor in the evening has horrible staff members that are really rude. ...</p>	1/5
 <p>Tareq Bakhsh 3 anos atrás no  Google</p> <p>Let's be honest, it is a very old hotel and it doesn't seem like there's regular "proper" maintenance. The rooms are falling apart. ...</p>	1/5 ...



HennSven

10 anos atrás no Sheraton Casablanca Hotel & Towers

1/5

I had to change rooms in the middle of the night (1 am) due to a heavy leak in the water system which flooded my whole room within seconds. The room was a mess and my night was basically over. ...



Soumia Hassane

um ano atrás no Google

1/5

The worst customer service EVER , we received very poor customer service !! I called to speak to the manager, the lady at the front (Karima) hung up on me !!!!! I tried to call over and over again but no answer ! ...

...



Seb79

10 anos atrás no Sheraton Casablanca Hotel & Towers

1/5

The Hotel is not only old, dusty and smelly. Further the staff is incompetent (not able to check in and out in a sufficient way, not able to handle customer complaints, f.e. my tie got lost in laundry and no one could help me/did appropriate ...



In dire need of a restoration

Tradução do Google

"I'm pleased they provided disposable slippers in my room as I certainly would not like to walk around it barefoot! The room was old and dirty, really quite run down. This hotel needs a serious makeover . It's a real throwback to the 70's!"



That is definitely a first

Tradução do Google

"I am a gold elite for life, been 9 years platinum and have 545 days at a Sheraton (and around a 100 at a Marriot). Well to be honest it was a first to be in Sheraton that

1. Smoking was allowed in the prémisses (and I am a smoker)
2. Employees were rude except for door bell guys like mr Samir. I was really so much embarrassed of being treated like a peasant in the Middle Ages... never been to a bad Sheraton and this was the rule broken that made me actually think that this was a one star hotel in Baghdad...
3. Food was disgusting and the hotel needs desperately a renovation from top to bottom

Sheraton and especially Marriot should really have a look at this establishment..."



5 stars it is not.


Tradução do Google

“Stayed here many times because of my SPG loyalty and not because I liked the hotel. Upon arrival, I was welcomed with cold fresh juice which was nice given how hot it was. BIG mistake. I got so sick that night it was horrible. The prices are ridiculous, service is horrible, and I always felt staff were following me or spying on me. Rooms are very big which is nice, but the bathrooms and showers date back to the 60’s. Decoration on each floor is cool with local art. Staff could not be bothered to be of service though.”

Figure 3 - Westmont Hospitality Group's Portfolio



Figure 4 - Creation of personal connections




THE ART OF HOSTING
CREATE PERSONAL CONNECTIONS

YOUR ROLE: HOST


SCENE
Male guest, mid 20s, on the elevator. It's 9:30 pm. What can you do to create a personal connection with this guest?

ACTION
Enter the elevator.
Start conversation with the guest.
Ask guest about his plans for the evening.
Make a personal connection.

REMEMBER:
Personal connections are thoughtful, authentic and not scripted.
Personal connections can be face to face, in advance or virtual.
Have a conversation.
Ask questions.
Interact with the guest in a way that makes him/her feel special.
Be yourself.



4




THE ART OF HOSTING
CREATE PERSONAL CONNECTIONS

YOUR ROLE: GUEST

SCENE
Male guest, mid 20s, on the elevator, on the way to the restaurant. It's 9:30 pm.

STATE OF MIND
Hungry.
Just arrived from another country.
Tired from delayed international flight.

ASK YOURSELF:
Did the host make a personal connection?
Are you satisfied with the interaction?
Would you tell others about the interaction?



4

Figure 5 - Respond to Guest' Cues

SATURDAY | 9:00 AM

“The wedding is in an hour and my hem has come undone!”





Figure 6 - Make It Brilliant Card

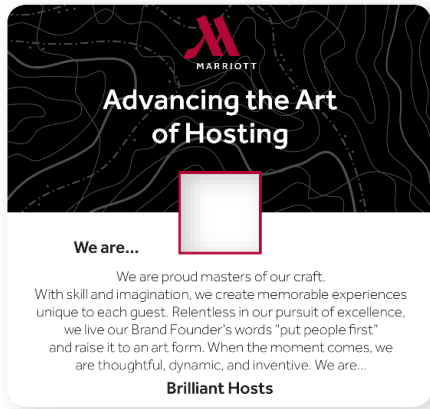


Figure 7 - Green and Conventional Meetings' menus



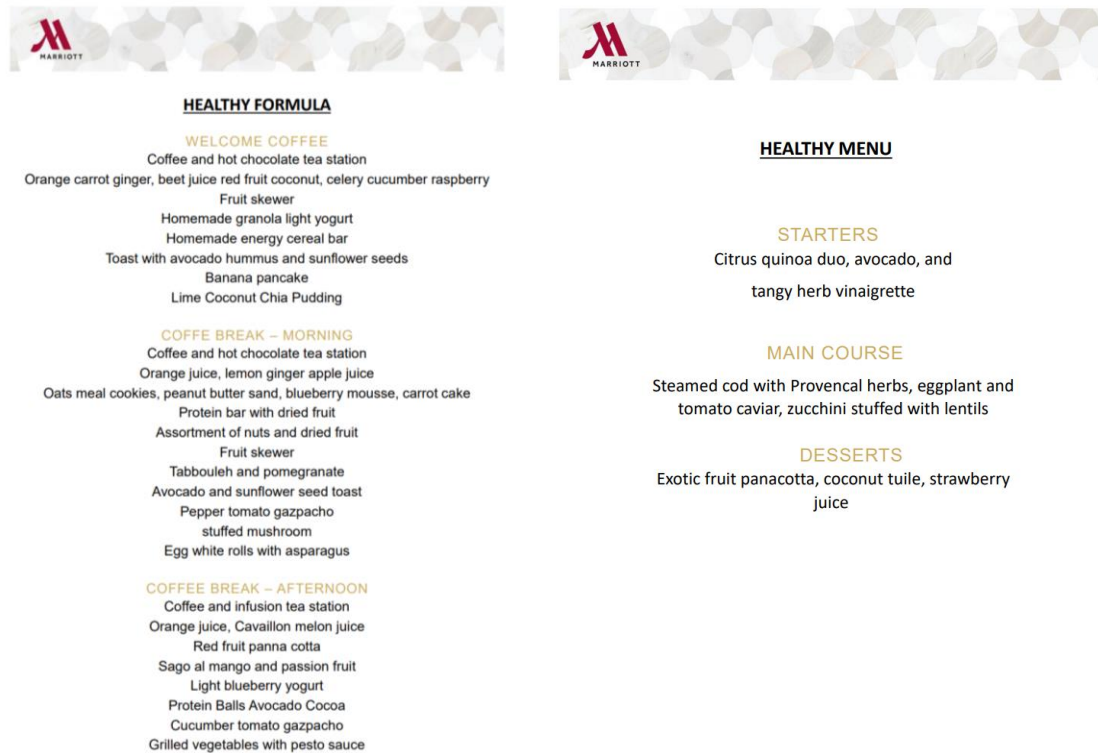
Seminar day

<u>Formula:</u>	International silver	
<u>Prix / pax (MAD)</u>		480
<u>Inclusions:</u>	Coffee breaks: Welcome coffee, morning and afternoon coffee break Lunch: Menu OR Buffet	
<u>Formula:</u>	International Gold	
<u>Prix / pax (MAD)</u>		540
<u>Inclusions:</u>	Coffee breaks: Welcome coffee, morning and afternoon coffee break Lunch: Menu OR Buffet	
<u>Formula:</u>	International Platinum	
<u>Prix / pax (MAD)</u>		620
<u>Inclusions:</u>	Coffee breaks: Welcome coffee, morning and afternoon coffee break Lunch: Menu OR Buffet	
<u>Formula:</u>	Healthy Menu	
<u>Prix / pax (MAD)</u>		620
<u>Inclusions:</u>	Coffee breaks: Welcome coffee, morning and afternoon coffee break Lunch: Menu OR Buffet	
<u>Formula:</u>	Moroccan Menu "Moroccan Touch"	
<u>Prix / pax (MAD)</u>		600
<u>Inclusions:</u>	Coffee breaks: Welcome coffee, morning coffee break Lunch: Menu OR Buffet	

Half Day Seminar

<u>Formula:</u>	International silver	
<u>Prix / pax (MAD)</u>		400
<u>Inclusions:</u>	Coffee breaks: Welcome coffee, morning coffee break Lunch: Menu OR Buffet	
<u>Formula:</u>	International Gold	
<u>Prix / pax (MAD)</u>		460
<u>Inclusions:</u>	Coffee breaks: Welcome coffee, morning coffee break Lunch: Menu OR Buffet	
<u>Formula:</u>	International Platinum	
<u>Prix / pax (MAD)</u>		520
<u>Inclusions:</u>	Coffee breaks: Welcome coffee, morning coffee break Lunch: Menu OR Buffet	
<u>Formula:</u>	Healthy Menu	
<u>Prix / pax (MAD)</u>		500
<u>Inclusions:</u>	Coffee breaks: Welcome coffee, morning coffee break Lunch: Menu OR Buffet	

Figure 10 - Healthy menu



2. Tables

Table 1 - Marriott International's Core Values

<p><i>Put People First</i></p>	<p>By taking care of all the associates in the company, it will incentivize them to take care of all guests, in the most effective way. In this sense, recognizing employees' work, dedication to the brand, and giving them the opportunity to grow and succeed, is in the company's DNA. Thus, having a community of thoughtful relationships is essential for personal well-being as well as creating a sense of belongingness and inclusiveness inside of it.</p>
<p><i>Pursue Excellence</i></p>	<p>The company goal is to deliver the best service at a fair price by showing to all customers the dedication of every associate in the company for every little thing that they do. In this way, employees should know how to anticipate the guests' needs and wants by giving it</p>

	to them with gentleness and sympathy. In this sense, thoughtfulness and patience are crucial for the company to remain committed each day.
<i>Embrace Change</i>	By having into consideration innovation in all changes made over the years, it allowed Marriott International to be shaped into the modern hospitality industry. The company tries always to make sure that it is constantly monitoring the status quo and predicting the customers' changing needs by increasing its portfolio with new brands, different global locations, and offering outstanding guest experiences.
<i>Act With Integrity</i>	The commitment of the company to follow the law and comply with ethical and legal standards. This also includes the business conduct, the employee and supply chain policies, the environmental programs and practices, and the commitment to human rights and social responsibility.
<i>Serve Our World</i>	To contribute for a better and sustainable world, Marriott aims to ensure that its business has a positive impact on the environment and in the social community. Through 360 program, the company compromises to expand its global presence by integrating sustainability across the value chain and mitigating the climate-related risk. In this sense, in order to reduce its environmental impact, the company uses renewable energy, reduces water waste and carbon emissions, implements innovative technology plans and tracks and communicates how the company can operate while ensuring that the business and the community in which they operate are benefited at the same time. On the other hand, Marriott International builds and operates sustainable hotels from design to the guest experience. By creating and running sustainable hotels, Marriott works with its employees, hotel owners, franchisees, brands, suppliers, business partners, and guests to actively decrease the risk of the business and its impact on the environment. In this way, by putting an emphasis on sustainable, responsible, and local sourcing, Marriott hopes to lessen the adverse effects of its economic activities.

Table 2 - 8 Key Touchpoints

<p>Hosting</p>	<p>Marriott Hotels empowers hosts to provide dynamic service through the “Art of Hosting” program which is introduced in Orientation and Service Training and reinforced daily by its credo and three moves (Create Personal Connections, Respond to Cues and Make it Brilliant), Daily Standups, and Brilliant Card.</p>
<p>Mobile Guest Services</p>	<p>The target guest wants to engage with the brand in new, innovative ways. Therefore, Marriott Hotels offers guests, through the market-leading app – Marriott Bonvoy –, the option of Mobile Check-In and Check-Out around the world.</p>
<p>Guest Room</p>	<p>The Marriott Hotels Guest Room supports and inspires its target guests while leaving flexibility for designers to make each space unique. The guest room reflects the Marriott Modern aesthetic merging form and function, emphasizing interior architecture, and giving a sense of place. Key ideas, design, and insights of the guest room include a spa-like shower experience, an expanded closet, multi-functional work/eat surfaces, reduced FF&E and barn doors, and hard surface flooring.</p>
<p>F&B/Greatroom</p>	<p>Marriott Hotels Greatroom lobbies are central spaces that inspire and accommodate the guests. This area is where the hotel interacts with their guests to deliver thoughtful service and is one of the key places that enables technology so they can seamlessly move between work and play.</p>
<p>Meetings</p>	<p>“The Future of Meetings” vision is to create a seamless customer journey that differentiates and creates competitive advantage for Marriott Hotels within 3 pillars – Physical Space, Technology and Service – that will drive a premium in the meeting industry. Marriott Hotels is a leading innovation for the company in this space. One of the initiatives include the Red Coat Direct Meeting Services App which gives the opportunity</p>

	for the meeting planner and the hotel to communicate while the meeting is happening.
Marketing & Communications	In 2019 Marriott Hotels launched the Let Your Mind Travel campaign which celebrates the imaginative thinking that happens at Marriott Hotels. This campaign helps guests to let their minds travel so they can reach their full potential.
Loyalty Experience	Marriott Hotels understands the importance of premium experience for loyal Marriott Bonvoy members. The Marriott Hotels brand is working with Marriott Bonvoy to offer innovative and appealing options for current and new loyal customers. On-property loyalty innovations include the evolution and enhancements of the Concierge Lounge experience in the M Club.
Fitness & Wellness	Marriott Hotels helps the inventive class be at their creative best. They want to stay active when they travel – to strengthen their bodies, stay energized and bring more clarity and focus to their day. Fitness centers are designed to ignite their guests’ imagination by fueling their mental and physical agility.

Table 3 - Cost and Income of each menu

	Menu	Income/pax (MAD)	Cost/pax (MAD)	Revenue/pax (MAD)
Seminar Day	International Gold	480	80	400
	International Platinum	540	100	440
	Healthy Menu	620	150	470
	Moroccan Menu	620	160	460
	Lunch + coffee breaks	600	140	460
Seminar Half-Day	International Gold	400	60	340
	International Platinum	460	70	390
	Healthy Menu	520	90	430
	Lunch + coffee breaks	500	85	415
Total	International Gold	880	140	740
	International Platinum	1000	170	830
	Healthy Menu	1140	240	900
	Moroccan Menu	620	160	460
	Lunch + coffee breaks	1100	225	875

Note: 100 MAD is equivalent to 9,0012 Euros in 15/12/2022