Corporate Challenge 2018

Experiential Education Program

Where Careers Begin

COURTYARD®

Marriott

Make room for a little fun.™

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Courtyard by Marriott

In 1927, just after John W. Willard and Alice S. Marriott were married, they drove their Ford Model T across the USA to open a nine-stool A&W Root Beer stand in Washington, D.C. They converted this small A&W stand into a restaurant chain called the Hot Shoppes, which rapidly became a Mid-Atlantic sensation. Finally, in 1957, they opened the first Marriott hotel in Arlington, VA. It is amazing that a tiny root beer stand has, today, became the largest hotel company in the world. Marriott International Inc. (MI) spent $2 billion in the mid-1980s on building out the Courtyard by Marriott chain to target business travelers. Since breaking into the market 30 years ago, Courtyard by Marriott, simply Courtyard, enables ambitious, self- reliant travelers to succeed in a modern world by providing an environment that inspires them to work more creatively, connect with others, and use their business travel as an opportunity to expand their personal and professional experience. The smart, yet casual, lobby design is open and flexible, with special seating areas like media pods, communal tables and outdoor patios that support collaboration, productivity, and social interaction. This makes Courtyard different from its competitors such as Hilton Garden Inn, Hyatt Place, and Holiday Inn. Courtyard focuses on constructing smaller properties in lower demand areas. What is really cool about Courtyard is that their hotels all over the world, share one common language—*meeting the needs of the Courtyard guests*. Because, no matter where guests go, they are on a journey towards personal fulfillment, recognition, and success. Courtyard greets them at the door, and let them know, *"we get it."* All Courtyard associates involved in nurturing the culture at all hotels by strengthening brand positioning. Currently, there are 1145 Courtyard Hotels worldwide offering more than 166,706 rooms. All the hotel properties strive to achieve a common vision and mission, create brand values & position to satisfy target guests with the help of continuous innovation and drive preferences. In the past one decade, Courtyard has given more emphasis on implementing sustainability programs to reduce carbon footprint and improve social welfare. *This case study focuses on Courtyard located in Basking Ridge, New Jersey*

History

1983   Courtyard was found by its parent company, MI. The first hotel was built in Atlanta and was Marriott's first sister brand.

1987   Courtyard opened over 90 hotels

2001   Constructed Courtyard, Basking Ridge with 235 rooms

2007   Marriott started its Refreshing Business Initiative to renovate the Courtyard properties to target business travelers.

2012   First time a non-Marriott family member (Mr. Arne Sorenson) became the President and CEO of MI.

2014   Marriott scored highest in Climate Counts Scorecard for its sustainable business practices globally.

2015   Launched Break Through Leadership my4DX program

2015   MI purchased Delta Hotels and Resorts

2017   Courtyard became the first American chain hotel to open the first hotel on the Island of Bonaire to have an onsite scuba diving shop

Courtyard Vision & Mission

Vision

To become the premier provider and facilitator of leisure & vacation experiences in the world.

Mission

To enhance the lives of our guests by creating and enabling unsurpassed vacation and leisure experiences.

Core Values

Courtyard adopts the core values of Marriott. Marriott believes that its values are idiosyncratic and help to sustain competitive advantage. The following five core values are at the heart of Marriott:

1. **Put People First**—providing an opportunity and take care of our associates, even in the most challenging times
2. **Pursue Excellence**—having an unwavering passion for providing outstanding service and customer experiences
3. **Act with Integrity**—being committed to innovate and remain relevant to meet the evolving needs of its customers and business
4. **Embrace Change**— having pride in its reputation for honesty and fairness
5. **Serve our World**— purpose and global reach giving Marriot real opportunities to make a difference in communities across the glob

Courtyard Brand Values

Inviting: Guests should never feel isolated; they should always feel there is a choice to connect. Courtyard fosters collaboration between guests for their productivity and social interaction.
Clever: Courtyard creates an environment that offers intelligent and enticing choices, openly nudging guests to take a moment to nourish the mind.
Current: Courtyard guests desire a hotel with a reputation that mirrors their own success. Courtyard is modern and uncomplicated, creating an experience to inspire, and re-energizing and supporting guests today for a successful tomorro.

Brand Positioning

Courtyard brand's big idea is **"Shift Gears to Succeed."** For ambitious and enterprising guests who see business travel as a driver of personal fulfillment and professional growth, Courtyard provides opportunities to shift gears to re-energize, be creative, and succeed.

Courtyard Key Brand Initiatives

Product: Addressing older generation challenges
Elite Recognition: Addressing comwpetitive gap

Bistro 2.0: Evolved from Bistro Food & Beverages (F&B) menu strategy & programming

Service & Culture: Launched shaping service and reinforced cultural programs

Courtyard Continuous Innovation

Bistro Experience:

The Bistro provides an upscale casual dining experience where guests can enjoy breakfast, pre-dinner cocktails and bites, or a full evening meal. Courtyard enhanced the Bistro experience to attract and meet the needs of **Gen X&Y travelers** by upgrading the evening bar desk and sustainable food offerings, establishing evening ambiance, and improving beverage execution through providing online training programs to associates. Seasonal dishes and cocktails allow guests to try something new and savor the flavors of the season. Guests can enjoy their favorite Starbucks beverage throughout the day.

Mobility:

Increased speed of service in the Bistro by developing mobile ordering capabilities.

Lobby Technology:

The lobby in this property is a sophisticated, filled with warm and inviting clouds, and public *"living space"* decorated to welcome guests 24/7. The lobby has the following features:

– Flexible seating options range from a communal table, more private media booths with high- definition televisions, to a more intimate and semi- enclosed lounge

– 55' flat touchscreen embedded with on-site property technology, GoBoard®

– Free high-speed internet Wi-Fi access

– Energy efficient LED lighting

– Business library and on-site business services such as copying, faxing, and printing

– Meeting rooms

Courtyard introduced GoBoard® to meet guests' needs better. The GoBoard® pwrovides guests the ability to get real-time news, weather conditions, and interactive maps with flight information.

Drive Preference and Performance

Bistro Platform Sustainment: Continuously support Bistro (F&B) platform through sustained investment in property resources to maintain a continuous cycle of innovation in the area of dining.

Marketing: Courtyard increases target guests' awareness and drives brand differentiation through National Football League (NFL, http://courtyard.marriott.com/nfl) partnership, Courtyard@ mobile event pod, and Courtyard Camera (digital comedic series for fun and football). This NFL partnership in U.S. and Canada instills a stronger mission accomplishment among associates, as well as increases awareness and visibility among guests.

Sales Leadership and Weekend Market Share: Courtyard increases its revenue and market share through the reinforcement of key programs that drive sales culture (Access Edge Sales Training and Mad about Market Share) and through focusing on one of their largest market share opportunities—weekends.

Target Customers

The ambitious, self-reliant guests value creativity and collaboration and want work that offers fulfillment and enables to express themselves. They are optimistic about business travel as part of a fast track to personal and professional growth. They realize this growth by being creative and persuasive. Courtyard provides a peaceful environment and supports to have shifting gears which lead guests moving forward on their journey toward personal and professional fulfillment, recognition, and success. Courtyard's tonality is interesting, intuitive, fresh, casual, and fun. However, it is not trivial, cluttered, juvenile, pretentious, contrived, and formal. Courtyard has four categories of guests in terms of a loyalty program: Marriott/Ritz- Carlton Rewards Program, MI Elite (Platinum, Gold, and Silver), MI Basic, and Non-Member. Majority of the guests are corporate members and belong to Elite Platinum and Gold categories.

Courtyard Basking Ridge Infrastructure
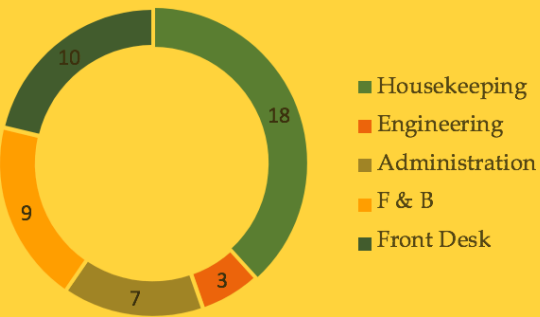
This property is positioned to attract upper moderate price segment guests. It has in total 47 associates working in the department of housekeeping, engineering, F&B, front desk, and administration. It operates with 225 rooms (standard, deluxe, and executive), 10 suites, and three meeting rooms. The housekeeping associates mostly speak Spanish. Keep this constraint in mind while answering the questions related to housekeeping. More detail regarding this property can be found at http://www.marriott.com/hotels/travel/SOSSM-Courtyard- Basking-Ridge.

Guest Rooms

Thoughtfully designed guest rooms provide the optimum balance between work, relaxation, comfort, and sleep (a standard room has one king or two double queen beds and a pull-out sofa). Guests' rooms have the following features:

– Free high-speed internet access available in all rooms.

– Large well-lit work desk, ergonomic chair, and flat screen television with free cable and premium movies.

– LED lighting for energy saving.

– Complimentary in-room coffee/tea maker

– Luxurious bedding with plush mattress, crisp/clean linens, and fluffy pillows.

– Complimentary weekday newspaper.

– Same day valet and dry-cleaning services.

– New low-flow showerhead with pleasing experience

Market

Courtyard has a convenience store located beside the lobby area to serve immediate guests' needs. It is open 24-hours a day and offers snacks, beverages, coffee, and meals on the go.

Other Facilities

This property has the following additional facilities for guests:

– Temperature-controlled pool.

– 24-hours access to gym.

– Cozy spot that's outside the norm.

– Space to meet or relax fire outside with comfortable seating.

– Free Wi-Fi outside.

Annual Performance of this Property in 2017

The below table shows annual total sales, department-wise profit, occupancy rate, utility expenses, and payroll expenses. Refer the following link for more data related to finance and budget: https://goo.gl/133AWw.

KEY STATISTICS	ACTUAL	BUDGET	ACT vs. BUD $ B(W)	LAST YEAR	ACT vs. LY $ B(W)
SALES					
Rooms	11,402,134	11,437,844	35,711	11,382,143	19,991
Food & Beverage	1,067,426	1,063,838	3,588	1,047,773	19,652
Market	70,577	69,037	1,540	66,956	3,621
Other	100,634	8,378	92,256	60	100,694
Total Sales	**12,640,771**	**12,579,097**	**61,674**	**12,496,812**	**143,958**
PROFIT					
Rooms Dept. Profit	9,509,358	9,625,443	116,085	9,564,702	55,344
F & B Dept. Profit	319,325	324,381	5,056	330,416	11,091
Market Profit	37,115	31,757	5,358	30,048	7,067
Other Dept. Profit	100,634	8,378	92,256	60	100,694
Total Dept. Profit	**9,966,432**	**9,989,959**	**23,526**	**9,925,106**	**41,327**
OCCUPANCY	66.9%	67.4%	-0.4	68.3%	-1.4
Average Rate	198.59	197.97	0.62	193.71	4.88
Occupied Rooms	57,820	58,056		59,055	
Rooms Sold	57,415	57,775		58,759	
Total Rooms	85,775	85,775		86,010	
UTILITIES					
Electricity	200,517	206,476	5,959	225,657	25,140
Gas	23,258	24,535	1,277	25,451	2,193
Water/Sewer	102,355	116,542	14,187	115,962	13,607
Utilities - Other	0	0	0	4	4
Total Utilities	326,130	347,553	21,423	367,074	40,944
LABOR STATISTICS					
Total Hours	78,977	80,381	1,404	80,741	1,764
Average Wage Rate	14.81	14.25	0.57	13.76	1.05
Total Management Wages	220,200	253,859	33,659	262,901	42,700
Total Hourly Wages	1,169,801	1,145,057	24,744	1,111,210	58,591
Total Overtime Premium	60,810	49,055	11,755	49,504	11,306
Total Service Charge Distribution	42,091	36,765	5,326	37,088	5,003
Total Benefits	568,446	613,437	44,991	572,457	4,011

Breakthrough Leadership Program

Following FranklinCovey Co.'s Four Disciplines of Execution (4DX), Courtyard has developed a comprehensive program called *breakthrough leadership* to provide associates the tools they need to achieve significant measurable results and the guidelines to position their brand in the industry. Courtyard implemented this program through the my4DX platform. Specifically, breakthrough leadership program focuses on:

– Maintaining strong brand preference.

– Leveraging associate engagement for competitive advantage.

– Driving performance and organizational excellence.

The goal of this program is to create and implement flawless execution. Each manager knows the key performance measures and specifically how to drive toward the desired business results. Also, the leadership teams will improve their ability to lead and coach their teams to success. Through *breakthrough leadership training*, managers learn the skills required to manage and develop a repeatable process for consistent execution and accountability to achieve their Wildly Important Goals (WIGs). The WIGs focus on the areas which need improvement from guests' perspectives.

What is my4DX?

My4DX is a software platform (for more details, refer https://www.youtube.com/watch?v=aEJDliTh-j7g) that complements the breakthrough leadership program across the Americas. It allows associates to quickly track and record WIGs performance and makes associates responsible for organizing the weekly accountability sessions ("WIG Sessions"). This platform has following four disciplines:

Discipline 1: Focus on the WIG

WIG is a goal that makes a large difference in hotel strategy formation. Failure to achieve this primary goal will affect the hotel performance. It focuses on "What," not on "How." For example, improve guest- satisfaction score from 60% to 70% by 12/31. Based on guests' reviews, associates teams create WIG on a timely basis and carry out process to achieve the WIG target.

Discipline 2: Act on the Lead Measures

This discipline helps to identify the lead measure(s) which enable(s) team in achieving the WIG target. The lead measures track the activities that drive the WIG performance. For example, consider a WIG—to improve the quality of F&B. One of the lead measures could be "asking the cook to engage with X numbers of guest per day."

Discipline 3: Keep a Compelling Scoreboard

Individual and team scores are set per day or week for associates. For example, a score of engaging with a warm greeting and offering assistance to 10 guests is set for an associate (or a team) per day/week. With this, personal accountability of associates becomes very high, and low performers stand out.

Discipline 4: Create a Cadence of Accountability

The cadence of accountability is a rhythm of regular and frequent meetings (often weekly) of any team that owns a WIG. In meetings, team members hold each other accountable for producing results. Each week, one by one, team members answer a simple question: "What are the one or

two most important things I can do in the next week that will have the biggest impact on the scoreboard?" Then, members report on whether they met the previous week's commitments, how well they are moving the lead measures on the scoreboard, and their commitments for the following week(s).

Courtyard Department Level WIGs & Lead Measures in 2017

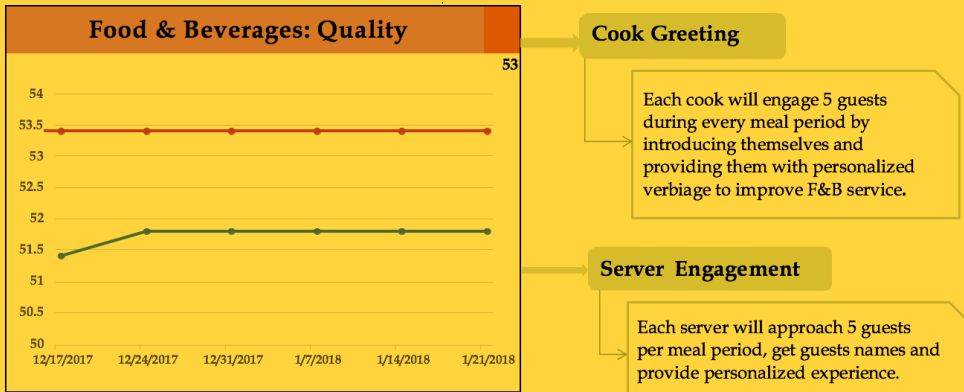Each department identified the WIGs to focus on the weekly, monthly, and yearly basis, and accordingly, determined lead measures to achieve the target score for respective WIGs. For example, F&B Department team identified F&B Quality as the WIG and considered two lead measures (i.e., cook greeting and server engagement) to achieve this WIG target guest satisfaction score (GSS) of 53.40 (it is shown as a red line in the following figure) in the last two weeks of December 2017. In the figure, the value 51.74 shows the GSS achieved through these two lead measures.

Similarly, the Housekeeping Department team identified *Room Cleanliness* as the WIG and sets a target score to achieve. The lead measure considered to achieve this WIG score was to *conduct 50 guests view inspections per week*.

Check-in-Experience was chosen as the WIG by the Front Desk Department. To improve its score, the concerned team considered *sending five arrival emails to Elite guests to welcome them and go over the area and property information*.

The Engineering Department team started inspecting **three** work orders completed by Room Preventive Maintenance (RPM) per week to improve the WIG (**Maintenance & Up-keeping**) score.

Food & Beverages: Quality

Move "F&B: Quality" score from 52.70 to 53.40 by 12/31

Cook Greeting

Each cook will engage 5 guests during every meal period by introducing themselves and providing them with personalized verbiage to improve F&B service.

Server Engagement

Each server will approach 5 guests per meal period, get guests names and provide personalized experience.

Guest Satisfaction at Courtyard Basking Ridge in 2017

Since the implementation of the my4DX platform, this property identifies their weekly, monthly, and yearly WIGs and sets a target to achieve. In the year 2017, this property surveyed 1246 guests to assess the 22 WIGs performance against their set targets across the departments and identify areas of concerns that make guests dissatisfied. Guests reported several concerns related to different functions across the departments which require immediate action to improve their satisfaction.

The below figure exhibits the number of surveyed guests experienced a problem, the percentage of problems reported, resolved, and not resolved on a monthly basis. For example, in April 2017, around 20 guests experienced a problem in this hotel property, and almost 45% of these guests reported their problems to the concerned department. Out of these reported problems, almost 20% of the problems were resolved whereas 25 % problems were not resolved.
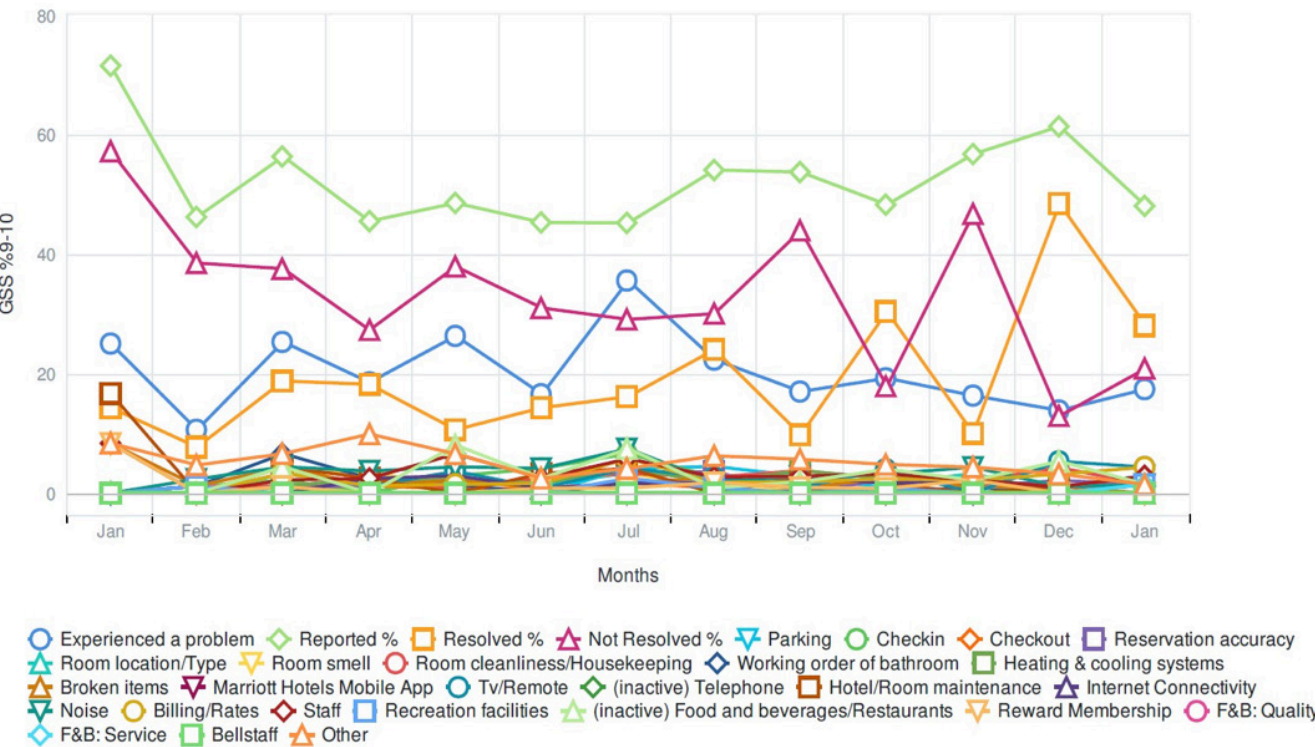
The following table shows the monthly GSS of 1246 surveyed guests on 22 WIGs along with benchmark score set for each WIG. For example, the yearly average GSS obtained on the WIG — intent to recommend property — is 60.0 which is lower than the set benchmarked score of 64.5.

This indicates that the yearly target score was underachieved and highlighted in the last column. In this Table, the selected WIGs (cells that are highlighted in orange color) were given high priorities last year.

Monthly Guest Satisfaction Score on WIGs in 2017

Survey Responses (10 Point Scale)	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Period 1/17 -1/18	Benchmark (GSS)	GAP
SAMPLE SIZE	12	85	91	81	137	121	121	112	106	125	92	94	69	1246		
Primary Metric																
GSS: Intent to Recommend Property	66.7	72.9	56.0	63.0	61.3	53.7	47.9	50.9	52.8	61.6	65.2	74.5	69.6	60.0	64.4	-4.5
Overall Metrics																
GSS: Overall Satisfaction	66.7	70.6	57.1	59.1	59.3	57.7	56.2	43.8	50.9	53.8	59.2	67.4	73.4	58.7	62.2	-3.6
Intent to Consider Brand	66.7	69.4	54.4	60.5	60.3	52.5	52.1	51.4	53.3	60.5	65.2	74.5	59.5	64.3	-4.8
Arrival																
Check-In-Experience	66.7	85.9	76.9	75.3	73.0	66.7	57.0	69.4	66.0	71.2	74.7	83.0	83.8	72.5	77.8	-5.4
Hotel																
Property (Exterior & Interior) Overall	58.3	68.8	55.3	60.3	69.5	66.1	56.2	59.0	63.6	65.0	66.3	77.8	65.6	64.4	62.9	1.5
Stylish and Up-to-date Design/Décor	50.0	63.1	53.3	59.3	62.7	58.3	53.8	57.7	58.1	61.3	61.1	75.3	60.3	60.1	61.1	-1.3
Maintenance and Upkeep	66.7	69.0	61.1	63.0	65.2	65.8	57.1	60.0	61.9	66.1	69.2	77.4	72.1	65.3	64.8	0.5
Lobby Area	58.3	73.8	65.6	70.4	65.7	62.5	58.0	56.8	65.7	64.5	68.1	78.3	70.6	65.9	70.8	-4.9
Staff																
Staff Service Overall	75.0	85.7	76.4	76.2	73.1	68.1	59.0	67.3	67.6	71.8	73.6	81.5	78.8	72.4	77.7	-5.3
Elite Loyalty Member Appreciation	50.0	72.4	37.1	63.0	63.5	53.5	42.5	54.8	42.4	62.9	57.1	72.7	56.0	56.0	64.1	-8.1
Anticipation of Needs													65.5	65.5	71.2	-5.8
Room/Suit/Apartment																
Room Overall	63.6	65.9	56.3	62.7	66.9	54.1	50.5	56.6	57.8	61.7	69.7	78.7	57.8	61.3	59.8	1.5
Room Cleanliness	66.7	79.5	73.0	73.4	78.0	73.3	65.2	68.5	74.3	77.0	78.0	85.9	73.4	74.8	74.4	0.4
Bathroom Overall	50.0	73.5	61.8	67.1	69.7	62.7	58.0	63.9	62.9	68.6	72.5	79.1	55.4	66.2	66.0	0.2
Comfort of Bed	75.0	74.7	70.8	62.0	76.3	63.2	69.4	66.4	72.4	71.9	73.6	80.4	75.4	71.3	68.6	2.7
Amenities/Services																
F&B: Satisfaction	80.0	60.4	34.4	54.4	49.0	46.2	40.8	47.1	39.1	51.8	54.5	53.8	50.0	48.3	52.9	-4.7
F&B: Service	60.0	76.1	77.4	69.0	69.1	65.2	73.2	70.2	66.0	75.7	77.6	74.1	75.7	72.0	72.7	-0.7
F&B: Quality of Food	50.0	64.6	50.0	58.1	51.6	42.9	49.2	39.0	39.0	50.0	65.9	57.9	44.7	51.8	55.5	-3.6
Internet speed and performance	50.0	53.2	47.5	48.9	50.7	55.4	43.6	45.1	45.1	56.6	53.5	64.4	73.5	52.7	57.5	-4.8
Fitness Center Satisfaction	100.0	33.3	23.3	45.5	42.9	42.9	37.5	70.0	70.0	44.4	72.7	75.0	41.7	44.7	47.4	-2.7
Continent/Brand Specific Questions																
CY: Breakfast Speed/Efficiency met my need	60.0	53.7	61.4	59.1	48.3	51.5	46.4	50.0	48.9	58.8	68.2	65.5	51.6	54.8	59.2	-4.4
CY: Evening F&B Satisfaction	75.0	65.5	54.1	50.0	55.1	50.0	41.7	45.9	37.5	54.5	63.6	50.0	42.9	51.0	56.2	-5.2

Target Guest Satisfaction Level for 2018

improve the score for the WIG — **Intent to Recommend Property** from 59.49 to 60.97 by 12/31/2018.

Engineering

WIG—Maintenance & Upkeep

Target: Improve its score from 64.26 to 64.55

Lead Measure— Chief Engineer will meet RPM staff every day to discuss the game plan and ideas to satisfy guests' engineering needs and improve maintenance and upkeep satisfaction score.

Front Desk

WIG—Elite Member Appreciation

Target: Improve its score from 55.50 to 59.15

Lead Measure— Prepare 10 elite welcome gift bags and hand over to chosen Elite guests upon arrival to show our appreciation to them for being an elite member.

Housekeeping

WIG—Room Cleanliness

Target: Improve its score from 74.57 to 74.89

Lead Measure— Each housekeeper will select one elite member stayover per shift and leave a personalized elite appreciation thank you note and a bottle of water to drive cleanliness and elite recognition scores.

Food & Beverage

WIG—F&B Quality

Target: Improve its score from 51.87 to 54.02

Lead Measure—Cooks will perform an audit of another shift once a week, in order to make sure that proper food standards are being upheld and associates are held responsible for cleaning and labeling. Each server will distribute feedback card to five guests per week, in order to see trends where we can improve.

In addition to the WIGSs mentioned above, this property also carries WIGs in the area of sustainability. Sustainability is defined as the extent of the performance of a company on triple platform — environmental, social, and economy.

Sustainability and Social Impact Goals

In 2017, Marriott introduced new 2025 Sustainability and Social Impact Goals Platform called "Serve 360: Doing Good in Every Direction1." By 2020, all properties will have a Serve 360 section on the website with hotel impact metrics. Four priority areas guide this platform (see below figure). Courtyard also shares the same goals to achieve. Some of the important sustainability and social goals across these areas are discussed below.

Nurture Our World

– By 2025, Marriott aims to put 50% of volunteer hours in youth skills development, employment generation, and supporting their vitality. Courtyard had engaged with more than 2,200 students and teachers in 2015 toward meeting their commitments to youth

– By 2025, Marriott aims that 50% of its franchised hotels will contribute in its social service activities every year

Sustain Responsible Operations

Reduce environmental footprint

– By 2025, reduce environmental footprint by 15%, 30%, and 45% (from a 2016 baseline2 of 0.82 m^3 of water per occupied room, 4.98 million metric tons of carbon, 138.0 kg of waste per m2) for water, carbon, and waste on an intensity basis respectively

Sustainability Certifications

– By 2025, All MI hotel brands will have recognized sustainability standard certification

– By 2025, 650 MI hotels will get Leadership in Energy & Environmental Design (LEED) certification

Sustainable Building Standards

– By 2020, LEED certification will be considered into building design and renovation standards

– By 2025, MI aims to partner with third-party companies to start 100 adaptive projects which support sustainable building standards

Supplier Requirements/ Reviews

– By 2020, all vendors required to provide information on product sustainability, including the impact of their practices on social and human rights for top 10 categories items

Local Sourcing

– By 2025, 50% of all required products will be sourced locally

Empower Through Opportunity

– By 2025, spent at least $5 million to develop sustainable programs with supply chain partners which help in improving hospitality skills and increasing opportunity for diverse population

Welcome All and Advance Human Rights

– By 2025, 100% of associates will be trained on human rights, responsible sourcing, and recruitment policies & practices

– By 2025, human rights criteria will be included in recruitment policies, sourcing decisions, and hotel building construction


Besides the above initiatives, this Courtyard is looking to undertake further initiatives to achieve 2025 sustainability & social impact goals. Sustain responsible operations is the high priority area for Courtyard.

Courtyard Sustainability Initiatives

Last year, this property started the following projects to achieve the overall sustainability goals set by Marriott:

1. Replaced all light bulbs with LED lighting to reduce energy consumption.

2. It stopped providing soap bar in the bathroom shower and moved to MSB bath bundle bulk amenity dispensers. It provides a cost-efficient and environmentally responsible alternative that also maintains a high level of guest satisfaction, ease of use, and comfort. The new dispenser is a three- chambered unit which includes one shampoo, one conditioner, and one shower gel bottle. Each chamber holds 8.5 ounces (251 ml).

3. It installed new Kohler 1.75 gallon per minute (GPM) showerhead and new sink aerator. This initiative has already helped other Courtyard properties to achieve notable energy and water savings within one year. Moving from the existing sink aerator to 1.0 GPM aerators will save approximately 22,000,000 million gallons of water.

The above-mentioned initiatives have helped the property to reduce their all utility expenses (see below figure).
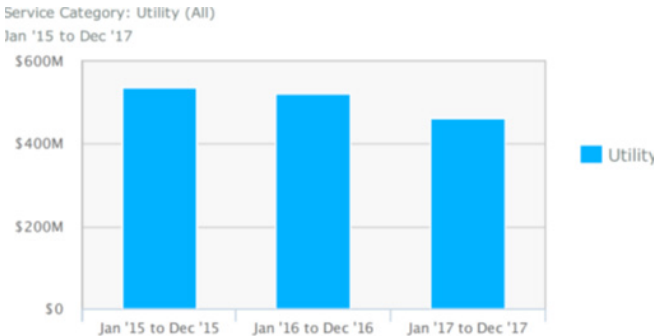
Case Questions

The teams, advisors, and both semi-final and final events are organized by the **Director of Experiential Education, Dr. Amr Swid**, he can be reached at **aswid@nyit.edu**. All student team leaders should contact the Director of Corporate Challenge
Dr. Purushottam Meena at **pmeena@nyit.edu** for additional case information. All questions must be in writing, and the questions/answers will be shared with each team. If necessary, a group meeting will be arranged where all student groups can meet and ask.

This case study carries below four questions. While answering these questions, the student teams should keep in mind the core values, technology focus, current customer base, and financial position of this Courtyard.

1. Investigate the impact of Breakthrough Leadership Program on financial performance and on associates working in different departments.

2. How to improve the Guest Satisfaction Scores on Intent to Recommend the Property as well as Housekeeping, Front Desk, Engineering, and F&B/Bistro departments?

3. How this Courtyard can achieve its Serve-360 Sustainability and Social Impact program goals in the high priority area?

4. Identify future challenges faced by this Courtyard in next five years considering the market dynamics in the similar segment in the same region. Recommend strategies to attract customers from competitors.

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