Case Study: How Marriott International Employs a Content-Driven Global Extranet to Deliver Great Customer Experiences

Eric Scholz Sr. Director on Marriott Global Source, Marriott International

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Agenda

- Marriott International Inc.
- Background of Marriott Global Source
- My Role
- Our Solution & Approach
- Roadmap

Marriott International Inc.

World-class Travel Company with over 4,000 properties across 18 brands including Marriott Hotels, The Ritz-Carlton, EDITION, Renaissance and more.

Marriott
We are a brand company and have 18 hotel brands
AC HOTELS MARRIOTT
AUTOGRAPH COLLECTION HOTELS
COURTYARD Marriott
EDITION
FAIRFIELD INN Marriott
GAYLORD HOTELS
GRAND RESIDENCES Marriott
JW MARRIOTT
Marriott EXECUTIVE APARTMENTS
MARRIOTT
Marriott VACATION CLUB
moxy HOTELS
RENAISSANCE HOTELS
Residence Inn Marriott
SPRINGHILL SUITES Marriott
TownePlace SUITES Marriott

Positive Impact

Giving back to the communities where we live and work

Operating Model

- Hotels are managed or franchised
- Highly consistent customer experience with a brand
- Audits are done to confirm compliance with Marriott standards
- Hotels not in compliance are monitored and if the issues are not resloved they are flagged and removed from the system

Awards
FORTUNE Best Places to Work
Best Multinational Workplaces
Best Employers for Healthy Lifestyles Award
Top 50 Companies for Diversity
100 Best Companies for Working Mothers

Marriott's Vision

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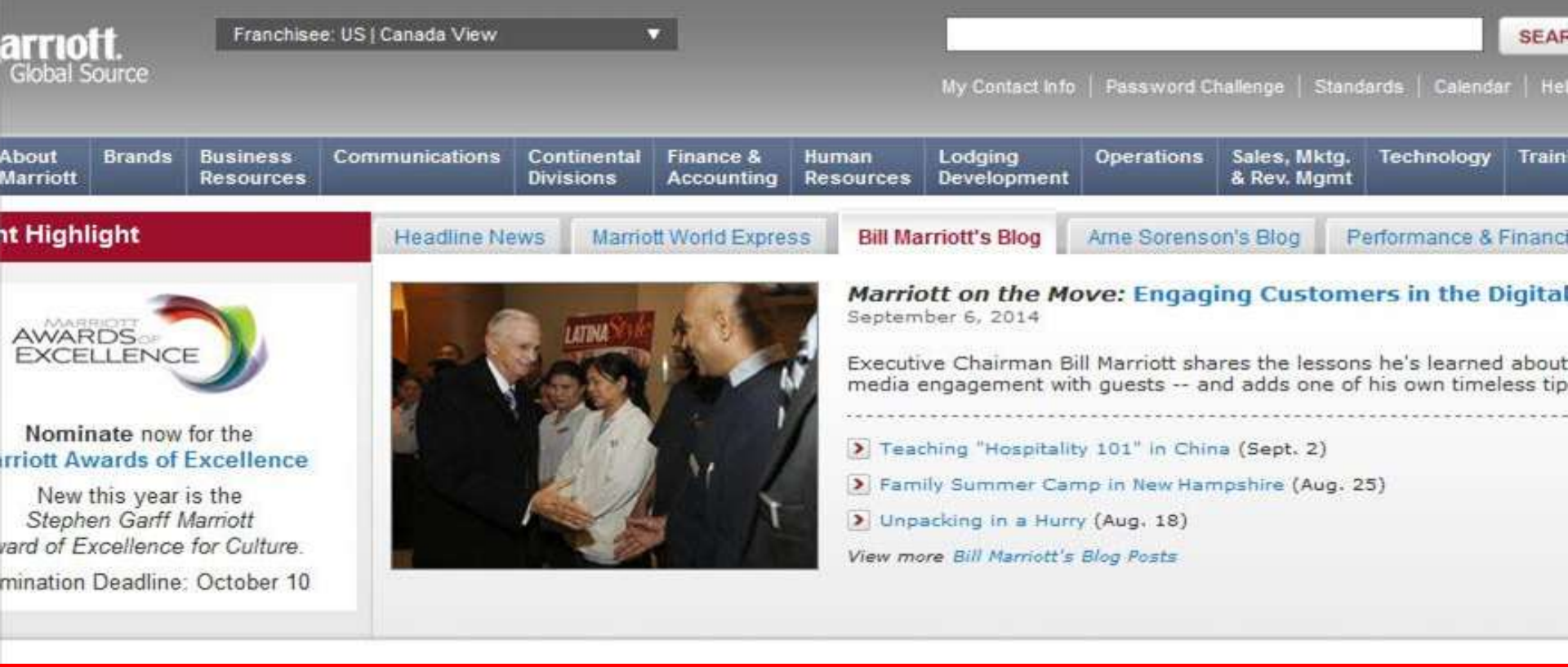
Focus: Growing Market Share And Expanding Global Footprint

Growth and change is the norm at Marriott. Systems need to scale and adapt in order to meet the needs of the ever evolving business environment.



Marriott Global Source

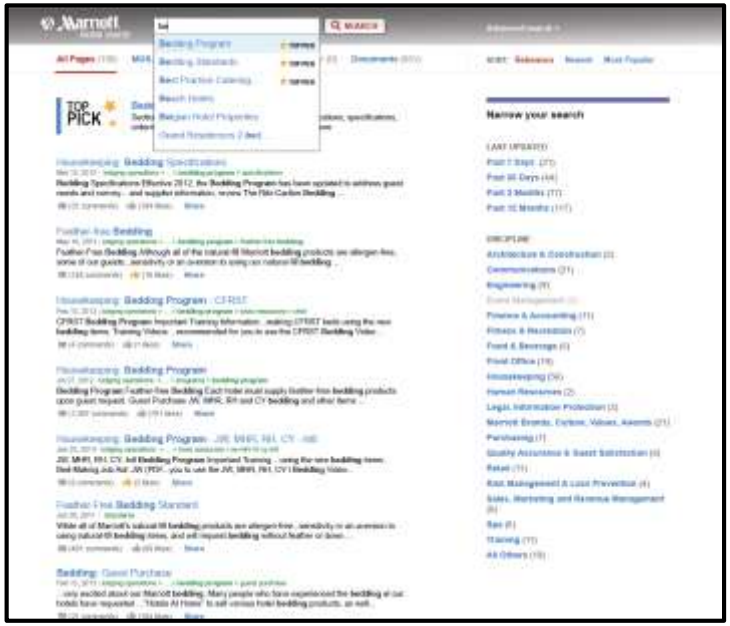
- 15 years ago Marriott began a push to the Web.
- Corporate initiative to make as many systems available through web as possible.
- Including internal operational communications and operations.

Marriott Global Source

Marriott International's corporate Intranet

Front Door

Home Page



Search

Used to access everything from news, systems and operational processes and procedure.

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230K Marriott Global Source Users

Mission Critical

- Marriott Global Source is a business critical application
- Brought online before email
- In the event of a crisis Marriott Global Source is where the Marriott world will look to for news, information and updates

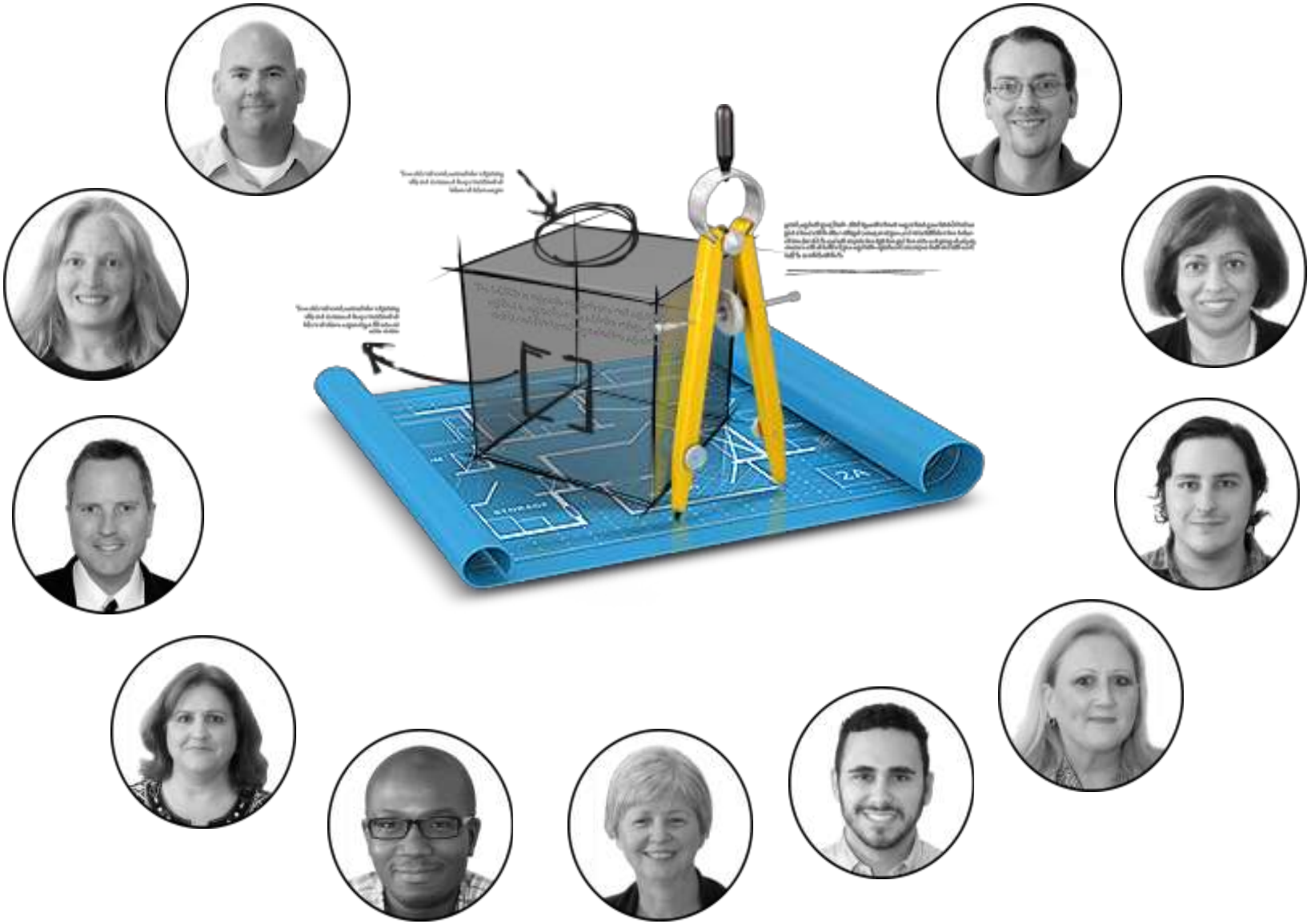
12K Web Pages

200K Documents

- It's vital to our mission that we present the right pages, documents and other resources with the proper context to the right reader, at the right time.
- About 25% of the content is removed each year. Removing outdated content is as important as adding and updating content.

850 Globally Distributed Content Providers
• Provide subject matter expertise
• Determine priorities & author content

Centralized Content Management Team



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It’s a Journey

1998 - 2005

2007

2014

Not a Destination

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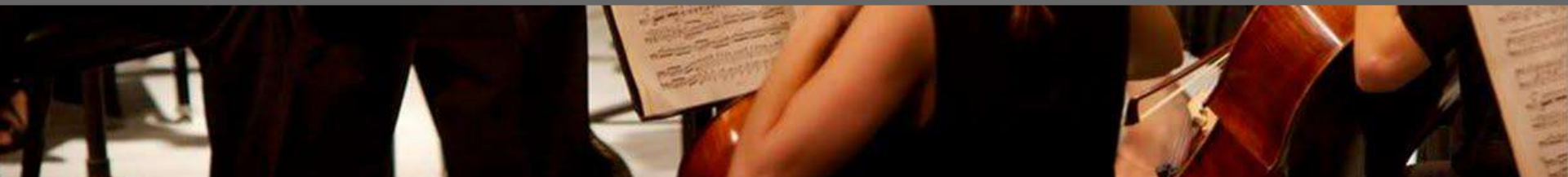
My Role

- Editor-in-Chief & Sr. Director of Marriott's Intranet and Communications Tech.
- Partner with our business disciplines to identify evolving needs and shape the strategy for our Intranet.
- Ensure the news and business of Marriott is online, accurate and current!



ROAD
MAP
Focus On the Future
Execute Now

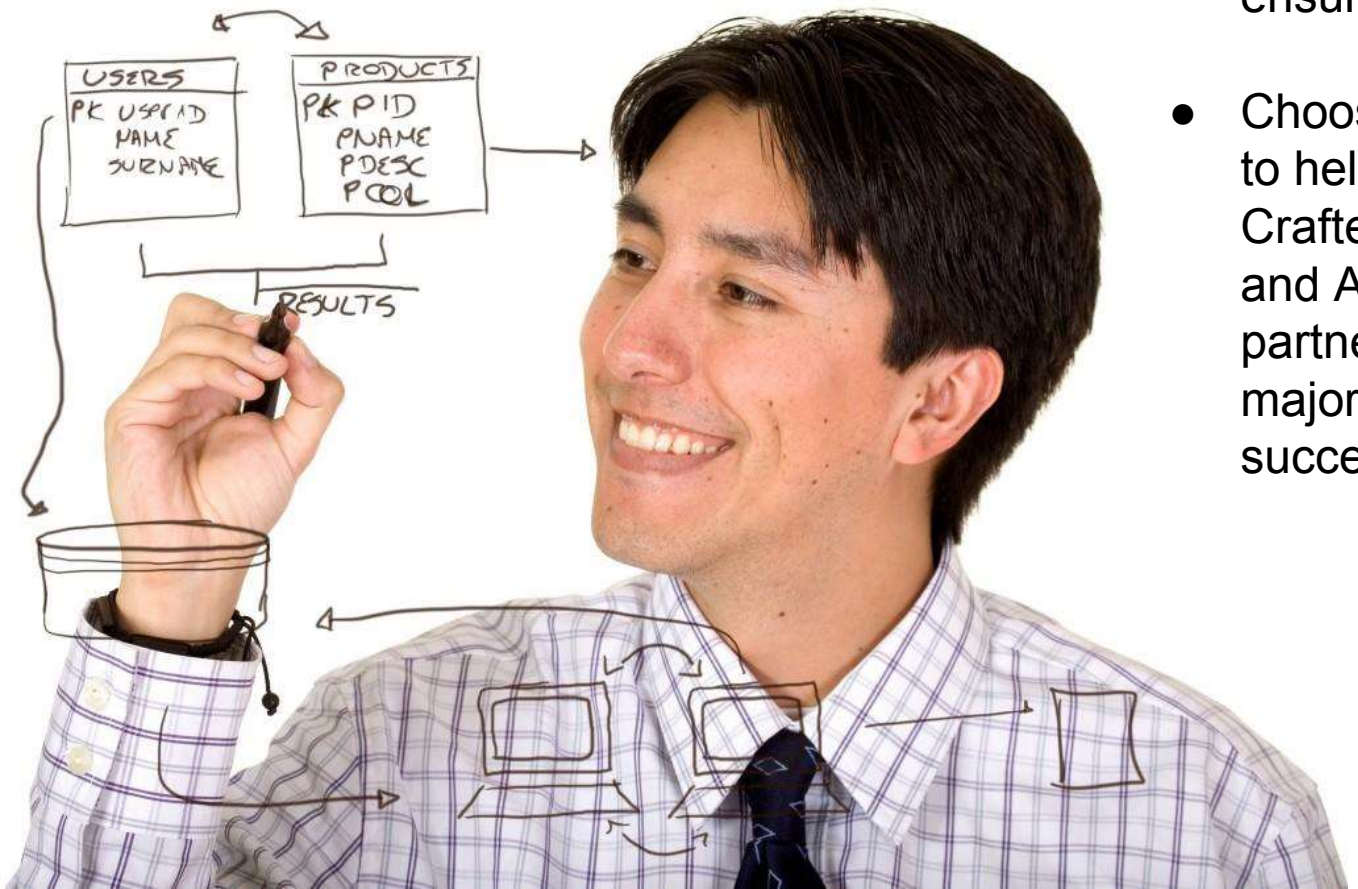
Enable the Team with the
Right Tools & Information

Things That Keep Me Up at Night

Not Meeting
Customer Expectation

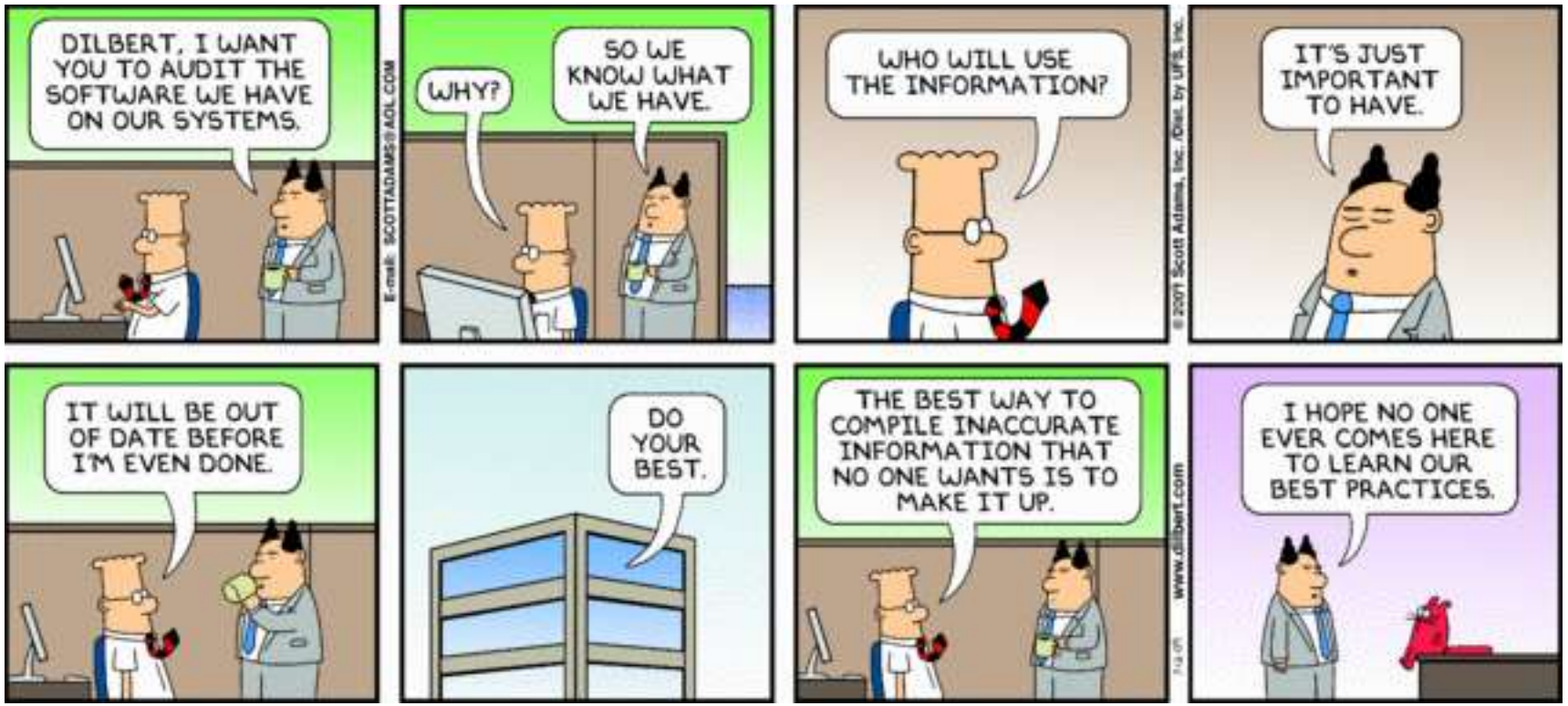
Global Growth

Software Development Projects



- Managing smaller, iterative projects is the best way to ensure success.
- Choosing the right partners to help execute is crucial. Crafter Software, Rivet Logic and Alfresco have been true partners and have played a major role delivering a successful platform.

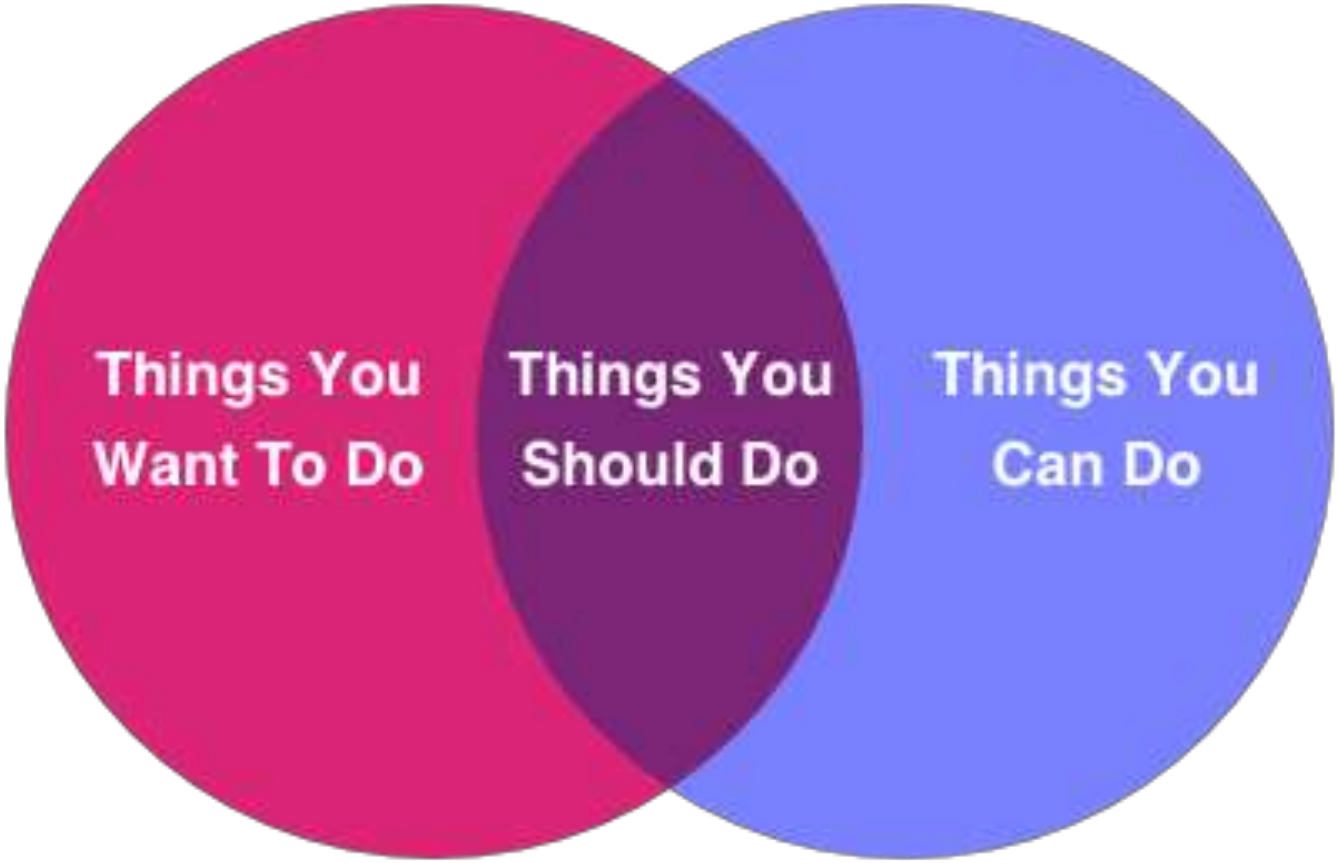
Shelfware / Old Content



- Number two complaint (after search) from people is outdated content on sites
- We have a number of strategies we use to manage content but its a struggle

Things I Don’t Know About

We Can Do Anything



We Can’t Do Everything

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Our Philosophy

Global, Centralized Content Management

- Make it simple
- Present clear content
- Measure and improve
- Work closely with global business units to stay connected
- Be valued and valuable to Marriott

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Keep Content Fresh

Make Content Findable

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Improve the User Experience

- Attractive pages that are easy to understand
- Alignment of Internet experience expectations
- Targeted content

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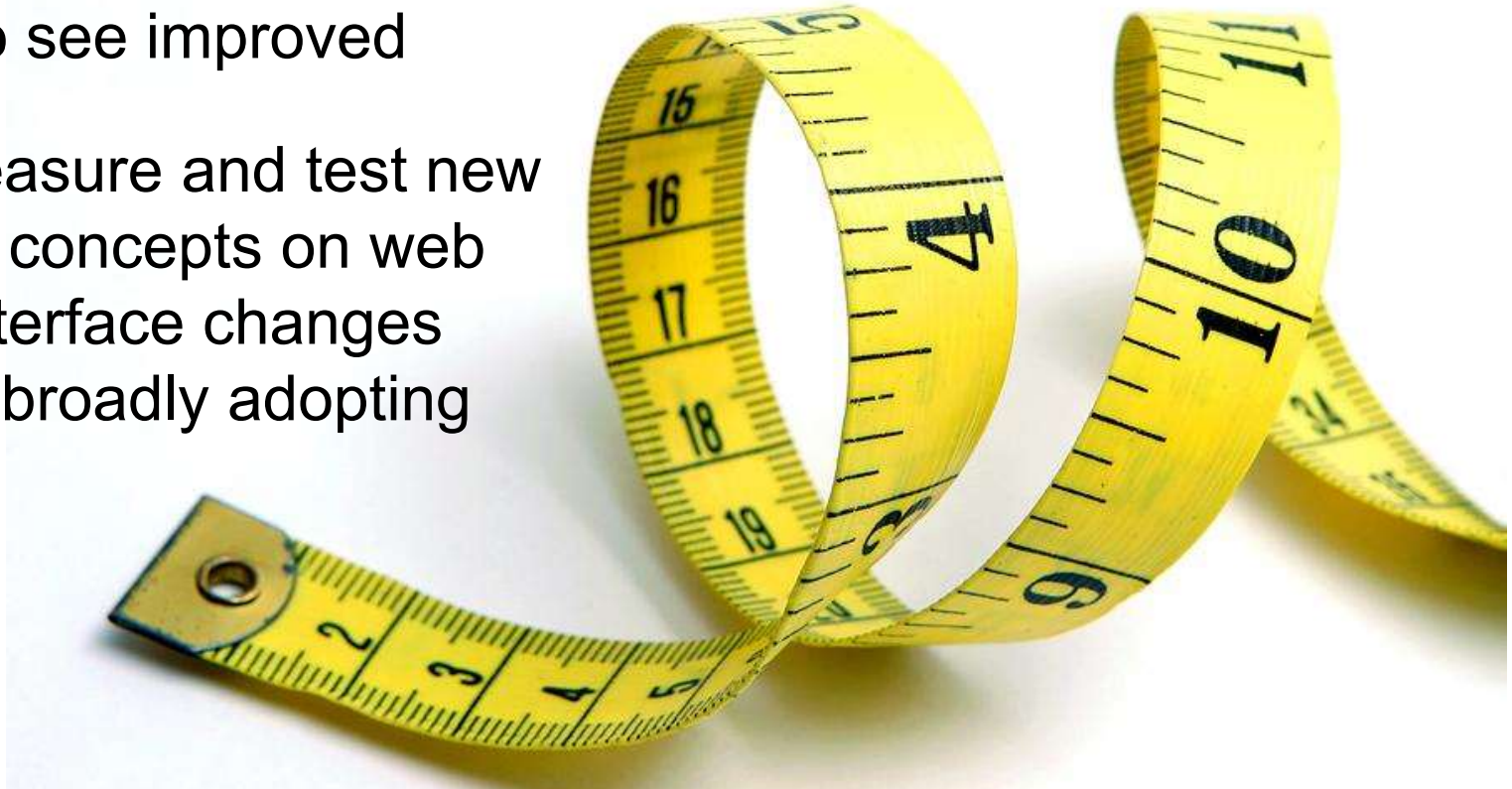
Be Relevant

Sunday, May 20
San Francisco
7:30
Light Rain
11:30
Clear
Weather
Be Adapable to Change
MOBILE UI DESIGN

Measure, Don’t Guess

- We measure and test new designs before adopting them
- We ask users what they want to see improved
- We measure and test new design concepts on web face interface changes before broadly adopting them



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The Intranet is the cultural glue of a company

The Intranet is really about
what it lets people do.

Believe in the value of people and pursue the vision of an Intranet built on meeting our associates collective and individual needs.

Contributions from and throughout the organization are important.

Collective knowledge and experiences bring to bear the best thinking that gives the best outcomes.

Challenges

Cost of Ownership

- In our world, in order to add cost we have to remove or reduce costs elsewhere
- Cloud could work well for us if we can get through security related items and achieve hard savings

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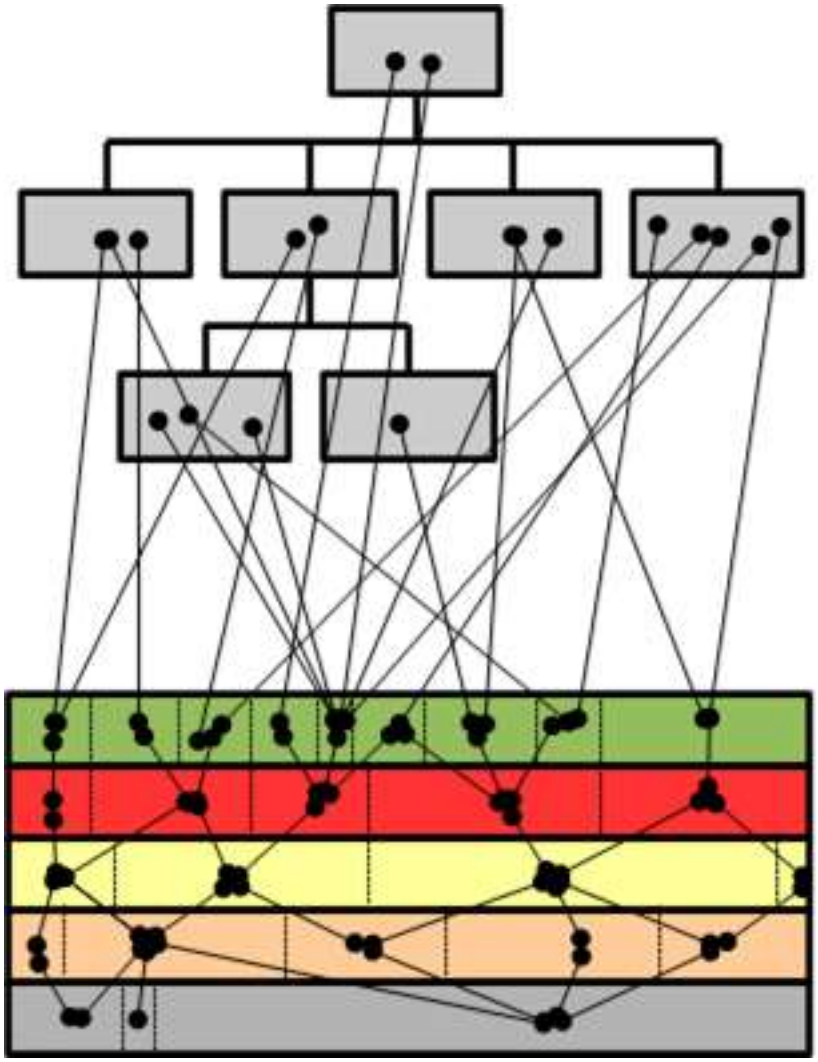
THE RISE OF MOBILE

Large Organization, Autonomous Departments



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Marriott
Last 12 Months

Re-platform from Microsoft to Crafter and Alfresco

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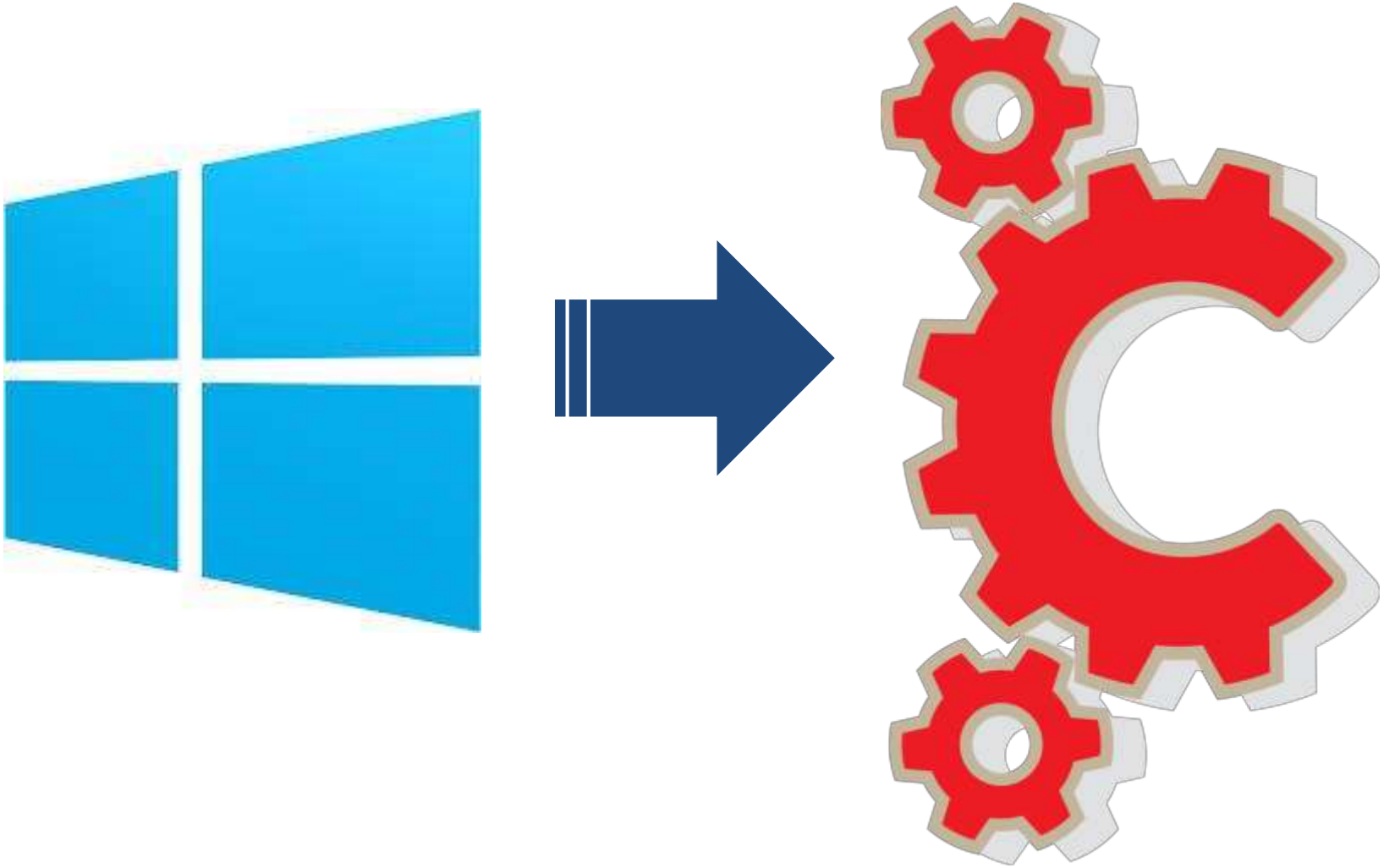
Made Major Technology Shifts



Moving to Modern Web Standards

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Made Over 30K Content Updates!

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Content Review

- Audit 10,000 web pages (85% of the site)
- Deleted 35% of the site
- Modified 30% of the pages

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Search Matters

We made a major investment in improving our search experience to help associates, franchisees & owners quickly find what they need.

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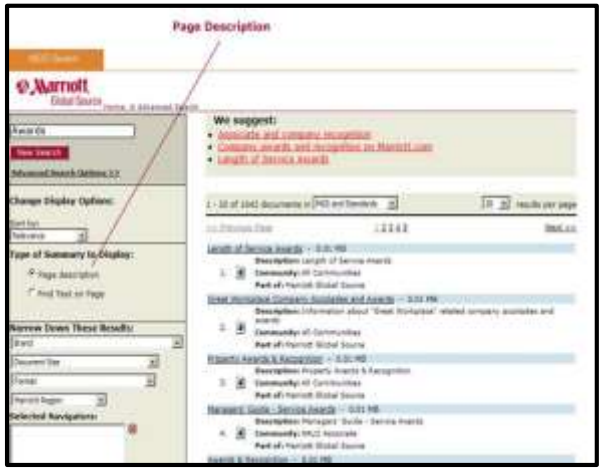
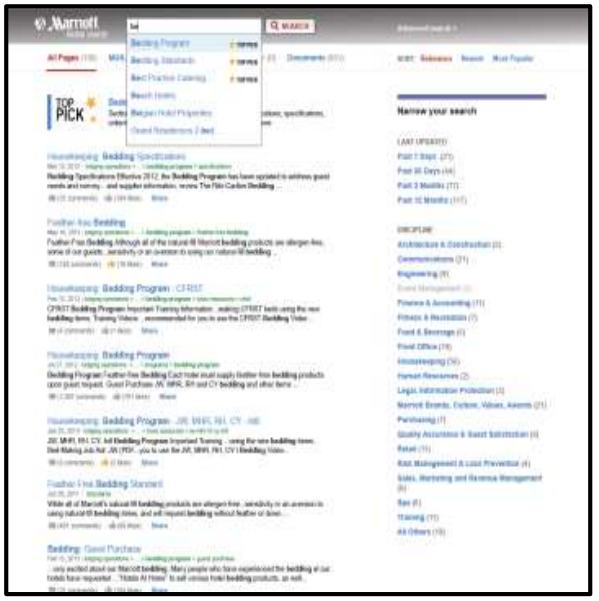
Evolution of Search Experience





1998 - 2005 2007 2014

- Here is a look at our search journey
- Search remains the number one thing people ask to be improved
- When we researched what people wanted they asked for Google

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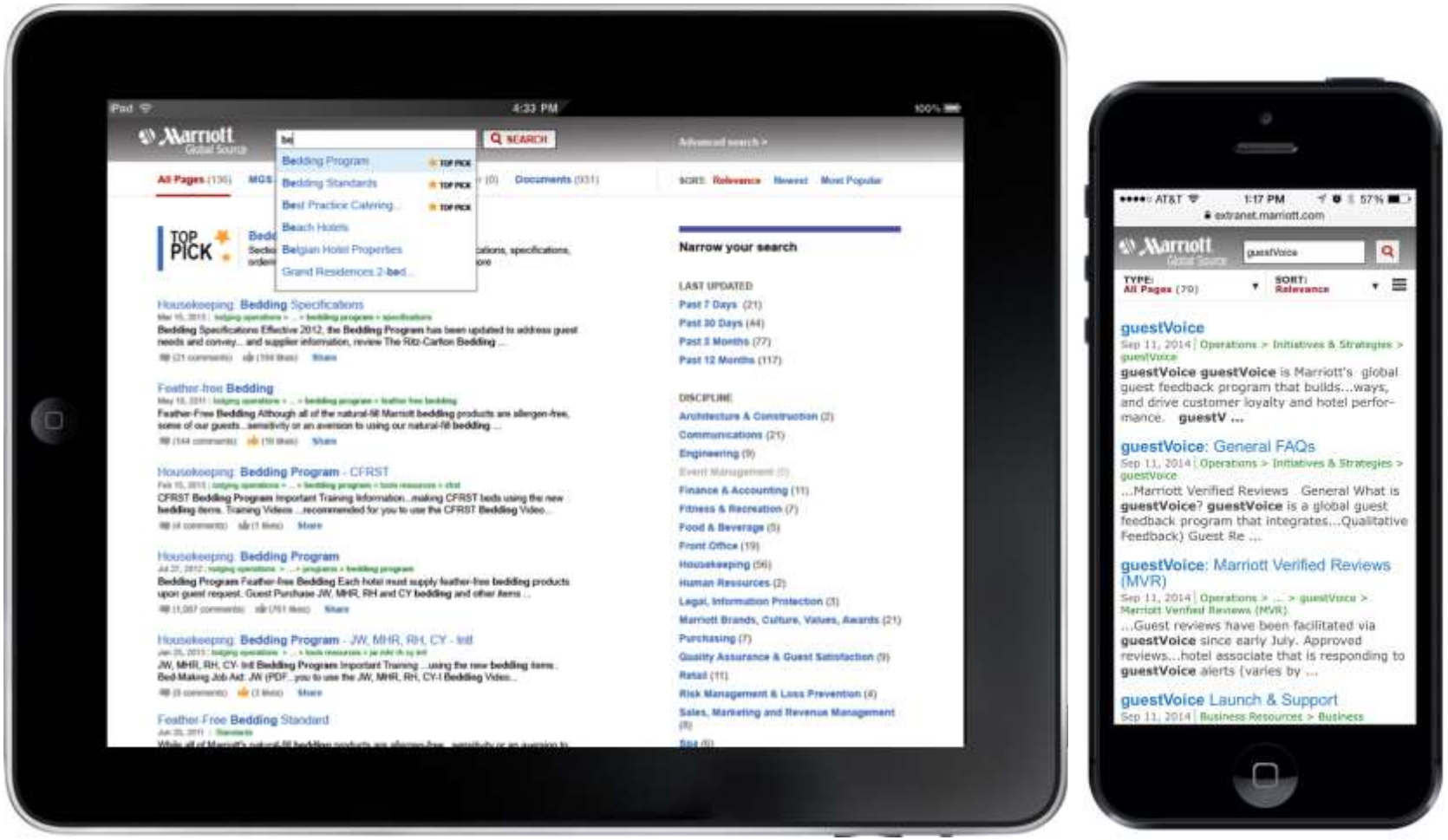
New Search Strategy and Improved Search UX



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Search Video

http://vimeo.com/user18036533/review/106525798/2583cda60d

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New Global Entry

- This is our new front door
- Exploring visual approach to communications
- Aggregated news and information source from the web
- Unsure how this new model works with 12k pages of content

CMS Selection

Evaluated Proprietary CMS Platforms

Evaluated Other Open Source CMS Platforms

Selected CMS Platform

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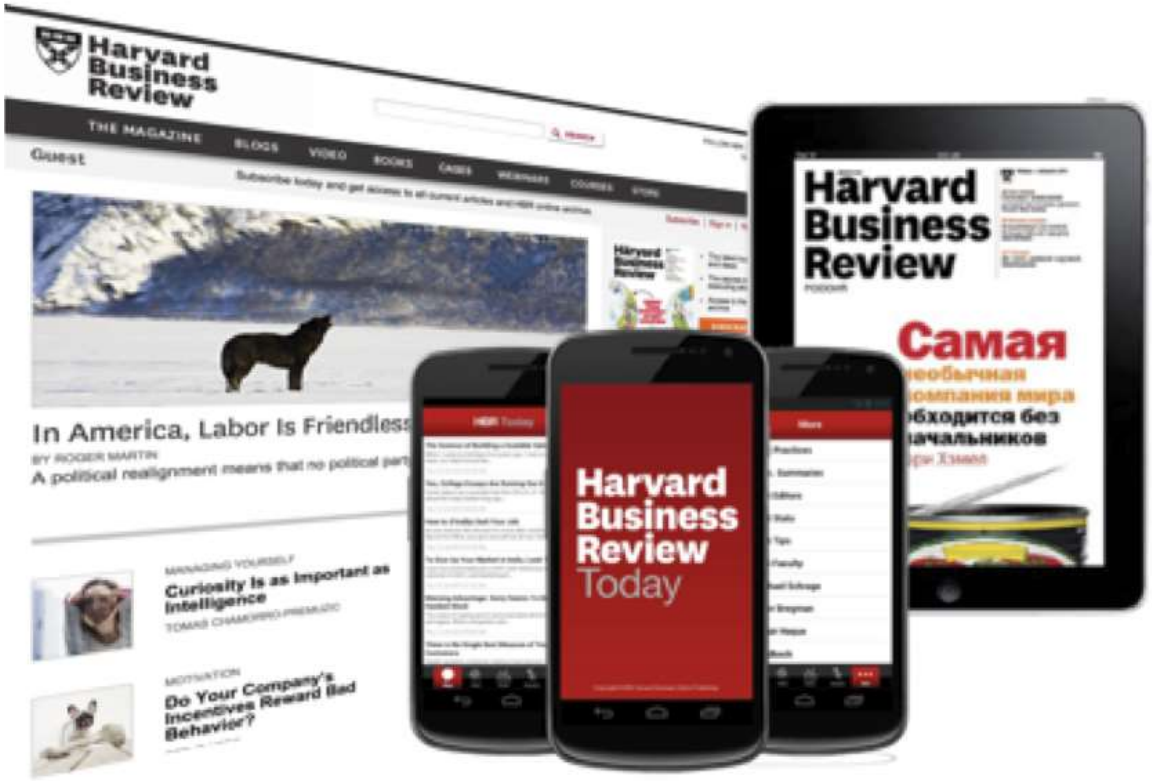
Crafter CMS



Alfresco Solution of the Year

KMWorld Trend-Setting PRODUCT OF 2013

KMWorld Trend-Setting PRODUCTS OF 2014

EContent TRENDSETTING PRODUCTS 2014

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From the Author's Perspective

- Customization capabilities to publishing and rendering applications
- Modular content management capabilities
- Embed script & CSS into content placeholders

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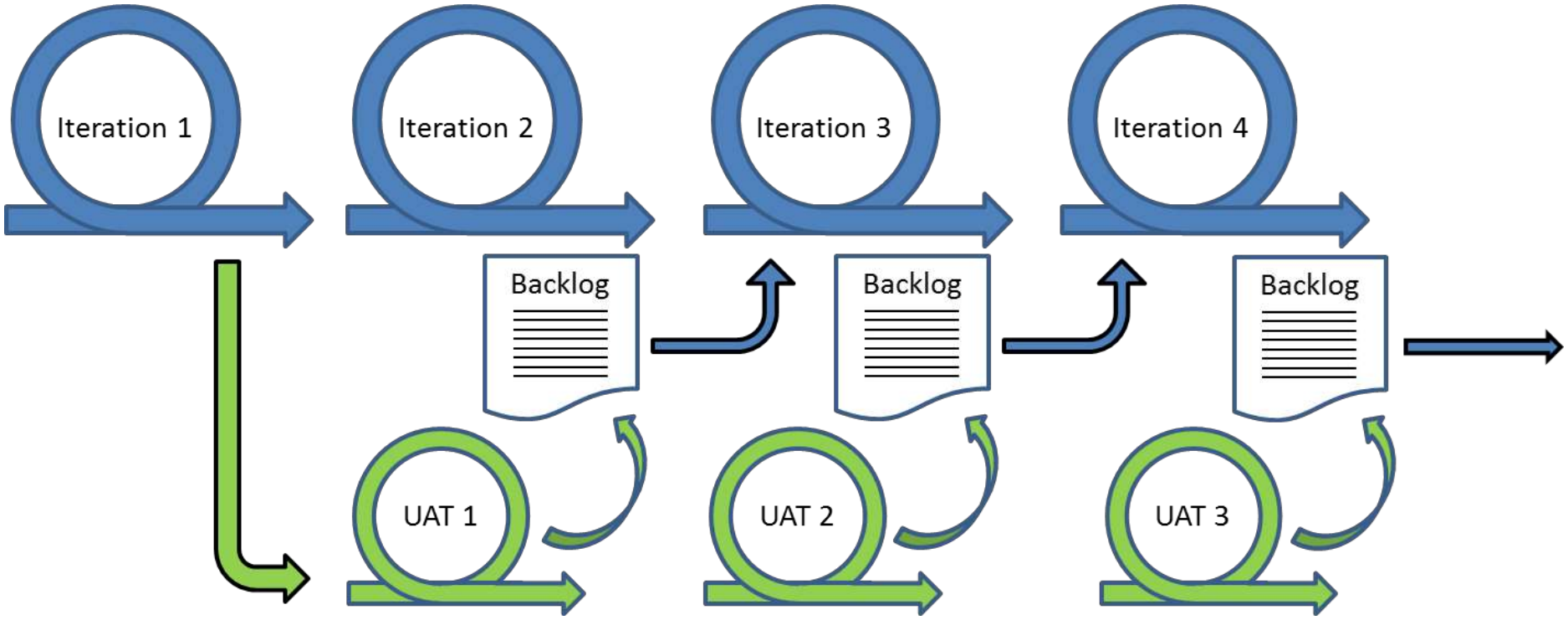
Smaller Projects



Delivered Faster

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Rich Authoring Tools

- Speed to market with publishing & rendering apps.
- Content management tools with rich feature set
- Supported various workflow models
- Dashboard global view of “what’s going on”

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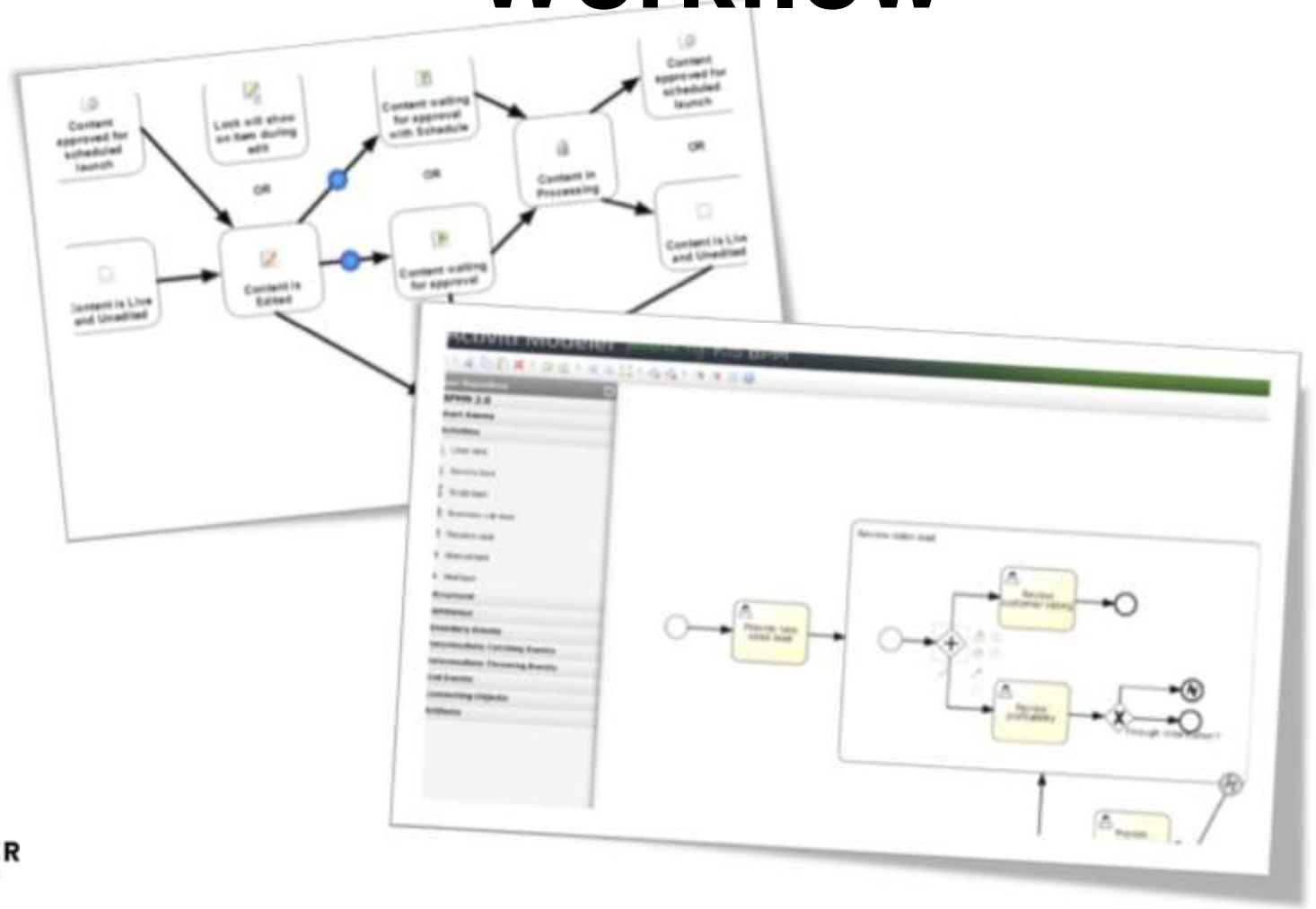
Support for Scheduled Publishing and Complex Workflow



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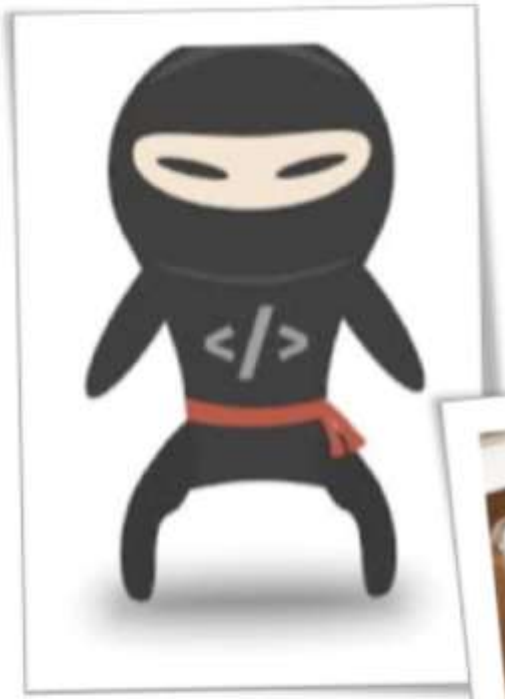
Support for the Web Ninja



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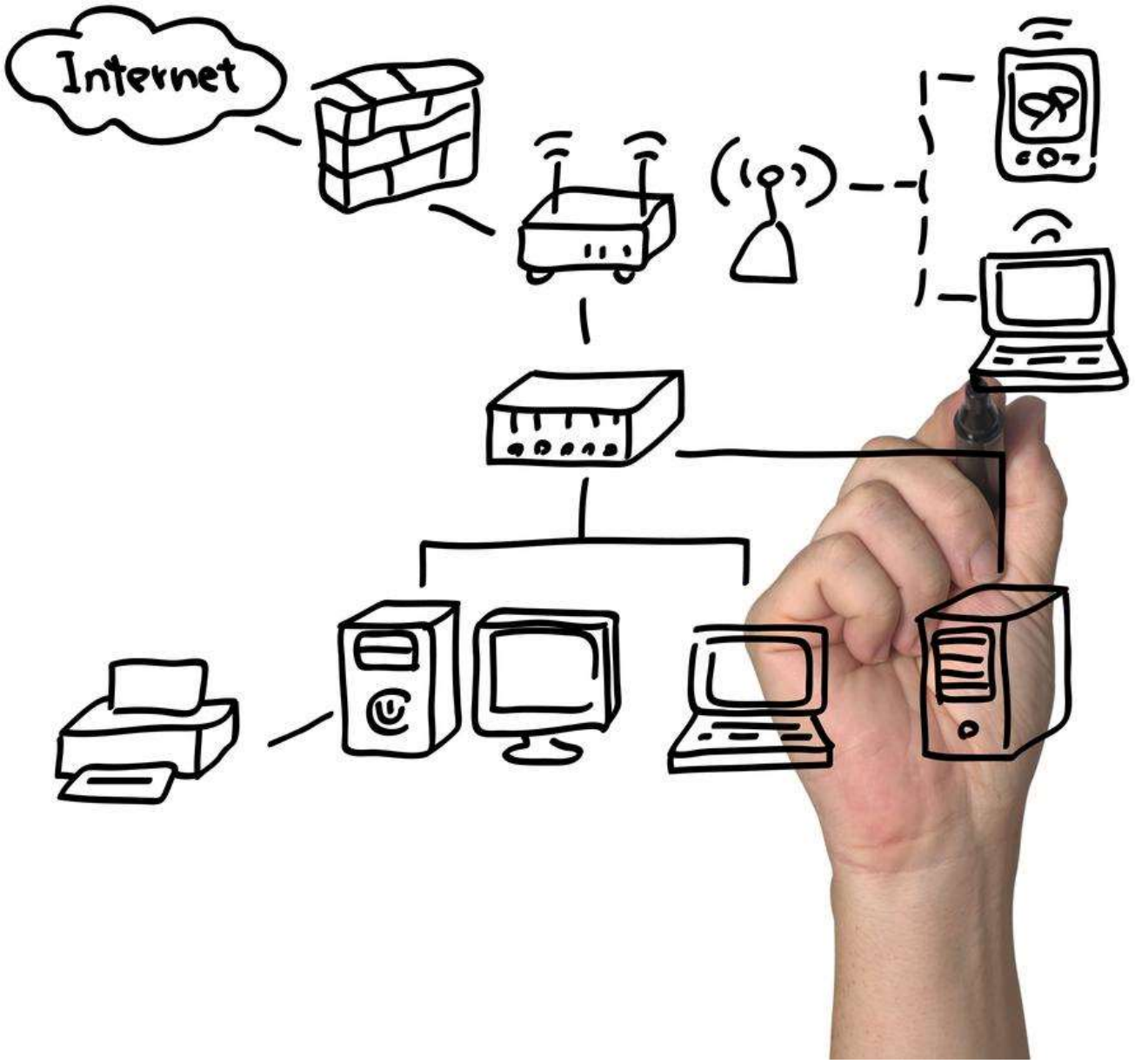
From IT's Perspective



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The Right Platform for the Enterprise

- Affordable compared to our legacy product set
- Compliant with Marriott's technology standards
- Capable third-party integrators (Rivet Logic)
- Active user community
- Good support team and processes

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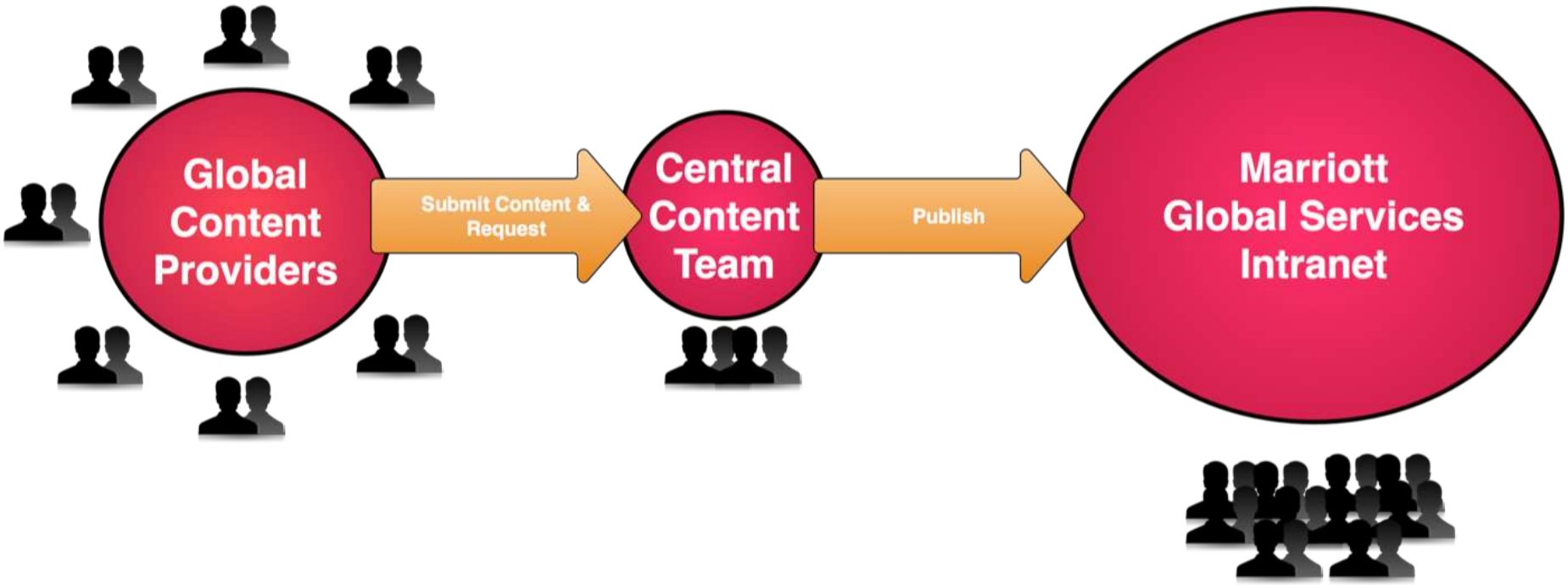
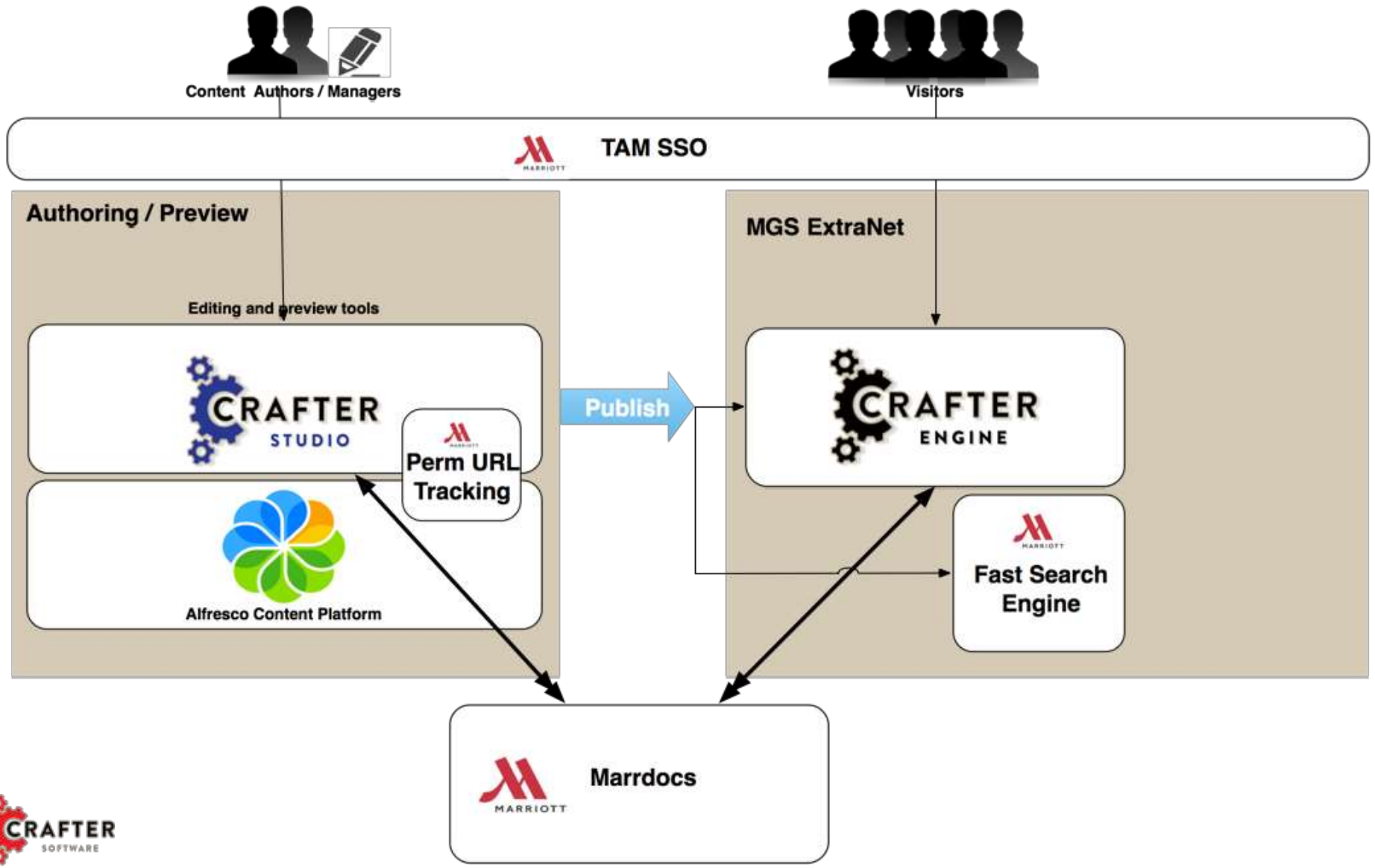
Implementation

Workflow


Global Content Providers
Submit Content & Request
Central Content Team
Publish
Marriott Global Services Intranet

Marriott Implementation



What's Next

Be Cheaper, Faster, More Flexible

Add New Ways to Deliver Content

Thoughtful Language Support

Is a huge benefit, but also a large issue to tackle and support.

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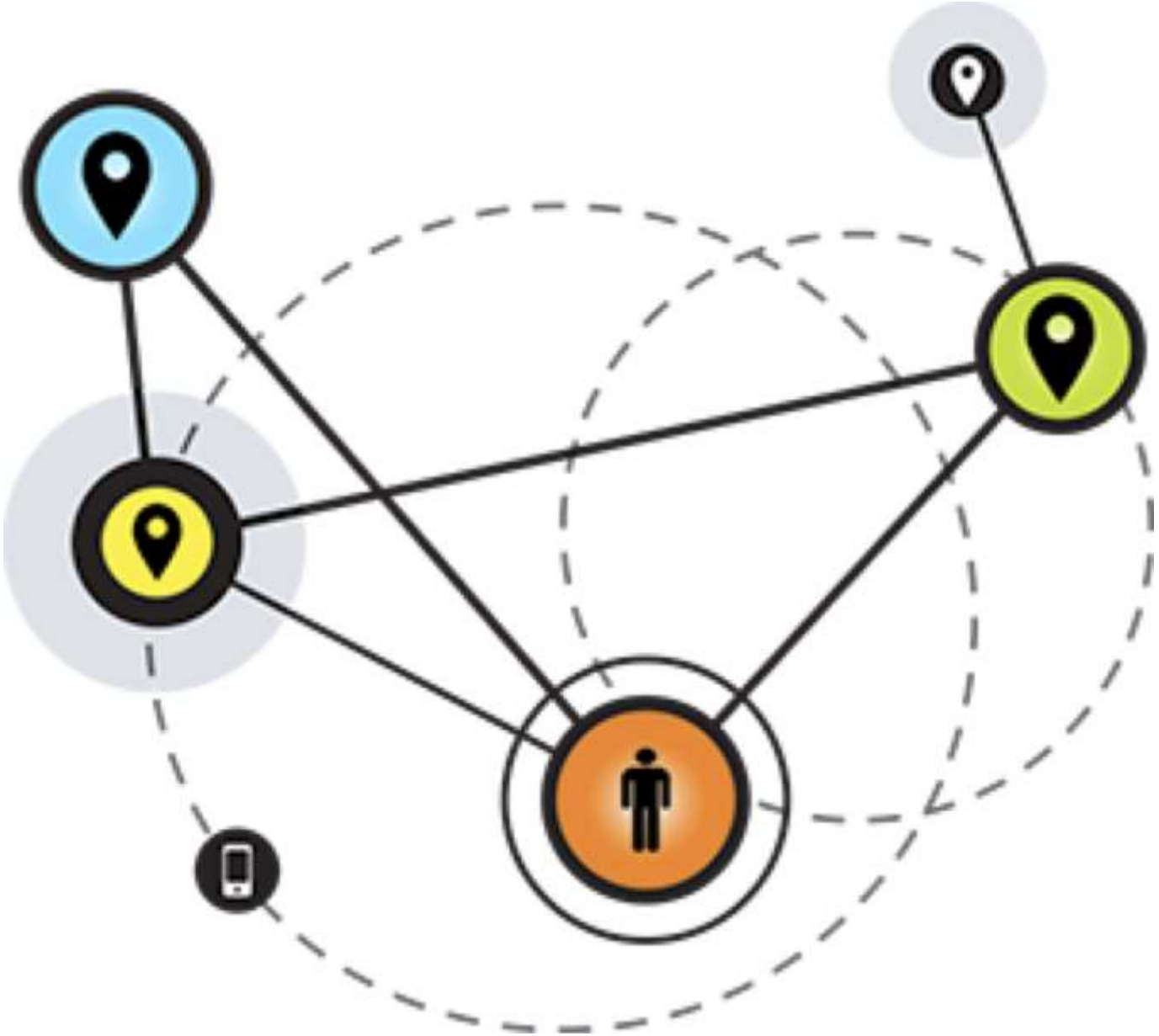
Be More Relevant
Personal, Targeted

Be More Collaborative and Social



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Simplify.

Thank you,
Eric Scholz
Sr. Director & Editor-in-Chief
Marriott Global Source
Marriott International
Marriott