

Report Title:

**Trends, Challenges and Sustainability in the Hospitality Industry: A Strategic Analysis of
Marriott International**

Module: Introduction to Hospitality Industry

Assignment Option: Option 3 – Trends, Challenges and Sustainability in the Hospitality Industry

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Abstract

The hospitality industry is one of the most important parts of the global service economy. It includes accommodation, food and beverage, events, leisure, travel services and guest experience management. This report examines current trends, challenges and sustainability issues in the hospitality industry, using Marriott International as the main business example. The report focuses on digital booking platforms, artificial intelligence, personalisation, wellness tourism, sustainable hospitality, labour shortages, rising costs, changing customer behaviour and crisis management. A secondary research method is used, based on recent journal articles from 2020 to 2026. The report finds that hospitality businesses are under pressure to become more digital, more sustainable and more employee-focused while still protecting the human side of hospitality. Technology can improve efficiency, personalisation and customer satisfaction, but it also creates risks linked to cost, privacy, staff training and reduced emotional warmth. Sustainability is also no longer optional. Hotels must reduce environmental harm, support communities and treat employees fairly. The report argues that Marriott and similar hospitality organisations should use a balanced strategy that combines digital innovation, service quality, green operations, workforce development and ethical leadership. The main recommendation is that hospitality organisations should not treat technology, sustainability and people management as separate issues. They should connect them into one long-term strategy for resilience and guest value.

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1. Introduction

The hospitality sector is a wide services sector offering accommodation, food, beverages, events, leisure experience and post support services. It does not only apply to hotels. It has also restaurants, resorts, event venues, travel-related services and spas, cruise operations and others that transform experiences of guests (López-Naranjo et al., 2025). The business is constructed based on service, comfort, care and human interaction. The current hospitality is however evolving fast due to digital technology, sustainability requirements, labour shortage and evolving customer demands (Kaushal and Srivastava, 2021). The primary example in this report is that of Marriott international. The Marriott company is the right fit in this report since it has numerous hospitality areas, such as hotels, resorts, restaurants, conference and loyalty-based guest services. This is also applicable in understanding bigger industry trends because of its worldwide presence. This report aim is to critically review the key trends and issues of concern to hospitality businesses and offer workable solutions on how to create resilient, innovative and sustainable hospitality organisations.

The report is based on the Option 3 of the assignment brief that needs discussion about the current trends including options like digital booking platforms, artificial intelligence, personalisation, wellness tourism and sustainable hospitality. There is also the need to discuss problems of the lack of labour, increasing cost, competition, altering customer behaviour and crisis management. Lastly, it will also need practical suggestions to sustainable and resiliency-based hospitality organisations. The key findings of this report would be that the future of hospitality lies in the balance. Technology is necessary to the hospitality companies, and they should not lose service emotion and personalism. They have to minimize the harm to the environment, yet they have to be profitable as well. They have to answer to the expectations of guests, they should also shield the employees against pressure, burnout and unfavourable working condition. Thus, the most powerful guest

experiences, digital transformation, sustainability and workforce care integrated into a single strategy will be the strongest hospitality businesses.

2. Literature Review

2.1 Digital Transformation in Hospitality

One of the most robust in the hospitality industry is digital transformation. It encompasses online booking systems, mobile check-in, and contactless payment, loyalty apps, revenue management systems, customer data platforms, and digital room keys and AI-assisted communication with guests. Nikopoulou et al. (2023) discovered that the engagement of digital technologies by the hotel is influenced by the organisational digital maturity, financial resources, and external regulation. This implies that digital transformation cannot be only an issue of technology. It is also reliant on leadership, investment, personnel preparedness and organisational culture.

A digital transformation means a lot to Marriott as their guests are becoming more and more demanding in terms of speed, convenience and control. A significant number of the guests prefer to reserve using the Internet, price search, mobile services and personalised offers. Nonetheless, the digital transformation may bring a disparity between the big hotel brands and the small independent hotel brands, too. Money, systems and larger data sets are common features of large companies like Marriott. Smaller hotels might not be able to afford technology, educate employees or satisfy clients with their information (Abbas et al., 2023). The role of employees is another aspect that is transformed by digitalisation. Front desk staffs no longer have the front desk as the sole duty. It might involve them resolving application errors, addressing online ratings, and addressing online guest requests and customer service recovery via multiple channels. This indicates that digital hospitality remains to rely on people. Technology could be helpful in service;

however, compassion, judgment and problem-solving cannot be substituted by technology (Kaushal and Srivastava, 2021).

2.2 Artificial Intelligence and Automation

AI is making inroads into hospitality. It can be used for chatbots, automated booking support, guest recommendations, demand forecasting, dynamic pricing, review analysis and service robots. The authors Lopez-Naranjo et al. (2025) clarifies that AI-driven tourism and hospitality optimisation is employed to customise visitor experiences and enhance resource utilisation, inventory management, and research, although it also poses a challenge associated with the cost, infrastructure, ethics and privacy. AI has the potential to assist Marriott and other companies in a variety of ways. It is able to understand the preferences of guests based on the loyalty information, demand forecasting, personalised marketing to help minimise waiting time. As an example, AI has the capacity to suggest an upgrade of the room or restaurant deals or spa packages based on previous behaviour. Recent research by Chotisarn and Phuthong (2025) revealed that AI-enabled service features may influence the customer satisfaction and loyalty in a chain hotel particularly where the service it provides is both efficient and delightful.

Nonetheless, AI also has limitations. Hospitality is not just of a functional nature. Tiredness of a guest who has just come back home in a long trip might make him/her not interested in managing only with a chatbot. A family with a booking mistake might require a human worker to apologise, clarify and clear up the predicament. Luo et al. (2021) have discovered that the robotic service attributes are associated with satisfaction among customers; however, the customer communication and interaction phenomena of robotic services can be lackluster. This recommends utilization of automation with caution. Hence, it is not the optimal solution to substitute staff members of the hospitality sector with machines. The superior course of action is to take up natural

and monotonous jobs through AI and to leave the employees with emotional service, recovery of the guest and establishing a relationship.

2.3 Service Quality and Guest Experience

The focus of hospitality performance is on its quality of services. Hotels are judged based on numerous touchpoints by their guests, such as the process of booking, reception, level of cleanliness, comfort in the room, quality of food, interactivity of the staff, and their responses to issues, and their communication after visiting. In examining massive volumes of hotel reviews, Li et al. (2020) discovered that attributes of hotels vary in their impact on satisfaction with regard to guest segment and hotel rating. This implies that there is no universal customer management strategy to all customers regarding guest experience.

Also, Perdomo-Verdecia et al. (2024) demonstrate that there is a complicated connection between the level of service quality and customer satisfaction with hotels. They identified that the satisfaction could be made by different service feature combinations and in their study food quality in the specialised restaurants was a significant aspect. This would come in handy to Marriott since not all its hotels are selling rooms, they are eliminating food, events, loyalty experiences and brand trust as well. The guest experience has been transformed in that both physical and digital service define the experience. Also present are a clean room and a polite staff however; guests also focus on the usability of the web site, functionality of the applications, the speed of response, web site reviews, electronic feedback of complaints etc. It implies that operations, marketing, technology and human resources need to be related within the management of a hospitality establishment.

2.4 Workforce Challenges and Labour Shortages

One of the greatest problems in the hospitality industry is labour shortage. Many employees now have a new attitude towards hospitality careers due to the pandemic. Liu-Lastres et al. (2023) have

established that stress, health concerns, financial concerns, personalities, positive work experiences and employer-employee relations led the employees in the hospitality industry to make career decisions after the Covid-19. Another positive aspect of the study is that there are positive associations that between the employees (good relationship during normal and crisis). Popa et al. (2023) have concluded that the loss of jobs during the pandemic resulted in the feeling of anger and fear, and the cause of intention to leave the hospitality industry was predominantly based on anger. This is crucial as the reconstructions of service quality cannot be done by losing talents of workers out of the industry forever.

Pickles et al. (2025) also reveal that there is a shortage of skills in the hospitality sector particularly in the chefs and managers due to the global problem. Their research attributes labour deficiencies to unfavourable working environments, lack of career development and inadequate industry-job linkages. It is an indication that labour shortage is not just an issue of recruiting. It also constitutes a job quality issue. To Marriott, this implies that treating employee retention as a strategic issue should be taken. To achieve ongoing guest experience, the company needs to invest in training, equitable planning, career development, wellbeing and quality of leadership. There is no way in which a hotel can offer the level of service associated with the luxury, depleted, underpaid (or even unsupported) personnel.

2.5 Sustainability and Green Hospitality

Hospitality has proven to be now an issue of sustainability. Hotels consume energy, water and food and cleaning chemicals and physical materials on a daily basis. They are also the source of waste and carbon emission. Visitors and shareholders/ regulators are putting pressure on hospitality companies to limit the number of harmful effects on the environment. Sustainability does not, however, only apply to the environment (Li et al., 2020). It involves also employee welfare, social

responsibility, ethical supply chains and community impact. According to Suleman et al. (2025), green human resource management is a significant approach to enhance sustainable performance in a business related to hospitality and tourism. Their survey reveals that sustainability lies upon the behaviour of employees, the culture and management systems of the organisation and not just upon the technical changes only.

Hawela et al. (2025) discovered that green HRM is effective to contribute to environmental performance by encouraging the eco-friendly behaviour of employees and organisational support. The reason why this is important is that without the training, motivation and support of the staff, hotel sustainability policy may not work. As one example, a hotel can have recycling containers installed, but when the employees are not informed or have too limited time, the faulty separation of wastes can be possible. The customer behaviour could be influenced as well by green practices. Wang et al. (2024) discovered that green hotel practices have a positive relationship with consumer citizenship behaviour and perceived value and psychological safety mediate between the two. This implies that when guests can perceive that green practices have some relevance and credibility, they might take the initiative to patronize hotels. In the case of Marriott, sustainability must thus be incorporated in their daily operations. It needs to cover decreased energy, water conservation, responsible sourcing of food, cut down on food, cut down on plastic, support local communities and staff participation.

2.6 Wellness Tourism and Changing Guest Behaviour

Wellness tourism is on the rise since most travellers are becoming more health-centric, rest-related, mentally-happy, physical, spa, sleep and nature oriented. The hospitality industries are reacting by spa hotels, healthy resorts, wellness and fitness programs, sleep-centric room decoration and meditation. Karagianni et al. (2025) emphasise that the satisfaction with the wellness tourism

experience is tied to the wellness tourism experience and that the spiritual, emotional and personalised experiences are more significant. This is important as room buyers are not merely purchasing a room. They can be purchasing recover, peace, status, family time or personal wellbeing.

Sthapit et al. (2023) also demonstrate that wellness tourism experiences to be remembered should be seen in a better perspective. This implies that wellness hospitality cannot be seen as an added-value. A hotel cannot simply have a menu with a spa, and purport to be a wellness resort. True wellness demands ambiance, professional personnel, nutritious cuisine, serene areas, security, coziness and purposeful visitor attending. Wellness is a potential growth area in the case of Marriott particularly in resorts, 4- and 5-star hotels and long-stay hotels. Wellness should be authentic, however. When hotels exaggerate their claims or fail to provide the wellness treatments that are safe to the guests, they can jeopardize the trust of guests.

3. Methodology

The methodology used in this report is secondary research. It is founded on the recent peer-reviewed journal articles of 2020-26. The report is not a primary data collection report that involves guests or employees. This approach is appropriate since the task involves a general critical discussion of the trends, challenges and sustainability in the hospitality industry. Using secondary research enables the report to make comparisons of the results of various researches and generalize these results to a practical hospitality business. The study was done on five key themes namely digital transformation, artificial intelligence, guest experience, labour challenges and sustainability. The use of journal articles was chosen in favor of academic evidence as opposed to unjustified opinion. The ScienceDirect, Emerald, MDPI, Taylor and Fraternities along with Frontiers were the predominantly utilized databases and sites. The report leans towards articles

found in journals in the hospitality and tourism industry such as the International Journal of Hospitality Management, Journal of Hospitality and Tourism Management, International Journal of Contemporary Hospitality Management, Sustainability and Tourism Review.

The Marriott international was chosen as the primary example of the company since it is a large international hospitality organisation. This applies well to this analysis as it functions across the accommodation, food and beverage, events, loyalty programmes, digital booking and sustainability-driven operations. Nevertheless, Marriott is not the only one that can be analyzed. The report also talks about broader issues of the hospitality industry which have an influence on hotels, restaurants, resorts and event business. The weakness of this study technique is the fact that it lacks direct interviews with Marriott managers, employees or customers. Thus, the report will not be able to say that it directly measures the internal performance of Marriott. Rather, it takes Marriott as a real-world example to implement broader scholarly concepts. The other weakness is that the trends in the hospitality industry are fast changing particularly in technology and consumer behaviour. To this end, recent journal articles have been used in this report as much as possible.

4. Findings

4.1 Hospitality Is Becoming More Digital, But Digital Maturity Is Uneven

The initial significant conclusion can be that hospitality strongly tends to digital operations. Modern hospitality now has online bookings, mobile applications and internet keys, chatbots, customer data systems and automated services. The capacity to absorb these tools however is not even. As demonstrated by Nikopoulou et al. (2023), digital adoption is reliant on digital maturity, external regulation and financial resources. Digital resources of big hotel chains like Marriott have a higher chance of being more powerful as compared to small independent hotels. This poses a competitive difference. Customer data can also be used to personalise services and enhance pricing

of large companies. Small hotels might continue to be dependent on manual systems or simple online platforms. Nonetheless, small businesses have a higher cybersecurity, privacy and system-integration risks as they have to work with highly volumes of guest information.

4.2 AI Improves Efficiency but Cannot Replace Human Hospitality

In the hospitality industry, AI is enhancing efficiency as it enables hotels to more quickly react to any situation, comprehend their guests, and make more intelligent business decisions. Chatbots, online booking services, room recommendations, review analysis, demand forecasting, dynamic pricing and personalised offers are some examples of applications that AI can provide to Marriott and other hotel chains (Li et al., 2020). To illustrate, an AI chatbot will be able to respond to the most frequent questions of the guests, such as check-in time, facilities of the hotel, Restaurant reservation or Loyalty points without delaying the hotel by retaining a human worker. AI is also capable of analysing guest data and online reviews in large volumes and detecting patterns in overlooked areas by managers. This would aid the hotels in knowing what guests prefer and those they grieve about as well as services that should be enhanced. Luo et al. (2021) demonstrate that robotic hotel services might help to boost customer satisfaction, particularly when they positively contribute to convenience and speed of service. It demonstrates that AI can create value in case it is implemented in the most appropriate fields.

Nonetheless, AI will never be able to substitute human hospitality as hospitality is rooted in emotion, care, trust and personal connection. It is possible to use a chatbot when a guest wants to receive a simple answer to a question, but at the same time, a real employee is required in case the guest is angry, does not understand something, is too tired or has a serious issue. As an example, when a family comes, and no room is ready an automated message might not suffice. They might require an employee who is apologetic, clarifies the situation, gives alternatives and makes him or

her to feel respected. According to Abbas et al. (2023), a worse aspect of robotic services is their weak communication and interaction, which are highly valued in hospitality. Thus, Marriott is advised to employ AI as an aid tool to substitute but not replace employees. Basic questions and data analysis, routine work should be done with AI, but complaints, emotional situations, special requests and intricate service recovery should be dealt with by human staff. This moderation can enhance efficiency without compromising the human care and warmth that their guests anticipate in hospitality.

4.3 Guest Experience Is Multi-Dimensional

The third conclusion is that a high degree of guest satisfaction is influenced by a great variety of factors. They are quality, inertness, the conduct of the staff, on-line convenience, comfort of the rooms, safety, reasonable pricing and emotional touch. Li et al. (2020) demonstrate that customer satisfaction varies with guest segment, as well as hotel category. It is also depicted by Perdomo-Verdecia et al. (2024) that service quality is asymmetrically associated with the satisfaction in question, i.e. not all the elements of service are equally important in each situation. In the case of Marriott this implies that service quality needs to be controlled on a segment basis. Speed, Wi-Fi, workspace and benefits on loyalty can be important to business travellers. Safety, space, breakfast, location and staff support may be appreciated by families. Luxury guests can seek to experience individualized attention, emotional touches and special experiences. It is beneficial to have a standardised service model, although over standardisation may cause hospitality to be sterile.

4.4 Labour Shortage Is Linked to Job Quality

The fourth observation is that a shortage of labour is not just occasioned by the shortage of workers. It is also associated with working conditions, career development and trusting the employees. Liu-Lastres et al. (2023) demonstrate that stress and financial issues and employer relationships

influenced employee decisions in their careers following the COVID-19. Popa et al. (2023) demonstrate the negative feelings post-job exclusion can drive employees out of the sector. The shortages of essential positions like chefs and managers are also pointed by Pickles et al. (2025). This implies that hospitality businesses should enhance the employee experience. Increased salary is not necessarily the solution to this problem as long hours, absence of respect, lack of communication and promotion paths may be experienced by the employees. Employees must not just be seen as cost of labour by Marriott and other companies of the same nature.

4.5 Sustainability Depends on Employees and Systems

Sustainability in the hospitality industry is not just based on the rhetoric of the people, health green slogans or other minor guest facing measures. As a hotel cannot turn into a sustainable one by demanding its guests to reuse towels or turn off lights. There must be trained staff, systems, firm leadership and involvement of the guests to achieve real sustainability. Just as Suleman et al. (2025) reveal, green human resource management is significant to sustainable hospitality since employees are individuals who convert environmental policies into practice. An example is that the staff who handle kitchen matters can affect food wastage, housekeeping staff can affect water and chemical consumption, maintenance staff can affect energy consumption and the purchasing staff can affect supplier selection. Even good policies may end up being impractical because employees are not sure of sustainability goals or they do not undergo the right training and duration.

Through environmental support of the organisation and employee pro-friendly behaviour, Hawela et al. (2025) demonstrate that green HRM has the capability of enhancing environmental performance. This implies that hotels should develop working culture such that sustainability is considered as a regular practice. Training on recycling, saving of energy, responsible cleaning, reduction of food waste and sustainable purchasing should be done to the staff. Immediate targets

that are achievable, waste measurement, tracking energy and water usage, and using suppliers practicing ethical business and environmental practices should also be established by the hotels. The reason why leadership is important is that it is through it that the managers make budgets, priorities and staff expectations. There is also a need of communication by the guest but this should be straightforward and sincere. When guests have an idea of the intention in counseling green practices, they are likely to accommodate them. Hence, sustainability cannot be considered as a marketing practice or as an area of operation performed in a department. It must be included in purchasing, kitchen activities, housekeeping, maintenance, events, and staff training and management decision of senior management. In the case of Marriott and other hotel chains, it will help cut expenditures, safeguard the environment, enhance the trust towards the brand and establish a better relationship with socially responsible buyers.

4.6 Wellness is Becoming a Stronger Hospitality Value

The hospitality industry is moving towards wellness as a more dominant value due to the increasing number of guests seeking more than a bed. They desire experiencing something that would make them feel healthier, less tense and relaxed. This will consist of comfortable sleep, nutritious meals, exercise facilities, spas, relaxation, natural environments and space that will aid mental tranquility (López-Naranjo et al., 2025). Most travellers had become health, stress and personal wellbeing conscious after the pandemic. This means that the hotels and resorts will offer services that will promote physical and emotional comfort. Karagianni et al. (2025) explain that wellness tourism satisfaction is linked with meaningful, personalised and holistic experiences. It translates to the fact that visitors do not simply seek simple wellness facilities like a gym or spa only. They desire the entire experience to be enjoyable, secure and self-rewarding.

In the case of Marriott, wellness will help in building brand value particularly in resorts, luxury hotels and premium city properties. By providing a superior environment to guests to achieve better sleep, providing nutritious food, providing spa treatments, fitness sessions, noise-free and custom-made wellbeing experiences, Marriott can cater to the wellness market segment. Wellness should however be tangible and authentic (Abbas et al., 2023). When a hotel advertises the wellness but the rooms are too noisy, the food is unhealthy, the staff is stressed or the hotel is crowded, the guests may think that the wellness message is a tool of shallow marketing. This may cause a loss of trust and minimized satisfaction. Wellness, as such, needs to be included in the entire guest experience, between booking and check-out. To illustrate, visitors must have the chance to order healthy food, book a silent room, the ability to conveniently use fitness or spa services, being emotionally attended to by trained employees. This way, wellness can be more than just an additional service (Li et al., 2020). It becomes part of the hotel brand and experience of the guests. In the hospitality industry, wellness is credible, and can enhance customer loyalty, high prices and develop an emotional bonding with the guests, as in the case of Marriott and other hospitality enterprises.

5. Discussion

The results indicate that there is a significant change that is taking place in the hospitality industry. The industry does not just come out of the pandemic. Technology, sustainability demands, labour concerns and emerging values of the guests are driving its redesign. These changes are opportunities that can be used by Marriott International, though it needs not to look at them as distinct issues. One of such is the connection between technology and quality of services. Online technologies may also make the hospitality industry quicker and more efficient, yet it can decrease human touch (Kaushal and Srivastava, 2021). This gives an illusion of a service paradox. Guests

require electronic comfort, and they desire hospitality, concern and attention as well. Mobile check-in can, say, be a convenient tool that a business traveller can use when he arrives at night. Nevertheless, a first-time visitor to a luxurious resort can anticipate to be welcomed personally. As such, Marriott is to adopt a dynamic service approach, with customers being offered the option of an online self-service or human attended option.

Personalisation is another problem. Personalisation can enhance loyalty when done in an assistive manner, however when guests feel like excessive amounts of data are being utilised it can become invading. Personalisation through the use of AI should hence be ethical. Visitors are to know how their personalities are utilized, and they must know what they want. This becomes particularly crucial when it comes to international hotel chains since they have the experience of working in various legal and cultural backgrounds (Li et al., 2020). Guest experience is also directly related to labour shortage. A hotel may invest in beautiful rooms, state-of-the-art technology and there still may be poor service due to poor staffing. When workers are fatigued, untrained or unassisted, the satisfaction of the guests will be lowered. This implies that workforce strategy ought to be at the heart of managing the hospitality industry. Marriott needs to enhance the retention of workers by offering a career path, equitable working schedules, leadership development and training. Digital systems, sustainability and emotional service recovery should also be trained to staff.

Another significant challenge is sustainability. Numerous hotels are currently marketing green, yet the greenwashing is being noticed by many guests. When a hotel states it is sustainable and wastes food, it overuses plastic or mistreats workers, this point comes across as a far-fetched claim. The concept of true sustainability should encompass both environmental, social and economic aspects (Abbas et al., 2023). In the case of Marriott, this would imply the use of less energy and water, greater efficiency in waste management, buying responsibly, benefiting the local communities and

ensuring wellbeing of staff. Through the discussion, it is also exhibited that wellness tourism will link to sustainability as well as guest experience. As a guest, calm surroundings, wellness, food, fresh air, nature, safety and emotional concern, are among the elements that wellness seekers prefer. Such expectations are related with green design of the hotel, employee behaviour and service attitude. The concept of wellness can be a differentiator but Marriott should not rely on wellness as a marketing idea but rather must incorporate it in the guest experience.

Marriotts and hospitality firms in general should embrace a balanced approach of hospitality development since in the modern world of hospitality, the key to success is not limited to the number of rooms, food, price or location. The five areas integrated in the model must include: digital convenience, human warmth, sustainable operations, employee wellbeing and guest wellbeing (Kaushal and Srivastava, 2021). Digital convenience is significant since customers are becoming increasingly demanding with regards to fast booking, mobile services, AI-assisted response, online payment, loyalty apps and instant communication before, during, and after their stay. Nonetheless, technological advancement cannot be used to generate a robust hospitality experience on its own. Visitors appreciate human kindness, particularly when they have issues, grievances, trials or individual demands. This implies that hotels should have staff that are trained in areas of empathy and problem solving, recognition of loyal customers and turning people into people welcome and not processes. Simultaneously, responsible operations have to be included in the everyday hotel management. Green purchasing and community support, water minimization, green saving of water, food waste management, and energy saving are no longer incidenceal activities (López-Naranjo et al., 2025). They have since been associated with brand trust, expectations of guests / long business responsibility. When Marriott combines technology with

staff care, and sustainability it will be able to develop better and more consistent service experience.

This two-sided model is also significant given that hospitality businesses are continually put under strain on multiple fronts simultaneously. Digital ease is sought, ethical behaviour is sought, ethical nuts are judged and emotional quality of service is expected as guests compare hotels online, read reviews. A hotel that concentrates solely on the technology can end up being quick and icy. With an old-fashioned hotel, the use of the traditional personal service might make it appear of slow and outdated nature (López-Naranjo et al., 2025). A hotel claiming to be sustainable by not making any actual operational changes may lose clientele due to increased awareness on greenwashing by their customers. Thus, employee wellbeing and wellbeing of guests should be regarded as the primary components of hospitality strategy as well. Workers require to work under fair conditions, career growth, training, leadership support and respect against the exhausted or unempowered workers who are not in a position to deliver quality service. The concern on guest wellbeing is similarly worthwhile since a great number of travellers are presently seeking safety, comfort, nutritious food, wellness, emotional worth and a sense of care. In the case of Marriott, the best solution would be to tie all the five areas into a single system of management. This would enable the company to enhance efficiency with technology, safeguard the emotional aspect of hospitality with people, mitigating environmental degradation with long lasting performance and fostering loyalty with enhanced guest and staff experiences (Li et al., 2020). By so doing, the balanced hospitality model provides an effective path to resilience, quality of service and competitiveness in the long run.

6. Recommendations

6.1 Develop A Hybrid Service Model

The hybrid model of service should be designed by Marriott where guests can opt to apply digital self-services or human assistance. Guests who desire speed should have access to mobile check-in, digital keys and chatbots (Popa et al., 2023). Nonetheless, the presence of trained personnel must be present and available to guests that require personal attention. This will be a way of guarding convenience without compromising hospitality.

6.2 Use AI Ethically and Transparently

Guest experience should be utilized through AI, not control guests. Marriott ought to clarify the use of the guest data and enable the guests to manage their preferences. Helping AI should include assistance with personalisation, which might be room preferences, the use of loyalty points or service recommendations (Pickles et al., 2025). Human review should be utilized in cases of sensitive decision making and complaints.

6.3 Strengthen Employee Retention

Labour shortage should be managed as a strategic threat by Marriott. It needs to enhance career development, education, personnel welfare, work arrangements and leadership liaison. Digital skills, sustainability training and service recovery training should be imparted to the employees. This would enhance staff and visitor loyalty (Perdomo-Verdecia et al., 2024).

6.4 Make Sustainability Operational, Not Symbolic

Practical metrics should include energy consumption, water consumption, food wastage, recycling, local purchasing, and employee training to measure the sustainability. Marriott cannot afford to solely focus on visible activities like reusing towels, which involve guest facing. The concept of sustainability must be incorporated into housekeeping, procurement, maintenance and events, including kitchen operations (Nikopoulou et al., 2023).

6.5 Build Credible Wellness Experiences

Marriott needs to increase the range of wellness in the people where they make sense to the brand and location. This can be sleeping-centered, nutritious menus, restful spa, quiet areas, athletics programmes and nature experiences (Kaushal and Srivastava, 2021). Wellness services must however be insecure, evidence based and administered by certified personnel.

6.6 Improve Crisis Preparedness

The hospitality industries need to plan upcoming catastrophes, such as pandemics, economic shocks, phishing, climate and labour unrest. Scenario planning, emergency training, staffing flexibility and digital communication systems should be employed by Marriott. The guest security and the employee protection should be a part of crisis management (Chotisarn and Phuthong, 2025).

7. Conclusion

Hospitality sector is evolving fast due to digital transformation, AI, sustainability requirement, labour shortage and evolving guest requirements. These changes have been revealed to be related in this report. There is an impact of technology on quality of service. Guest experience is influenced by employee experience. The sustainability is reliant on the staff behaviour and systems. Authentic service design is essential to wellness tourism, and not solely marketing. The report employs Marriott International as the prime illustration that achieving successful hospitality firms requires developing a balanced model. Digital tools should be employed to enhance speed and personalisation, though a human touch to create a meaningful experience of hospitality should be preserved. They are not supposed not to invest in sustainability but they need to make it achievable and realistic. They ought to satisfy the expectations of their guests but they ought to back the employees as services are based on people. The most robust business plan to make in the future of Marriott and other hospitality companies is to tie technology, sustainability, development

and wellbeing of the workforce, and wellbeing of the guests all into a single business plan. The strategy can enhance resilience, a customer base, and staff retention and durability. Luxury is no longer the means to the distinction in the contemporary hospitality. It is done through responsible service, fulfilling guest experience, operations ethically and with good human leadership.

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Appendices

Appendix A: Summary of Key Hospitality Trends

Trend	Meaning	Impact on Marriott
Digital booking	Guests book and manage stays online	Improves convenience and data collection
Artificial intelligence	Chatbots, pricing, personalisation and review analysis	Improves efficiency but needs ethical control
Personalisation	Services based on guest preferences	Builds loyalty when used carefully
Wellness tourism	Travel focused on health and wellbeing	Creates premium guest experiences
Sustainable hospitality	Reducing environmental and social harm	Builds trust and long-term resilience
Labour shortage	Difficulty recruiting and retaining staff	Requires better employee experience

Appendix B: Recommended Strategy Model for Marriott

Strategic Area	Recommended Action
Technology	Use AI for support, not full replacement
Service quality	Maintain human warmth and emotional care
Workforce	Improve training, wellbeing and career progression
Sustainability	Measure energy, water, waste and sourcing
Wellness	Build credible health and wellbeing services
Crisis management	Use scenario planning and flexible operations