

DOI: <https://doi.org/10.32782/2521-666X/2024-88-4>
УДК 338.488.2

Horozhankina Nataliya

PhD in Geography, Associate Professor,
University of Customs and Finance

Korneyev Maxim

Doctor of Economics, Professor,
University of Customs and Finance

Farzullaev Rasul

Higher Education Student,
University of Customs and Finance

Горожанкіна Н.А., Корнеєв М.В., Фарзуллаєв Р.І.

Університет митної справи та фінансів

MARRIOTT INTERNATIONAL'S PLACE IN INTERNATIONAL HOTEL CHAINS

МІСЦЕ MARRIOTT INTERNATIONAL У МІЖНАРОДНИХ ГОТЕЛЬНИХ ЛАНЦЮГАХ

The TOP-10 largest hotel chains in the world were considered and the place of the Marriott International hotel chain in this ranking was revealed. The activity of the international hotel chain Marriott is characterized. Marriott International is a leading hospitality company that currently operates premium (full-service), upscale and extended-stay (limited-service and extended-stay) luxury hotel and suite brands. At the end of 2023, the company managed 2,096 properties (589,078 rooms), including hotels under long-term management or under lease agreements with hotel owners (combined management and lease agreements), as well as hotels owned by Marriott. By the end of 2023, the company had 6,563 franchised and licensed properties (994,354 rooms and timeshare units). An analysis of the regional distribution of hotels by class was carried out. It has been established that the undisputed leader in terms of the number of luxury, premium and limited service hotels are the countries of North America. Economy class hotels are represented only in the countries of the Caribbean region and Latin America. By category, the leaders of the network are hotels with limited service – 66% of the total number of hotels in the network, in second place are premium class hotels – 26%, in third place are luxury class hotels, and in fourth place are economy class hotels – 2%. With a detailed spatial analysis of the chain's hotels by category, we can note that: 1) the luxury category of hotels is most represented in the USA and Canada (26%), the second place is occupied by the Asia-Pacific region (without China) – 21%, and the European region is in third place (17%); 2) almost half of the premium segment hotels are located in the USA and Canada (48%), the second place belongs to European countries – 17%, and the third place – the Asia-Pacific region (10%); 3) 83% of hotels with limited service operate in the USA and Canada, the rest of the distribution of hotels in this category differs slightly by region of the world – 6% falls on Europe, 4% – on the Asia-Pacific region (without China), 3% – on China, and 2% each to the Middle East and Africa and the Caribbean region and Latin America. A SWOT-analysis of the company's activities was carried out and a description of the factors that could affect the Marriott company's activities was provided.

Keywords: hotel chains of the world, international hotel chain Marriott International, spatial analysis, SWOT analysis.

Розглянуто ТОП-10 найбільших готельних мереж світу та виявлено місце готельної мережі Marriott International у цьому рейтингу. Охарактеризовано діяльність міжнародної готельної мережі Marriott. Marriott International – провідна готельна компанія, яка наразі управляє брендами готелів преміум-класу (з повним спектром послуг), висококласними готелями та апарт-готелями (з обмеженим спектром послуг та з подовженим перебуванням), а також готелями класу люкс. Станом на кінець 2023 року компанія управляла 2 096 об'єктами (589 078 номерів), включаючи готелі в довгостроковому управлінні або за договорами оренди з власниками готелів (комбіновані договори управління та оренди), а також готелі, що перебувають у власності Marriott. Станом на кінець 2023 року компанія мала 6 563 франчайзингові та ліцензовані об'єкти (994 354 номери та таймшерні одиниці). Проведено аналіз регіонального розподілу готелів за класами. Встановлено, що беззаперечним лідером за кількістю готелів класу люкс, преміум та з обмеженим сервісом є країни Північної Америки. Готелі економ-класу представлені лише в країнах Карибського регіону та Латинської Америки. За категоріями лідерами мережі є готелі з обмеженим сервісом – 66% від загальної кількості готелів мережі, на другому місці – готелі преміум-класу – 26%, на третьому – готелі люкс-класу, на четвертому – готелі економ-класу – 2%. При детальному просторовому аналізі готелів мережі за категоріями можна відзначити, що 1) категорія готелів класу люкс найбільше представлена в США та Канаді (26%), на другому місці знаходиться Азіатсько-Тихоокеанський регіон (без Китаю) – 21%, а на третьому – Європейський регіон (17%); 2) майже половина готелів преміум-сегменту знаходиться в США та Канаді (48%), друге місце належить європейським країнам – 17%, а на третьому –

Азіатсько-Тихоокеанському регіону (10%); 3) 83% готелів з обмеженим сервісом функціонують у США та Канаді, решта розподілу готелів цієї категорії децю відрізняється за регіонами світу – 6% припадає на Європу, 4% – на Азійсько-Тихоокеанський регіон (без Китаю), 3% – на Китай, по 2% – на Близький Схід та Африку і Карибський регіон і Латинську Америку. Проведено SWOT-аналіз діяльності компанії та надано опис факторів, які можуть вплинути на діяльність компанії Marriott.

Ключові слова: готельні ланцюги світу, міжнародний готельний ланцюг Marriott International, просторовий аналіз, SWOT-аналіз.

Problem statement. Hotel chains are highly prevalent in international markets due to their implementation of unified service standards, pooling of investment resources, shared use of global reservation networks, large-scale procurement of services and goods at wholesale prices (economies of scale), cost reduction, extensive loyalty programs for their clients, and continuous quality monitoring of services provided by hotels. The use of common logos and trademarks is also notable. Hotel chains are an integral component of international tourism development.

Analysis of recent research and publications. Key methodological works on the operation and development of international hotel chains can be attributed to the studies by I. Andrenko, A. Shestirko, S. Bailyk, I. Pysarevskyi, O. Basiuk, L. Bezruchko, Y. Zhuk, I. Bezyhlyi, M. Boiko, M. Bosovska, T. Burak, K. Halasiuk, O. Hutnyk, H. Dovhal, N. Danko, H. Ilnytska-Hykavchuk, M. Malska, I. Pandiak, Y. Zanko, A. Martienko, I. Khanin, V. Bilozyubenko, S. Shablii, O. Shykina and others.

The purpose of the article. The objective of this article is to analyze the functioning of international hotel chains within the hospitality industry and to identify the specific position of the Marriott International hotel network among them.

Presentation of the main material. A chain hotel, unlike an independent hotel, is part of a group of hotels managed by a single company or owner. Depending on the type of agreement (business model), such hotels may be owned by the parent company or operate under a franchise. Hotel chains generally carry the same brand name and offer standardized services and quality across different locations. Unlike independent hotels, chain hotels emphasize overall service standards over individual approach and unique experience [8]. The key characteristics of hotel chains are:

a) formal elements that ensure recognition and visual coherence across the network. This is typically achieved through shared logos, color schemes, decorative elements, and widely used names, which shape the external identity of the brand;

b) consistent level of comfort and services provided, along with uniform structural components that make up the chain hotel;

c) unified business strategy for delivering core services, standardization of marketing and sales pro-

cedures, thereby ensuring a consistent level of operational quality across all parts of the network. These and previous features form the essence of the trademark, embedding the concept of brand prestige in the consumer's mind;

d) the presence of certain structural frameworks beyond the core elements, such as individual hotels or a managing company that oversees overall strategic management and compliance with standards [7].

Thus, a hotel network serves as a form of consolidation of hotel enterprises, aimed at achieving economic efficiency and competitiveness through high service quality.

Let us examine the top 10 largest hotel chains worldwide and the position of the Marriott International hotel chain within this ranking (fig. 1).

The largest hotel chain is Jin Jiang International (Holdings) Co., Ltd. ("Jin Jiang International"), headquartered in China and founded in 2003. Notable brands include Peace Hotel, Jinjiang Hotels, Radisson Individuals, and Jinjiang Inns, among others.

In second place is Wyndham Hotels & Resorts, Inc. (NYSE: WH), headquartered in the USA and established in 1963, with well-known brands like Wyndham Hotels and Resorts, Wyndham Alltra, Registry Collection Hotels, and Wingate by Wyndham.

Ranking third, Marriott International, Inc. (NASDAQ: MAR) is headquartered in the USA and was founded in 1927. Its prominent brands include EDITION Hotels, W Hotels, among others.

In fourth place is H World Group Limited, headquartered in China, with brands like Crystal Orange Hotel, Madison Hotel, Hi Inn, Jaz in the City, Intercity Hotel, and Elan Hotel.

Fifth in the top 10 largest hotel chains worldwide is Huazhu Hotels Group, headquartered in China and founded in 2007. Its recognized brands include Elan Hotel, Manxin Hotel, and Starway Hotel.

Ranking sixth is Choice Hotels International, headquartered in the USA since 1939, with well-known brands such as Comfort® Hotels, Clarion®, MainStay Suites®, and Everhome Suites®.

Seventh place is held by Hilton Worldwide Holdings Inc. (NYSE: HLT), headquartered in the USA and established in 1919. The network's notable brands include CANOPY, Waldorf Astoria, LXR Hotels & Resorts, CONRAD, SIGNIA, and Hilton Hotels & Resorts.

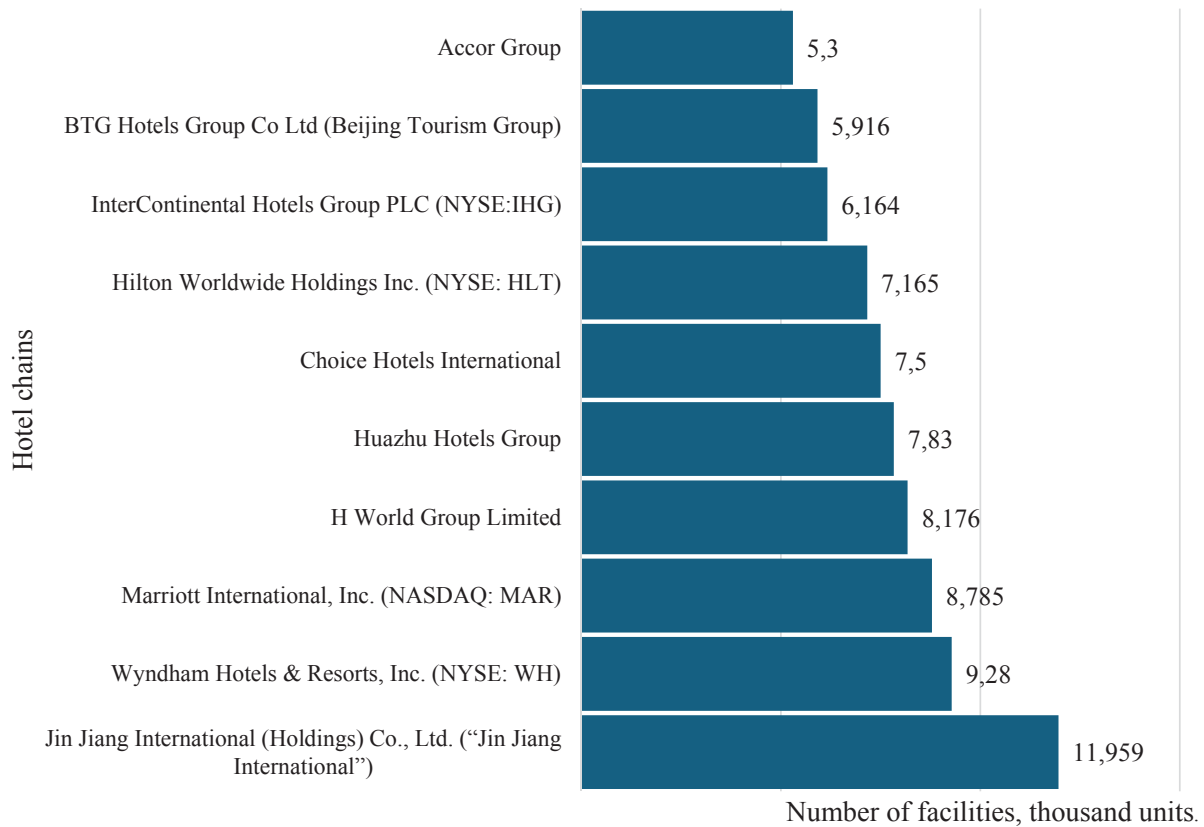


Figure 1. The largest hotel chains globally as of 2023

Source: compiled by the authors based on [1]

Eighth is InterContinental Hotels Group PLC (NYSE: IHG), headquartered in the UK and founded in 1946, with brands such as Six Senses, Hotel Indigo®, Crowne Plaza® Hotels & Resorts, and Kimpton Hotels & Restaurants.

Ninth place is held by BTG Hotels Group Co Ltd (Beijing Tourism Group), headquartered in China and established in 1999. Its prominent brands include Zhejiang Nanyuan Holding Group Co., Beijing Shindom Chain Hotels (Shindom), Ltd. (BTG-JINGLUN), and BTG-Jianguo Hotel Management Company.

Finally, in tenth place, the international hotel chain Accor Group was founded in France in 1967, with renowned brands like Rixos, Savoy, Sofitel, Emblems Collection, and Orient Express [5].

Thus, the international hotel chain Marriott International ranks among the top three, taking third place among the largest global hotel networks.

Marriott International is a leading player in the hospitality market, currently managing 32 brands of luxury hotels and premium-class apartments (full-service), elite service, and long-term stay options (limited service and extended stay) [3].

The company operates globally as an operator, franchisor, and licensor of numerous hotel, residential, temporary, and other hospitality brands across different price points and service levels [6]. By the

end of 2023, Marriott managed 2,096 properties (589,078 rooms), including hotels under long-term management agreements or leases with property owners (combined management and lease agreements), along with Marriott-owned hotels. At the close of 2023, the company had 6,563 franchised and licensed properties (994,354 rooms and timeshare units) [3].

The brands are classified based on their service style. While classic brands offer traditional hospitality for the modern traveler, distinctive brands provide unique perspectives and memorable experiences, divided into four quality tiers: Luxury, Premium, Select, and Midscale [9].

Luxury brands provide outstanding and exceptional amenities and services. The classic luxury brands include JW Marriott, The Ritz-Carlton, St Regis, The Luxury Collection, Edition, Bulgari, and W Hotels. The Premium category offers refined amenities and services. Classic premium brands include Marriott Hotels, Delta Hotels by Marriott, Marriott Executive Apartments, Marriott Vacation Club, and Sheraton, with additional premium brands like Autograph Collection Hotels, Renaissance Hotels, Gaylord, Le Meridien, Westin, and Tribute Portfolio.

Select brands offer practical, straightforward amenities and services, while extended stay brands offer home-like comforts [10]. Classic Select hotel

brands include Residence Inn, Four Points, Courtyard, TownePlace Suites, Springhill Suites, Protea Hotels, and Fairfield.

Midscale offers limited services and essential amenities at a more accessible price. Midscale classic brands include City Express by Marriott and Four Points Express by Sheraton, which opened its first hotel in the first quarter of 2024.

Let us examine the dynamics in the number of Marriott International properties from 2009 to 2023 (figure 2).

The number of hotels in the global Marriott International network increased from 8,288 in 2022 to 8,785 worldwide in 2023. The increase in the number of properties between 2015 and 2016 is most likely attributable to Marriott’s acquisition of the Canadian network Delta Hotels in 2015 and the American network Starwood Hotels & Resorts in 2016.

As of 2022, Marriott expanded its international presence beyond the United States by acquiring over 2,000 hotels in other regions.

In 2021, Marriott International was the largest hotel company in terms of room count, with over 1.4 million hotel rooms worldwide. In comparison, Hilton Worldwide had approximately 1 million rooms, while Wyndham Hotel Group had 883,000 rooms.

Next, let us consider the distribution of hotels by class and region globally (table 1). It should be noted that residence hotels (luxury-class closed hotels intended for hosting government officials) are not included in the table.

North America (USA and Canada) is the undisputed leader in the number of hotels across the luxury, premium, and limited-service categories. Economy hotels are represented exclusively in the Caribbean and Latin American regions.

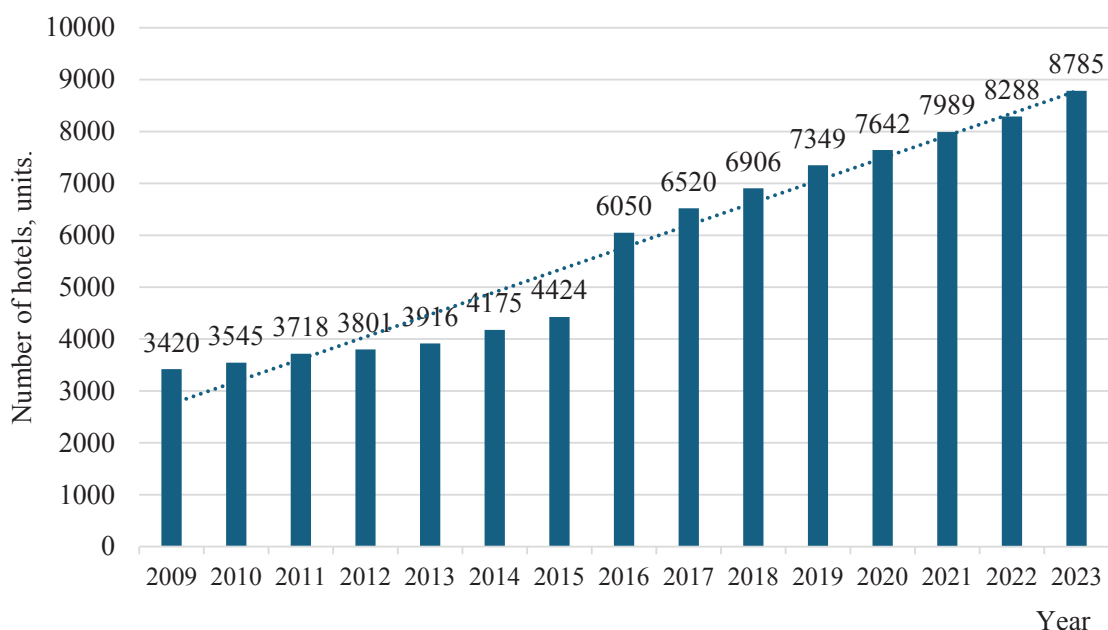


Figure 2. Number of Marriott International Hotels from 2009 to 2023

Source: compiled by the authors based on [4]

Table 1

Spatial distribution of Marriott Hotels in 2023

Category	Number of hotels						Total
	USA and Canada	Europe	Middle East and Africa	Asia-Pacific (excluding China)	China	Caribbean and Latin America	
Luxury	135	85	63	105	74	48	510
Premium	1080	390	144	234	270	155	2273
Limited Service	4681	313	122	211	179	126	5632
Economy (Basic Amenities with Limited Service)	–	–	–	–	–	150	150
Total	5896	788	329	550	523	479	8565

Source: compiled by the authors based on [2]

By category, limited-service hotels dominate Marriott’s network, comprising 66% of the total hotels, followed by premium hotels at 26%, luxury hotels in third place, and economy hotels in fourth with 2%.

A detailed spatial analysis of the hotel distribution by category reveals the following:

1) luxury hotels are most represented in the USA and Canada (26%), followed by the Asia-Pacific region (excluding China) at 21%, and Europe in third place at 17% [3];

2) nearly half of the premium segment hotels are located in the USA and Canada (48%), with Europe in second place at 17%, and the Asia-Pacific region (excluding China) in third at 10% [3];

3) 83% of limited-service hotels operate in the USA and Canada, with the remaining distribution across regions showing minor differences: 6% are in Europe, 4% in the Asia-Pacific region (excluding China), 3% in China, and 2% each in the Middle East and Africa, and the Caribbean and Latin America [3].

Marriott’s long history of service, innovation, and growth is rooted in a culture of prioritizing people. As of the end of 2023, Marriott employed approximately 411,000 staff members.

Several factors may influence Marriott’s operations, including political, economic, and technological factors. The main political factors impacting Marriott International’s operations include terrorism risk, international relations, and political conditions in popular tourist destinations. Major threats in this regard are terrorist attacks and military conflicts that disrupt

international air travel or deter people from traveling (table 2), such as the downing of Malaysia Airlines Flight MH17 in July 2014, the September 11, 2001 attacks, and Russia’s military aggression against Ukraine. Due to the full-scale invasion of Ukraine by Russia in 2022, Marriott exited the Russian market; in Zaporizhzhia, the Four Points by Sheraton 4* hotel, part of the chain, is currently closed to guests.

The escalation of political tensions on the global stage, terrorist attacks, and military aggression have led to a marked reduction in international air travel, which, in turn, affects demand for hotel services. Among the economic factors influencing the company’s growth are economic upheavals in Europe and the Asia region, resulting in decreased purchasing power and a reduction in travel, particularly for business purposes. Technological advancements have simplified communication, access to hotel network information worldwide, and rapid online room booking, leading to increased sales and business expansion.

Conclusions. To summarize, as of 2023, the global distribution of hotel chains was as follows: the largest hotel chain is Jin Jiang International (Holdings) Co., Ltd. (“Jin Jiang International”), followed by Wyndham Hotels & Resorts, Inc. (NYSE: WH) in second place, and Marriott International, Inc. (NASDAQ: MAR) in third. Fourth place is held by H World Group Limited, with Huazhu Hotels Group in fifth. Sixth is Choice Hotels International, followed by Hilton Worldwide Holdings Inc. (NYSE: HLT) in seventh, InterContinental Hotels

Table 2

SWOT-analysis of Marriott International’s Operations

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. The company holds a very strong market position with a diversified and extensive global business. 2. A global leader in the hotel market [5]. 3. Marriott offers a wide range of products and services to its guests. 4. The company has achieved a leading position in customer engagement and retention. 5. Marriott has a strong environmental focus in its operations. 	<ol style="list-style-type: none"> 1. Due to its significant business expansion, the company has weakened in its management systems. 2. Marriott International experiences lag in information management and technology infrastructure. 3. The company faces high debt levels, which intensify its financial challenges. 4. Market position declines due to high debt ratio, causing instability in market-related matters. 5. Strong focus on the U.S. rather than international markets. 6. Dependence on luxury brands. 7. Lack of budget brands.
Opportunities	Threats
<ol style="list-style-type: none"> 1. The company should explore partnerships with enterprises and firms worldwide, especially in Europe. 2. Executives should develop various planning and strategies for acquiring income-generating assets. 3. Efforts to grow in the market, including enhanced direct marketing plans and advertising, are needed. 4. Expanding travel and tourism markets in Asia. 5. Development of ecotourism. 6. Focus on environmental and family values. 	<ol style="list-style-type: none"> 1. Political issues and government involvement pose risks for hotels operating abroad. 2. High substitutability for customers due to numerous hotels worldwide. 3. High volatility in market prices due to intense competition. 4. Housing sector crises and related issues threaten the company. 5. Terrorism. 6. War.

Source: compiled by the authors

Group PLC (NYSE: IHG) in eighth, BTG Hotels Group Co Ltd (Beijing Tourism Group) in ninth, and Accor Group in tenth place.

The analysis of Marriott International's operations reveals its role as a global franchisor and licensor of hotels, residential buildings, timeshares, and other types of accommodations across numerous brands, catering to a variety of price points and service levels.

North America (the USA and Canada) is the clear leader in the number of luxury, premium, and limited-

service hotels. Economy hotels are only represented in the Caribbean and Latin American regions. By category, limited-service hotels dominate Marriott's portfolio, comprising 66% of the total network, followed by premium hotels at 26%, luxury hotels in third, and economy hotels in fourth at 2%.

The SWOT-analysis of Marriott International's operations identified several political, economic, and technological factors that may impact the hotel chain's future performance.

References:

1. Largest Hotel Chains in the World (2023). Available at: <https://ceoworld.biz/2023/04/29/largest-hotel-chains-in-the-world-2023/>
2. Leading hotel companies worldwide as of June 2023, by number of properties (2023). Available at: <https://www.statista.com/statistics/197869/us-hotel-companies-by-number-of-properties-worldwide/>
3. Marriott International – statistics & facts (2023). Available at: <https://www.statista.com/topics/1872/marriott-international/#topicOverview>
4. Number of Marriott International hotels worldwide from 2009 to 2023 (2023). Available at: <https://www.statista.com/statistics/247285/number-of-marriott-international-hotels-worldwide/>
5. The Largest Hotel Chains in the World (2023). Available at: <https://www.worldatlas.com/articles/the-largest-hotelchains-in-the-world.html>
6. Marriott International (2024). Available at: <https://www.marriott.com/marriott/aboutmarriott.mi>
7. Bezuhlyi I.V. (2018). Innovatsiina osnova formuvannia natsionalnykh hotelnykh merezh Ukrainy [Innovative basis of formation of national hotel chains of Ukraine]. *Hlobalni ta natsionalni problemy ekonomiky*, no. 22, pp. 136–141. Available at: <http://global-national.in.ua/issue-22-2018/30-vipusk-22-kviten-2018-r/3879-bezuglij-i-v-innovatsijna-osnova-formuvannya-natsionalnykh-gotelnykh-merezh-ukrajini> (in Ukrainian)
8. Opanashchuk Yu. Ia. (2009) Formuvannia systemy posluh u hotelnomu hospodarstvi Ukrainy [Formation of the service system in the hotel industry of Ukraine]: dys... kand. ekon. nauk : 08.00.04. Ukoopsilka, Lviv. komerts. akad. D., 21 p. Available at: <http://irbis-nbuv.gov.ua/aref/20100324002881>. Ukoopsilka, Lviv. komerts. akad. Lviv, 21 p. (in Ukrainian)
9. Khanin I. H., Bilozubenko V. S., Shablii S. Ye. (2019) Mizhnarodni hotelni merezhi: sutnist, oznaky, perspektyvy rozvytku v Ukraini [International hotel chains: essence, characteristics, development prospects in Ukraine]. *Aktualni problemy ekonomiky*, no. 11 (221), pp. 43–51 (in Ukrainian)
10. Shykina O. V. (2019) Doslidzhennia funktsionuvannia mizhnarodnoi merezhi «Marriott» [Study of the operation of the international chain «Marriott»]. *Pryazovskiy ekonomichnyi visnyk*, no. 6 (17), pp. 222–227. (in Ukrainian)

Список літератури:

1. Largest Hotel Chains in the World, 2023. URL: <https://ceoworld.biz/2023/04/29/largest-hotel-chains-in-the-world-2023/>
2. Leading hotel companies worldwide as of June 2023, by number of properties. URL: <https://www.statista.com/statistics/197869/us-hotel-companies-by-number-of-properties-worldwide/>
3. Marriott International – statistics & facts. URL: <https://www.statista.com/topics/1872/marriott-international/#topicOverview>
4. Number of Marriott International hotels worldwide from 2009 to 2023. URL: <https://www.statista.com/statistics/247285/number-of-marriott-international-hotels-worldwide/>
5. The Largest Hotel Chains in the World. URL: <https://www.worldatlas.com/articles/the-largest-hotelchains-in-the-world.html>
6. Marriott International. URL: <https://www.marriott.com/marriott/aboutmarriott.mi>
7. Безуглий І.В. Інноваційна основа формування національних готельних мереж України. *Глобальні та національні проблеми економіки*. 2018. Вип. 22. С. 136–141. URL: <http://global-national.in.ua/issue-22-2018/30-vipusk-22-kviten-2018-r/3879-bezuglij-i-v-innovatsijna-osnova-formuvannya-natsionalnykh-gotelnykh-merezh-ukrajini>
8. Опанашук Ю.Я. Формування системи послуг у готельному господарстві України : автореф. дис... канд. екон. наук: 08.00.04. Укоопспілка, Львів. комерц. акад. Львів, 2009. 21 с.
9. Ханін І.Г., Білозубенко В.С., Шаблій С.Є. Міжнародні готельні мережі: сутність, ознаки, перспективи розвитку в Україні. *Актуальні проблеми економіки*. 2019. №11 (221). С.43–51.
10. Шикіна О.В. Дослідження функціонування міжнародної мережі «Marriott». *Приазовський економічний вісник*. 2019. Вип.6 (17). С. 222–227