

A Work Project, presented as part of the requirements for the Award of a master's degree in  
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EMPOWERMENT AND SUSTAINABILITY TO PROMOTE A DYNAMIC, THOUGHTFUL  
AND INVENTIVE COMMUNITY: THE CASE OF FOOD WASTE MANAGEMENT AT  
CASABLANCA MARRIOTT HOTEL

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## **Abstract**

The case study aims to offer students an opportunity to comprehend the importance of an empowered and trained workforce as a way to implement Marriott's social and sustainable values during the process of rebranding and renovation of Casablanca Marriott hotel. The hospitality industry plays a crucial role in building a conscious community where sustainable relevant topics such as Food Waste Management are incentivized and promoted, by training its employees, increasing their performance and enhancing the communication with internal and external stakeholders.

**Keywords:** Rebranding, Sustainability, Food Waste, Training, Casablanca, Hospitality Industry

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**Glossary:**

- CAGR – Compound Annual Growth Rate;
- CEO – Chief Executive Officer;
- CO2 – Carbon Dioxide;
- DLZ – Digital Learning Zone,
- EPA – Environmental Protection Agency;
- F&B – Food and Beverage;
- GDP – Gross Domestic Product;
- RSVP – Répondez s’il vous plait;
- SDGs – Sustainable Development Goals
- SWOT – Strengths, Weaknesses, Opportunities, Threats;
- WHG – Westmont Hospitality Group;
- WWF – World Wide Fund For Nature;

## **Introduction**

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

### **Marriott International: The Corporate Company**

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

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

## **Rebranding Process: From Sheraton to Marriott**

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

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

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

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

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

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

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

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

### **Marriott Hotels: The Chosen Brand**

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

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

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

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

### **Sustainable Development in Marriott**

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

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

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

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

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

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

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

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

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

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

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

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

### **Casablanca Marriott hotel: Food Waste**

In Casablanca Marriott hotel's rebranding process, various challenges were urged to be overcome during the pre-opening phase. By settling on a new brand, the hotel's team needed to ensure the application and implementation of Marriott's brand standards, fostering sustainable and social aspects, being in accordance with Marriott International 2025 Sustainability and Social Impact Goals. In this way, the process of rebranding required a reinvention of the Human Resources (HR)

force, called for the development of learning and training among the different department teams, both operational and administration, aiming to positively shift individual's mindset concerning sustainable development to better promote hotel's culture and regain guest recognition.

### **The Fight Against Food Waste**

Hotels are still one of the main sources of food waste. As the hospitality industry continues to expand exponentially, this growth is going to be accompanied by an increase in the waste generated by the sector. Typically, produce more waste results in a higher environmental impact and thus, further damage to the environment (Pirani and Arafat 2014).

In order to properly manage the food waste that is produced, the phrase “Reduce, Reuse, Recycle” should be applied as it represents a hierarchy, from the most to the least preferred method. Based on the Food Recovery Hierarchy, a framework developed by the United States Environmental Protection Agency (EPA) (*Figure 7*), preventing food waste through source reduction is the most successful method of food waste management (United States Environmental Protection Agency 2022). By preventing food waste, Casablanca Marriott hotel would not spend money on raw materials that would end up in the garbage and it would decrease the labor force's cost of handling and preparing these products. Besides this, through source reduction, the hotel would also avoid the landfill and hauling fees and subsequent GHG emissions (LeanPath 2008), contributing to better positioning itself and improving its reputation since placing sustainability as a core value is essential for customer decision-making and loyalty. Furthermore, a sense of community inside the hotel would be created, making employees feel more motivated to reduce food waste in their workplace when performing daily activities. However, the hotel is located in an underdeveloped country where cultural judgments and lack of consciousness about the subject can lead to resistance.

Even though food waste reduction is a *Serve 360* goal of Marriott International, the Executive Chef realized that some measures could be implemented in Casablanca Marriott hotel, for both pre-consumer and post-consumer food waste, as a way of aligning the hotel's objectives with the Group's values.

	<b>Without any prevention methods</b>	<b>With effectively implemented prevention methods</b>
<b>Amount of generated food</b>		
<b>waste in a kitchen similar to Casablanca Marriott hotel (kg per day)</b>	450 kg	20 kg/ 30 kg

*Exhibit 1 – Amount of generated food waste in a kitchen similar to Casablanca Marriott hotel.*

*Source: Interview with the Executive Chef from Casablanca Marriott hotel. Author's own representation.*

When prevention methods are effectively implemented, the weight of generated food waste is expected to reduce from 450kg to 20kg/30kg per day (*Exhibit 1*). In this way, in order to effectively implement prevention methods that aim to decrease food waste, employees must be aware of the dimension of the problem. However, the main issue identified by the Executive Chef was the lack of awareness among employees regarding the magnitude of this issue. As a way to comprehend the level of food waste awareness, a survey was conducted to the kitchen staff (*Figure 9*) and to the department director of the F&B Department, Events Department, Marketing Department, Purchasing Department, and HR Department (*Figure 10*). These departments have never had training regarding food waste; however, 100% of the department directors considered that having food waste training would be valuable for their position (*Figure 10*). Furthermore, the Executive Chef noted that in order to raise employees' understanding and consciousness of the problem, measures to promote training, communication, increase employees' recognition and acknowledgment should be developed and implemented in Casablanca Marriott hotel.

Besides the lack of awareness, overproduction was also identified as a major reason for pre-consumer food waste. As it can be perceived by *Exhibit 2*, Casablanca Marriott hotel's employees use these percentages to estimate the guests' attendance in the breakfast as a way of adjusting the quantity of food produced and served. However, these percentages are not accurate, which can cause discrepancies between the food needed to satisfy guests' needs and the food that is produced, leading to overproduction that has environmental, social, and economic impacts on both the hotel and the external environment.

	<b>Buffet</b>	<b>Room</b>	<b>No show</b>
<b>Regular Guests</b>	60%	30%	10%
<b>Groups</b>	90%	0%	10%

*Exhibit 2 – Estimation of the number of guests in the breakfast.  
Source: Interview with the Executive Chef. Author's own representation.*

Regarding post-consumer food waste, based on some studies and on the experience of the Executive Chef, it can be caused by employees being unable to determine the right portion size for different guests' necessities. Alongside, the Executive Chef identified a communication gap between the hotel and the guests concerning its food waste philosophy, action, and goals, leading to a lack of guests' awareness towards the magnitude of the topic. Nowadays, especially after the COVID-19 pandemic, consumers' awareness of sustainability issues increased, as guests perceived how interdependent they are with the planet, thus shifting their mindset and behavior (WWF n.d). Thus, the Executive Chef felt the urge to develop a strategy to raise awareness regarding food waste among guests throughout all the customer journey to boost the hotel's competitiveness by better positioning itself in Casablanca's hospitality market. Based on the survey which was developed and collected answers from 114 respondents from 11 different nationalities from different age groups who stay in hotels when travelling (*Figure 11*), only 38% of the respondents considered being conscious of the food waste in a hotel and 96% considered fundamental to be aware of this

problem waste problem and the straightforward steps that can be taken.

**What is next?**

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

**Discussion Questions:**

Q1: Having in mind the importance of the existence of food waste prevention and reduction measures, perform a SWOT analysis concerning the implementation of these measures in Casablanca Marriott hotel.

Q2: Given the goal of the hotel, what measures to decrease the pre-consumer food waste can be implemented by Casablanca Marriott hotel?

- To raise awareness to kitchen staff and other departments
- To decrease the amount of overproduction

Q3: As a way to decrease post-consumer food waste, which measures could be implemented by Casablanca Marriott hotel?

## **Teaching Note – Food Waste Management**

### **Case Summary**

WHG and Actis identified a potential in Sheraton Casablanca Hotel & Towers as a promisor asset to invest in as it is located in an emerging African country where the hospitality industry has major importance, with access to the European Single Market. However, due to the hotel's previous reputation, a process of rebranding was initiated, with the objective of improving the hotel's position and boost its performance. Marriott Hotels was the chosen brand mainly due to its similarity to Sheraton's brand and target segments. In this way, being Marriott Hotels a brand from Marriott International's portfolio, its properties follow the Group's values and strive to meet its goals regarding sustainable and social actions, and thus, Casablanca Marriott hotel needed to ensure the implementation of Marriott's brand standards, requiring the reinvention of the workforce and its mindset to prevent and reduce food waste.

### **Identification of the theme**

This teaching note will deepen students' knowledge of food waste management. According to WWF, approximately 40% of the food produced for the population worldwide is lost or discarded, resulting in an annual food waste of 2.5 billion tons (WWF n.d). The hospitality industry is accountable for roughly 12% of the total food waste and it is anticipated that this percentage will increase due to higher out-of-home dining preferences, higher earnings, and tourism expansion (Tostivint 2016). Hence, addressing this problem is critical for the hospitality industry whose activities generate high levels of food waste (Ball and Taleb 2010).

Food waste is characterized in the hospitality industry as “unwanted and disposed food, such as leftovers from guests’ plates or leftovers from meal preparation that occur during cooking” (Pirani and Arafat 2016). To acknowledge the importance of addressing this issue, the Food Recovery Hierarchy (*Figure 7*) was created to assist this industry (Papargyropoulou 2014). The hierarchy is derived from the Waste Framework Directive, which the European Commission adopted in 2015, and it is supported by the idea that prevention is preferable to cure, so the best method for managing hospitality industry’s food waste is to avoid producing waste in a first-hand (WRAP 2011).

Nowadays, customers are putting more pressure on the industry to diminish the harmful socioeconomic and environmental effects of food waste (Pirani and Arafat 2014) as inadequate food waste methods were linked with several detrimental repercussions on the environment, economy, and society (Wakefield and Axon 2020). The Sustainable Development Goals (SDGs) released by the United Nations have a distinguish target, Target 12.3, of “halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses” by 2030 (United Nations n.d).

### **Teaching Objectives**

Through the examination of the case, students ought to comprehend the scope of food waste and the significance of addressing this issue mainly in the hospitality industry. It is expected students to be able to develop a SWOT analysis of the application of food waste reduction measures in Marriott Casablanca hotel. Furthermore, the difference between pre-consumer and post-consumer food waste must be understood. By reading the case study, students may discuss the importance of employees’ awareness of food waste and identify different methods to be implemented in the hotel. In addition, several possible pathways to reduce overproduction should be considered as a way to

reduce its economic, environmental, and social costs. Moreover, the problems that were identified in the post-consumer phase and its possible solutions have to be comprehended, with the goal of improving the hotel's communication with consumers, raising their awareness to the simple actions that can be pursued.

### **Target Audience**

This case study was developed for undergraduate and graduate management students. It is appropriate for Human Resources Management classes as topics such as training, reward and recognition, and communication inside of a company are discussed as effective strategies to raise awareness. Furthermore, the case study is also appropriate for Sustainability Management related courses since it addresses the global topic of Food Waste Management. Moreover, it can also be applicable in Marketing courses since through messaging and cues campaigns guests can be educated on how they can significantly decrease the amount of food waste (WWF and Ziba n.d). Lastly, it may also be lectured in Customer Experience and Service Excellence courses as the Customer Journey model is applied to effectively define a tailored communication plan.

### **Suggested Teaching Strategy**

Before the class, the professor should assign the case study and instruct students to prepare the answers to discussion questions. Furthermore, the class should be divided into two groups where Group 1 should expose solutions that should be undertaken by Casablanca Marriott hotel as a way to diminish the pre- consumer food waste, whereas Group 2 should develop solutions to decrease the post-consumer food waste.

In class, it is recommended for the professor to provide a succinct summary of the case prior starting the discussion of the questions. Regarding Question 1, a brainstorm on the SWOT analysis

should be developed, promoting in-class discussion. Concerning Question 2, the professor should clarify what pre-consumer food waste is and explain the two main problems that were identified in Casablanca Marriott hotel. Besides this, the professor may encourage class brainstorming on the possible solutions to address each problem, analyzing the solutions developed by Group 1. Concerning Question 3, the professor should clarify the concept of post-consumer food waste, analyzing the suggestions proposed by Group 2 and incentivize class discussion regarding the strategies that have to be implemented in the hotel to raise customers' awareness of the problem and the benefits that these initiatives would have in Casablanca Marriott hotel's recognition and positioning.

### **Suggested Answers to Discussion Questions**

**Q1: Having in mind the importance of the existence of food waste prevention and reduction measures, perform a SWOT analysis concerning the implementation of these measures in Casablanca Marriott hotel.**

A SWOT analysis is a strong operational tool that evaluates impactful internal factors, such as Strengths and Weaknesses, but also external factors, like Opportunities and Threats (Longsheng, Shah, Solangi, Ahmad and Ali 2022). Successful business strategies are based on this strategic planning tool and are assumed to have a balance among internal resources and external circumstances (Agarwal, Grassl, and Pahl 2015). For effective food waste minimization, it is crucial that professionals, both managers and employees, comprehend the advantages of avoiding food waste as well as its challenges. Based on this, the SWOT analysis of the application of reduction initiatives to decrease the food waste in the hotel could be developed as:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Minimization of the costs of waste collection and disposal. According to WRAP (2013), the hotel industry could save over £250 million by lowering the amount of waste it produces by 5%.</li> <li>• Reduction of operational costs as, according to the United Nations Champions 12.3 report: “For every 1\$ that hotels invest in programs that aim to reduce food waste, they save 7\$ in operating costs” (Champions 12.3 2018).</li> <li>• Creation of a sense of community inside of the hotel as employees and staff will feel that they are contributing to something meaningful and impactful.</li> <li>• Increase of staff’s knowledge on the subject through training, becoming more engaged and motivated. Thus, according to WRAP, employees are going to be more inclined to practice food waste minimization and communicate it with guests. (Bohdanowicz 2006; WRAP 2013).</li> </ul>	<ul style="list-style-type: none"> <li>• By being part of a brand from Marriott International group, the hotel has brand standards that must follow:                         <ul style="list-style-type: none"> <li>• the rigid procedures and practices that shape the hotel’s action may represent a barrier during the process of food waste reduction.</li> <li>• high levels of bureaucracy that can demotivate the hotel to implement innovative reduction strategies.</li> </ul> </li> <li>• The lack of staff’s food waste consciousness and awareness can lead to:                         <ul style="list-style-type: none"> <li>• resistance.</li> <li>• management problems.</li> <li>• and existence of gaps regarding prevention strategies of food waste reduction.</li> </ul> </li> </ul>
OPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• The hotel’s awareness and reputation will be improved, contributing heavily to revenue generation.</li> <li>• Contribution to hotel’s image reinvention after the process of rebranding.</li> <li>• By being positioned as environmentally and socially concerned with global causes, such as food security, poverty reduction and GHG emissions (Thyberg &amp; Tonjes 2016), customer retention will be boosted as the awareness of consumers regarding environmental issues is increasing.</li> </ul>	<ul style="list-style-type: none"> <li>• Some practices might be difficult to implement due to:                         <ul style="list-style-type: none"> <li>• African cultural and societal biases will need to be faced.</li> <li>• as there few sensibilization to food waste’s reduction practices and lack of awareness and consciousness to the issue.</li> </ul> </li> <li>• Guests, even the local ones, may not be concerned about eco-friendly practices which will affect the amount of post-consumer food waste that will be created.</li> <li>• Difficulties in establishing sustainable suppliers locally which can impact the hotel’s current menu and food variety.</li> </ul>

Framework 1 - SWOT analysis of the implementation of reduction measures to decrease the food waste in Casablanca Marriott hotel.

Source: “Food waste management in hospitality operations: A critical review”, Filimonau and Coteau 2019. Author’s own representation.

**Q2: Given the goal of the hotel, what measures to decrease the pre-consumer food waste can be implemented by Casablanca Marriott hotel?**

**- To raise awareness to kitchen staff and other departments**

**- To decrease the amount of overproduction**

“The pre-consumer food waste is the food that is discarded by staff members within the control of the food service operator”. The pre-consumer food waste comprises all the waste in the back of the house such as overproduction, trim waste, expired or ruined food, overcooked or contaminated food, and dropped food. Additionally, it also includes any front-of-the-house waste which continued to be managed and supervised by the food service provider such as elements self- service or misordered products that have never been served (LeanPath 2008). According to Winnow (n.d), over 70% of all food waste represents pre-consumer food waste as it happens before reaching the consumer.

**- To raise awareness to kitchen staff and other departments**

With the goal of efficiently lower the quantity of food that is wasted, all employees from various departments should be informed and engaged in the problem by being aware of the efforts that can be performed. In fact, according to WWF and the American Lodging Association (n.d), over 90% of employees desire to be a part of food waste’s reduction (Champions 12.3 2018) and, according to the performed surveys, 100% of the kitchen staff appreciates to know what simple actions can be taken to decrease food waste (*Figure 9*).

The absence of comprehension regarding the importance of monitoring food waste was the main obstacle that was identified in Casablanca Marriott hotel. It is challenging to address the issue not knowing how, when, where, and why food is wasted inside the hotel. Without awareness and

consciousness of the problem, hotel's staff cannot properly understand in which phase is more food being wasted, what are the reasons behind it and, consequently, implement prevention measures to limit the quantity of food waste (Lemos 2019). Conforming to the surveys, 100% of kitchen staff (*Figure 9*) and 100% of department directors (*Figure 10*) believe having consciousness of the magnitude of food waste in a hotel. However, when given concrete data, 85% of the kitchen staff (*Figure 9*) and 80% of department directors (*Figure 10*) and were surprised by the information.

Staff engagement is a critical aspect to define the effectiveness of a food waste reduction program. Kitchen staff and employees usually strive to decrease this issue but they require more clarity and advice from the management (Champions 12.3 2018). According to the 12.3 Report, (Champions 12.3 2018) management guidance can occur in the form of training, daily meetings, and peer learning opportunities.

Employees who have not been trained regarding the importance of this topic are usually hesitant to engage and participate in this cause. Hence, it is vital to offer training as well as re-training so that employees may adopt new approaches and tactics to decrease hospitality food waste (Sealey and Smith 2014). Through the analysis of *Exhibit 1*, it can be observed a reduction of 93% in the generated food waste when the prevention methods are effectively implemented, which demonstrates the importance of training employees as a mean to guarantee that the workforce knows how, when and where to implement these methods. In fact, 85% of kitchen staff believe that knowing the amount of food waste and its subjacent costs would be impactful (*Figure 9*).

Therefore, Casablanca Marriott hotel should implement yearly food waste training for the kitchen staff and to the pre-consumer food waste-related departments, which would constitute of a combination between presential training and online training in Marriott DLZ platform. Based on the surveys, 100% of the five departments directors (*Figure 11*) as well as 100% of the kitchen

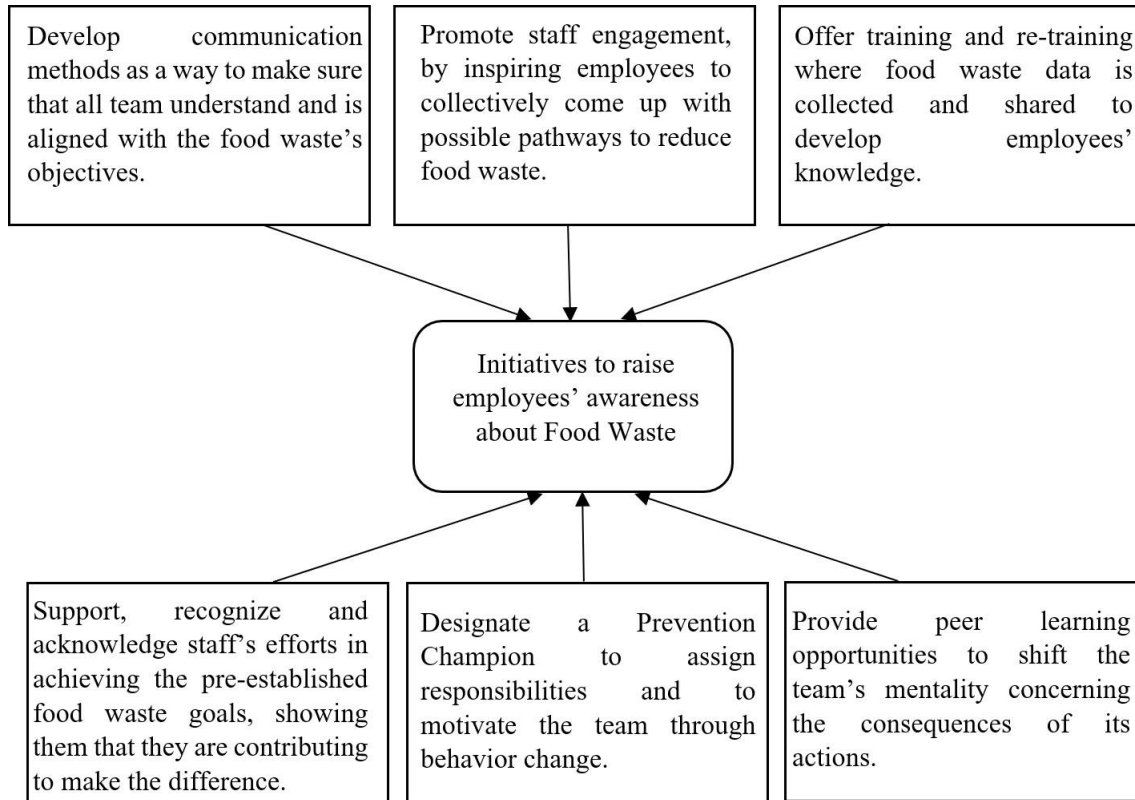
staff (*Figure 9*) considered food waste training to be valuable for their job position. Furthermore, as a way to complement training's effectiveness and to assess employees' knowledge of the subject (Winnow n.d), queries and tests could be performed. In fact, 69% of the kitchen staff considered that it would be useful as a way to complement their knowledge and identify the main gaps (*Figure 9*).

On the other hand, providing peer learning opportunities would be a complementary suggestion for the training sessions (Champions 12.3 2018). A study showed that the implementation of a cross-functional food waste reduction workshop resulted in a shift in the hotel's F&B department's behavior, by having the whole management team collaborate to establish a workable strategy and a common vision (Hotel Kitchen 2017). Hence, monthly seminars and workshops could be implemented by the Executive Chef and other specialized speakers. Complementing this, 100% of the kitchen staff stated that having workshops would be useful to increase their knowledge on food waste (*Figure 9*).

Another initiative that could be promoted to amplify the training and to raise awareness and consciousness of the global problem of food waste would be to designate a Prevention Champion, to motivate employees to better track and reduce food waste. A Prevention Champion's major objective is to prevent food waste through behavior change by knowing the kitchen team's elements and comprehending their motivations to avoid food waste (LeanPath 2018). Through the survey's analysis, it was possible to observe that 100% of the kitchen staff considered that the initiative of creating a Prevention Champion and co-Champion would motivate them to reduce waste inside the kitchen (*Figure 9*).

Employees' recognition is essential to motivate and enhance their results (Lawler 2003) as they expect their contributions to be respected, acknowledged, and treated properly. According to Deeprouse (1994), giving employees the proper acknowledgement would boost their motivation and productivity, which will ultimately result in higher performance (Akafo and Boateng 2015). In this way, with the objective to acknowledge and incentivize the staff, the hotel could also develop a certificate of accomplishment for all the employees after performing the yearly food waste training, recognizing them for being a part of the efforts to reduce food waste inside of Marriott Casablanca hotel as a way to reach Marriott International's *Serve 360* goal of decreasing its food waste by 50% until 2025 (Serve 360 Annual Report 2021).

An effective and successful strategy to encourage employees to be a part of the change in the tourism and hospitality industry (Kim and Kim 2019) is through communication. The promotion of communication programs that aim to prevent food waste among employees can aid in the development of a variety of resources, such as a sense of environmental responsibility, competence and knowledge in food waste reduction, and favorable perceptions towards lowering the quantity of the produced food waste. With the mentioned resources, employees are more likely to develop moral attitudes concerning this problem, increasing their desire to reduce it (Luu 2020). In these circumstances, to foster communication inside the property, the food waste topic should be included in the Daily Standups (15 minutes topic meetings), and suggestions and Q&A boards regarding this topic should be placed in the hotel as a way to inspire employees to collectively develop solutions to address this issue (Winnow n.d).



Framework 2 - Initiatives to raise employees' awareness about Food Waste.  
 Source: Winnow n.d. Author's own representation.

**- Decreasing the amount of overproduction**

Overproduction is responsible for over 60% of food waste by weight and for 80% of food waste's cost (Winnow n.d) (*Figure 8*). In this sense, overproduction is responsible for significant financial losses and also has an adverse effect on the ecosystem and food security. According to data from Winnow (n.d), it is possible to reduce the overproduction waste by 40% or more without compromising the quality of service by having precise data, effective leadership, and highly engaged, and aware employees (Winnow n.d). Overproduction is generally caused by workforce's incorrect estimation of the guests' number, lack of communication, and inadequate coordination between the various departments and the kitchen staff (Papargyropoulou 2016; Priefer 2016; Kilibarda 2019) which leads to discrepancies between planned production and actual output,

having significant effects on the economy, society, and environment (Malefors, Secondi, Marchetti and Eriksson 2022). Additionally, according to prior research, meal preparation often includes an additional margin from kitchen staff and food service providers (Boschini, Falasconi, Cicatiello, Franco 2020; Steen, Malefors, Rööös, Eriksson 2018) to prevent running out of food, which would be inconvenient for the kitchen staff and would be perceived negatively by the guests. This additional margin approach may strive in different occasions; however, overestimating can lead to waste (Baldwin and Shakman 2012).

In this way, hotels should offer pre-booking services as a way to adjust the quantity of food produced to the expected demand (Kasavan, Siron, Yusoff, and Fakri 2022) since accurately forecasting customers' number eliminates excessive meal production and lowers the risk of food waste (Aamir 2018; Principato 2018; Filimonau 2019). Hence, forecasting tools utilize operational research methods for managing inventory and forecasting future guests' attendance at meals based on historical data and information. In this sense, one suggestion for a forecasting tool would be to implement an online RSVP (Répondez s'il vous plait) for guests and event clients through Marriott Bonvoy App. As a result, the hotel would have access to accurate information regarding the number of expected attendees at meals and events, being able to collect data for the future, which would be helpful to know guests' preferences for forthcoming hotel's decisions.

**Q3: As a way to decrease post-consumer food waste, which measures could be implemented by Casablanca Marriott hotel?**

The post-consumer food waste or plate waste is defined as “the waste discarded by guests after the food has been served”. In this way, the consumer is the one who decides to discard the food or leave it on the plate (LeanPath 2008). According to Winnow (n.d), post-consumer food waste accounts for less than 30% of food waste, however, one of the principal contributors of plate

waste's generation is guests' wasteful food consumption. According to several studies, consumer plate waste is caused by the difficulty in estimating the appropriate meal portion size of the various categories and guests' age segments (Kasavan, Siron, Yusoff and Fakri 2022). In this way, to reduce post-consumer food waste, Casablanca Marriott hotel could develop various food portion sizes and place them on the a la carte menu for guests to choose from based on their needs.

In parallel, a communication tool's main objective is to raise consumers' awareness of the topic. Although information alone cannot alter behavior (Axon 2017), it has been claimed that accurate and adequate data can raise awareness and reduce food waste (WRAP 2012). In fact, through the performed survey (*Figure 11*), it was perceived that 99% of respondents considered food waste an important issue that should be addressed; however, only 38% of the respondents considered being aware of the food waste in a hotel. When presented with concrete data related to food waste, 65% were surprised by the information.

Research on efficient communication tactics and guests' cooperation concerning food reduction efforts is required (Stöckli 2018) since effective interventions frequently rely on individuals having positive attitudes about the intended behavior as a prerequisite for behavioral change (Coşkun and Yetkin Özbuk 2020). That is, customers that are more environmentally friendly are more aware of their actions and are more receptive to moral persuasion (Dunlap and Jones 2002).

Based on the survey (*Figure 11*), the majority of the respondents had positive attitudes concerning food waste as 60% considered that hotels should strive to not only satisfy but also exceed environmental requirements, even if it means greater prices for the guest, and 90% of the respondents were willing to go more frequently to the buffet, taking smaller portions to reduce food waste.

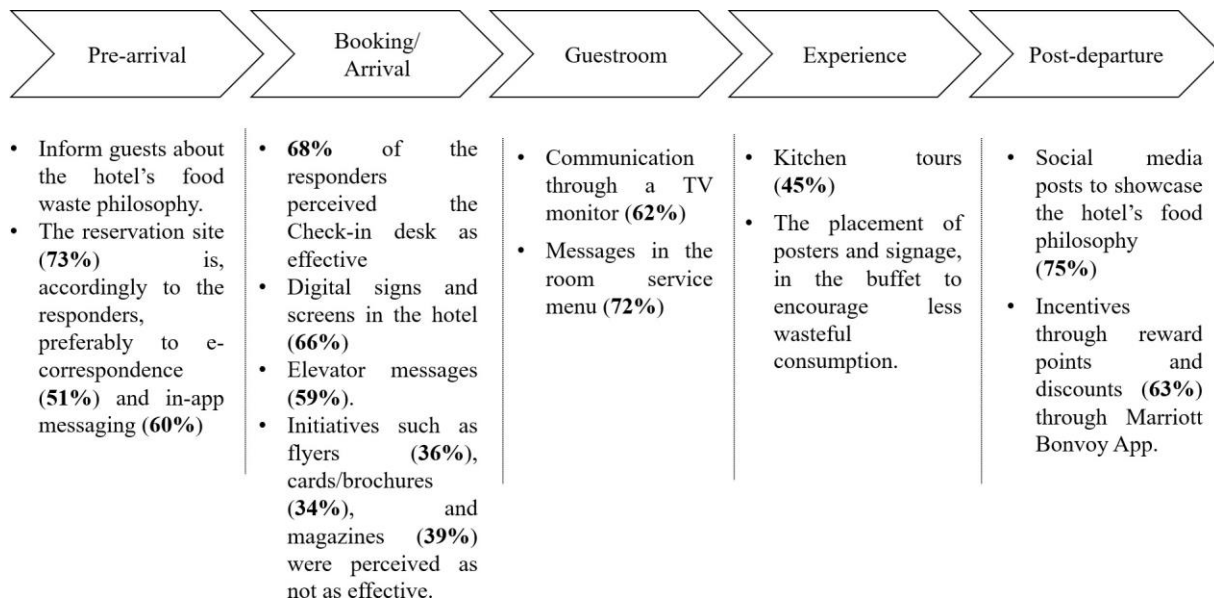
Additionally, several hotel managers consider that raising the issue of food waste may upset guests or make them question their motives for raising the subject. Yet, only 22% of survey's respondents feel that the use of signage in the buffet is limiting or forcing them (*Figure 11*). In fact, according to WWF, the majority of people like to know the actions that they can take in order to make a difference (WWF and Ziba n.d). This was also verified through the survey in which 96% of respondents considered fundamental to be informed of the food waste problem and the straightforward steps that must be taken (*Figure 11*).

Nowadays, there is still the wrong and outdated mindset that sustainability has no place in a 5-star hotel. Nevertheless, researchers have found that sustainability in hotels has started to gain relevance, possibly in response to demands from various stakeholders who are concerned about the environment and society (Hitchcock and Willard 2006; Smerecnik and Andersen 2011). This can be proved by the survey in which 85% of responders consider that sustainability has a place in a 5-star hotel (*Figure 11*). Therefore, promoting the hotel as environmentally friendly may increase its competitiveness by providing it a distinctive position in the market as nowadays guests value more sustainable products and services. This phenomenon is a result of the COVID-19 pandemic where there was a change in consumer preferences and awareness concerning sustainability (WWF and Ziba n.d). In this way, presenting a green image is crucial for customer decision-making by increasing customer loyalty (Stylos and Vassiliadis 2015). Through the analysis of the survey (*Figure 11*), 80% of the responders considered social impacts as their main concern when thinking about food waste, thus, the hotel should base its communication approaches on this information.

According to several studies, messaging is a successful strategy for the hospitality industry to decrease food waste (Zhang 2020). Kallbekken (2013) concluded that this can reduce plate waste by 20%. Based on the performed survey (*Figure 11*), 89% of the respondents stated that the use of

signage and conscious messages that encourage less wasteful consumption to prevent food waste in a hotel do not disturb/bother them and 70% consider that these signages and POP signs would influence their attitude making them “think twice” regarding the appropriate quantity of food.

It is key to comprehend the aspects that affect guests’ food waste behavior, helping to create food waste management strategies (Alsuwaidi, Eid and Agag 2022). Considering this, Casablanca Marriott hotel could develop a communication strategy to effectively communicate its food waste philosophy through the analysis of the customer journey, which is a management tool that is used to evaluate a corporation’s customer experience. The customer journey process is a sequence of events in which customers interact with an organization during a purchase procedure. In other words, this tool outlines all the organizational touchpoints that consumers can experience during the service (Rosenbaum, Otalora and Ramirez 2017). In this way, to promote customer centricity and increase guest satisfaction, Casablanca Marriott hotel should follow the customer journey model to develop a tailored proposition for every touch point.



Framework 3 – Customer Journey.

Source: Performed survey to 114 respondents (Figure 16). Author’s own representation.

## **Limitations**

Throughout the development of the case study, various limitations were encountered. Since Casablanca Marriott hotel was under a renovation process, and thus, not operational, no food waste was currently being generated. In this way, as the kitchen was still under construction, and as the operational team from the kitchen was still not working, the author did not have the possibility of implementing the case study's suggestions. Since the recommendations presented in the case study could not be implemented during the two-month internship, their impacts and positive repercussions were only accessed and discussed with the Executive Chef based on his professional experience. Furthermore, a survey was delivered to the F&B, HR, Purchasing, Events, and Marketing departments in order to evaluate their awareness regarding food waste and their opinion on whether the existence of food waste training would be valuable for them. However, it was only possible to collect answers from the department directors even though it was developed to be answered by all department members. Lastly, the survey conducted for the kitchen staff to analyze its consciousness and opinion about the theme only collected 13 answers from 21 members of the kitchen staff.

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[https://cdn2.hubspot.net/hubfs/650776/Insight%20Report%20/Quarterly%20Report\\_V03.pdf](https://cdn2.hubspot.net/hubfs/650776/Insight%20Report%20/Quarterly%20Report_V03.pdf)

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WWF & Ziba, “A Toolkit for Communicating Food Waste to Guests”  
[https://files.worldwildlife.org/wwfcmsprod/files/markets/WWF\\_FoodWaste\\_GuestComms\\_Toolkit.pdf?\\_ga=2.121703310.40058089.1665584743-1251285377.1663151153](https://files.worldwildlife.org/wwfcmsprod/files/markets/WWF_FoodWaste_GuestComms_Toolkit.pdf?_ga=2.121703310.40058089.1665584743-1251285377.1663151153)

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## Appendix:

### 1. Figures:

Figure 1 - Marriott International Portfolio

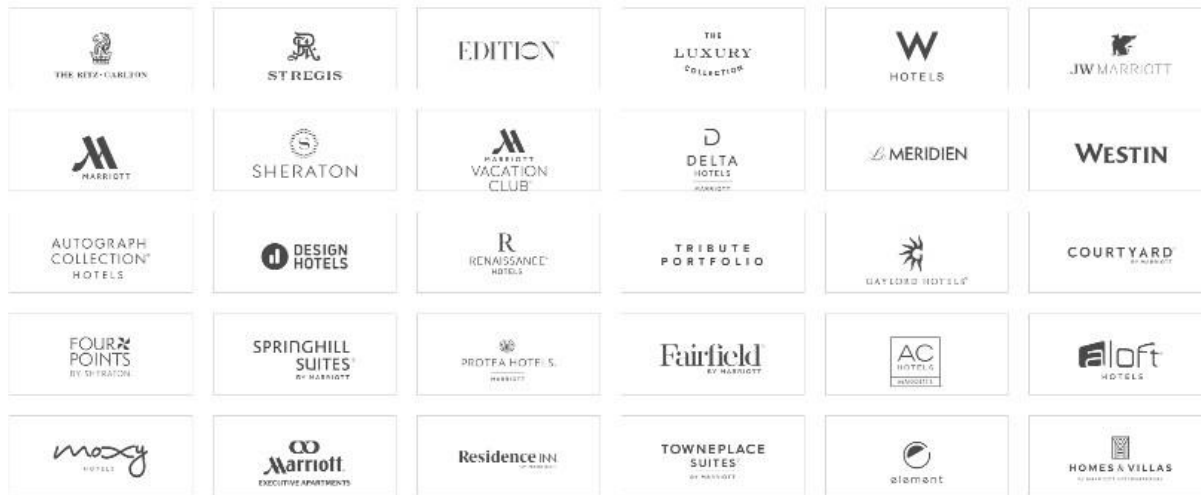









Figure 2 - Sheraton Casablanca Hotel & Towers Reviews

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



HennSven

10 anos atrás no Sheraton Casablanca Hotel & Towers

1/5

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



Soumia Hassane

um ano atrás no Google

1/5

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

...



Seb79

10 anos atrás no Sheraton Casablanca Hotel & Towers

1/5

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



### In dire need of a restoration

Tradução do Google

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



### That is definitely a first

Tradução do Google

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

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

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



5 stars it is not.

Tradução do Google

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

Figure 3 - Westmont Hospitality Group's Portfolio



Figure 4 - Creation of personal connections



**THE ART OF HOSTING**  
**CREATE PERSONAL CONNECTIONS**

**YOUR ROLE: HOST**


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

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

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



4




**THE ART OF HOSTING**  
**CREATE PERSONAL CONNECTIONS**

**YOUR ROLE: GUEST**

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

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

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



4

Figure 5 - Respond to Guest' Cues

SATURDAY | 9:00 AM

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




Figure 6 - Make It Brilliant Card

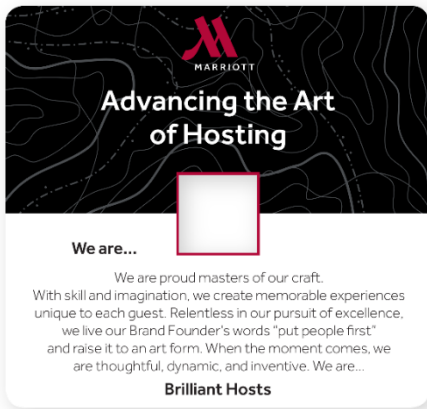


Figure 7 - Food Recovery Hierarchy

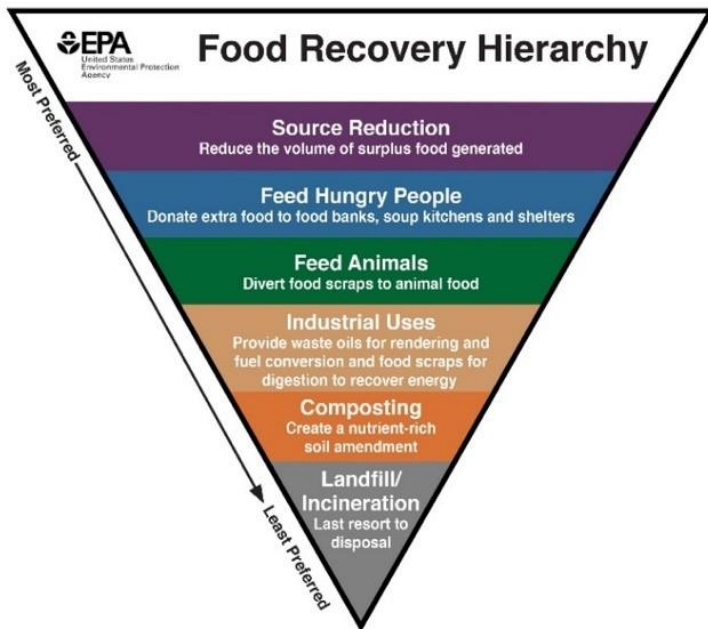


Figure 8 - Overproduction data by Winnow

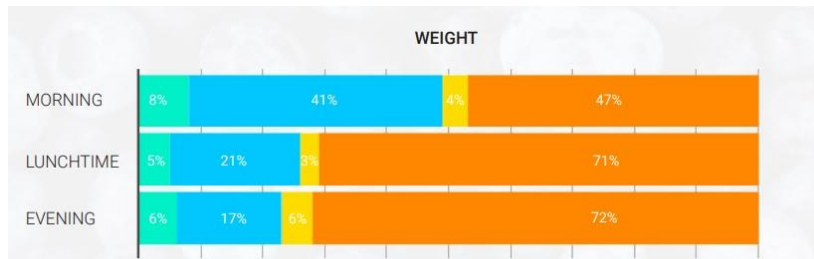


Figure 1 - Details of why and when food waste happens - by reason & time of the day

● SPOILAGE & DAMAGE ● PREPARATION ● COOKING ERROR ● OVERPRODUCTION



Figure 2 - Details of why and when food waste happens - by reason & time of the day

● SPOILAGE & DAMAGE ● PREPARATION ● COOKING ERROR ● OVERPRODUCTION

## 2. Tables

Table 1 - Marriott International's Core Values

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

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

Table 2 - 8 Key Touchpoints

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

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

Table 3 - Cost and Income of each menu

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

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

**3. Survey's Answers**  
**3.1 Food Waste Survey**

*Figure 9 - Food Waste Survey: Kitchen Staff*

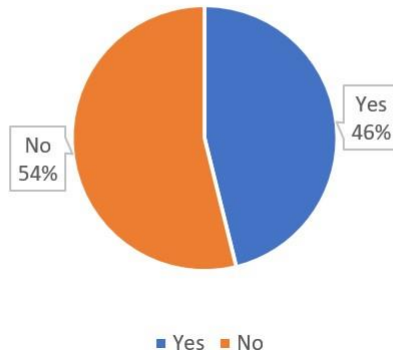
**Do you like to know what simple actions you can take to reduce food waste?**



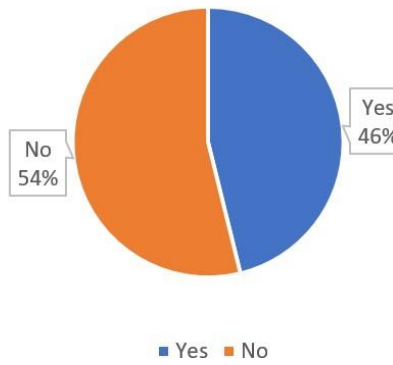
**Do you consider that you are aware of the magnitude of the food waste in a hotel?**



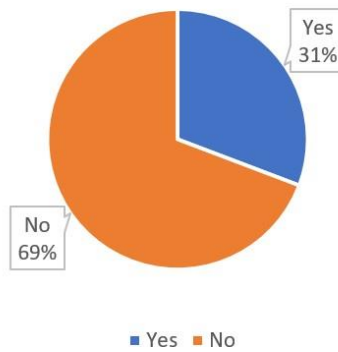
**Did you know that an estimated 30% of all food produced globally is lost or goes to waste along the chain from farm to fork?**



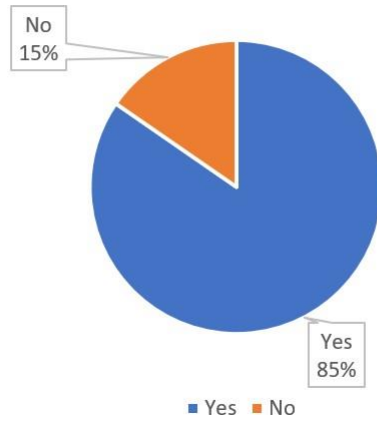
**Did you know that the waste of food is responsible for around 10% of global greenhouse gas emissions?**



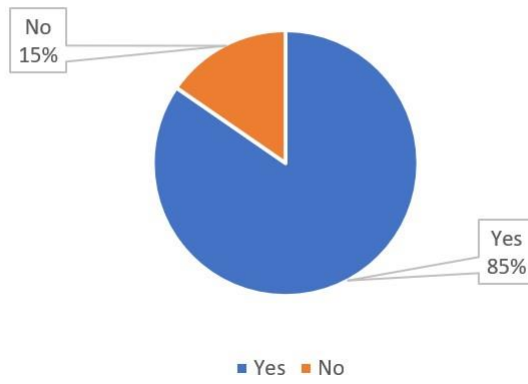
**Did you know that if food waste were a country, it would rank third in greenhouse gas emissions?**



**Are you surprised by the information of the last 3 questions?**



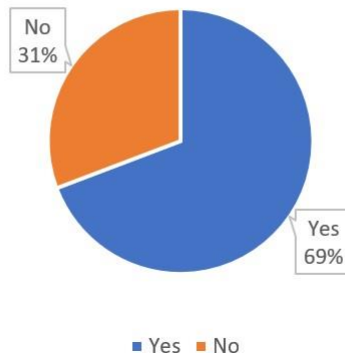
**Do you believe that knowing the amount of food waste and its cost in the hotel kitchen would be impactful?**



**Do you think that having food waste training would be helpful for your position?**



**Do you think it would be useful to have a quizz after the food waste training?**



**Do you consider that initiatives such as Food Waste Prevention Champion, that is the responsible person for tracking and managing food waste would motivate you to reduce food waste?**



**Do you consider that having workshops such as composting workshops would be useful for you to know more about food waste?**

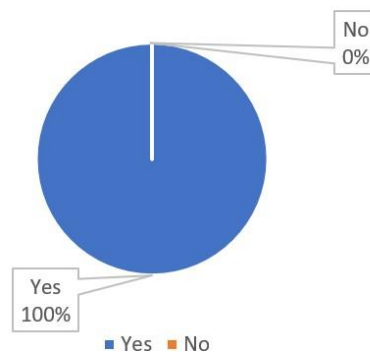
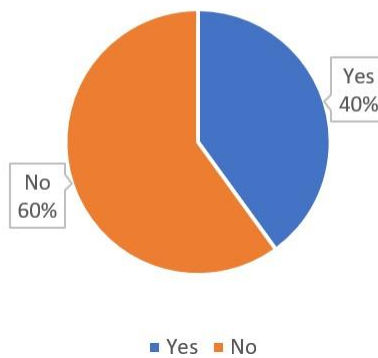


Figure 10 - Food Waste Survey: Marketing, Events, Purchasing, Human Resources and Food and Beverage department directors

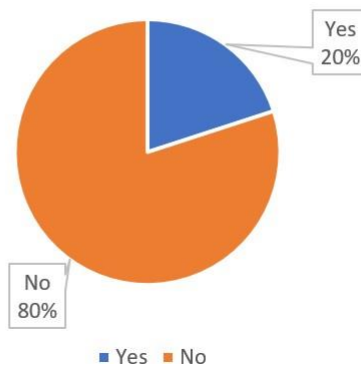
**Do you consider that you are aware of the magnitude of the food waste in a hotel?**



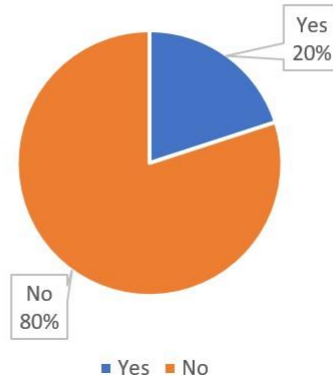
**Did you know that an estimated 30% of all food produced globally is lost or goes to waste along the chain from farm to fork?**



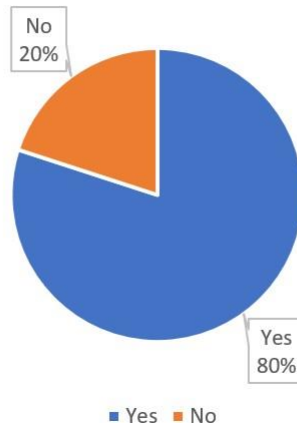
**Did you know that the waste of food is responsible for around 10% of global greenhouse gas emissions?**



**Did you know that if food waste were a country, it would rank third in greenhouse gas emissions?**



**Are you surprised by the information of the last 3 questions?**



**Do you think that having training regarding food waste would be helpful to your job position?**

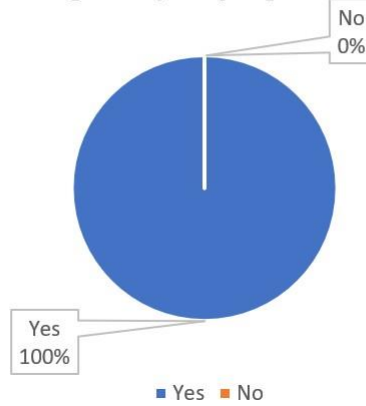
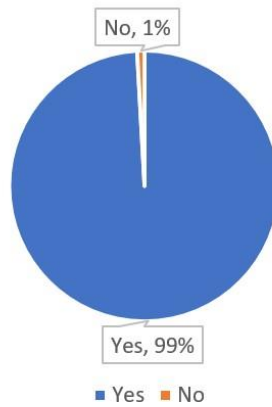
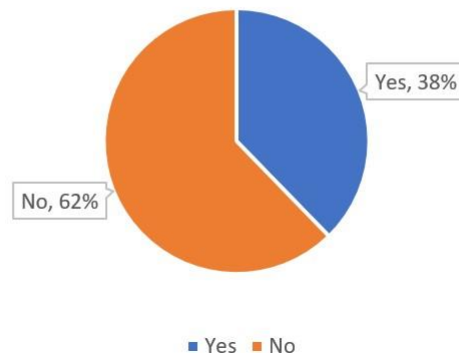


Figure 11 - Food Waste Survey: Guests

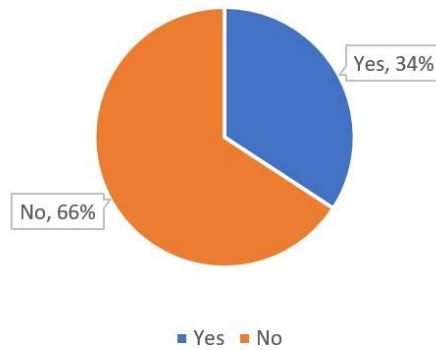
**Do you consider food waste as an important problem that should be addressed?**



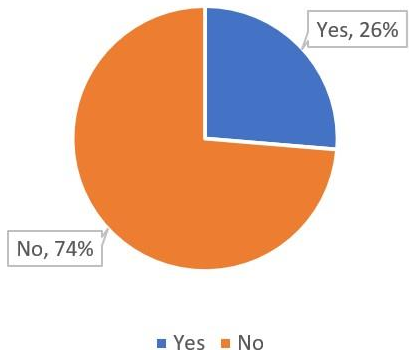
**Do you consider that you are aware of the magnitude of the food waste in a hotel?**



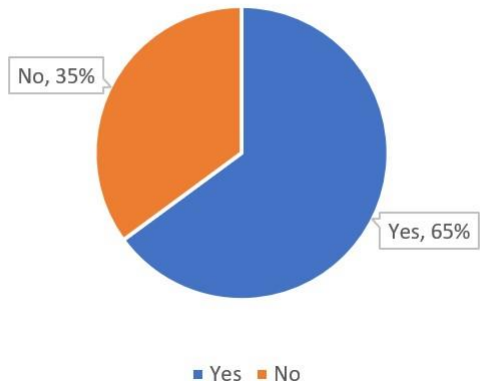
**Did you know that an estimated 30% of all food produced globally is lost or goes to waste along the chain from farm to fork?**



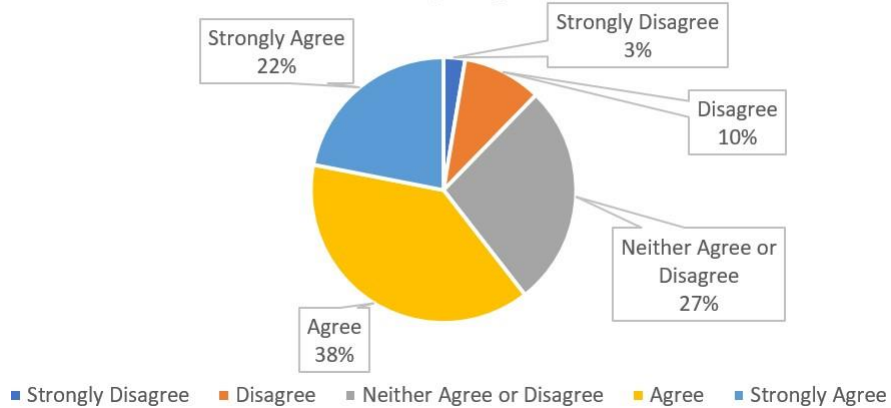
**Did you know that the waste of food is responsible for around 10% of global greenhouse gas emissions?**



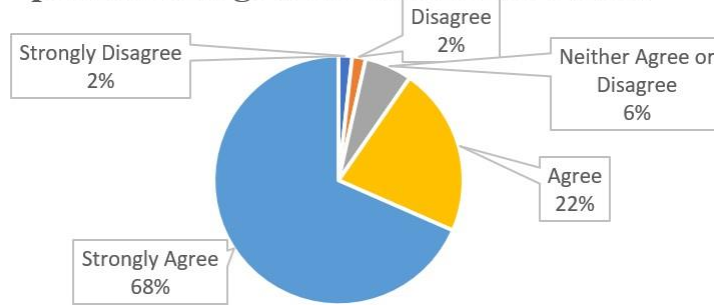
**Are you surprised by the information in the last two questions?**



**Hotels should not only meet but exceed ecological standards even if it results in higher prices for me**

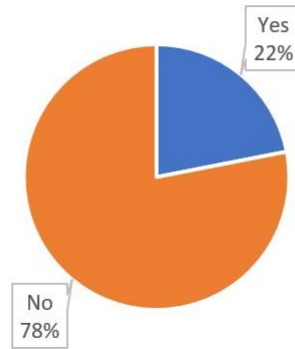


**To reduce waste, I am willing to take smaller portions and go more often to the buffet.**



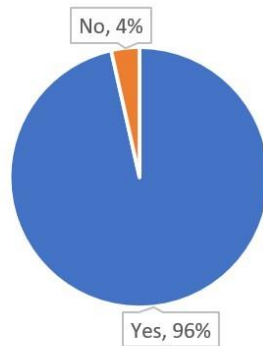
■ Strongly Disagree ■ Disagree ■ Neither Agree or Disagree ■ Agree ■ Strongly Agree

**Do you feel that the use of signage in the buffet is limiting or forcing you?**



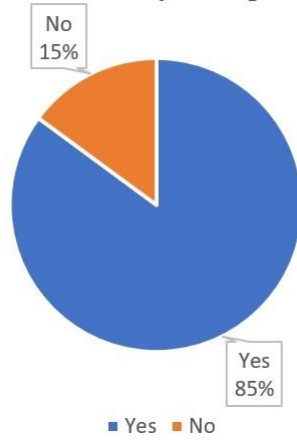
■ Yes ■ No

**Do you appreciate being aware of the Food Waste problem and the simple actions that can be taken?**

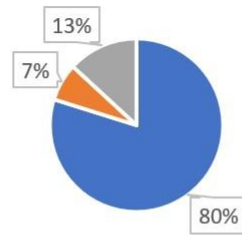


■ Yes ■ No

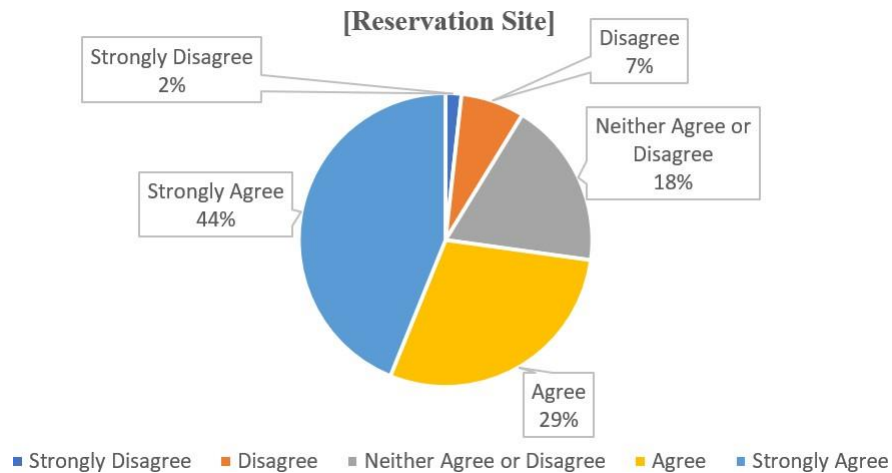
**Do you think that sustainability has a place in a 5-star hotel?**



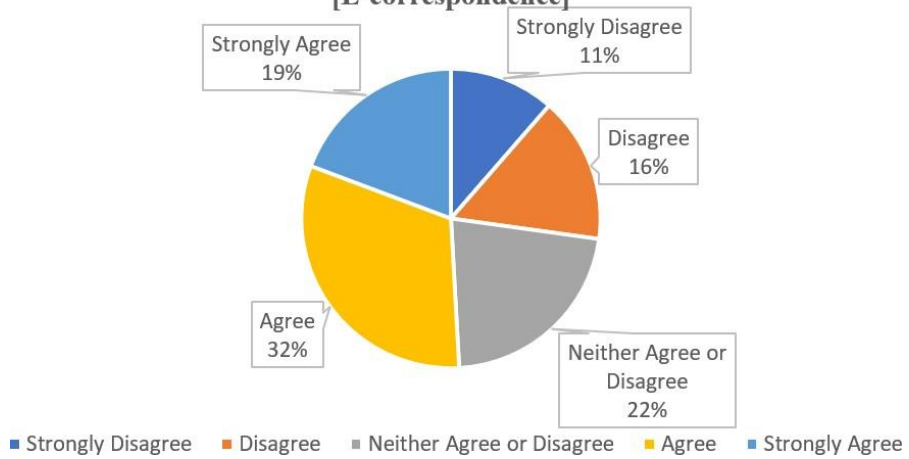
**What is your main preoccupation when thinking of food waste?**



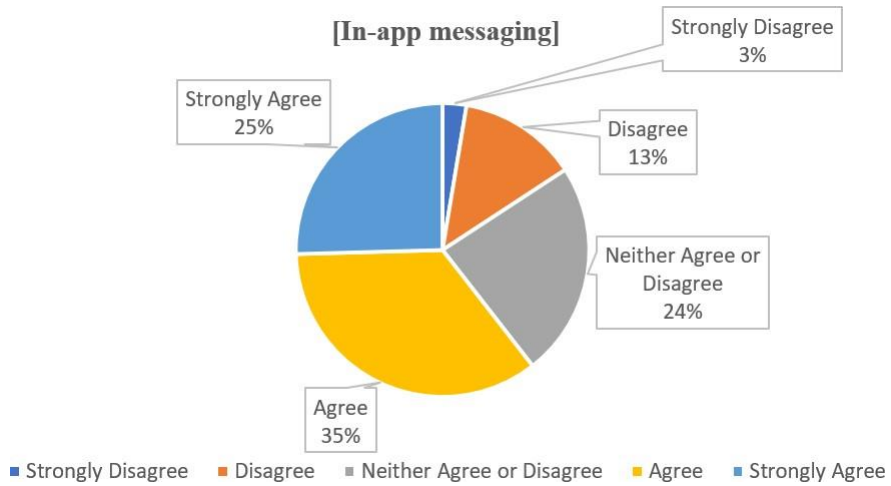
- Social Impacts: "Every year, billion tons of perfect edible food are wasted, while 868 million people suffer from hunger"
- Economic Impacts: "Based on 2014 calculations, the global full costs of food wastage amount to about 2.5 trillion USD per year"
- Environmental impacts: "Food waste from farm to fork emits about 4 million tons of CO2"



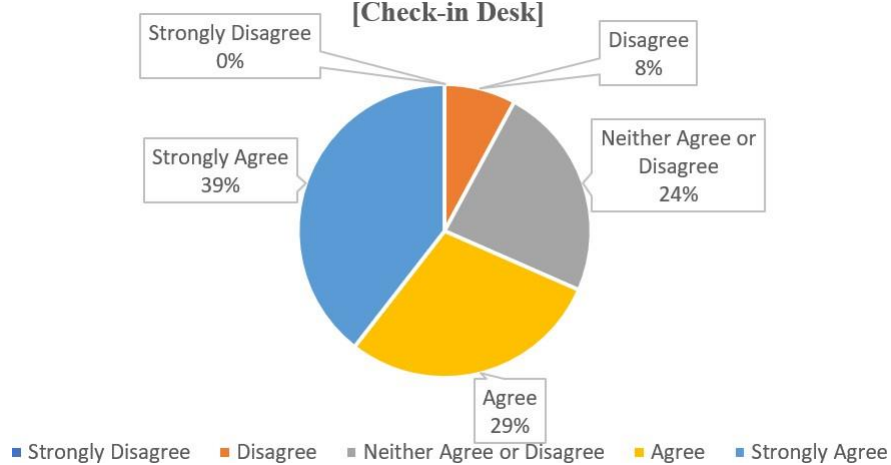
**[E-correspondence]**



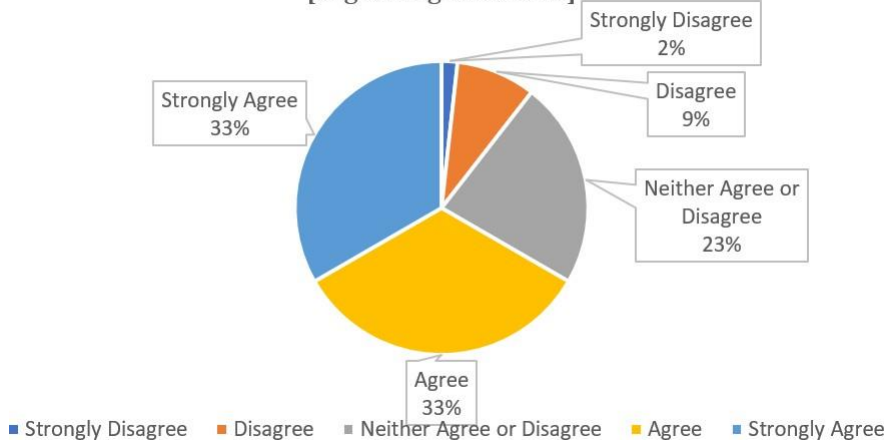
**[In-app messaging]**



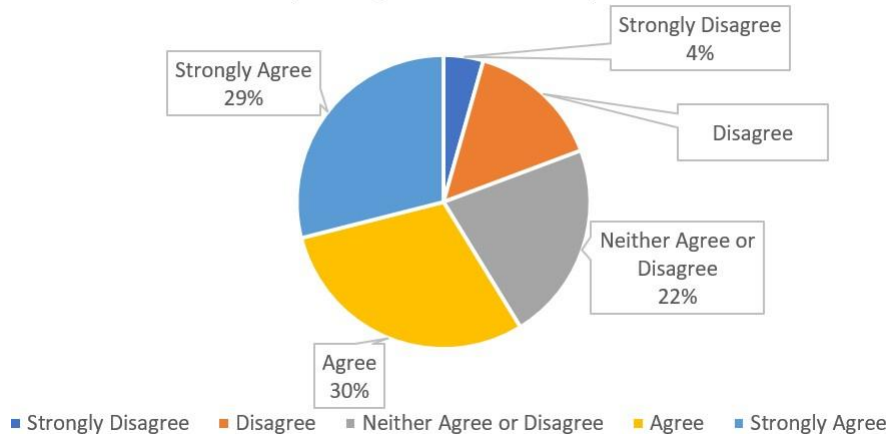
**[Check-in Desk]**



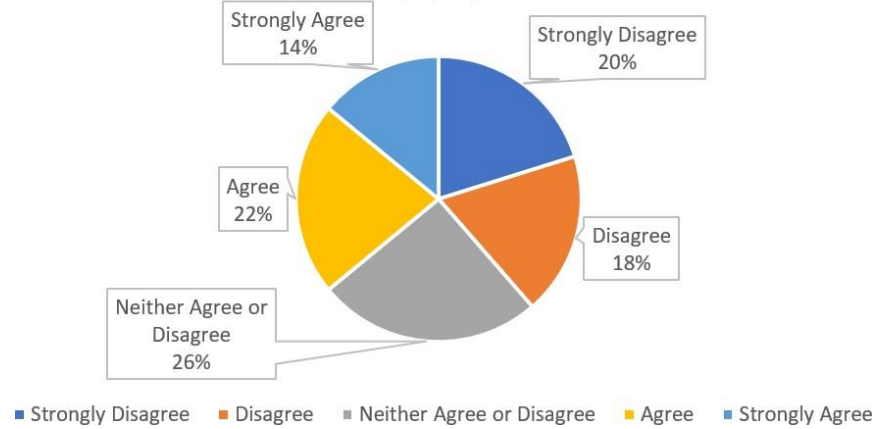
**[Digital Signs/Screens]**



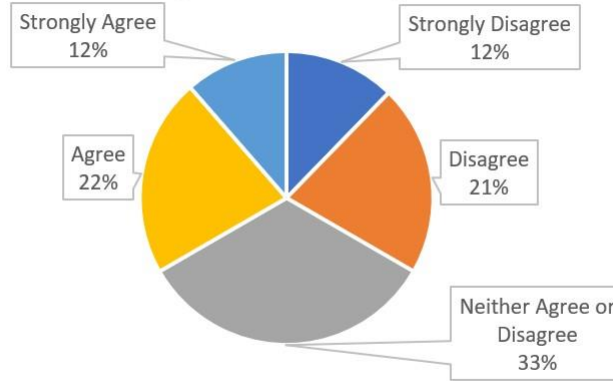
**[Messages in the elevator]**



**[Flyer]**

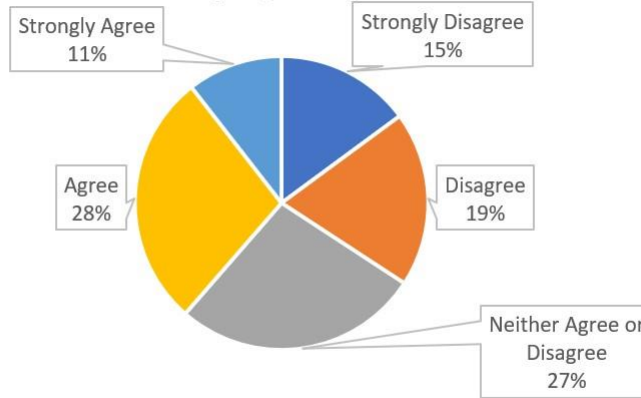


**[Cards/Brochures]**



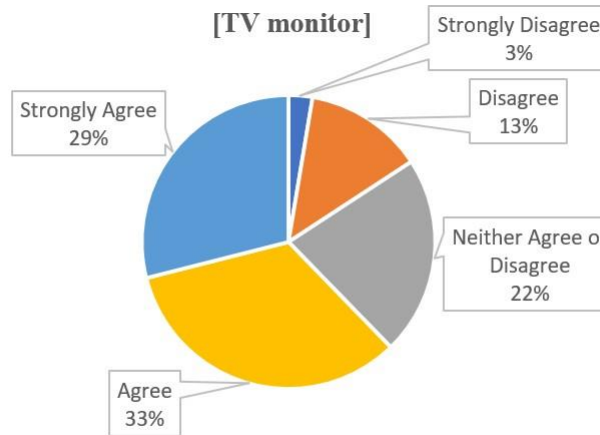
■ Strongly Disagree ■ Disagree ■ Neither Agree or Disagree ■ Agree ■ Strongly Agree

**[Magazines]**



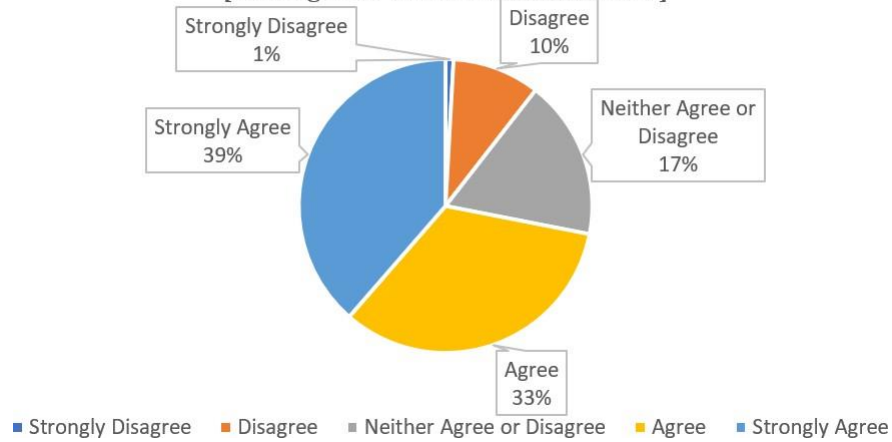
■ Strongly Disagree ■ Disagree ■ Neither Agree or Disagree ■ Agree ■ Strongly Agree

**[TV monitor]**

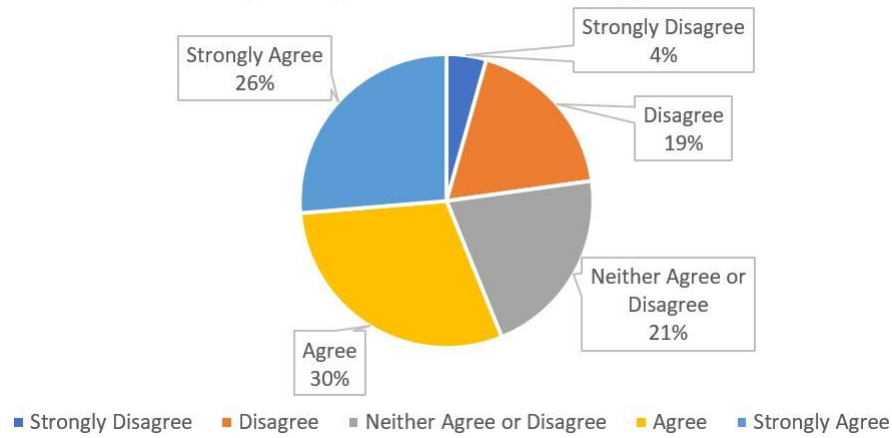


■ Strongly Disagree ■ Disagree ■ Neither Agree or Disagree ■ Agree ■ Strongly Agree

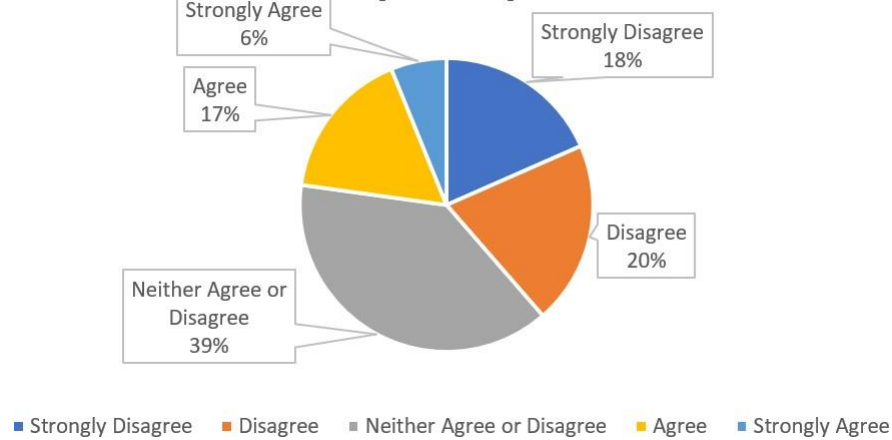
**[Messages on the room service menu]**

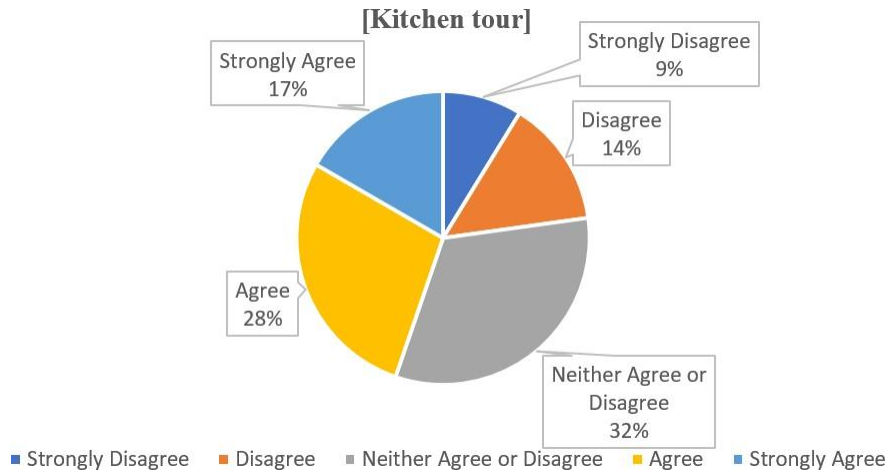


**[Messages in the room directory]**

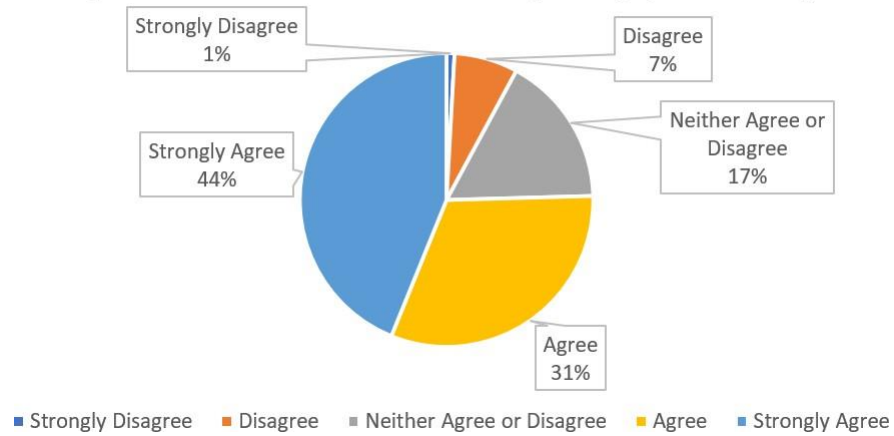


**[Mini class]**

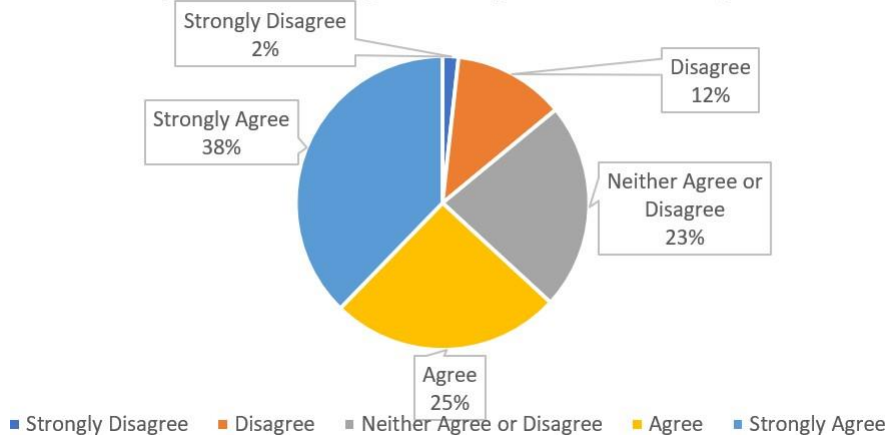




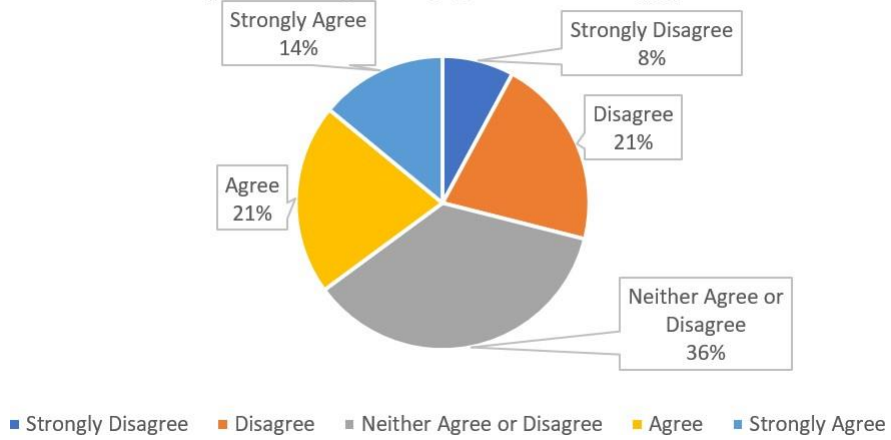
**[Social media to showcase the food's philosophy of the hotel]**



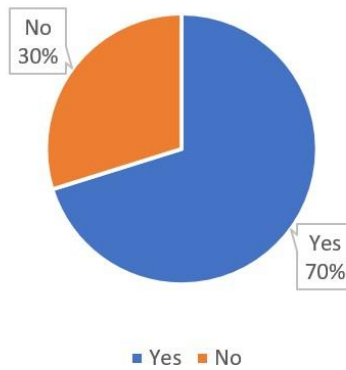
**[Incentives through reward points or discounts]**



**[Games/ Digital engagement in the app]**



**Do you think that signages and POP signs such as “Take all you can eat but eat all you can take” influence your attitude?**



**Do you mind the use of signage in a hotel that encourage less wasteful consumption to prevent food waste?**

