

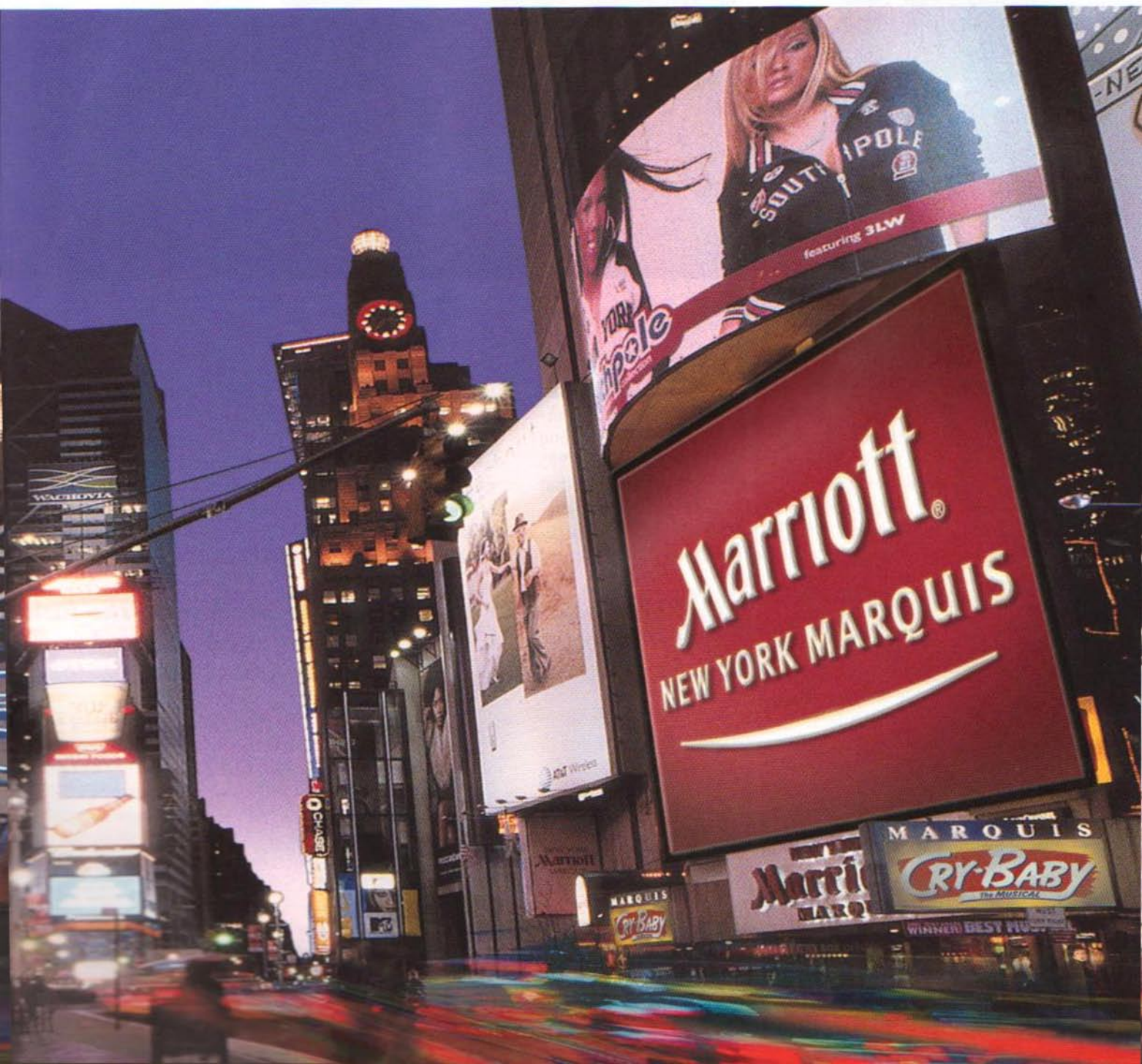
# MARRIOTT MARQUIS

*A Destination* for Business



MARRIOTT INTERNATIONAL AND ITS MARRIOTT MARQUIS HOTEL IN NEW YORK'S TIMES SQUARE KEEP UP WITH THE TIMES – WII, BLOGS AND CHINESE BREAKFASTS GO HAND IN HAND WITH A FOCUS ON CUSTOMER SERVICE AND EMPLOYEE TRAINING AND SATISFACTION. TWENTY-THREE YEARS AFTER ITS OPENING IN WHAT WAS A SEEDY TIMES SQUARE KNOWN MORE FOR ADULT MOVIE THEATERS THAN TOURIST ATTRACTIONS, THE MARQUIS IS STILL INNOVATING AND GOING STRONG

*by Susannah Gold*





**B**uilt by John Portman, the Marriott Marquis sits perched in New York's Times Square on Broadway in the middle of the theater district. Among the many highlights of this hotel opened in 1985 are the atrium with soaring glass elevators that whisk passengers up to The View, the only revolving restaurant in New York City. The restaurant and its phenomenal views of Midtown are just one of the draws of the Marriott group's flagship New York hotel.

The construction of the Marquis is credited with being one of the catalysts for the revitalization of Times Square, which before the hotel's arrival was a seedy neighborhood rife with adult movie theaters, drugs and prostitution. Times Square has gone through a complete face lift in the past two decades to become one of New York's largest tourist destinations and the Marriott Marquis, which has become a popular choice for both tourists and business travelers who want to be in the middle of one of the city's most vibrant areas, is also evolving with the times. New additions to keep younger visitors happy include some rooms outfitted with a Nintendo Wii.

It was not always easy going for the Marquis. Five historic theaters had to be ripped down to build the hotel eliciting widespread protests from many high profile actors including a young Christopher Reeve and Richard Gere (who was among those arrested as they tried to block the wrecking ball). Reeve, fresh off his most famous acting role, in a 1982 interview with

Playgirl Magazine said "I wished I were Superman so that I could just catch the wrecking ball."

Marriott prevailed, building went ahead and now the hotel with its array of bars and restaurants, two Starbucks coffee shops and the Marquis Theater is considered an integral piece of Times Square. But the Marquis is just one piece of a very large puzzle, just one of 3,000 properties that Marriott International, Inc. owns and runs in 67 countries and territories.

***"Marriott can often be seen wandering the halls of his hotels and he maintains contact with his clients in other ways including through a blog"***

J.W. Marriott Jr. has been the chairman and chief executive officer of Marriott International for more than 50 years. Under his leadership, the company made the leap from being a family business to a global one. He joined the business in 1956 and the following year Marriott opened its first hotel, the 365-room Twin Bridges Motor Hotel in Arlington, Virginia. His parents were both from Utah with his father and the hotel's founder, John Willard Marriott, beginning humbly with an A&W Root Beer stand in Washington, D.C. in 1927.

J.W. Marriott Jr. changed the family business from hotel ownership to property management and franchising in the late 1970s. The move proved successful and he split the company into Marriott International, a hotel management and franchising company, and Host Marriott International that owns the hotels.



While J.W. Marriott Jr. is chief executive of Marriott International, his younger brother, Richard Marriott, runs Host.

J.W. Marriott Jr. can often be seen wandering the halls of his hotels and he tries to maintain contact with his clients in other ways including through a company blog he keeps. The eclectic posts have included one on Michael Phelps' Olympic victories and one where Marriott voices his support for a piece of legislation that through a tax credit would encourage

employers to invest in language and other training for their employees.

"Our customers and associates speak countless different languages and we love the fact that we are able to help our associates communicate better with our guests, with each other, as well, and in their personal lives," Marriott wrote in August. "That's why we support the bipartisan bill now in the U.S. Congress."



## MARRIOTT, IN NUMBERS

**The New York Marriott Marquis is one of the city's largest hotels** with 49 floors, 1,892 rooms, 57 suites, 54 meeting rooms and 101,450 sq ft of total meeting space. Marriott International has more than 3,000 lodging properties in 67 countries and territories. The company had more than 150,000 employees in 2007 and reported an 8.3 percent rise in sales last year to \$13 billion. Net income rose 14 percent to \$696 million.

The group is expanding and plans to open 50 more hotels in the coming years, many in Asia. Marriott International has 18 different brands including Marriott, JW Marriott Hotels and Resorts, Renaissance, Bulgari, The Ritz-Carlton, Courtyard, Residence Inn, SpringHill Suites, TownePlace Suites, and Fairfield Inn. It also has vacation ownership resorts under the Marriott Vacation Club International brand, The Ritz-Carlton Club, Grand Residences by Marriott, and Horizons brands and runs Marriott Executive Apartments and corporate housing through Marriott Execustay. Marriott also has conference centers and manages golf courses.

Attention to its employees has been a central theme of the Marriott group since the founder expounded his philosophy: "take care of the associate, and they'll take care of the guest." The average employee has been at the Marriott Marquis, which has workers from 150 different countries, for 15 years, said Michael J. Stengel, market vice president and area general manager. Pleasing the client is also about understanding their varied food and beverage needs.

"Europeans like smaller portion sizes so we have a wide and varied buffet for breakfast where they can choose the amount of food and the foods that they desire," Stengel said in an interview. "At the same time, we are anxious that our Asian guests feel at home and we have created a special breakfast for them working with the Chinese and Japanese embassies."

***"Marriott, like the other big chains, is sure to feel an impact from the economic downturn though analysts are not forecasting only gloom"***

As in many cyclical industries, hotels are under pressure from the recent economic downturn and financial turmoil. Marriott, like the other big hotel chains, Intercontinental and Hilton, is sure to feel an impact though analysts are not forecasting only gloom.

"One very positive thing for the hotel industry is that we're not seeing a lot of new financing by banks for new hotel projects," said Smedes Rose, a securities analyst at Keefe, Bruyette & Woods. "This means that by the second half of 2009 or the start of 2010, we will have a more normal cycle, assuming a normal GDP growth rate."

Lodging companies see a slowdown about six months after an overall economic downturn because of advanced booking. Weak economic growth is first felt in leisure travel, with people taking fewer trips, and then in the business sector, which accounts for two-thirds of the hotel business, as companies pull back on large conventions.

"Hotels, like the Marriott Marquis, are very focused on groups and food and beverage is an important part of that market," Rose said. "Non-room revenues in a large hotel can account for 35 percent. Catering and in-house receptions are a very large part of the business."

Although the hotel market in the United States is rather mature compared with other countries, analysts say there will be some growth coming as independent hotels around the country convert to brands like Marriott.



## NEW YORK'S ONLY REVOLVING ROOFTOP RESTAURANT LONGUE

**The View, located on the 45th floor of the Marriott Marquis,** is the only revolving rooftop restaurant in New York. A favorite with tourists, it focuses on New York State food and wines.

The View's décor is very different from the rest of the hotel and was done by a design firm from Washington, D.C. It underwent a major renovation four years ago. The idea was to have a concept restaurant with strong branding that showcases products from New York State, including the rich Hudson Valley, said Jeanette Sherman, the Marquis' food and beverage director.

The menu has items such as Hudson Valley foie gras, house brined Berkshire pork belly, onion soup Manhattan style, heirloom tomato salad, Hampton Bay crab salad and grilled New York rib eye steak. The View also has an extensive dessert menu created by Steve Evetts, the executive pastry chef, that includes homemade cheesecake, New York State apple tart, apple croquette, vanilla bean ice cream and an artisanal cheese plate. The wine list, created with the help of the renowned wine consultant and educator Kevin Zraly, is heavily oriented to American offerings and has many wines from New York's three grape growing areas of note – Long Island, the Hudson Valley and the Finger Lakes.



VIACOM  
Case

KODAK digital

THE UNDISCOVERED COUNTRY  
KODAK digital  
Marriott

Colleen Kean Jacobs

Bank of America



Part of the food and beverage department at the Marquis, left.  
The Katen Sushi Bar and Encore restaurant, above and below on facing page.

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JEANETTE SHERMAN, FOOD & BEVERAGE DIRECTOR AT THE MARQUIS, EXPOUNDS ON HER DIVISION, ATTRIBUTING ITS SUCCESS TO A COMBINATION OF ATTENTIVE SERVICE, INNOVATIVE FLAVORS AND UNIQUE DESIGNS. THE WARM SOY MILK AND CONGEE FOR BREAKFAST DEFINITELY HELP TOO

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by *Susannah Gold*

# Innovators *on the* MOVE

**T**he Marriott Marquis is home to numerous important galas as well as food and wine events throughout the year. It has the largest ballroom in New York City and hosts the annual Songwriter's Hall of Fame dinner, among others.

The Broadway Lounge, one of the restaurants on the eighth floor overlooking Times Square, also has a New Year's Eve party that is the talk of the town. The hotel is perfectly located at 45th and Broadway to give guests a front row seat for the ball dropping in Times Square. As of August 1, the hotel was already wait listing people for the New Year's Eve bash. "People sign up on January 2 for the following year, said Jeanette A. Sherman, the Director of Food & Beverage at the Marriott Marquis.

**How large is the Marriott Marquis' F&B operation and how is it structured?**

I have eight restaurants with 109 managers who run different departments. The food and beverage business has two parts to it: the restaurants and our catering business.

**How long have you been with Marriott and what is your background?**

I have been at the Marriott for 11 years. It has been wonderful and I have had some great mentors, both men and women. It's pretty unusual to have a young Hispanic woman as your food and beverage director.

The industry is changing, but it has been very male dominated at the upper echelons.

I studied at the Culinary Institute of America and started my career as a chef at the Dearborn Inn in Detroit. I took a break from the hotel world and was a personal chef for a well known family for a bit. Eventually though, I made my way back to Marriott.

**The Marquis is home to The View, New York's only revolving restaurant and lounge. Is it still a big tourist destination for the city?**

The View is a great destination restaurant and lounge that touts New York food and wine. We just got a new chef, Ron Camillo, from the Boat House. It showcases food from places like the Hudson Valley and Long Island.

The lounge or bar has just as much business as the restaurant. We did a huge makeover in 2004 and it was closed for three months.

We gave it a new fresh look and also changed the range of colors we used to a more auburn, deep mustard set of colors. The View is very successful. Restaurants with a strong concept are generally pretty successful.

**The Encore Restaurant has an interesting breakfast Menu. How did that come about and what are some of the more particular offerings?**

We have congee, 1,000-year-old egg and other Asian delicacies. In order to learn how to prepare these foods, we went down to Chinatown to practice

of architecture. Joanne was also able to solve a fundamental problem for the bar with this innovative design, where to keep ice. We created a little room within the spiral for the ice and glasses. It works perfectly and you have no idea it's even there.

**Did you have to change everything when you began the renovations?**

**JOANNE:** Initially, the floor had the classic black leather chairs and wooden tables look and a dismal series of lights. What we aimed to create was space

incorporate artwork into our designs. For the Atrium Bar, we went to Venice to study the glass works and to choose the right pieces for the bar. The bar has LCD glass that lights up and changes colors subtly as the day lengthens. If you sit at the bar for a short period of time you will notice these changes. We created a unique floor mosaic with pictures of fish and waves for the Katen Sushi Bar and an illuminated white marble bar as well as a reflecting pool, all one of a kind architectural elements.

**It is not too often that you come across a husband and wife that work together in such close proximity. Is that sometimes hard to manage?**

**JOANNE:** We have the same taste essentially so very rarely do we disagree as to what designs, colors or materials we should use. Also, we don't have huge egos so it's a bit easier to accept criticism. We like contrasts and colors. Nothing about our work is monochromatic. We are not afraid to use bursts of color.

**ARNOLD:** We want to create an architectural space not just a box with materials applied to the walls, floors and ceilings.

**How long have you been in the business?**

**ARNOLD:** We have been



where the business traveler could find relaxation and where New Yorkers would want to hold a party. No mean feat.

**What is the secret to pulling the whole space together?**

**JOANNE:** Our use of color, subtle changes in lighting and a continuity of some materials, such as the Anigre wood helps us to create a unified theme.

**How long did the renovation take?**

**JOANNE:** We work very fast and the floor was completed within nine months. We were also asked to do the Manhattan Ballroom, a large space on the same floor. Parts of the renovation of the 8th floor were very complicated. For example, we had to change the materials we used for the clock numerous times because you just couldn't read the numbers. We redesigned everything from scratch from the floors to the furniture and light fixtures.

**How have you been able to incorporate your interest in art into your designs and architecture?**

**ARNOLD:** Art is always a crucial element in our designs. For the Encore Restaurant, Joanne created a mural using Broadway and theater themes. The hotel liked it so much that they have used that theme in the hallways of the entire hotel. We always try to

***“Our idea is something should have at least a 20-year shelf life. We don't want to do something that's spectacular for two years then fades away”***

working together for over 30 years. Our first restaurant client was Smith & Wollensky in 1979. We designed what has become an iconic New York landmark. We have done a lot of work for Allan Stillman, the owner of Smith & Wollensky, over the years and are in the midst of redoing the second floor of the restaurant. We used folk art in that restaurant.

**JOANNE:** We were given carte blanche by Allan and were able to design everything from the napkins to the glassware and plates. Sometimes we even do menu covers.

**Are you doing work for any interesting Marriott projects at the moment?**

**ARNOLD:** We are currently doing two different projects for the Marriott. We have just worked on a new convention hotel in Philadelphia and we are also working on a wine bar for a JW Marriott in Florida. The JW Marriotts are the top of the Marriott line so we are really proud to be working on that. They don't have too many in the United States.