

Spotlight

Marriott Drives Consistency in Global Frontline Leadership Development

In the midst of a global hospitality labor shortage, Marriott International set out to bolster retention of its 900,000 frontline employees by improving frontline leadership.

Marriott turned to NovoEd — and by doing so, has forged a skilled frontline management team that is invested in, and capable of, supporting the ever-expanding growth of its vast workforce.



About Marriott International, Inc.

Marriott International, Inc. is an American multinational company that operates, franchises, and licenses lodging brands that include hotel, residential, and timeshare properties. Marriott International owns over 30 hotel and timeshare brands with 8,785 locations and 1,597,380 rooms across its network.

About NovoEd

NovoEd is a cohort learning platform that uses practice, application, and peer learning to drive performance readiness at scale. NovoEd enables organizations to tap into collective wisdom, placing each learner at the center of perspective, application, and experience.

Barriers to Scale

-  **Less than 10%** of total management associate population get trained
-  **Global workforce** spread across thousands of sites working in every world language
-  **Human-centric workplace** requires training that is social and human centric
-  **Elective-driven programs** deployed on demand across disparate audiences
-  **Vendor-specific leadership models** with limited consistency



Marriott needed to scale experience management by enabling the people most able to impact guest experiences: Frontline Leaders

"When you think about the operation of a hotel, not everyone is sitting in front of a computer all day or has their own office. We really had to get thoughtful about different modalities. The only way that we could honestly get to scale was through a blended program design that leveraged a platform like NovoEd."

- Jessica Lee,
Chief Learning Officer and SVP of
Global Talent Development
Marriott International, Inc.

Barriers to scale: where are the tools a bottleneck?

	Scale Program Reach			
	Content	User Experience	Facilitation	Localization, transcribe, translate
Challenge	Build Content I need new content, and I need content localization.	More intuitive platform I need an intuitive and easy to use learning platform	Driving Engagement I need to train more learners without more people	I need to focus on core program elements, not manual or repetitive tasks
Industry Focus	Better authoring tools, AI content generation	Modern learning platforms with great UX with integrated learning analytics	AI-assisted facilitation, AI answers learner questions, learner comms personalization, discussion prompt generation	AI generated captions, transcriptions, & takeaways of live sessions, AI evaluates activities, assignments, and projects
Perceived Impact on Scale & Reason	Low Content is rarely a bottleneck and generic content isn't useful	Medium An intuitive platform makes programs better but does not transform workflows or learning outcomes	High AI-assisted facilitation will enable much larger facilitated programs	Very High Creating activities, summaries, improving accessibility, and AI-localization enables scale and impact
Find out more →				Find out more →

En Route: Marriott's Blended Learning Program

The company didn't want to compromise on the elements of small group learning that make the modality highly effective.

En Route is built around a framework that offers a flexible way for Marriott's managers to learn and grow by incorporating virtual classes alongside peer-oriented learning circles.



"One of the things that Marriott did with NovoEd is they didn't just teach people a bunch of stuff like a course. They brought people together to work on things as a group. Because leadership is a contact sport. You can't do this without a platform that's designed for all this stuff. And the reason NovoEd is such an important part of the story is that it was designed for this kind of multifunctional complex program."

- Josh Bersin,
CEO
The Josh Bersin
Company



A Truly Scalable Solution

20,000

number of **new leaders**
Marriott onboarded in
the U.S. and Canada alone
in 2023



The flexibility *En Route* is built with is key to offering the training at the scale Marriott requires.

Learning circles contribute to this by providing a way for cohorts to connect and learn together in a scalable way. These self-led calls run between sessions led by virtual instructors, and are essentially small break-out groups where people can share insights and develop their understandings.



Where **brilliance** emerges