

Managing motivation of MTV generation - Next generation issues

Making India a Great Place to Work

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Marriott International Confidential and Proprietary Information

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Marriott International...

- Mr. and Mrs. Marriott started the company in 1927 with a 8 stool root beer stand.
- Today Marriott operates 3000 hotels with 20 Brands in 69 Countries and has over 151,000 dedicated associates.
- Spirit to Serve - Unique associate driven culture and core values.



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Marriott Culture & Core Values...

When you take good care of your people, they'll take good care of the customer.

AND

“when you take good care of the customer, the customer will come back.”

J.W. Marriott, Jr



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Generations at work....

Traditionalist



Born 1928-1945

Boomer



Born 1946-1964/5

Generation X



Born 1965/6-1976-80

Generation Y



Born 1980-2000

FOUR GENERATIONS ARE BEING ASKED TO CO-EXIST

Managing, motivating and retaining employees has become more complex

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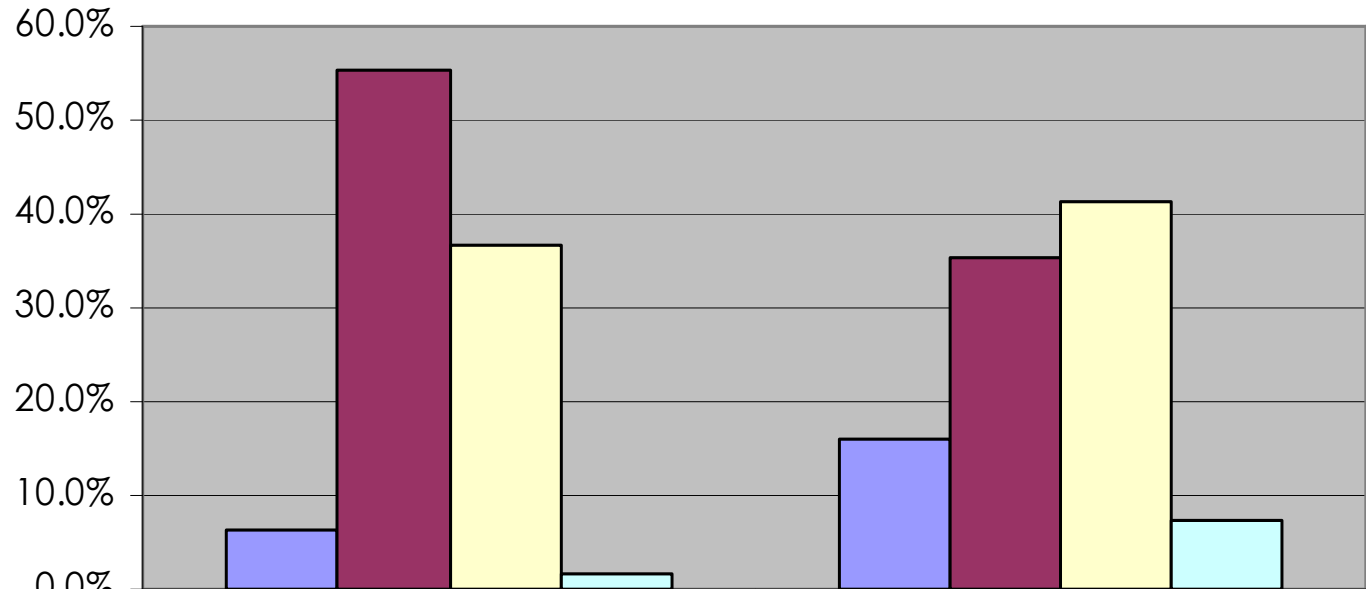
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Generations by Manager/Hourly

By MANAGER/
HOURLY



- 1-GenY (Born 1980 or Later)
- 2-Xers (Born 1965-1979)
- 3-Boomers (Born 1946-1964)
- 4-Matures (Born 1945 or Earlier)

Mgr

Hourly

6.3%

16.1%

55.3%

35.2%

36.6%

41.3%

1.8%

7.4%

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Generation Comparison: Understanding Motivators

	Matures	Boomers	Xers	Gen Y
Work Environment	Discipline, Hard work and Teamwork	Individual Success, wealth and loyalty	Opportunity to learn and move around	Opportunity to learn rapidly and make a difference
Communication	Telephone	Pagers, Fax	Cellphones, Palm	Blackberry, picture phone
Teamwork	Teams were company, country & unions	Individual contributions to team	Like Autonomy	Teamwork
Loyalty	Lifetime Commitment	1-2 Major Corporations	To Supervisor	To those they respect
Work Style	Seniority, rules driven	Corporation driven	Question the norm	Entrepreneurial
Value of Work	Expertise and Experience	Want their hard work valued	Want the company to value their contributions	Want the company to value what they are doing
Training	Followed trades within families	Hands on & Facilitated	Interactive Training	Technology & on-going
Time	Timeliness	Face Time	Results driven	Virtual
Building Rapport	Treat with Respect, value expertise	Work Ethic (hours worked most important)	Personal Connection; communicate often	Inclusion into decisions
Technology	Don't want it.	Expect problems with Technology	Embrace Tecnology	Expect Technology

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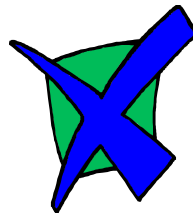
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Gen Y Characteristics

- High Integrity and strong values
- Technically Proficient
- Multi-taskers
- Ethnically diverse
- Highly energetic
- Civic Minded, accepting of authority
- Worldly, educated
- Entitlement Generation



Inaccurate Perception:
Lack strong work ethic and values, don't pay attention

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What is Generation Y Seeking...

- A fun environment
- International Growth opportunities
- Competitive salary
- Diversity in projects - multi-tasking
- Good benefits, health care, profit sharing
- Learning opportunities paid for by the company
- Travel opportunities
- Flexible work hours



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Solutions for GEN - Y

- Make roles clear in the home and work
- Offer counseling and create an atmosphere for open two way conversations, provide guidance
- Offer short term work opportunities for students to experience culture and work environment (shadowing)
- Make work flexible and with choices
- Offer lots of training and educational support
- Present the job as a good fit for the individual



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Marriott Initiatives for Gen Y

- Core Training Programs
- Ashridge
- CI Zone
- Get On Board
- In the Beginning
- Online recruiting and assessment tools
- Associate Relations
- Non traditional career path
- Voyage



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Human Resources Executive

- A study of Fortune's "Great Places to Work For" database has been conducted recently to identify companies that **Gen Y-ers find particularly inviting**.
- 18 companies were identified, only two having more than **40000** associates, **Marriott** and Starbucks.



The article noted that Millennials place **top** priority on the survey question, "**There is a family feeling here.**" Marriott has the feel of a small company and a sense that everybody is involved in a family business.

Thank You



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