

Marriott

Investing in LifeWorks to support its core value of putting people first

Case study

Marriott International, Inc. (Marriott) is a leading lodging company with more than 3,700 properties in 74 countries and territories. The company operates and franchises hotels, and licenses vacation ownership resorts under 18 brands, including Marriott Hotels & Resorts, The Ritz-Carlton and more. Marriott has approximately 300,000 employees worldwide. The company is consistently recognized as a top employer for its superior business operations, which it conducts based on five core values: put people first, pursue excellence, embrace change, act with integrity and serve our world. In fiscal year 2011, Marriott reported revenue of more than \$12 Billion.

"We care about our employees and recognize that they have priorities outside of work. We want to do what we can to help them manage those priorities and in turn help them be as productive as they can be at work."

Betsy Kiss, Senior Director of Workplace Strategies

The challenge

Marriott has a North American workforce of more than 100,000 employees, many of whom come from diverse backgrounds and whose language of origin is not English. When founder J. W. Marriott began creating his lodging empire, he was committed to providing the company's employees with benefits that supported his perspective of putting people first. J. W. Marriott believed a highly engaged, productive workforce was one of the cornerstones of business success.

Company background

Headquarters: Maryland

Employees: 300,000

Industry: Lodging

Market: Worldwide

The solution

The LifeWorks Employee Assistance Program:

- Provided two key features that distinguish itself from other EAP providers, including its proactive, multi-lingual approach to providing detailed information and support and also its Client Value Dashboard
- Offered a dashboard that uses industry averages and other key metrics to measure the effectiveness of services in four key areas: medical cost savings, productivity savings, turnover savings and absenteeism savings

The results

By leveraging LifeWorks' Value Dashboard tool, which provided the company with usage and ROI data, Marriott was able to show executives at-a-glance their medical savings of \$34,478, productivity savings of \$201,014, turnover savings of \$644,567 and absenteeism savings of \$588,952



Since Marriott's start 85 years ago, the company has experienced exponential growth. In an effort to promote and build a workforce that could help the company grow, Marriott has sought to provide its employees with benefits that did more than help them manage traditional medical and retirement support. The company realized that if it could provide its employees with access to telephonic, in-person and online employee assistance program (EAP) and work-life services, the result would be a happier, more engaged workforce that would have a direct impact on the company's customers, and ultimately its bottom line.



"We promote LifeWorks valuable services to all our employees. And we promote them because LifeWorks supports one of Marriott's key company values of taking care of our associates."

Since the early 1990s Marriott has partnered with LifeWorks to provide its employees with access to an EAP and work-life solution providing multi-lingual call center counseling services and support, and when needed, on-site critical incident counseling. Kiss has several examples of how LifeWorks' comprehensive spectrum of EAP services has helped Marriott cultivate a more engaged workforce.

Tailored support for Marriott employees

In late August 2012, when Hurricane Isaac struck the gulf coast, several Marriott facilities and their employees were affected. Marriott's LifeWorks account executive was ahead of the storm, providing Marriott's workforce with both English and Spanish information and support that helped them weather the winds, rains and flooding. In one particular incident an employee's house and family were completely flooded. LifeWorks' counseling and EAP services helped the employee understand his options and address his family's needs, enabling him to return to work much sooner than he would have without having access to services like these. Two key features that distinguish LifeWorks from other EAP providers include its proactive, multi-lingual approach to providing detailed information and support in anticipation of events like Hurricane Isaac and its Client Value Dashboard.

The importance of the value dashboard

LifeWorks launched a Client Value Dashboard in July 2012 in an effort to help Marriott quantify the benefits of LifeWorks. Within the dashboard, customers have access to a web-based reporting tool that includes detailed utilization information including data on topics and issues accessed by participants, year-over-year trend information and participant testimonials. The dashboard includes ROI and outcomes information that is calculated and updated annually. The dashboard is available for LifeWorks customers from 50 employees to multinational companies with more than 100,000 employees. It provides an overall total cost versus total benefit ROI number (in Marriott's case, 2.6 to 1). The dashboard also uses industry averages and other key metrics to measure the effectiveness of these services in four key areas: medical cost savings, productivity savings, turnover savings and absenteeism savings. The utilization data is updated monthly while the ROI information is calculated annually.

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