



Marriott International

Marriott International puts brands such as Courtyard, Marriott, Sheraton, Westin and The Ritz-Carlton on about 9,800 properties with nearly 1.78 million rooms in 145 countries, yet owns or leases less than 1% of them: 66% of its rooms are franchised or licensed and 32% managed. Owners pay royalties that typically run 4 to 7% of room revenue, or base and incentive management fees, and reimburse Marriott for the reservations, marketing and Marriott Bonvoy loyalty programs it runs for them. FY2025 (year to Dec 31, 2025) revenue was \$26.19B (+4.3%), but \$19.20B of that was cost reimbursement that passes through, and its own gross fee revenues were \$5.44B (+5%). FY2025 net income was \$2.60B (+9.5%).

BUSINESS MODEL CANVAS

Marriott International

Research date: Oct 12, 2026

Evidence-backed · sources in companion brief

KEY PARTNERS

- **Third-party owners** — 7,644 franchised/licensed, 1,966 managed properties (FACT).
- **US co-brand cards** — JPMorgan Chase and American Express (FACT).
- Bonvoy cards in 11 countries (FACT).
- Marriott Vacations Worldwide pays timeshare royalties (FACT).
- **MGM Collection with Marriott Bonvoy** — 12 properties, 26,210 rooms (FACT).
- **citizenM brand acquired** — 37 hotels, ~8,800 rooms (FACT).

KEY ACTIVITIES

- **Sign owners** — ~163,000 organic rooms signed in 2025 (FACT).
- **Open and convert hotels** — ~100,000 gross rooms added (FACT).
- **Conversions** — about one-third of signings and additions (FACT).
- Run Bonvoy, reservations, sales and marketing (FACT).
- Operate 2,017 company-operated properties (FACT).
- Rebuild reservation and loyalty technology (FACT).

KEY RESOURCES

- 30+ brands, from Fairfield to The Ritz-Carlton (INFERENCE from 10-K table).
- **Marriott Bonvoy** — ~271M members, Dec 2025 (FACT).
- Contracts on 1,779,936 rooms (FACT).
- **Pipeline** — ~610,000 rooms, 4,056 properties (FACT).
- ~414,000 associates, ~148,000 employed by Marriott (FACT).
- ~17% share of US hotel rooms (FACT, company estimate).

VALUE PROPOSITIONS

- Brand recognition at every tier (FACT).
- **Bonvoy members** — ~68% of global room nights (FACT).
- Direct bookings cost owners less than OTAs (FACT).
- ~33,400 rooms converted from rivals in 2025 (FACT).
- Points redeemable for stays, flights and experiences (FACT).
- Owners keep the building; Marriott keeps it full (INFERENCE).

CUSTOMER RELATIONSHIPS

- **Bonvoy** — ~43M members added in 2025 (FACT).
- 295M+ members by Jun 30, 2026 (FACT).
- Co-brand cards earn points on everyday spending (FACT).
- Franchise terms 10-25 years; management 20-30 years (FACT).
- Incentive fees often subject to an owner return (FACT).
- \$7,992M loyalty deferred revenue, Dec 2025 (FACT).

CHANNELS

- Marriott.com and the Bonvoy app (FACT).
- Above-property sales for business and groups (FACT).
- Customer care centers (FACT).
- Online travel agencies, a costlier channel (FACT).
- Bonvoy co-brand cards in 11 countries (FACT).
- Development teams sign owners worldwide (FACT).

CUSTOMER SEGMENTS

- Hotel owners and developers (FACT).
- Leisure and business travelers (FACT).
- **Luxury guests** — JW Marriott, Ritz-Carlton, St. Regis (FACT).
- **Extended stay** — Residence Inn, TownePlace Suites (FACT).
- Branded residence buyers via developers (FACT).
- Card issuers buying access to members (INFERENCE).

COST STRUCTURE

- Reimbursed expenses \$19,503M (FACT).
- General and administrative \$870M, down 8% (FACT).
- Owned, leased and other expense \$1,461M (FACT).
- Interest expense \$809M; debt \$16.2B (FACT).
- Income taxes \$793M (FACT).
- Stockholders' deficit \$3,771M after buybacks (FACT).

REVENUE STREAMS

- Franchise fees \$3,325M, +7% (FACT).
- Base management fees \$1,322M (FACT).
- Incentive management fees \$791M (FACT).
- Owned, leased and other \$1,679M (FACT).
- Cost reimbursement \$19,204M passes through (FACT).
- Co-brand fees seen up ~35% in 2026 (FACT, company outlook).