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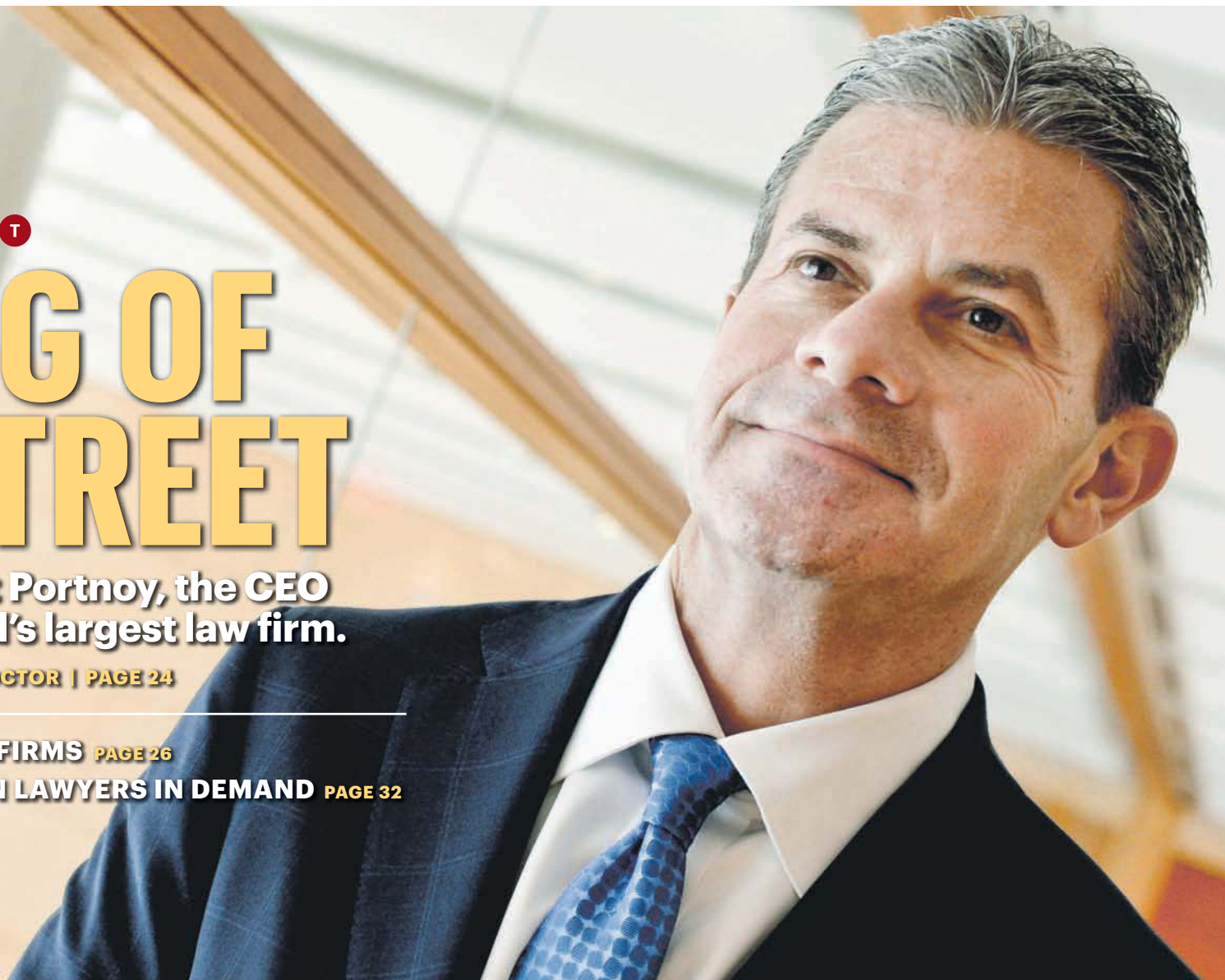
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rules on immigration are. We think there are lots of people who violated whatever rules exist.” There’s no real consensus about how many should come in and what the process is about letting them come in. And we need, I think as a country, to say,

“OK, what are our rules going to be about immigration?” And let’s build a consensus.

As a CEO, do you have to walk a fine line? You have to be obviously careful and mindful about what you say. But you also have to be willing to express an opinion or no one will ever listen. And there’s a little bit of tension between those things. But so is speaking out against the bathroom bills in North Carolina or the religious freedom bill in Indiana. Yeah, we got pushback on those things. But it was important to us to speak up because we had a point of view that we think is relevant and germane to our business as well. It’s not simply, “I’m a CEO and therefore I’m going to tell you what I personally believe.” But this is something that impacts our business, impacts our community of associates, and is wrong – and wrong in a way that connects directly to our business so we ought to speak about it.

Turning to your new headquarters in Bethesda, what do you say to critics who say local and state governments shouldn’t be granting incentives to large corporations? One, it’s the world we live in. The governments all around the country are incentivizing

major development projects, whether they be stadiums, whether they be business headquarters, or other entertainment venues, other things, and certainly people were interested in where we would be.

I, of course, talked with the governor of Maryland, and many other Maryland political leaders, but also the governor of Virginia, and the mayor of Washington, as well as governors of other states. We never seriously looked outside the Washington area.

The second thing: It’s not really even really close from an economic perspective. We’re building a \$600 million building. It’ll be \$100 million-ish of wages in the context of the construction. There’ll be 4,000 people that will be headquartered in that building for the next 30 years, at least, if not longer than that. And when you do the economic analysis, it was over a billion dollars of economic activity that is driven by the construction and location of that building and the related hotel in downtown Bethesda. So, you can pine for a world in which no government did this but that’s not the world we live in, and it’s probably not practical.

Do you ever go into Marriott-Starwood hotels incognito?

Ever, yes. But not deliberately. It’s not my job to run our quality assurance program. But say I’m on personal travel in Minneapolis, where I still have family, and I’m going to stay in one of our hotels. To show up and not tell the general manager is really just rude. Because the GM often will want to say, “I want to be there to say, ‘Hi.’ I’d like to show you whatever is going on in the hotel. I’d love for you to see our team.”

Occasionally, I will be some place where I didn’t anticipate having any time to see any hotel. And then I’ll have 45 minutes and I’ll be driving by and there will be one of our hotels. I might actually stop.

So I was in Park City, for example, in January. And we were staying at friends’, we weren’t staying at a hotel. ... I had to deliver the Hertz rental car back to some place in Park City. It turns out that the Hertz desk was at the Marriott. So on Sunday morning, I go in with the keys to drop off in the little slot in the door, it’s closed. So I went up to the front desk and said, “I’m Arne Sorenson, CEO.” He said, “I know who you are.” And imagine had I not. His comment would have been, “Can you believe it? The CEO walked in and has baseball cap and sunglasses on, maybe. But he walked right back out.”

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