

Chapter 2 Outline

- Historical Aspects
 - The Development of Chains
 - Development Abroad
- American Hotel Chains
 - Separation of Ownership from Management
 - Segmentation and Foreign Expansion
- Profiles of Selected International Chains That Began in America
 - Hilton
 - InterContinental
 - Sheraton
 - Holiday Inn
 - Hyatt
 - Choice Hotels International
- European Chains
 - Club Méditerranée
 - Accor
 - Le Méridien
 - Sol Meliá
- Indian Chains
 - The Taj Group
 - Oberoi
- Asia-Pacific Chains
 - New Otani
 - Nikko
 - Mandarin Oriental
 - Peninsula
 - Dusit Thani
- An African Chain
- The Airline Connection
 - Advantages of Linkage
 - Disadvantages of Linkage
 - Major Linkages
- Mergers and Acquisitions
 - Consolidation
 - Strategic Alliances

Competencies

1. List the innovations introduced by American hotels in the early twentieth century, trace the development of U.S. hotel chains from 1901 to World War II, and identify some of the risks that deterred American hotels from expanding internationally. (pp. 25–28)
2. Summarize the post-World War II developments that led to international hotel expansion. (pp. 28–29)
3. Outline the factors affecting international hotel expansion into European, North American, Middle Eastern, and Asia-Pacific markets. (pp. 29–34)
4. Describe the separation of hotel ownership from management and explain its significance, and summarize the two-pronged growth strategies of hotel chains. (pp. 34–35)
5. Identify six international hotel chains that began in the United States, and describe the innovations they introduced. (pp. 35–40)
6. Identify four European, two Indian, one African, and five Asia-Pacific hotel chains, and describe their distinguishing characteristics. (pp. 40–51)
7. Summarize the development of airline-hotel relationships and cite the chief advantages and disadvantages of hotel-airline alliances. (pp. 51–53)
8. Describe the effects of mergers and acquisitions, consolidation, and strategic alliances on the international lodging industry. (pp. 54–56)