

Chapter 5 Outline

Balancing Global and Local Perspectives
 Glocalization
Transnational, Global, and Multinational
 Organizations
 The Case for International Expansion
 Target Regions
 Potential Problems and Considerations
Geographic Distribution
 Distribution Patterns
 Variations by Hotel Type
Foreign Hotel Chains in the United States
Industry Structure
Ownership and Types of Affiliations
 Management Agreements
 Equity Participation
 Affiliation Considerations
Operating in a Multinational Environment
 The Environment
 Centralization and Decentralization
 Operation Planning and Control

Competencies

1. Explain the phrase, “think globally, act locally,” as applied to international hotel operations, and discuss the “glocalization” of international brands. (pp. 161–162)
2. Outline the business challenges, organizational responses, and training program responses associated with transnational, global, and multinational organizations. (pp. 163–164)
3. Identify three growth strategies for expansion-minded chains, list advantages of and motives for international expansion, and identify target regions for international expansion. (pp. 164–167)
4. Identify potential drawbacks of expansion, and outline important considerations in making the expansion decision. (pp. 167–168)
5. Summarize the distribution patterns of international hotel chains, and identify factors that explain the differing patterns. (pp. 168–169)
6. Explain why it is advantageous for foreign hotel chains to have properties in the United States, and describe the marketing approach these chains often use. (pp. 169–170)
7. Define the terms *corporate hotel chains*, *voluntary associations*, and *conglomerates*. (p. 170)
8. Describe affiliation options available to hotel companies, and explain affiliation considerations, including the costs of choosing the wrong affiliation. (pp. 170–175)
9. Outline problems and concerns associated with multinational operations, and propose planning and control measures for such operations. (pp. 175–177)