

THE DEVELOPMENT AND TERRITORIAL ALLOCATION OF HOTEL CHAINS IN THE WORLD

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Abstract. *The paper analyses the beginnings, development, allocation, types and tendencies of the development of hotel chains in the world. The fast development of tourism, globalization process and changed political situation in the world, increase in the number of business trips, application of information technology and other factors have led to a change in the business orientation of hotels, which is best shown in forming large hotel chains, internationalization and globalization of business. One of the basic indicators of the global orientation of international hotel chains is seen in their territorial range and their share in the world accommodation offer. As a consequence of competition and struggle for a better position on the international market, there is a tendency to enlarge and join hotel chains. The most important types of hotel chains are: corporate chains, management companies and voluntary chains.*

Key Words: *Hotel chains, global orientation, territorial allocation, internationalization, brand*

INTRODUCTION

The influence of global processes on the development of economy is reflected in the intensity and directions of tourist flows, and, therefore, in the development strategies of tourist companies. The fast progress in information technology, economic growth of developing countries and political changes in many countries of the world, traffic development etc. have been the main factors for accelerating the growth of global tourist market. Due to the process of globalization and offensive strategies in the last few decades, multinational companies are able to penetrate and expand their business activity more easily on the once inaccessible markets. During this period, no other social and economic phenomenon has had such an impressive development as international tourism. There have been significant quantitative, quality, structural, economic, geographical, sociological and other changes in the sphere of demand as well as that of offer. Therefore, nowadays there

is almost no country in the world that is not involved in different aspects of tourist flow and business trips to a higher or lower extent.

These trends have been manifested in the hotel industry, as an economic activity and material basis for tourism. According to them, world's tourist flows have been influencing the intensity of growth and the structure of accommodation capacities, the level of hotel concentration, or dispersion in space [4, pp. 249]. In that sense, monitoring the quantitative dimension of hotel industry development includes the analysis of spatial and structural expansion of hotel capacities, as the basis for understanding the development and modern tendencies in the world's hotel industry.

Basic indicators of hotel industry development in the world framework can be seen through the dynamics of the growth of accommodation capacities, territorial distribution of accommodation facilities, new organizational forms of business, improvement of material basis by applying technical and technological innovations, diversification processes, that is, establishing a significant number of types on one hand, and product standardization processes in the function of obtaining a recognizable market identity, on the other hand [4, pp. 64].

THE CONCEPT AND DEVELOPMENT OF HOTEL CHAINS

The traditional form of hotel industry consisting of small hotels individually owned is changing every day and is starting to resemble the form of other industries where large companies increase their share on the market. These companies in the accommodation industry are most often called hotel chains. "A hotel chain implies establishing a business system from a number of objects under the same name, which function in the narrower and wider business environment' [4, pp.253-254].

The nucleus of every hotel is related to stepping out of the business framework of a single object, that is, to the purpose of establishing the technical, technological and organizational business concept which is checked and affirmed and the style of business which is recognizable, by implementing the existing facilities into the system or by constructing new ones on chosen locations. In the initial phase of development, it is a smaller number of accommodation capacities and the narrower zone of influence. The further development of a hotel chain implies the increase in capacities as well as territorial expansion by taking into account the basic principles and following global trends in tourism on the world market [4, pp. 254].

Since the 1950s, the expansion of the demand for hotel service in the world has been directly influenced by the increase in traveling, that is, the increase in tourist, as well as business and other trips variously motivated. The development of hotel chains has also been influenced by traveling within the borders of countries, which has also had the tendency towards increasing. However, during the 20th century, the development of business regarding hotel chains was not continuous. Therefore, according to the means and characteristics of market dealings in the development of international hotel chains, two periods can be detected.

The first period lasted until the 1970s and was characterized by intensive traffic development, above all air and road traffic, the appearance of new tourist destinations and the expansion of tourism in general. During this period, there was an occurrence of gradual internationalization of dealings in hotel business. The carriers of the growth and development were primarily hotel companies in the USA. During this period, some of the most famous hotel chains in the world, such as InterContinental, Hilton, Holiday Inns etc. were established.

The second period was marked by the increase in the number of international hotel chains and their capacities abroad, greater versatility in business dealings, gradual abandoning of the concept of one (unique) brand and introducing new, multiple (multiplied) brands. By introducing more brands, multinational hotel companies differentiated their services according to the needs of a greater number of segments, above all tourist and business trips.

Adapting to the above mentioned changes is evident both in the policy of distribution and of location: apart from resort centers, the main orientation is towards large cities as business centers and towards international communication, particularly airports and highways. An important feature of this period is the appearance of new ways of providing the growth and development of international hotel chains, as well as significant engaging of capital and companies from other branches of economy into hotel business. Unlike other companies involved in hotel business, hotel chains have defined standards in all business areas, their own philosophy and marketing strategy, a unique booking system, human resource education etc., all of which make them not only recognizable on the market but also the main carriers of tourism development in the future [3 pp. 310]. The pronounced domination of hotel chains from the USA is gradually reducing and the share of British, French, Japanese and German, and in the last few years Chinese companies, is increasing.

THE CAPACITIES OF INTERNATIONAL HOTEL CHAINS

According to the estimation of the World Tourism Organization, the overall accommodation capacities are over 20 million rooms. International Hotel and Restaurant Association (IHRA) keeps records of over 300 hotel chains different in size, ownership structure, types of business connections, the quality of hotel capacities, business concepts, prices etc. According to the information for 2008, 300 ranked hotel chains in 54.400 hotels had over 7.2 million rooms at their disposal. In other words, business systems that operated as hotel chains comprised one third of the world's accommodation capacities.

Table 1 Leading hotel chains in the world in 2008 [8]

Rank	Company	Headquarters	Rooms	Hotels
1.	IHG	England	619.851	4.186
2.	Wyndham Hotel Group	USA	592.880	7.043
3.	Marriot International	USA	560.681	3178
4.	Hilton Hotels Corp	USA	545.725	3265
5.	Accor	France	478.975	3982
6.	Choice Hotels International	USA	472.526	5.827
7.	Best Western International	USA	305.000	4000
8.	Starwod Hotels	USA	284.800	942
9.	Carlson Hotels Worldwide	USA	151.077	1.013
10.	Global Hyatt Corp.	USA	114.332	375

Ten leading hotel companies in 2008 managed over 4.1 million rooms, which comprised 56.6% of ranked hotel chains capacities. The top five leading hotel companies alone had 2.8 million rooms, or 38% of the complete recorded offer of hotel chains. This shows a high degree of the so-called corporation concentration. If considered according to

the company's origin country, an absolute domination of the USA and European countries is evident, with over 90% of the world's offer of hotel chains.

For the last twenty years, a more intensive increase in Asia, the Pacific, Africa etc. is noted in terms of the growth dynamics of capacities and their spatial distribution. The carriers of the capacities increase in these regions, apart from companies from the USA and Europe, are national hotel chains from China, Japan, Singapore, UAE, JAR, Egypt, etc. The leading Asian and the thirteenth hotel chain in the world for its accommodation capacities is Jin Jiang from Shanghai, which had about 80 thousand rooms at its disposal. The increase in accommodation capacities in other parts of the world leads to the mitigation of unevenness in the offer of hotel capacities.

FACTORS IN FORMING HOTEL CHAINS

Numerous factors have influenced the formation of international, specialized hotel chains, that is, their beginnings and development. There are various connections and relations among these factors; therefore it is very difficult to determine which were dominant in forming a particular hotel chain. They can be divided into two main groups: external and internal factors.

External factors include general circumstances that served the establishment and expansion of international hotel chains. External factors which have influenced the occurrence of this type of hotel enterprises are: a) the expansion in the demand for hotel services in the world (driving factors of tourist traveling and business trips) and b) the need to accelerate the economic growth of certain regions in the world [5, pp.85].

Strong economic growth, enabled by exceptional technological improvements and the increase of work productivity under changed market conditions, with simultaneous significant political and social changes in the world, have had significant influence on the fact that in the last few decades the most important driving factors of tourist travel have been revealed. The most important factors of the increase in the size of tourist travel are: the level of urbanization and industrialization, the standard of living, the quality of work and living environment, available free time, advertising, traffic development, prices etc. Significant political and social changes, as well as the world market liberalization, have brought about the large increase in business trips. It is estimated that this segment of traveling comprises around 25% of overall realized catering consumption in the world. In the USA, in the overall structure of hotel guests, the share of passing business travelers is dominant with 29% as well as participants in conferences and meetings with 25% [2, p.156].

The need to accelerate the economic growth of certain regions of the world is considered to be the main factor in the appearance of some of the most famous international hotel chains. A typical example is InterContinental Hotels Group (IHG). This hotel chain was founded by the airline company Pan American World Airways (Pan Am) in 1946, for the purpose of improving tourism and increasing accommodation capacities in Latin America. The first hotel was bought in 1949 in Brazil. According to the information for 2008, 4.186 hotels were part of the IHG hotel chain [6].

Hilton Hotels Corporation is the second most famous American chain whose international expansion is explained by the need for economic growth of less developed areas. Namely, Conrad Hilton, the founder of the corporation, provided a contract in 1948 re-

garding the management of the first large hotel in Puerto Rico, which was built by the Commonwealth¹ as a part of the economic growth program. The success of the Hilton's hotel was the basis for the tourist "boom" of Puerto Rico, and, consequently, the improvement of the economic situation in the Caribbean. According to the information for 2008, Hilton Corporation is ranked as the fourth international hotel chain in the world regarding the number of rooms, which, in 2008, managed 3.265 accommodation facilities in 78 countries on the world [8].

Distinction should be made between this kind of forming of famous hotel chains and engaging many others in numerous underdeveloped areas, which are attractive and perspective for tourism and business, for the purpose of spreading the already existing international activities, using the advantage, expanding their share of the market etc. It is necessary to distinguish between the phase of forming and later developmental stages of international hotel chains [7, pp. 32].

Internal factors are closely connected with external factors, and are thus necessary to be viewed through their interdependence. Internal factors are: certain brand and quality guarantee as well as greater efficiency in business (diversification of offer).

Each hotel chain is trying to offer services which are different from other chains' services in certain segments, but which present significant experience for the client, that is, present a level of satisfaction that the consumer experiences while staying at a particular hotel. Therefore, those hotel chains that offer to their consumers a certain brand and guaranteed quality will have the competitive advantage. Their brand (or brands) is recognizable among customers by its quality, price, means of providing service and other features of the particular chain. Service quality is an extremely important factor, through which it becomes internationally recognized (Best Western, Hilton, Holiday Inn, Hyatt and other corporations). That is why one of the important elements of market performance are promo slogans, for example, the Hilton hotel chain has a slogan "When an American does business, the way of the American's business ends in the Hilton", the Marriott hotel chain "When Marriott does it, it does it right" etc.

International business provides greater efficiency. Through diversification of their offer, hotel chains reduce the risk of business through product variety and geographical diffusion [1, pp. 68]. It enlarges the range of their complete offer and encourages the creation of new units abroad. The combination of expansion and diversification as the direction of growth has enabled the world's most famous hotel chains to enter international hotel business, that is, to grow from national into international companies; thus, for instance, Holiday Inn started its business with motels, and Marriott as a restaurant etc. [7, pp. 33].

According to all this, the advantage of hotel chains is in their size, that is, more rational and efficient business dealings, or saving due to economies of scale. One should bear in mind that efficient business can be done by individual hotels with large capacity, but the complete profitability is accomplished by large hotel groups. The more efficient business dealings of hotel chains are reflected in: saving in finance and marketing, saving when purchasing various products and services, saving related to management, technical saving as well as that related to risk diversification. Apart from that, large hotel chains manage accommodation capacities of different ranges, and are able to offer a product with

¹ Conrad Hilton, who bought his first hotel in 1919, is considered to have been the pioneer of hotel chain business

a different price range: a complete service in a luxury hotel, luxurious suites for everybody, mid-range hotels for a wider circle of consumers, moderate prices with limited service, resort hotels, economic motels etc. [2, pp.159]. On the other hand, hotel chains, as any other large company, have problems in communication, supervision and expenses [1, pp. 67-69].

THE PROCESS OF TERRITORIAL EXPANSION OF HOTEL CHAINS

The development of international tourism in the last few decades has brought significant changes in business orientation of hotel chains, out of which the process of territorial expansion has a special role. The quantitative growth of hotel chains inevitably leads to their territorial expansion towards certain macro tourist regions of the world and permanent increase in accommodation capacities. The process of geographical expansion of hotel chains appears as a concrete manifestation of the growth strategy. The development and business behavior of companies in the modern world economy can be manifested through four orientations: ethnocentric, polycentric, regiocentric and geocentric [3, pp. 311].

In the first, ethnocentric phase, a company is by its vision and orientation focused on the domestic market. In its business dealings, the company relies on the national market and its resources, as well as national culture in thinking, deciding and taking action [7, pp. 22]. This orientation is a characteristic of smaller hotel companies which observe internationalization from the point of the possibility of implementing their ethnocentric business orientation abroad [3, pp. 311]. That is why such companies choose markets that are geographically and ethnographically close, for example, Canada for companies from the USA.

The polycentric business orientation represents the beginning of geographic diversification and internationalization of business, by creating branches and representative offices in another country. Stepping onto the international market changes the business philosophy and leads to adjusting the business to the economic conditions of new countries, while the culture in behavior and decision-making is domestic. The strategy of these companies is "to adjust all branches to the economic conditions of those countries in which they do business, and through their growth relatively independent parts-divisions are created." [7, pp. 22]

Regiocentric orientation in business implies higher ambitions in terms of territorial growth, but within the region. Business activities of a company are directed to consumers and resources of one or more areas and their integration into the local economy. Besides that, the culture in business behavior is regional, consumers in those areas are target groups, people from the region are used in business dealings, and financial sources are redistributed within the area of business [7, pp. 22]. Hotel chains that operate on the territory of Europe within tourist macro regions can serve as an example.

Geocentric orientation in hotel chain business looks at the world as a potential market. With this business orientation, national, regional and intercontinental barriers are surpassed and a business strategy is created with the aim of competitiveness on the global market. The majority of hotel chains that are nowadays multinational –global passed through the above-mentioned three phases on their way of development. Each hotel enterprise is potentially oriented towards international business.

One of key indicators of geocentric and global orientation of international hotel chains is seen in their territorial prevalence in the world. Territorial prevalence is expressed

through the number of countries in which international hotel enterprises are present with accommodation facilities with their name. Therefore, along with accommodation capacity, territorial prevalence is also an important indicator of the growth strategy in international hotel business.

The biggest international hotel chain, according to the number of rooms and guests, IHG (InterContinental Hotels Group), is present with its hotel capacities in 100 countries of the world. Within this hotel giant, which in 4.400 hotels has over 180 million tourist days, seven world brands operate, the most famous being Holiday Inn Hotels & Resorts and Holiday Inn Express. Therefore, hotel brands – chains which symbolize hotel business in the USA, operate today within the English company with its headquarters in Windsor. Although InterContinental Hotels Group is formally a European company, its largest hotel branch is made of typically American hotels. This indicates its global orientation in business and permanent territorial expansion towards new markets with different levels of hotel development.

For the USA market, due to certain tax releases, there is a characteristic increase in the shares of catering companies by companies primarily dealing with real estate. Among such companies is Starwood Hotel & Resort Worldwide, which became the corporation of global importance after purchasing Sheraton Westin hotel chain. In 2008 this company had accommodation facilities in 97 countries.

French Accor is present in 95 countries, thus confirming its international business orientation, and also Best Western International in 80 countries, as well as hotel chains Hilton Hotels Corp. and Carlson Hotels Worldwide operating in 78 and 74 countries respectively.

The second place on the list of leading hotel corporations, Wyndham Hotel Group (previously Cendant Corporation), was formed as a global service with diversified business activities in 1977. This hotel chain appeared with its accommodation capacities outside the North American continent in 1999. Although Wyndham corporation has over 7.000 hotels and accommodation capacities in 66 countries of the world, its business orientation is still directed towards the USA market [8]. The example of Wyndham shows that size does not necessarily imply international orientation. This corporation, for example, had only 100 hotels outside North America in 1998. However, the process of its internationalization has intensified by signing business arrangements with foreign partners, primarily from Eastern and Central Europe, so that today this company is leading in the number of hotels around the world.

Some big companies accelerate their territorial expansion towards new markets using the strategy "center and cog", developed by airline companies. Namely, in order to compete with independent hotels, hotel chains first build luxurious brand hotels in big cities, and then spread towards surrounding smaller towns with secondary brands. The best example of this strategy is the American hotel chain Marriott International, which is expanding on the Russian market through Moscow and St. Petersburg, as primary and strategic centers, and the towns of Nizhniy Novgorod, Samara, Kazan and Yekaterinburg as secondary markets.

On the global level, hotel chains more often achieve better results than independent hotels. However, on some markets, such as Hong Kong, Singapore, Sao Paolo, Sydney, Budapest, Amsterdam etc., independent hotels are more booked.

The ever discriminating demand, when high quality in the domain of basic service is understood, forces hotel chains to find new ways of animating their clients. One of the ways of improving accommodation capacities is building the so-called theme hotels,

which represent an independent tourist attraction with its architecture, décor and atmosphere. "Imitating the already affirmed tourist attractions is used as the most powerful means of achieving this aim, through historical eclecticism in architecture, appropriate interior design and décor." [6, pp. 22] The most spectacular example is Las Vegas, where there are many mega hotels with casinos exploiting various themes (Egypt, Paris, New York, Rome, Venice): Venetian/Palazzo with 7.128 rooms, MGM Grand with 5.044 rooms, Luxxor with 4.048 rooms etc. The leading hotel chain regarding the number of theme mega hotels is MGM Mirage with around 50.000 rooms in 17 objects (Las Vegas, Makao, Rino etc.).

TYPES OF HOTEL CHAINS IN THE WORLD

As a consequence of harsh competition and for the purpose of obtaining the best possible position on the international market, the process of enlarging international hotel chains and forming new companies including renowned hotel chains is present. The aim of forming new hotel companies is providing necessary financial resources for maintaining and improving their business standards. Hotel chains as a part of such companies continue their activities using their recognizable trademarks, but they also carry the trademark of the new founded company, for which it represents certain publicity on the global level. Apart from that, there is differentiating between hotel chains on the market (from budget to luxurious) in the sense of business orientation, according to various segments and target groups of clients [6, pp. 22]. According to the methodology of the international magazine "Hotels", there are three types of hotel chains: corporate chains, management companies and voluntary chain associations [8].

Corporate chains are recognized by their brand or hotel brands, or a well-known trademark [7, pp. 44]. The biggest corporate chains develop many brands-trademarks, which in the best way show the service type and quality.² Business activities on the national and international scales are done in different ways, therefore, franchising contracts, management contracts, various sale norms while including companies from other branches of economy and other means are used. Accommodation capacities of leading hotel chains in the world are enormous: accommodation capacities of IHG (InterContinental Hotels Group) in 2008 were over 585.000 rooms in over 4.100 hotels, Wyndham Hotel Group 550.000 rooms in over 7.000 hotels etc.

Management companies are companies (operators) that manage various hotel brands of corporate chains or their parts, their own brands, as well as independent hotels (hotels outside the chains), which do not have their own brand [7, pp. 53-54]. In hotel business, a management contract represents a way of business cooperation based on providing special, professional services by specialized companies. There can be different types of contracts between hotel chains-hotel owners and management companies:

- Joint investments contract (when the management company – operator is an equal partner in the joint ownership over a hotel, and, thus in profit);
- Lease contract (when the management company temporarily, or for a certain period of time rents an object and pays a certain amount of money for that);

² French hotel chain Accor in 4.162 hotels in 90 countries of the world, offers hotel packages designed to satisfy all the needs guests may have, including their financial abilities. The hotels in the chain are systematized into thirteen brands with their own characteristics regarding service providing. [www. accor. com]

- Management contract (when the management company can, but does not have to be an investor, but manages a hotel for agreed compensation);
- Franchise contract (when the management company takes the franchise from the franchise receiver) [1, pp. 83].

Management companies are much smaller in size and capacity than corporate chains. Accommodation capacities with a smaller number of rooms dominate their structure, so the differences in the average size of objects are significantly smaller than with corporate chains.

Table 2 The biggest management companies in 2008 [8]

Rank	Company	Headquarters	Hotels Managed	Hotels
1.	Marriott International	USA	986	3.178
2.	Extended Stay Hotels	USA	686	686
3.	IHG	USA	585	4.186
4.	Accor	France	567	3.982
5.	Hilton Hotels Corp	USA	440	3.982
6.	Starwood Hotels	USA	436	942
7.	The Rezidor Hotel Group	USA	289	361
8.	Groupe de Louvre	France	248	856
9.	NH Hotels	USA	248	341
10.	Interstate Hotels&Resorts	USA	226	226

The largest number of management companies manages objects of famous hotel chains in the USA, such as: Holiday Inns, Sheraton, Best Western etc. In the USA, big corporate chains have in their structure management companies who control different hotels. For example, corporate chain Marriott International, apart from the hotels in its ownership, on various grounds also manages around 900 hotels which are not in its ownership. The biggest management companies that do not own hotels are: Extended Stay Hotels (manages around 700 hotels), Interstate Hotels&Resorts (manages around 230 hotels) etc. [8] Unlike corporate chains, management companies are less oriented towards the international hotel business.

A special form of activities in hotel business is franchising. The franchising system in national and international framework is used by the largest corporate chains. To hotel enterprises (or entrepreneurs) which receive a franchise, this system provides work technology according to the standards of the franchiser, thus achieving appropriate service quality and control; using the brand name of the franchiser, which makes him recognizable on the market, enables various kinds of help with bookings, sales, promotion, human resource training etc. [4, pp. 68] However, the biggest advantage of the franchise receiver lies in the fact that, by entering the business system of a large hotel chain, it avoids the risks and problems of providing the market for their services.

The advantage of a hotel company that gives a franchise is the fact that it provides a significant number of selling points in their own and other countries without large investments. The company spreads on the market with minimum financial risk. Leading corporate hotel chains are the biggest givers. The best examples are corporate chains: Wyndham Hotel Group (out of 7.043 hotels, 7.016 are franchised), Choice Hotels International (all the hotels are franchised), InterContinental Hotels Group (86% are franchised) etc.

Voluntary chains (associations) base their activities on providing service of global marketing and reservations to independent hotels and corporate chains, particularly those of national character. [7, pp. 56] These voluntary chains are also called consortiums. Consortiums are voluntary associations of a group of independent hotels, national and international chains, whose main aim is to animate the demand and enlarge their offer on the international market.

Table 3 The largest voluntary chains in 2008 [8]

Rank	Company	Headquarters	Rooms	Hotels
1.	Utell	USA	1.381.379	11.289
2.	Supranational Hotels Ltd	England	297.400	1.662
3.	Hotusa Hotels	Spain	192.455	2150
4.	Great Hotel Organization	England	184.128	672
5.	Keytel S.A.	Spain	142.200	1.581
6.	Preferred Hotel Group	USA	140.000	730
7.	Worldhotels	Germany	100.872	518
8.	Associated Luxury Hotels International	USA	87.791	132
9.	Leading Hotels	USA	84.000	460
10.	Logis	France	56792	2935

The origin of voluntary chains is related to internationalization and globalization of hotel business. Hotel enterprises join voluntary chains when they are not able to follow the expansion in business activities both in the material sense and in human resources. Activities of voluntary chains are related to: sales and reservations, advertising and other promotional activities, cooperation with airline companies, providing other services etc. [4, pp. 291]

In 2008, 25 biggest voluntary chains covered sales, promotion and other activities in 26.000 hotels and around 2.9 million rooms. The number of rooms was expanded by 5% in comparison to 2007. The biggest voluntary chain in the world is British Utell, an affiliate of the company Pegasus from the USA. According to the information for 2008, this chain served 11.900 hotels with around 1.380.000 rooms. The chain, in comparison to 2007, increased its services by another 400 hotels.

According to the information for 2008, the largest number of voluntary chains was based in Europe. Unlike big voluntary chains, which are mainly related to the European market, management companies are more numerous on the USA market.

CONCLUSION

Economic globalization, readily available markets, traffic development and advancements in information and other technologies have all caused an increase in the number of tourist, business and other kinds of trips, thus deeply influencing the transformation of hotel business. One of the most important transformations and one of the most important characteristics of business dealings in hotel enterprises is included in business integrations and connections as well as territorial expansion. High concentration of accommodation capacities in certain parts of the world (the USA, the Mediterranean, the Alps etc.) forces hotel chains to find new destinations for their enlargement and territorial expansion. That

is why the end of the 20th and the beginning of the 21st century have been marked with changes in spatial distribution and more intense increase in accommodation capacities in the areas of former socialist countries, Asia, the Pacific and Africa.

Internationalization provides hotel chains the improvement of their position on the global market. In order to obtain better positions on the international market, huge financial transactions have appeared recently, leading to changes in the ownership structure and the formation of new companies, both on the national as well as international (global) level. In this way, financial resources are obtained, as well as increased influence on the market, maintenance and innovations in business standards. Besides carrying the trademark of a newly founded company, hotel chains continue doing their business under their own recognizable trademark-brand. The branded name of a hotel chain has numerous advantages, such as greater marketing power, ensured product quality originating from established standards, help in management, easier approach to financial institutions etc. However, the mass usage of hotels by clients with different buying powers will maintain a wide range of objects as well as prices.

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RAZVOJ I TERITORIJALNI RAZMEŠTAJ HOTELSKIH LANACA U SVETU

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U radu se analizira nastanak, razvoj, razmeštaj, tipovi i tendencije razvoja hotelskih lanaca u svetu. Ubrzani razvoj turizma, proces globalizacije i promenjena politička situacija u svetu, porast broja poslovnih putovanja, primena informacione tehnologije i drugi faktori, doveli su do promene u poslovnoj orijentaciji hotelskih preduzeća, koja se najbolje ogleda u formiranju velikih hotelskih lanaca i internacionalizaciji i globalizaciji poslovanja. Jedan od osnovnih pokazatelja globalne orijentacije međunarodnih hotelskih lanaca ogleda se u njihovoj teritorijalnoj rasprostranjenosti i njihovom udelu u svetskoj smeštajnoj ponudi. Kao posledica konkurencije i borbe za bolju poziciju na međunarodnom tržištu, prisutna je tendencija ukрупnjavanja i udruživanja hotelskih lanaca. Najznačajni tipovi hotelskih lanaca su: korporativni lanci, kompanije za menadžment i dobrovoljni lanci.

Ključne reči: *hotelski lanci, globalna orijentacija, prostorni razmeštaj, internacionalizacija, brend.*