

<<国有饭店产业重组与集团化管理>>

图书基本信息

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前言

In 1979 China started the policy of reform and opening-up. During these thirty years of development, the tourism industry has gained valuable experiences in all phases of modernization, industrialization and marketization. However, in the early years, the real focus of the policy was to earn hard currency from the inbound tourists. Today a new strategy has been initiated to develop the three main tourist markets——inbound, outbound and domestic markets. In the early stages, the tourism management organizations integrated the needs of both the government authorities and the private entrepreneurs. The current situation is that tourism associations and commercial enterprises cooperate under the supervision of the government authorities. In the early years, the tourism operations were labor intensive with management mainly based on experience. Today's industry is driven by business innovations and supported by modern technology and capital operation. China's tourism industry not only merges gradually into the nation's economic and social strategic development system, but also plays a leading role in international tourism community. In 2008, in spite of the impact of the worldwide financial crises, China achieved remarkable tourism records of 131 million inbound tourists, 45.84 million outbound tourists and 1.712 billion domestic tourists.

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内容概要

Shakespeare said in Hamlet "the time is out of joint. "The current state of affairs is in flux. Old ideals, ethics, and orders collapse rapidly and new habits, norms and systems have not yet been established. Everything has lost its familiar support, the world is in painful uncertainty, and the future is unknown... Similar to the situation and. grievance in Shakespeare's period, in recent times the massive Chinese state-owned hotel industry has lost its direction and entered a period of indecision. State-owned assets gradually withdrew from the industry while foreign-funded hotels, swept along with the tide of globalizatization, aggressively entered the market. How to reform the tens of thousands of state- owned hotels, propel them into the market and withdraw the state-owned assets in an orderly way, and how to create local Chinese hotel brands considering the gamut of foreign brands, has undoubtedly become the historic responsibility of Chinese hotel operators and the future of the Chinese hotel industry.

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章节摘录

插图：3. Development Model and Course of Chinese Hotel Group Formation

On the subject of the model and course of Chinese hotel group development, scholars discussed driving force, integration, membership composition, assets relationship and operation model, etc. Most scholars agree with the intervention of administrative power in the restructuring of state-owned hotel industries and hotel group development. For example, industries that lead in number of hotels establish large-scale hotel groups, which are later recombined by market competition (Chen Qiuping, Zheng Xiangmin, 2002). As China's political system reform continues to deepen, national hotel groups will be established by administrative measures according to actual management authority of state-owned assets (Zhang Hui, 2004). Leading enterprise groups in the hotel industry will be constructed with state-owned assets, following the principle: "administration promotion, market development, large group dominance, small and medium enterprises (SMEs) scattered distribution" (Dai Bin, 2003, 2004). Of course, when observing the predominance of the local government-led development role, some scholars noticed limitations. Using the administrative divisions as borders, the market interests and behaviors of local governments strengthened economic segmentation of the state and created a batch of "mud foot giants" (Zou Tongqian, Xie Yongjian, 2000). The nonstandard development of state-owned hotel groups resulted in a lack of clarity of property rights, an inability to create real interest group and difficulty keeping balance and consistency in the market (Sun Ping, 2002). In the process of expanding, hotel groups should pay attention to controlling their scale; greater expansion of the group is not better; hotel groups should decide to expand or shrink according to the specific circumstances and the external environment during various periods of time (Song Fujuan, 2004).

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