

**University of Strathclyde
Strathclyde Business School
Department of Management Science**

**REINVENTING THE
PACKAGE HOLIDAY BUSINESS**

**NEW INFORMATION AND
COMMUNICATION TECHNOLOGIES
IN THE BRITISH AND GERMAN
TOUR OPERATOR SECTORS**

Volume II: Appendices and Bibliography

KARSTEN KÄRCHER

Ph.D.

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Abbreviations Used in Appendices

- N. A. = not annotated, or not available
- → = reference to a table in one of the appendices (especially Appendices 9 - 11)
- * = (shareholdings marked with an asterisk are) indirect shareholdings

Notes

Key company and system names are highlighted in bold. Company information was gained, unless stated otherwise, from:

- numerous editions (mainly published during 1994 to 1996) of:
 - **FVW (Fremdenverkehrswirtschaft) International** (key sources for German companies)
 - **Travel Trade Gazette (TTG) UK & Ireland** (key sources for British companies)
 - **Business Travel World (BTW)**
 - **TravelGBI (Great Britain and Ireland)**
 - **Travel Trade Gazette (TTG) Europa**
- TID (1994, 1995 and 1996) (key sources for German companies)
- industry reports listed in the bibliography

Appendix 1. Consumer Systems for Travel and Tourism Information and/or Reservations and Bookings in Britain and Germany

The main types of automatic systems which were used by consumers in Britain and Germany in 1995 to access travel and tourism information and/or to conduct reservations and bookings are listed in Table A1.1, using a classification developed here. These ICT-based systems were all automatic in the sense that consumers operated them auto-sufficiently. While all these systems were used by travel agents to electronically link consumers, they were in addition utilised as direct sale systems, connecting travel and tourism principals and tour operators with consumers. The typical apparatus and physical networks used by consumers as part of the various systems are also stated in Table A1.1. All systems with the exception of self-service bookings kiosks and display kiosks are home-based, i.e. accessible at consumers' homes; and all systems with the exception of electronic product catalogues on CD-ROM and display kiosks are (at least temporarily) networked systems.

Information, Reservation and Booking Systems			
Type of Consumer Systems	End-User Apparatus	End-User Network	Additional Information
Audiotex - Tone Controlled	<ul style="list-style-type: none"> • touch-tone telephone 	<ul style="list-style-type: none"> • public switched or private cable telephone 	system is controlled by telephone buttons
Audiotex - Voice Controlled	<ul style="list-style-type: none"> • standard telephone 	<ul style="list-style-type: none"> • public switched or private cable telephone 	system is controlled by short voice commands
Fax	<ul style="list-style-type: none"> • fax machine 	<ul style="list-style-type: none"> • public switched or private cable telephone 	system automatically processes fax messages for bookings and sends faxes for information
On-Line	<ul style="list-style-type: none"> • standard PC • dedicated terminal • television set with keyboard • etc. 	<ul style="list-style-type: none"> • various public or private 	videotex, interactive television and booking kiosks are sub-groups of on-line systems
Videotex (on-line)	<ul style="list-style-type: none"> • standard PC with modem • dedicated terminal • (possibly decoder) 	<ul style="list-style-type: none"> • public switched or private cable telephone 	character-based on-line system

Interactive Television (on-line)	<ul style="list-style-type: none"> television set and standard PC with modem television set and dedicated terminal (possibly decoder) 	<ul style="list-style-type: none"> television transmissions and public switched or private cable telephone 	ranging from character-based to full on-line systems
Self-Service Booking Kiosk (on-line)	<ul style="list-style-type: none"> dedicated terminal 	<ul style="list-style-type: none"> various public or private 	not home-based
Information-Only Systems			
Type of Consumer Systems	End-User Apparatus	End-User Network	Additional Information
Electronic Product Catalogue on CD-ROM	<ul style="list-style-type: none"> standard multimedia PC with CD-ROM drive 	(stand-alone, i.e. not networked)	/
Display Kiosk	<ul style="list-style-type: none"> dedicated terminal 	(stand-alone, i.e. not networked, although link to public or private network possible)	not home-based
Teletex	<ul style="list-style-type: none"> television set 	<ul style="list-style-type: none"> television transmissions 	display of character-based information only
Television Channel	<ul style="list-style-type: none"> television set 	<ul style="list-style-type: none"> television transmissions 	'semi-interactive television', if e.g. telephone or fax are utilised during transmissions

Although they were also used by travel and tourism companies for the purposes of distributing product information, electronic media technologies such as audio tapes, records, video tapes and floppy disks are not listed given their little relevance to this study.

Table A1.1

Main Types of Consumer Systems

for Travel and Tourism Information and/or Reservations and Bookings

Examples in Britain and Germany of interactive television, teletex, television channels, electronic product catalogues on CD-ROM, self-service booking kiosks, and display kiosks, as well as home shopping (or teleshopping) systems, which are a combination of one or more of the other consumer systems (Bubley, 1994, pp. 121 - 123; Butler Cox Foundation, 1990, p. 2; Disterer, 1995; Economist, 1994b and 1995g; Kehoe, 1994; Landler et al., 1993; Lutze, 1995; Mundorf and Zimmermann, 1996; Tait, 1993; Thomas and Miles, 1988; Tomkins, 1994b; Vlitos Rowe, 1995, pp. 12 - 16), are listed below, followed by other key on-line systems.

Home-Shopping / Interactive Television			
Name of System (System Operator)	System Description	Additional Information	Source(s)
BT Interactive TV (British Telecom PLC (BT), England)	home-shopping system trial with ~ 2,500 users in Colchester and Ipswich, East Anglia, England, during late 1995 and early 1996	partners included: <ul style="list-style-type: none"> • Bank of Scotland • Barclays Bank • First Direct bank • Hill House Hammond • Sears and Freemans • The Thomas Cook Group Limited 	Economist, 1995b; industry sources, September 1995
Home Order Television (H. O. T.) (Quelle Schickedanz AG & Co. and Pro 7, Germany)	home-shopping system trial in Germany in 1995	partners: <ul style="list-style-type: none"> • mail order company Quelle Schickedanz AG & Co. (100% Gustav und Grete Schickedanz Holding KG) • private television channel operator Pro 7 	FVW International, 1995d, p. 25
N. A. (Deutsche Telekom AG, Germany)	home-shopping system trial with ~ 6,000 users in six German cities in 1995	N. A.	Economist, 1995b
N. A. (On Line Media, England)	home-shopping system trial with ~ 250 users in Cambridge, England, in September 1994	N. A.	Economist, 1995b
ViewCall (ViewCall, England)	home-shopping system trial with ~ 1,000 users planned for late 1995	<ul style="list-style-type: none"> • First Choice Holidays PLC 	industry sources, July 1995
Teletex			
Name of System (System Operator)	System Description	Additional Information	Source(s)
Channel Videodat (Videodat Medien GmbH, Wesseling, Germany, on Vox television channel)	national teletex service in Germany; included travel and tourism information and reservation service Reisebörse	140,000 users in March 1995; bookings and payments via PC and decoder	Mahnkopf, 1995; industry sources March 1995
ITV Teletext (Independent Television (ITV), United Kingdom)	national teletex service in the United Kingdom	the other main national television companies British Broadcasting Corporation (BBC) and Channel 4 did not offer travel and tourism product information on their teletex services	industry sources, mid 1995

Television Channels			
Name of System (System Operator)	System Description	Additional Information	Source(s)
Sky Travel Channel (Sky Television)	international cable and satellite channel screening worldwide destination and travel information; bookings by telephone or standard mail	launched in October 1994; planned to introduce semi-interactive television in mid 1995, i.e. bookings via touch-tone phone	industry sources, mid 1995
Travel TV (Landmark Travel Channel, London, England; 100% Landmark Communications, USA)	European cable and satellite channel screening worldwide destination and travel information; included teletex system Travel Text; bookings by telephone or standard mail	launched in February 1994; a portfolio of travel services such as holiday, flight, hotel and car hire bookings and purchase of travel insurance and foreign currencies, all via telephone, was handled by the TV Travel Club, which was operated by Page & Moy Limited, Leicester/Leicestershire, England	Travel TV (1994). <i>Travel: TV that takes you there.</i> London, England.
Electronic Product Catalogue on CD-ROM (compact disk read-only memory)			
Name of System (System Operator)	System Description	Additional Information	Source(s)
CD-ROM 'Berlin Digiguide' (Bopp Productions AG, Switzerland)	electronic Berlin guide book	information on all 220 hotel members of the Berliner Bettenbörse (BB), which controlled ~ 90% of the hotel accommodation supply in Berlin, Germany	industry sources, March 1995
CD-ROM 'USA Travel Guide' (Deep River Publishing, Portland, USA)	electronic USA guide book	> 1,000 travel tips on sights and restaurants including timetables, addresses, and cultural and language information	industry sources, early 1995
CD-ROM 'TourBase' (Germany)	electronic Germany guide book	database of 37,000 hotels, inns and boarding houses, and of 4,000 tourism attractions and other facilities	Sheldon, 1993a, p. 638

Self-Service Booking Kiosk			
Name of System (System Operator)	System Description	Additional Information	Source(s)
Bull Reise-Automaten (Bull AG, Köln, Germany)	national self-service, screen-based holiday information system in Germany	during 1993 and 1994, two stand-alone kiosks were tested by Bull at a Suma-Markt, München, and at an Aral petrol station, Bochum	industry sources
Reisemulti (formerly Multi Meier) (The LTU Group, Düsseldorf, Germany)	national self-service, screen-based holiday booking system for holiday packages in Germany	jointly developed by: <ul style="list-style-type: none"> • LTU • Ractech • START • TUI trial started in autumn 1995; multimedia trial started in September 1996	Lenner, 1995 and 1996
START-Automaten (START Telematik GmbH, Frankfurt am Main, Germany)	national self-service, screen-based holiday booking system for holiday packages and travel and tourism components in Germany	jointly developed by: <ul style="list-style-type: none"> • START • Siemens Nixdorf Informationssysteme AG (SNI), Frankfurt am Main • SLT trial started in April 1994	industry sources
Thomas Cook Travel Kiosk (The Thomas Cook Group Limited, London, England)	national self-service, screen-based holiday booking system for holiday packages and travel and tourism components in Britain; linked to Thomas Cook's electronic booking system Catalist Trading Exchange	operational since May 1994; claimed to be the world's first of its kind; included video pictures; payment using credit cards; confirmation and receipt printed out instantly; live connection via video telephone links to a Thomas Cook representative (for advice) or to holiday resorts (to display live pictures) available if necessary	Skapinker, 1994c
Display Kiosk			
Name of System (System Operator)	System Description	Additional Information	Source(s)
TIBS GmbH	regional information display terminals in Germany	N. A.	Ritz, 1992, p. 79

Main On-Line Systems

On-line systems, most notably the Internet with its sub-network World Wide Web (WWW), are gaining particular significance in the travel and tourism industry. In early 1995, there were an estimated 41 million on-line users worldwide. Of these, ~ 35 million were (solely) Internet users and 6.3 million customers of commercial on-line services (as well as Internet users) (Computer Zeitung, 1995). The estimated global market shares of the commercial service providers in early 1995 are shown in Table A1.2.

Commercial On-Line Service	On-Line Service Provider(s)	Global Market Share ¹
CompuServe	• CompuServe Inc., Columbus/Ohio, USA (100% H&R Block Company, USA)	38.9%
America Online (AOL)	• America Online Inc., Vienna/Virginia, USA	23.8%
Prodigy	• Prodigy Services Corporation, White Plains/New York State, USA (100% IBM and Sears, Roebuck & Co., USA)	19.1%
Delphi (Delphi Internet)	• Delphi Internet Services Corporation, Cambridge/Massachusetts, USA (100% Rupert Murdoch's News Corporation, USA)	1.5%
GENie	• General Electric Corporation (GE), New York, USA	1.2%
eWorld	• Apple Computer Inc., USA	1.1%
Others	<ul style="list-style-type: none"> • AOL Bertelsmann Online GmbH, Germany (50% publishing group Bertelsmann AG, Germany, and 50% America Online Inc., USA) • Datex-J / T-Online, Germany (Deutsche Telekom AG, Germany) • Europe Online S.A. (EOL), Luxembourg (publishing groups Burda Holding and Axel Springer in Germany, Matra-Hachette in France, and Pearson in the UK; went bankrupt in early August 1996) • IBM / OS/2 Warp (International Business Machines Corporation (IBM), USA) • Interchange (Ziff-Davis publishing group) • Microsoft Network (MSN) (Microsoft Corporation, USA) • Minitel, France (France Télécom, France) 	14.4%
Total		100%

¹ Source: Computer Zeitung, 1995. Market shares are according to number of customers worldwide on 31 December 1994.

Table A1.2
Main Commercial On-Line Services in the World in Early 1995

Due to their display of travel and tourism products, of these commercial on-line services (Table A1.2), CompuServe and Microsoft Network are important to the global travel and tourism industry, Datex-J / T-Online to the German, and Minitel to the French travel and tourism industry. Therefore, CompuServe, Datex-J / T-Online and Microsoft Network are explained in greater detail in the following, while Minitel is discussed in Appendix 4. First, however, the Internet and the World Wide Web (together with a number of travel and tourism web sites), which are gaining key importance in the travel and tourism industry, are outlined.

Internet and World Wide Web (WWW)	
Description	Sources
<p>The Internet was a non commercial decentralised global network (in fact, a network of networks). It was based on the ARPANET (Advanced Research Projects Agency Network), which was designed and developed in 1969 as part of a US Department of Defence research project, connecting military and academic organisations for the purpose of sharing information and studying how communications could be maintained in the event of a nuclear attack. In 1973, the Internetting Project was launched by DARPA (Defence Advanced Project Agency; formerly ARPA), with the aim to develop gateways, i.e. links between different networks. The ARPANET was decommissioned in June 1990, with most of its structure being integrated into the NSFNET (National Science Foundation Network), a core part of the Internet. The hyper-link based sub-network World Wide Web (WWW) was created in 1993. It was estimated that there were only a few hundred websites in 1994; however, this had increased to ~ 25,000 in April 1995. In early 1995, ~ four million computer servers were linked to the Internet worldwide.</p>	<p>BIX, 1996; Browne, 1995, pp. 90 - 94; Cortese et al., 1995; Economist, 1994c, 1995c and 1995d; Elmer-Dewitt, 1994; Gilster, 1994, in particular pp. 16 - 20; O'Keefe, 1996; Schneider, 1995</p>

Internet and World Wide Web (WWW) - Continued

Travel and tourism World Wide Web servers in mid 1995 included:

- **ABTAnet** by The Association of British Travel Agents Limited, London, England (Table A8.1); launched in April 1996
- **Aeronet** (address "http://www.demon.co.uk/aeronet/") by Demon Internet Limited, London, England; since early 1995 with information on scheduled airlines including Aer Lingus Irish Airlines, Air Canada, Cathay Pacific Airways Limited, Deutsche Lufthansa AG, Qantas Airways Limited, Southwest Airlines and Virgin Atlantic Airways Limited
- **ASTAnet** by the American Society of Travel Agents (ASTA) with information on ASTA members; launched in August 1995
- **BarclaySquare** (address "http://www.itl.net/barclaysquare/") by Barclays Bank since May 1995 with travel insurance offers by Barclays Bank, and service information of travel agent Campus Travel and European Passenger Services (EPS) (the operator of the Channel Tunnel passenger train Eurostar)
- **City Net** (address "http://www.city.net/") with information on > 450 cities worldwide
- **Hotel Net** (address "http://www.u-net.com/hotelnet/") with information on hotels worldwide
- **Tourismus Info Internet (TII)** (address "http://www.tii.de/") by BIX GmbH, Worms, Germany, and START Telematik GmbH (→ START Holding GmbH); launched in December 1994 with information on 30 German principals including Deutsche Bahn AG and Deutsche Lufthansa AG
- **TravelWeb** (see below)
- **Virtual Inn** by Catercomp Systems, Dunfermline, Scotland; to be launched in mid 1995 with information on > 7,500 Scottish hotels, restaurants and pubs
- **WATAWeb** by the World Association of Travel Agencies (WATA)

The Hotel Industry Switch Company (THISCO)

Dallas/Texas, USA

TravelWeb

Description	Sources
<p>TravelWeb was a global commercial on-line accommodation information and reservation system. The World Wide Web server 'TravelWeb' was installed on the Internet in October 1994, displaying information on hotels, motels, inns and resorts. A reservations and booking service was added in 1995, using coded messages. Hyatt Hotels Corporation was the TravelWeb's first user, with 16 resorts in the US, Hawaii and the Caribbean going on-line at the end of October 1994. Other THISCO members followed, in particular in January 1995 Best Western International with > 150 hotels, and in June 1995 Inter-Continental Hotels and Resorts. Non THISCO members such as Canadian Airlines International Limited and Southwest Airlines were also included in 1995. TravelWeb was part of CommerceNet, a World Wide Web network run by the non-profit corporation and US Department of Commerce' Technology Reinvestment Project (TRP) funded CommerceNet Consortium. CommerceNet had the aims of shortening procurement cycles, for example for catalogue production, ordering, payment and competitive bidding processes, and of reducing development cycles and time-to-market periods.</p> <p>THISCO was a hotel reservation and marketing consortium, founded in 1989 and owned by a number of major international hotel chains including Best Western International Inc., Choice Hotels International, Forte PLC, Hilton Hotels Corporation (HHC), Hilton International Company, Hospitality Franchise System (HFS), Hyatt Hotels and Resorts (Hyatt Hotels Corporation and Hyatt International Corporation), Inter-Continental Hotels Corporation, ITT Sheraton Corporation, and Marriott Corporation, as well as the → Reed Travel Group and its subsidiary Utell International.</p> <p>THISCO and its sister company the Hotel Clearing Commission (HCC) founded in September 1995 the company Pegasus Systems to manage TravelWeb and other systems operated by the two organisations.</p>	<p>for TravelWeb: Cohen, 1996; Jolley, 1994a; TravelWeb (address "http://www.travelweb.com/"), February 1995;</p> <p>for CommerceNet: Bayer, 1994, p. 305; CommerceNet (address "http://www.commerce.net/"), February 1995</p>

CompuServe Inc. Columbus/Ohio, USA CompuServe	
Description	Sources
<p>CompuServe was a global commercial on-line service. It was created in 1979 and operated by CompuServe Inc., a subsidiary of H&R Block Co., USA. On-line links existed to Eaasy SABRE and Worldspan's Travelshopper. At the end of 1994, companies providing travel and tourism information and/or trading on CompuServe included:</p> <ul style="list-style-type: none"> • ABC International, England (100% → Reed Travel Group), with information on > 25,000 hotels worldwide • Automobile Association (AA), England, with information on > 8,000 hotels, guest houses, farmhouses and camping and caravan sites in the United Kingdom • → Deutsche Bahn AG, Germany, with European railway schedules and booking services • Hyatt Hotels and Resorts, USA • Official Airlines Guides (OAG), USA (100% → Reed Travel Group), with general global travel and tourism information 	CompuServe, 1994; Jolley, 1995d; Reichel, 1994

Deutsche Telekom AG (formerly Deutsche Bundespost Telekom) Germany Datex-J (formerly Bildschirmtext / Btx) / T-Online	
Description	Sources
<p>Datex-J / T-Online was a national videotex system in Germany, implemented as Bildschirmtext (Btx) in 1980. Btx was to have been abandoned in 1992, at the time having ~ 330,000 customers, but was then improved including the creation of the Reise-Shop and was renamed Datex-J (Datex für jedermann / for everybody). Datex-J operated on ISDN, Euro-ISDN and private networks. The service T-Online (Telekom-Online), allowing Internet access, was launched in mid 1995. Datex-J / T-Online had ~ 720,000 customers in February 1995. It especially comprised Reisecontainer (*REISE#; also referred to as 'Qualitätscontainer Reise und Touristik'), which included the following two services:</p> <ul style="list-style-type: none"> • Reise-Shop (or 'elektronisches Reisebüro'), an electronic travel agency, displaying (mainly last-minute) products of > 100 tour operators and other travel and tourism companies, and connecting several hundred travel agents; operated by START Telematik GmbH, Worms (→ START Holding GmbH); was tested during 1992 and became operational in 1993; was linked to START Telematik's audiotex system 'Reise-Fon', the last-minute database START-Info-Datenbank and, since early 1995, to the Channel Videodat • Telehotelführer, an electronic hotel directory, operated by Deutscher Hotel- und Gaststättenverband e. V. (DEHOGA), Bonn, displaying information (including maps) on ~ 3,000 hotels in Germany 	BIX, 1995, pp. 50 - 127; DEHOGA, pp. 181 - 184; Frank, 1994; Henke, 1994; Mahnkopf, 1995; Reichel, 1994; Von Bornstaedt, 1992

Microsoft Corporation USA	
Microsoft Network (MSN)	
Description	Source
<p>MSN was launched by Microsoft in Europe in August 1995 (address "http://www.msn.com"). Microsoft also founded the travel and tourism subsidiary Microsoft Travel in February 1996, which planned to open an on-line booking site called 'Expedia' on the Internet in autumn 1996. Users of and services on MSN included:</p> <ul style="list-style-type: none"> • Barclays Bank PLC, England • Tesco PLC, England • United Airlines Inc., USA • 'Visit', which displayed information on European cities, the first being Dublin 	Jolley, 1995f

Appendix 2. SITA and the Four Global Distribution Systems (GDSs)

Société Internationale de Télécommunications Aéronautiques Société coopérative (SITA) Bruxelles, Belgium		
<p>SITA was founded as a co-operative organisation in 1949, serving the telecommunication needs of the international airline sector. In 1995, SITA owned and operated the world's largest international data network, providing 40,000 user connection in > 213 countries and territories. (SITA's system was temporarily called Gabriel Extended Travel System (GETS).) Amadeus, Galileo International, SABRE and the commercial on-line service provider CompuServe, among others, utilised SITA's network to supplement their own.</p>		
Main Subsidiaries	<ul style="list-style-type: none"> • Integrated Telecommunications Solutions (ITS), USA (founded in 1972) • Novus, USA (acquired in 1993; operated Novus Internet Booking Service) • SITA Telecommunications, USA (founded in 1995, integrating Scitor Globetel (founded as Scitor in 1990); US bank Morgan Stanley acquired 30% in October 1995; provided global telecommunications services to non travel and tourism customers) 	100% 70% 70%
Shareholders	<ul style="list-style-type: none"> • 550 airlines and air transport related companies (at the end of 1995) <p>(The number of non-airline members had increased over the years and included airport authorities, aircraft and engine manufacturers, travel organisations and the three GDSs Amadeus (including System One and START), Galileo International, and Worldspan (including Abacus). In particular, SITA's airline members included all major charter and scheduled airlines in Britain and Germany, thus representing all major British tour operator groups, the LTU Group and, indirectly through Lufthansa, DER. The tour operators TUI and Kuoni Travel Limited were themselves members, leaving NUR Touristic and ITS as the only major British and German tour operators not represented in SITA in 1994.)</p>	
Specific Sources	<ul style="list-style-type: none"> • SITA (1993). <i>Global Telecommunications and Information Services</i> (November). SITA - Information and Communication Division, Paris, France. • SITA (1994). <i>SITA Activity Report 1993</i> (June). Société Internationale de Télécommunications Aéronautiques Société coopérative, Bruxelles, Belgium. • SITA (1994). <i>Global Telecommunications and Information Services: Network services portfolio</i>. SITA - Corporate Sales and Marketing Division, Hayes, Middlesex, England. 	

Table A2.1

SITA Profile

Amadeus Global Travel Distribution S.A.

Madrid, Spain

Amadeus

(Amadeus Central System and Amanet)

Amadeus Global Travel Distribution was formed in 1987, with each of the four European airlines Air France, Iberia, Lufthansa and SAS Scandinavian Airlines System owning equal shares. In 1991, however, SAS sold its share to the other three due to financial difficulties following the Gulf War, leaving Amadeus equally owned by the other three airlines. The Amadeus Central System was based on the software of the reservation system System One and located in Erding near München in Germany. The system became operational in 1991, integrating the four national reservation systems Esterel in France, Savia in Spain, Smart in Sweden and → START in Germany, which were predominantly controlled and (partly-)owned by the original four partner airlines, respectively, as well as integrating a number of other national systems of further airlines. Amadeus operated on its own network Amanet, on various national networks and on the global → SITA network, and, in 1994, claimed to have Europe's largest civilian database. Since Amadeus' foundation, the operation and marketing of the national Amadeus sub-systems have been conducted mainly by > 30 national marketing companies (NMCs) such as START Amadeus Vertrieb GmbH in Germany, and Amadeus Austria Marketing Ges.mbH in Austria, with SAS having also remained a national partner.

Until December 1994, Amadeus had its main presence in Europe, South America and Asia. In contrast, **System One**, which was owned by Continental Airlines and Eastern Airlines, and, after Eastern Airlines went bankrupt in 1989, wholly-owned by Continental Airlines, covered mainly the North and Middle American markets. System One became operational in 1982 and was based on PARS (programmed airline reservation system) technology, which was developed by IBM in 1964. Since 1991, System One has been co-operating with General Motors' subsidiary Electronic Data Systems Corporation (EDS), Dallas/Texas, USA. EDS' own data network, EDS-Net, has been supporting System One's network since. In December 1994, Amadeus, Continental Airlines and EDS initiated a joint venture for the purposes of handling System One's marketing and software. The newly formed company System One Information Management LLC (formerly System One Corporation), Houston/Texas, USA, which was equally owned by the three partners, has since been operating as an NMC in North and Central America. The assets of the technical system of System One were acquired by Amadeus in April 1995, and the system was to be transferred onto the Amadeus Central System in Erding during 1996 and 1997 as part of the project Unison.

Main National Distribution Systems (NDSS)	<ul style="list-style-type: none"> • Esterel, France • Savia, Spain • Smart, Sweden • → START, Germany • System One, North and Middle America 	
Main Marketing Subsidiaries	<ul style="list-style-type: none"> • Amadeus Austria Marketing Ges.mbH, Austria (founded in 1988; 25% Lufthansa Commercial Holding GmbH (→ Deutsche Lufthansa AG)) • Amadeus Marketing (UK) Limited, Redhill/Surrey, England • Amadeus Marketing S.A., Spain • Amadeus Marketing S.A.R.L., France • Amadeus START Polska Sp.z.o.o., Poland (24.5% Orbis S.A., Poland, and 24.5% LOT Polish Airlines, Poland) • START Amadeus Vertrieb GmbH, Frankfurt am Main, Germany (95% → START Holding GmbH) • START Hellas S.A., Greece • START Hungaria Kft., Hungary • START Seyahat Pazarlama A.S., Turkey (formerly START Turkiye S.A.) 	<p>75%</p> <p>100%</p> <p>*100%</p> <p>*100%</p> <p>51%</p> <p>5%</p> <p>100%</p> <p>100%</p> <p>100%</p>
Information Technology Subsidiaries	<ul style="list-style-type: none"> • Amadeus Data Processing GmbH & Co. KG, Erding, Germany (29.2% Lufthansa Commercial Holding GmbH (→ Deutsche Lufthansa AG)) • Amadeus Development S.A., France • START Informatik GmbH, Frankfurt am Main, Germany (50% → START Holding GmbH) 	<p>70.8%</p> <p>*100%</p> <p>50%</p>

Amadeus Global Travel Distribution - Continued		
Shareholders	<ul style="list-style-type: none"> • Air France S.A., France • Continental Airlines, USA (Texas Air Group) • → Deutsche Lufthansa AG, Frankfurt am Main, Germany (held via Lufthansa Commercial Holding GmbH (LCH), Köln, Germany) • Iberia Lineas Aéreas de España S.A., Spain 	<p>29.2%</p> <p>12.4%</p> <p>29.2%</p> <p>29.2%</p>
Specific Sources	<ul style="list-style-type: none"> • Amadeus (1994). <i>Amadeus Central System and Products: The fast, reliable way to make travel reservations</i>. Amadeus Global Travel Distribution S.A., Madrid, Spain. • Amadeus (1994). <i>AmadeusPro: Optimise Your Access to the Amadeus Travel Reservation System - and More</i>. Amadeus Global Travel Distribution S.A., Madrid, Spain. • Amadeus (1995). <i>Amadeus and System One Briefing</i> (27 April). Amadeus Global Travel Distribution S.A., Madrid, Spain. • Bodendorf, F. and Schulz, A. (1992). 'Computergestützte Reisevertriebssysteme und ihre überbetrieblichen Auswirkungen: Reisevertriebssystem Amadeus.' <u>EM - Electronic Markets</u>, 3, March, p. 3. 	

Table A2.2
Amadeus Profile

Galileo International Partnership
Rosemont and Chicago/Illinois, USA

Galileo International
(Galileo Central System and Galileo International Distribution Network)

The **Galileo International Partnership** was established in September 1993 (contractually in January 1993) by The Galileo Company Limited, Swindon/Wiltshire, England, and the Covia Corporation, USA, and combined the systems Apollo and Galileo. Since this merger, Galileo International has operated as Apollo in the United States, Mexico and Japan, and as Galileo in all other countries. The Galileo Central System was located in Denver/Colorado, USA, and utilised its own Galileo International Distribution Network, its national networks as well as the global → SITA network.

United Airlines introduced the **Apollo** system in 1971, based on IBM's PARS (programmed airline reservation system), which was developed in 1964 and further developed by Eastern Airlines. In 1976, United Airlines created the Apollo Services Division to manage the system Apollo and connected it to travel agencies. The division was separated into the subsidiary **Covia Corporation** in 1986. In July 1987, the Covia Corporation, together with the European airlines British Airways, KLM and Swissair, founded **The Galileo Company Limited**, also referred to as the Galileo Partnership. In August 1987, Alitalia and Austrian Airlines joined the Galileo consortium, followed by Aer Lingus and TAP Air Portugal in October 1987, Sabena Belgian World Airlines in February 1988, and Olympic Airways in March 1988. Sabena left the consortium in the early 1990's because of financial difficulties. In early 1988, the Covia Corporation was renamed Covia Partnership and its shares were acquired by United Airlines (50%) and USAir (12%) together with Alitalia, British Airways, KLM and Swissair (38% combined). The Galileo system, largely based on Apollo technology, became operational in 1989, combining the national reservation systems of the various partner airlines such as Corda in The Netherlands, Sigma Travel System in Italy, Travicom in the United Kingdom, Traviaustria in Austria, and Traviswiss in Switzerland. The name Corda was used thereafter only for the KLM internal airline system, and Travicom was renamed Galileo UK.

The Gemini Group was founded in Canada in November 1988 by Air Canada, Canadian Airlines International Limited (formerly Canadian Pacific) and the Covia Corporation (Covia Partnership), integrating Air Canada's Reservac system, which was installed in 1978, and Canadian Airlines International's Pegasus system, which was installed in 1979. While Canadian Airlines International later left the group, Air Canada became a co-owner of the Covia Corporation, and the Gemini system was re-designed based on Apollo technology in 1989 and finally integrated into Apollo in July 1994.

Since Galileo's foundation, the operation and marketing of the national systems has mainly been handled by national distribution companies (NDCs). 46 NDCs existed in November 1994 worldwide, including those of the partner airlines and those of Inter Globe Enterprises in India since September 1994, South African Airways (SAA) in South Africa since April 1992, and Turkish Airlines Inc. (Türk Hava Yollari A.O.) in Turkey since the end of 1994.

National Systems with Separate Names	<ul style="list-style-type: none"> • Apollo Travel Services, North America, Mexico and Japan • Galileo Southern Cross, Australia (founded in 1988; 100% Ansett Australia Airlines and Australian Airlines) • Galileo UK, United Kingdom (formerly Travicom, Maidenhead/Berkshire, which was developed in 1977 by BEA and BOAC, the predecessor organisations of → British Airways PLC) • Sigma Travel System, Italy • Traviaustria, Austria • Traviswiss, Switzerland (developed in 1985; included Travitel for smaller travel agencies)
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Galileo International Partnership - Continued		
Shareholders	<ul style="list-style-type: none"> • Aer Lingus Irish Airlines, Ireland • Alitalia - Linee Aeree Italiane, Italy • Austrian Airlines Österreichische Luftverkehrs AG, Austria • → British Airways PLC, London, England • KLM Royal Dutch Airlines, The Netherlands • Olympic Airways, Greece • Swissair Schweizerische Luftverkehrs AG, Switzerland • TAP Air Portugal, Portugal (European airlines' share total) • Air Canada, Canada • United Airlines Inc., USA (founded on 6 April 1926) • USAir Group Inc., USA (North-American airlines' share total) 	0.10% 8.71% 0.10% 14.65% 12.09% 1.03% 13.22% 0.10% (50%) 1.00% 38.00% 11.00% (50%)
Specific Sources	<ul style="list-style-type: none"> • Galileo (1992). <i>The Galileo Central System: Overview</i>. The Galileo Company Limited, Swindon, Wiltshire, England. • Galileo International (1994). <i>Meilensteine der Entwicklung</i> (August). Galileo Deutschland GmbH, Frankfurt am Main, Germany. • Galileo International (1994). <i>Historical Milestones</i> (November). Galileo Centre Europe, Swindon, Wiltshire, England. • Galileo International (1994). <i>Galileo</i>. Galileo Centre Europe, Swindon, Wiltshire, England. • Stohler, H. (1992). 'TRAVISWISS: Neue Wege in Verkauf und Distribution.' <u>EM - Electronic Markets</u>, 3, March, p. 5. • Travicom (1988). 'Bottom Line for Booking Seats.' <u>Telecom: British Telecom World</u>, December, pp. 48 - 49. • Vowler, J. (1993). 'A Joining of Forces, but a Division of IT: Computer reservation consortia Galileo and Covia may have merged, but they will not be uniting their IT systems.' <u>Computer Weekly</u>, 11 February. 	

Table A2.3

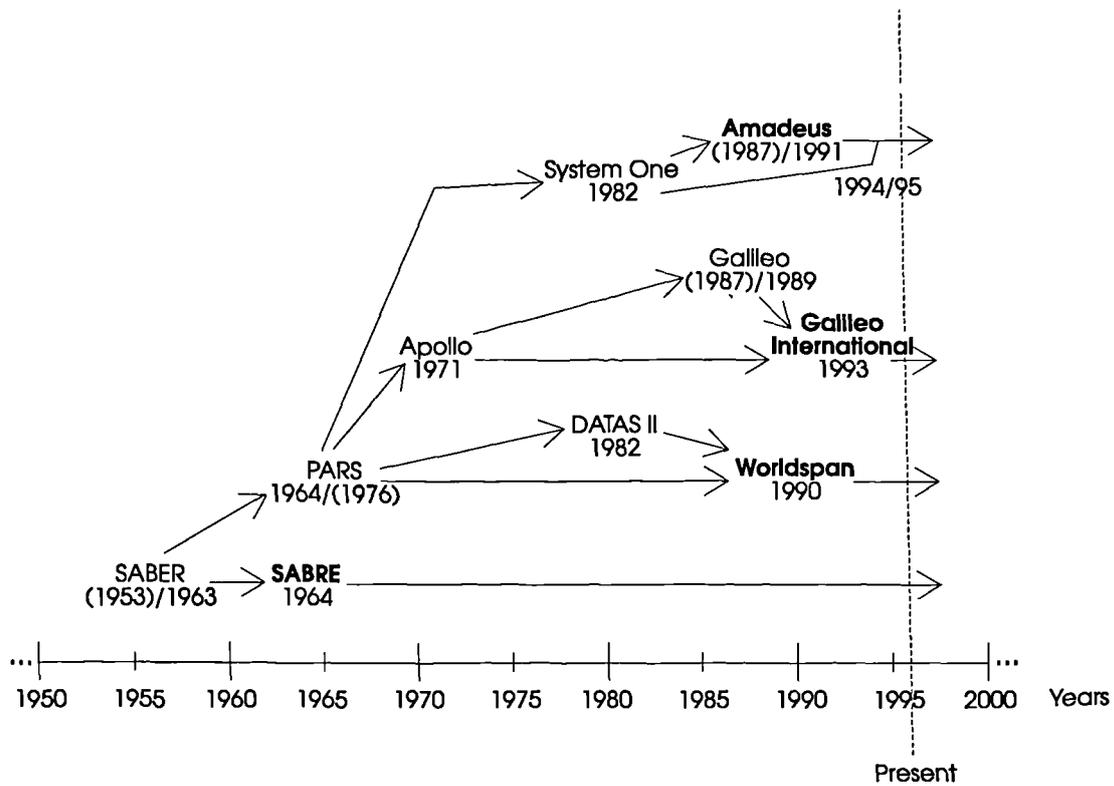
Galileo International Profile

Worldspan Services Limited Hayes/Middlesex, England Worldspan (Worldspan Global Travel Information Services)		
<p>Worldspan Global Travel Information Services was created on 7 February 1990 through the merger of the system PARS by Northwest Airlines and Trans World Airlines (TWA) with the system DATAS II by Delta Air Lines and the linking of the Abacus system by Abacus Distribution Systems. However, it took until 1993 for the PARS Service Partnership (PSP) and PARS Travel Information Systems (PTIS), Kansas City/Missouri, to be fully integrated into Worldspan. Worldspan's data centre was located in Atlanta, USA, and ran on an X.25 network, which was managed by AT&T and its European subsidiary → AT&T Istel.</p> <p>PARS (programmed airline reservation system), which was first developed by IBM in 1964 and then further developed by Eastern Airlines, was introduced by TWA in 1976, replacing its internal reservation system, which had been developed in 1971. In 1986, Northwest Airlines acquired 50% of TWA's PARS, and PTIS and PSP were formed. DATAS II, based on IBM's original PARS technology, was introduced by Delta Air Lines in 1982, later replacing its internal system, which was created in 1968. Abacus was founded in 1987 by Cathay Pacific Airways, Singapore Airlines and Thai Airways International PLC. Thai Airways International later dropped out of the partnership, while other airlines joined. In 1988, PARS and Abacus signed an agreement to create a global system, thus laying the foundations for Worldspan.</p>		
National Distribution Systems (NDSs)	<ul style="list-style-type: none"> • Abacus, Asia • Infini, Japan (established in 1990, based on system Able; 100% All Nippon Airways & Co. Limited (ANA)) 	
Shareholders	<ul style="list-style-type: none"> • Abacus Distribution Systems PTE Limited, Singapore • Delta Air Lines Inc., USA • Northwest Airlines Inc., USA • Trans World Airlines Inc. (TWA), USA 	5% 38% 32% 25%
Shareholders of Abacus in 1994	<ul style="list-style-type: none"> • All Nippon Airways & Co. Limited (ANA), Japan (founded in 1957 through merger of Nippon Helicopter and Aerospace Co. Limited (founded in 1952) and Far Eastern Airlines) • Cathay Pacific Airways Limited, Hong Kong (25% state-owned CITIC Pacific Limited, China, 43.9% Swire Pacific, 30.1% others) • China Airlines Limited, China • Hong Kong Dragon Airlines Limited (Dragon Air), Hong Kong (25% Cathay Pacific Airways Limited, and 35.86% state-owned China National Aviation Corporation Limited (CNAC), China) • Malaysia Airlines, Malaysia • Philippine Airlines, Philippines • Royal Brunei Airlines, Brunei • SilkAir (Singapore) PTE, Singapore • Singapore Airlines Limited (SIA), Singapore • Worldspan Services Limited, England <p>(EVA Airways Corporation, Taiwan (100% Evergreen Group), and Garuda Indonesia Airlines, Indonesia, joined in 1995.)</p>	13.5% 13.5% 13.5% 2.0% 13.5% 10.0% 13.5% 2.0% 13.5% 5.0%
Specific Sources	<ul style="list-style-type: none"> • Worldspan (1994). <i>Worldspan Global Travel Information Services</i>. Worldspan Services Limited, Hayes, Middlesex, England. • Worldspan (1995). <i>Worldspan Press Pack</i>. Worldspan Services Limited, Hayes, Middlesex, England. 	

Table A2.5

Worldspan Profile

The historical, or evolutionary, development of the technologies of the four GDSs is shown in Figure A2.1. This figure indicates how the technology of one CRS was (roughly) based on another CRS' technology.



(Source: Kärcher, 1995b.)

Figure A2.1
Evolutionary Development of GDS Technology

Appendix 3. National Travel and Tourism Reservation Systems in Britain and Germany

AT&T Istel Limited London, England Istel	
<p>AT&T Istel is a European subsidiary of American Telephone & Telegraph (AT&T), USA. In 1994, AT&T Istel with its Istel X.25 network was market leader for viewdata network services in Britain with > 2,000 direct connections to travel agents. It was estimated that 73% of travel agents in Britain had access to Istel in 1993. AT&T Istel also operated TravelGuide, a database for travel and tourism information accessible by travel agents. Internet service WorldNet was launched in the USA in February 1996 and in Britain in October 1996.</p>	
Specific Source	<ul style="list-style-type: none"> • Richardson, D. (1994). 'Rivals Wait for Battle to Begin Again: Rivals AT&T Istel and Imminus are working on new initiatives as they await the arrival of EDI.' <u>Travel Trade Gazette UK & Ireland</u>, 19 October, p. 52.

Table A3.1

Istel Profile

Imminus Limited Peterborough, England Fastrak	
<p>Imminus was founded as Travinet Limited in the early 1980's, and renamed Midland Network Services (MNS) after the take-over by the Midland Bank PLC, before being given its current name in 1993. Imminus owned the Fastrak network, which was used by tour operators as well as some ferry companies, hotel operators, car hire companies, scheduled airlines and other travel related services providers, and non travel and tourism related companies such as the Halifax Building Society, Infocheck, Royal Insurance and Toshiba. Travel agents in Britain had access to the Fastrak network either through dial-up, using a viewdata terminal and a modem to connect to the public switched telephone network (PSTN), or through Fastlink or Chameleon Linkmaster. Fastlink and the newer Chameleon Linkmaster were extensions of Fastrak, which instead of dial-up connections provided access to Fastrak on dedicated X.25 circuits to one of 85 viewdata access points and thus offered greater speed and had priority, instant and guaranteed access to reservation systems compared to dial-up connections. In addition, through an alliance with the US telecommunications company Sprint International (Sprint Corporation), Imminus tendered additional services for communication with tour operators, resorts, hotels and airports worldwide. Although Imminus had less direct connections than AT&T Istel, it claimed a similar market share in 1994 when counting direct and dial-up connections to travel agents. It was estimated that 73% of travel agents in Britain in 1993 had access to Fastrak, the same percentage as Istel's. Imminus also offered a Banks Automated Clearing Service (BACS) for automated payments processing with banks or building societies within three days.</p>	
Specific Sources	<ul style="list-style-type: none"> • Imminus (1995). <i>Imminus Portfolio</i>. Imminus Limited, Peterborough, England. • ITT (1994). 'Decade of Success for Imminus.' <u>The Journal of the Institute of Travel & Tourism</u>, 35, September, p. 26. • Richardson, D. (1994). 'Rivals Wait for Battle to Begin Again: Rivals AT&T Istel and Imminus are working on new initiatives as they await the arrival of EDI.' <u>Travel Trade Gazette UK & Ireland</u>, 19 October, p. 52.

Table A3.2

Fastrak Profile

START Holding GmbH Frankfurt am Main, Germany		
START		
<p>The Studiengesellschaft zur Automatisierung von Reise und Touristik (START) (Society for the study of automation in travel and tourism) was founded in 1971, but renamed START Datentechnik für Reise und Touristik GmbH in 1976 and again, in 1990, START Holding GmbH. The system START became operational on 13 June 1979 and has since been the dominant national travel and tourism reservation system in Germany. In July 1996, > 33,000 terminals in > 15,000 travel agent outlets worldwide (though mainly in Germany) were connected to START. By late 1994 / early 1995, the entire START network was using X.25 technology. The START network was linked to the START host (three Siemens mainframes), which were located in Frankfurt am Main, and 30 regional gateway computers, each being able to handle up-to 1,000 connected terminals. In early 1996, START signed a close alliance with → Amadeus Global Travel Distribution S.A., which included the transfer of all of START's international subsidiaries to Amadeus.</p>		
Subsidiaries	<ul style="list-style-type: none"> • DER-Data Informationsmanagement GmbH, Frankfurt am Main (59.9% → DER; acquired in late 1992) <ul style="list-style-type: none"> • Accon GmbH (Accounting and Consulting), Neuss, Germany (founded on 1 October 1994; 50% DER-Data Informationsmanagement GmbH and 50% Reisebüro Verwaltungsservice GmbH (RVS) (→ First Business Travel International)) • START Amadeus Vertrieb GmbH, Frankfurt am Main (5% → Amadeus Global Travel Distribution S.A., Spain) 95% • START in Berlin GmbH, Berlin 100% • START Informatik GmbH, Frankfurt am Main (50% → Amadeus Global Travel Distribution S.A., Spain) 50% • START Telematik GmbH, Frankfurt am Main and Worms (created in December 1994 through the merger of Institut für Bildschirmtext und Telematik GmbH (founded in 1979) with START Btx Reiseberatung GmbH (founded in 1983 as Btx Reisebüro Reiseberatung GmbH but renamed in 1990); 12.5% DER-Part Reisevertrieb GmbH, Frankfurt am Main (→ DER)) 87.5% • START Ticket Vertrieb von Veranstaltungskarten GmbH, Frankfurt am Main (founded in early 1991; 24.5% Teleticket Holding GmbH) 75.5% 	
Shareholders	<ul style="list-style-type: none"> • → Deutsche Bahn AG, Berlin and Frankfurt am Main, Germany 33.33% • Lufthansa Commercial Holding GmbH (LCH), Köln, Germany (→ Deutsche Lufthansa AG; acquired 33.33% from → TUI on 30 June 1996) 66.66% <p>(START was originally owned by Deutsche Bundesbahn, Lufthansa and TUI (each with 25%), together with Amtliches Bayerisches Reisebüro GmbH (abr), → DER and → Hapag-Lloyd AG (each with 8.33%, which sold these stakes in 1990).)</p>	
Specific Sources	<ul style="list-style-type: none"> • Bommer, J. (1994). 'Mehr Transparenz am Reisemarkt durch Kommunikationstechnik im Reisebüro.' pp. 409 - 433. In: Schertler, W. (Editor). <i>Tourismus als Informationsgeschäft: Strategische Bedeutung neuer Informations- und Kommunikationstechnologien im Tourismus</i>. Wirtschaftsverlag Carl Ueberreuter, Wien, Austria. • START Group (1995). <i>Geschäftsbericht 1994</i> (9 June). START Holding GmbH, Frankfurt am Main, Germany. • START Group (1996). <i>The 1995 Financial Year: Business report of the START Group</i> (July). START Holding GmbH, Frankfurt am Main, Germany. • START Group (1996). <i>The Travel Distribution System: Company, products, partners</i> (July). START Holding GmbH, Frankfurt am Main, Germany. 	

Table A3.3

START Profile

Dillon Communication Systems GmbH (DCS) Hamburg, Germany		
Merlin and Robin		
<p>DCS was founded in 1990. DCS operated the Robin computer centre, which offered, since 1991, an umbrella-access, mainly for tour operators, to the reservation systems START, Galileo International, SABRE and Worldspan. DCS also operated a 64 kilobit per second communication network, DCS-Net, which had 250 access points in Germany. In addition, the PC-based reservation software Merlin was offered to travel agents, allowing them to access START via an imitated TOMA-mask on Windows, or to directly access the umbrella-system Robin. Merlin had been developed by Bewotec M. Becher, Bergisch-Gladbach, and TOI Software GmbH (Touristik Innovativ), Darmstadt. DCS also operated the on-line database Elektronik Infox since August 1993, which was accessible via Merlin, START, SABRE and Selbstbedienungs(SB, i.e. self-service)-Terminals, displaying last-minute tour operator holiday packages.</p>		
Subsidiary	<ul style="list-style-type: none"> • Infox Electronic Datasystems GmbH, Hamburg (founded in 1993; 50% Infox System Gesellschaft für Information, Werbung und Technik mbH, Bonn (100% Infox Verlags GmbH)) 	50%
Shareholders	<ul style="list-style-type: none"> • Thomas F. Dillon • NIB GmbH 	74% 26%
Specific Source	<ul style="list-style-type: none"> • DCS (1994). <i>Dillon Communication Systems</i>. Dillon Communication Systems GmbH, Hamburg, Germany. 	

Table A3.4
Merlin and Robin Profiles

Touristik Systeme GmbH (TS) and Stinnes-Data Touristik Systeme GmbH (SDTS) (formerly Stinnes-data-Service GmbH) Mülheim an der Ruhr, Germany StiNET		
<p>Stinnes-data-Service GmbH (SDS) (100% Stinnes AG) was founded in 1969. It has been offering services, especially in accounting and information technology, and hardware/software products such as the back-office RBS (Reisebürosystem / travel agent system), to the travel and tourism industry since 1989. Since March 1994, SDS has been operating the computerised reservation system StiNET, which utilised satellites using television transmissions (teleCast) and the X.25 corporate data network I.N.A.S. by International Network Application Service GmbH (INAS) (100% VEBA AG). In contrast to START, StiNET did not hold data centrally, but instead directly connected principals', tour operators' and travel agents' systems. SDS has also been operating tourDB (tourism database) since the end of 1994. On 1 July 1996, SDS was split into the two companies Stinnes-Data Touristik Systeme GmbH (SDTS) (responsible for back-office systems, especially RBS) and Touristik Systeme GmbH (TS) (responsible for front-office systems, especially StiNET and tourDB).</p>		
Shareholders of SDTS	<ul style="list-style-type: none"> • Stinnes AG, Mülheim an der Ruhr, Germany • Atlas Reisen GmbH, Germany (→ ITS), and First Group, Germany (First Reisebüro GmbH & Co. KG / B S & K Beteiligungs GmbH & Co. KG / Reisebüro Verwaltungs Service GmbH (RVS); → First Business Travel International) 	55% 45%
Shareholder of TS	<ul style="list-style-type: none"> • Stinnes AG, Mülheim an der Ruhr, Germany (100% VEBA AG, Düsseldorf, Germany, a major electricity generation, chemical, construction, transportation, oil, trading and various services group of companies) 	100%
Specific Sources	<ul style="list-style-type: none"> • Buchholz, G. (1994). 'Die Entwicklung eines Touristikvertriebssystems unter Einsatz neuerer Datenverarbeitungs- und Kommunikationstechnologien: Lösungsansätze von Stinnes-data-Service GmbH.' pp. 389 - 408. In: Schertler, W. (Editor). <i>Tourismus als Informationsgeschäft: Strategische Bedeutung neuer Informations- und Kommunikationstechnologien im Tourismus</i>. Wirtschaftsverlag Carl Ueberreuter, Wien, Austria. • Stinnes (1994). <i>Stinnes 1993: Trading, Distribution, Verkehr</i>. Stinnes AG, Mülheim an der Ruhr, Germany. • Stinnes-data-Service (1993). <i>teleCast: Broadcast für closed user groups</i>. Stinnes-data-Service GmbH, Mülheim an der Ruhr, Germany. • Stinnes-data-Service (1994). <i>Die Kombination zentraler und dezentraler Datenverarbeitung</i> (March). Stinnes-data-Service GmbH, Mülheim an der Ruhr, Germany. • VEBA (1994). <i>Geschäftsbericht 1993</i>. VEBA AG, Düsseldorf, Germany. 	

Table A3.5
StiNET Profile

Appendix 4. IOSs in the Travel and Tourism Industry

IOSs also used for Travel and Tourism Products				
Name of System (Region and Country)	Type of System	Time Scale of System Development and Implementation	System Operator(s) / Owner(s)	Source(s)
Electronic Mall Bodensee (EMB) (formerly Bodensee Shopping Mall) (Lake Constance, Austria, Germany and Switzerland)	regional home-shopping World Wide Web server	system launched in June 1995	<ul style="list-style-type: none"> University of St. Gallen, St. Gallen, Switzerland various regional public and private organisations 	Schmid, 1995 and 1996; Tschanz and Zimmermann, 1996; address "http://www.boden.net"
ESSAI (Experimental Service Sale Automation on an Integrated Broadband Communication Network / IBCN) (European Union and EFTA States)	European teleshopping system for business and customer use	first research project phase completed at the end of 1991; second research project until 1995	<ul style="list-style-type: none"> Directorate General XIII, European Commission 	Tschanz, 1993, pp. 59 - 63
Minitel (Sesamtel) (France)	national home shopping system for business and customer use	system implemented between 1981 and 1983	<ul style="list-style-type: none"> France Télécom, France (formerly Poste Telephone & Telegraphie / PTT) 	Alexander, 1989; Beaver, 1992, pp. 18 - 19; Cutler, 1990, pp. 26 - 27; Dunn, 1990; Tschanz, 1993, p. 69
New Prestel (formerly Prestel) (United Kingdom)	national videotex (viewdata) system in the United Kingdom; provided access to a range of databases for travel and tourism, business, finance, entertainment, news and weather information mainly for business use	Prestel was implemented in 1977 by British Telecom PLC (BT), but was sold to the newly created company New Prestel Limited, which started offering its network services on 1 April 1994; it was estimated that 49% of travel agents in Britain had access to Prestel in 1993	<ul style="list-style-type: none"> New Prestel Limited, London, England 	Richardson, 1994d; TTG, 1995i
Various national videotex systems:		<ul style="list-style-type: none"> TeleSampo, Finland Teletel, France Viatel, Czech Republic Videotex, Belgium Videotex, Portugal Videotex, Switzerland Videotex Net, The Netherlands Videotex Services, USA Vinet, Slovenia 		BIX, 1995, pp. 124 - 127

Travel and Tourism IOSs for Many Types of Products				
Name of System (Region and Country)	Type of System	Time Scale of System Development and Implementation	System Operator(s) / Owner(s)	Source(s)
Dandata (Denmark)	national information and reservation system	N. A.	<ul style="list-style-type: none"> tourist board Danmarks Turistrad, Denmark 	Sheldon, 1993a
Deutsches Informations- und Reservierungssystem (DIRG) (Germany)	national information and reservation system	project started during second half of 1995	<ul style="list-style-type: none"> Deutschland Informations- und Reservierung GmbH (DIRG), Hamburg, Germany 	industry sources
Deutschland Touristik (Germany)	national information and reservation system	project started in 1994	<ul style="list-style-type: none"> Deutschland Touristik GmbH (DTG), München, Germany (founded in 1994; 33.33% Alphontron GmbH, München, 33.33% Intours Partner GmbH, Meßkirch, and 33.33% Thaler EDV-Systeme) 	Kagerbauer, 1994
ETNA (South England)	regional information and reservation system	N. A.	N. A.	Sheldon, 1993a
GermanSoft, CitySoft, TicketSoft, Euro-START (formerly EuroSoft) (Germany and Central Europe)	national information and reservation system; CitySoft for larger cities; TicketSoft for entertainment; Euro-START for central Europe	accommodation and group reservations installed in mid 1994; TicketSoft completed in mid 1995; national availability since 1996; Euro-START was being tested in mid 1996	<ul style="list-style-type: none"> START Ticket GmbH, Eschborn, Germany Euro-START in co-operation with, for example: <ul style="list-style-type: none"> Siemens Österreich, Austria Siemens Nixdorf Informations-systeme AG (SNI), Frankfurt am Main, Germany TIS Ges.mbH, Austria 	Fleck, 1995; Hoffmann, 1996b; Kagerbauer, 1994; Weithöner, 1995
Glasgow On-Line Hypertext (Glasgow, Scotland)	regional information and reservation system	system developed at the end of the 1980's; system did not become operational	N. A.	Sheldon, 1993a, p. 638

Name of System (Region and Country)	Type of System	Time Scale of System Development and Implementation	System Operator(s) / Owner(s)	Source(s)
Gulliver (Ireland)	national information and reservation system	project planned since 1990; system partly operational since 1992	<ul style="list-style-type: none"> • Bord Fáilte / Irish Tourist Board (ITB) • Northern Ireland Tourist Board (NITB) 	Beaver, 1992, pp. 19 - 20; Buhalis, 1993, p. 372
Hi-Line (North Scotland)	regional information and reservation system	system operational since 1989	<ul style="list-style-type: none"> • Tourism Services Scotland Limited, Scotland 	Buhalis, 1993, p. 372; Sheldon, 1993a, p. 642
Info Austria / Euro-START Austria (Austria)	national information and reservation system	Info Austria: project concept completed by 1993; system development started in 1994 and completed by the end of 1995; Euro-START Austria: system implementation and testing during May - end 1996; system planned to be operational from early 1997	<p>Info Austria:</p> <ul style="list-style-type: none"> • national tourism marketing organisation Österreich Werbung, Austria • TIS Ges.mbH, Austria <p>Euro-START Austria:</p> <ul style="list-style-type: none"> • as above • Siemens PSE (Programm- und Systementwicklung) • Siemens Nixdorf Informationssysteme AG (SNI), Frankfurt am Main, Germany • START Holding GmbH, Frankfurt am Main, Germany 	Bauernberger and Reiger, 1996; Hoffmann, 1996b; Tschanz, 1993, pp. 64 - 67
Informations-system Graubünden (Heidiland) (Graubünden, Switzerland)	regional multimedia information system	project started in 1989; system implemented in 1991	<ul style="list-style-type: none"> • regional organisations such as hotel operators 	Ritz, 1991a, pp. 16 - 20
Intours RegioSoft Konzept Münsterland (Münsterland, Germany)	regional information and reservation system	pilot project during early 1995	<ul style="list-style-type: none"> • Intours Partner GmbH, Meßkirch, Germany 	Weithöner, 1995

Name of System (Region and Country)	Type of System	Time Scale of System Development and Implementation	System Operator(s) / Owner(s)	Source(s)
IRIS (Informations- und Reservierungssystem in Schleswig-Holstein) (Schleswig-Holstein, Germany)	regional information and reservation system	N. A.	<ul style="list-style-type: none"> regional marketing organisation Schleswig-Holstein Tourismus GmbH (SHT), Germany 	Kagerbauer, 1994, p. 35
ITIS (Integra Tourist Information System) (Scotland, United Kingdom)	regional information and reservation system	system to link all 180 Scottish tourist information centres by 1999	<ul style="list-style-type: none"> Integra Systems Limited, West Sussex, England Scottish Tourist Board, Edinburgh, Scotland Scottish Area Tourist Boards 	Scottish Tourist Board, 1994
Jerseylink (Jersey, United Kingdom)	regional information and reservation system	system development started in 1992; system operational for accommodation since 1 February 1995; system operational for holiday packages since mid 1995	<ul style="list-style-type: none"> tourist board Jersey Tourism, Jersey 	Pallot, 1996; TTG, 1995b
NBTIS (Nationaal Bureau voor Toerisme Information System) (The Netherlands)	national information and accommodation reservation system	N. A.	<ul style="list-style-type: none"> tourist board Nationaal Bureau voor Toerisme (NBT), The Netherlands 	Buhalis, 1993, p. 372; Sheldon, 1993a
SI-TOUR (Siegen-Wittgenstein, Germany)	regional information system	N. A.	<ul style="list-style-type: none"> Amt für Wirtschaftsförderung des Kreises Siegen-Wittgenstein, Germany 	Grauer et al., 1992
SWISSLINE (Switzerland)	national information and reservation system	project started in 1988; project abandoned in 1992	<ul style="list-style-type: none"> several Swiss government and private organisations and associations 	Ritz, 1991a, pp. 7 - 12; Tschanz, 1993, p. 82
TIBS (Touristisches Informations- und Buchungssystem) (Baden-Württemberg, Germany)	regional information and reservation system; increasingly becoming a national and even international system	founded in 1988	<ul style="list-style-type: none"> TIBS GmbH, Freiburg im Breisgau, Germany (founded in 1988; a subsidiary of several regional associations) 	Kagerbauer, 1994; TIBS (1994). <i>Die komplette Lösung im Städte- und Ferientourismus.</i> TIBS GmbH, Freiburg im Breisgau, Germany

Name of System (Region and Country)	Type of System	Time Scale of System Development and Implementation	System Operator(s) / Owner(s)	Source(s)
TIBYS (Tele-Informations- und Reservations-system) (Berner Oberland, Graubünden, Tessin and Wallis, Switzerland)	regional information and accommodation reservation system	project and system development started in 1985; system went on-line in 1985	• Radio Schweiz AG, Switzerland	Tschanz, 1993, pp. 41 - 42
TIM (Tourism Information and Marketing) SAM (Services and Applications for a Worldwide Market in Tourism) including MNET (Marketing through Networks) and MAT (MNET Advanced Trials) SAMSON (Services for an Advanced Marketing System on Networks)	TIM: European multi-media marketing system for tourism products; SAM: worldwide multi-media marketing system for tourism products; SAMSON: European multi-media marketing system for tourism products	TIM: project started in April 1992; first prototype presented in April 1993; system operational since 1994; project completed in July 1995; SAM: project started at the end of 1995; system planned to be operational from the end of 1996; SAMSON: project started in May 1995	• various	Aanonsen et al., 1995; Baker et al., 1996; Byerley, 1996; Byerley and Ewers, 1996; Byerley et al., 1994 and 1995; Connell, 1996; Lindsjörn and Byerley, 1996; Maartmann-Moe et al., 1994
TIM (Tourist Informationssystem Mühlviertel) (Mühlviertel, Austria)	regional information and accommodation reservation system	project started in 1990; system operational since 4 July 1992	• Telehaus Freiwald, Freistadt, Austria	Roiß et al., 1994
TIRS (Touristisches Informations- und Reservierungssystem Sachsen-Anhalt) (Sachsen-Anhalt, Germany)	regional information and reservation system	pilot project to be completed by end 1995; system based on DORIS (Dezentral organisiertes Reservierungs- und Informationssystem)	• Gesellschaft für Büroautomation und Softwareentwicklung mbH (GBS), Norderstedt, Germany, a subsidiary of Datenzentrale Schleswig-Holstein, Altenholz, Germany • the State of Sachsen-Anhalt, Germany	Kagerbauer, 1994, pp. 36 - 37; Weithöner, 1995

Name of System (Region and Country)	Type of System	Time Scale of System Development and Implementation	System Operator(s) / Owner(s)	Source(s)
TIS (Tirol Informations System) (Tirol, Austria)	regional information system	project started in 1989; system development started in 1990; system operational since winter 1991 / 1992; Kärnten and Vorarlberg linked since summer 1993; aimed to expand TIS to a national system	<ul style="list-style-type: none"> TIS Ges.mbH, Austria (100% subsidiary of the regional tourism marketing organisation Tirol Werbung Ges.mbH, Austria) 	Ebner, 1992, 1994a and 1994b; Hoffmann, 1996b; Sheldon, 1993a; Tschanz, 1993, pp. 45 - 48; Werthner, 1993; address "http://www.tis.co.at/tirol"
Top Net (Europe)	European information and reservation system	project proposed in September 1996	<ul style="list-style-type: none"> European Confederation of Travel Agents Associations (ECTAA), Bruxelles, Belgium 	Jolley, 1996b
TRA (Touristisches Reservationssystem Appenzell) (Appenzell, Switzerland)	regional information and reservation system	project started in 1988; system development started in 1990; system implemented in 1991	<ul style="list-style-type: none"> regional organisations such as hotel operators 	Ritz, 1991a, pp. 12 - 16; Sheldon, 1993a

Travel and Tourism IOSs for Specific Types of Products

Name of System (Region and Country)	Type of System	Time Scale of System Development and Implementation	System Operator(s) / Owner(s)	Source(s)
abres (Bayern, Germany)	regional accommodation information and reservation system	operational since 1987	<ul style="list-style-type: none"> Amtliches Bayerisches Reisebüro GmbH (abr), München, Germany 	Buhalis, 1993, p. 372; Kagerbauer, 1994, p. 35
Austria On Line (AOL) (Austria)	national hotel information and reservation system	operational since 1989	<ul style="list-style-type: none"> Austria State Travel Agency 	Buhalis, 1993, p. 372; Tschanz, 1993; Sheldon, 1993a, p. 641
Berliner Bettenbörse (BB) (Berlin, Germany)	regional accommodation information and reservation system	since February 1994 bookable on-line via START	<ul style="list-style-type: none"> Zeug-Haus Ingenieurleistungen, Berlin, Germany 	Weithöner, 1995
Bournemouth Reservation Services (Bournemouth, England)	regional accommodation and conferences information and reservation system	N. A.	<ul style="list-style-type: none"> Bournemouth Tourist Office, England 	Buhalis, 1993, p. 372

Name of System (Region and Country)	Type of System	Time Scale of System Development and Implementation	System Operator(s) / Owner(s)	Source(s)
CIRT (Centre d'Information et de Reservation Touristique) (Wallis and Waadtland, Switzerland)	regional accommodation information and reservation system	system became operational in 1990	N. A.	Tschanz, 1993, pp. 42 - 43
CONFIRMS (Reservation System) (worldwide)	global hotel information and reservation system	project started in 1988; system became operational in June 1992	<ul style="list-style-type: none"> INTRICO (International Reservations and Information Consortium), Dallas, USA; a joint venture of AMR Information Services, Budget Rent-a-Car, Hilton International Company and Marriott International 	CONFIRM, 1991; Wagner, 1992a
HIRN (Hotel Informations- und Reservierungssystem für Niedersachsen) (Niedersachsen, Germany)	regional hotel information and reservation system	system operational from December 1994; bookable online via START	<ul style="list-style-type: none"> Hotcom GmbH, Cuxhaven, Germany 	industry sources
HOT-TEL (Switzerland)	national accommodation information and reservation system	project started in 1988; system development started in 1991	<ul style="list-style-type: none"> Hot-Tel, a subsidiary of Ixell Holding AG, Switzerland 	Ritz, 1991a, pp. 20 - 23
MEHR (Mondial Elektronische Hotel Reservierung) (Austria)	national accommodation information and reservation system	system implemented and connected to START in 1989	<ul style="list-style-type: none"> Reisebüro Mondial, Wien, Austria 	Tschanz, 1993, pp. 48 - 49
Reservations-system Davos (Davos, Switzerland)	regional accommodation information and reservation system	system developed and implemented during June to December 1992	<ul style="list-style-type: none"> Kur- und Verkehrsverein Davos, Switzerland ByteLink, Switzerland 	Tschanz, 1993, pp. 43 - 45, 67 - 68

Name of System (Region and Country)	Type of System	Time Scale of System Development and Implementation	System Operator(s) / Owner(s)	Source(s)
SAHARA (SITA Airline Hotel Advanced Reservations Automation) (worldwide)	global hotel information and reservation system	N. A.	<ul style="list-style-type: none"> • Société Internationale de Télécommunications Aéronautiques Société coopérative (SITA), Bruxelles, Belgium 	Haramis and Siomkos, 1995
Toursol (Switzerland)	national information and reservation system for small- and medium-sized tour operators	project started in January 1993	<ul style="list-style-type: none"> • EDV Treuhand AG, Switzerland • BEDAG Informatik Group, Switzerland 	Tschanz, 1993, pp. 70 - 76
UNICORN (British Isles, Ireland, North Sea)	international information and reservation system for ferry operators	N. A.	N. A.	industry sources

For further systems see Schertler et al. (1994 and 1995a) and Klein et al. (1996), and for systems specifically in the Caribbean, Greece, Italy, Spain and USA see Buhalis (1993, p. 372).

Single-Supplier and/or Corporate Travel and Tourism IOSs				
Name of System (Region and Country)	Type of System	Time Scale of System Development and Implementation	System Operator(s) / Owner(s)	Source(s)
Amexlink (worldwide)	global corporate information and communication network	system linked to all GDSs since 1992	<ul style="list-style-type: none"> American Express Company, New York, USA 	Jegminat, 1992b
BAA Airport Information System (Great Britain)	national corporate airport information system; used by airlines, fuelling companies, caterers, hotels, taxi firms, security staff, customs officials and airport management staff	system was tested during 1994 and implemented at Heathrow Airport in 1994/1995; another six BAA airports to follow	<ul style="list-style-type: none"> British Airport Authority PLC (BAA), Gatwick Airport / West Surrey, England 	Bird, 1994
BABS (British Airways Business System) Caress (Customer Analysis and Retention System) (worldwide)	global corporate information and reservation system; workflow sub-system Caress	BABS was implemented in 1980's; Caress was implemented in 1993	<ul style="list-style-type: none"> British Airways PLC, London, England 	Croall, 1994; Gooding, 1994a; Vlitos Rowe, 1995, pp. 117 - 119
LIDO (Lufthansa Integrated Dispatch Operations) (worldwide)	global corporate flight routing system	project started in 1991; system implementation started in 1992; system trial started in April 1994; system fully operational since November 1994	<ul style="list-style-type: none"> Deutsche Lufthansa AG, Köln and Frankfurt am Main, Germany 	Remus, 1995
QUBE (Qantas Universal Business Environment) (worldwide)	global corporate information and reservation system	system based on BABS; operational from 2 November 1996	<ul style="list-style-type: none"> Qantas Airways Limited, Australia 	industry sources

Single-Supplier and/or Corporate Travel and Tourism IOSs

Hotel groups with corporate global (or international) hotel reservation systems (Eberlen, 1993; Krause, 1994; Taylor, 1993b; Wagner, 1992b; Wolff, 1992; company information):

- **Arabella Hotel Consult GmbH**, München, Germany (13 properties in March 1996)
- **Best Western International Inc.**, Phoenix/Arizona, USA (founded in 1946; franchise chain with almost 3,500 independently-owned and operated properties in 63 countries in May 1996; operated McDonnell Douglas Information Systems' (MDIS) Hornet since 1994, replacing system STAR)
- **Choice Hotels International**, USA (franchise chain with 3,600 hotels in 30 countries in May 1996; operated system Choice 2001)
 - **Clarion Inns, Hotels, Suites and Resorts**
 - **Comfort Inns and Suites**
 - **Friendly Hotels PLC**, England (27.9% acquired in April 1996)
 - **Quality Inns, Hotels and Suites**
 - **Sleep Inns**
- **Hilton Hotels Corporation (HHC)**, Beverly Hills/California, USA (founded in 1919 by Conrad Hilton; owned Hilton rights in USA; 219 properties with 90,879 rooms in January 1996)
 - **Conrad International**, USA (properties outside USA)
 - **Hilton Garden Inns**, USA (created in February 1996)
- **Hilton International Company (Hilton International Hotels)**, USA (founded in 1949 as 100% subsidiary of HHC, but became separate in 1964; owned Hilton rights worldwide except USA; 100% Ladbrooke, England (acquired from Trans World Airlines Inc. (TWA), USA, in 1987); 161 properties with 52,063 rooms in January 1996; operated system Hilton Reservations Worldwide (HRW))
 - **Hilton National**, United Kingdom (founded in 1987; 25 properties in October 1995)
- **Holiday Inn Worldwide**, USA (founded on 1 August 1952 by Kemmons Wilson; acquired by Bass PLC, England, in 1989; franchise chain with > 1,950 hotels (including > 100 owned) in 60 countries in August 1995; operated system Holidex)
 - **Holiday Inn Express** (budget)
- **Hospitality Franchise System Inc. (HFS)**, Parsippany/New Jersey, USA (5,300 own and managed hotels worldwide (though mainly North America) in August 1996)
 - **Days Inn**
 - **Howard Johnson**
 - **Ramada Inns** (leased from Renaissance Hotels International)
 - **Super 8**
 - **Travel Lodges**, USA, Canada and Mexico (acquired all 484 US Travelodges of Forte PLC (→ Granada Group PLC) in January 1996)
 - **Village Lodge**
 - **Avis**, USA (car rental company; acquired in mid 1996)
 - **RCI (Resort Condominiums International)**, USA (world's largest holiday exchange company; acquired in October 1996 from Christel De Haan)
 - RCI Europe Limited, Kettering/Northhamphshire, England
- **Hyatt Hotels and Resorts**, USA (founded on 27 September 1957 with its first hotel at Los Angeles International Airport)
 - **Hyatt Hotels Corporation**, USA (hotel management company; operated hotels and resorts with > 56,000 rooms in 82 cities in the US, Canada and Caribbean at the end of 1994; brands Grand Hyatt Hotels, Park Hyatt Hotels, Hyatt Resorts Hotels, and Hyatt Regency Hotels)
 - **Hyatt International Corporation**, USA (founded in 1969; owned 170 properties including 32 resorts in 30 countries in August 1995)
- **Inter-Continental Hotels and Resorts**, USA (founded by Pan American World Airways (Pan Am) in 1946; acquired by Grand Metropolitan in 1981, and by Saison Group, Japan, in 1988; 182 properties in 67 countries in July 1996)
 - **Forum Hotels** (founded in 1972)
- **ITT Sheraton Corporation**, Boston, USA (founded in 1937; 100% ITT Corporation since 1968; hospitality franchise network owning, leasing, operating and franchising > 420 hotels with > 128,400 rooms in 64 countries in October 1996; launched mid-market franchise 'Four Points' in 1995; operated system Reservatron IV)
 - **Ciga Spa**, Italy (70.32%) and brand The Luxury Collection with 48 properties in August 1995

Single-Supplier and/or Corporate Travel and Tourism IOSs

- **Marriott International**, USA (founded by J. Williard Marriott in 1927; hotel franchise with 1,144 properties with 222,000 rooms worldwide in October 1996)
 - **Courtyard**
 - **Fairfield Inn**
 - **Marriott Hotels, Resorts and Suites**
 - **Residence Inn**
 - **The Ritz-Carlton Hotel Company**, Atlanta/Georgia, USA (founded in 1910 / 1983; 51% William B. Johnson and 49% Marriott International (acquired in March 1995); owned 31 hotels with 10,352 beds in the US and five other countries in March 1995)
 - timeshare complexes
- **Radisson Hotels International Inc.** (→ Carlson Travel Group)
- **Renaissance Hotels International**, USA (formerly Ramada; majority-owned by New World Hotels Holding Limited, Hong Kong (acquired in 1989; owned by Cheng family); listed on stock exchange since 27 September 1995; 1,005 owned properties in May 1996)
 - **New World Hotels**, Asia and Pacific (13 properties)
 - **Ramada Hotels** (51 properties)
 - **Ramada Hotel Garni (Ramada Garni)**, Germany (50%; 7 properties)
 - **Ramada Inns**, Canada and USA (leased to Hospitality Franchise System; 860 hotels in May 1996)
 - **Renaissance Hotels** (acquired **Stouffer Hotels & Resorts**, USA; acquired **Penta International Hotel Group**, Germany (49%; 51% → Deutsche Lufthansa AG); 74 properties)
- **Steigenberger Reservation Service GmbH & Co. KG (SRS Hotels)**, Frankfurt am Main, Germany (founded in 1970; international hotel co-operation; 20% Steigenberger Hotels AG, Germany, and 80% owned by 153 hotel partners; provided sales, marketing and reservation systems to > 340 hotels in 55 countries in March 1996; operated system Trust II)
 - **Partner of Avance Hotels** (160 properties)
 - **Partner of Intercity Hotels** (Intercity Hotel GmbH, Frankfurt am Main, Germany; 95% Steigenberger Hotels AG (acquired from → Deutsche Bahn AG) and 5% → Deutsche Bahn AG; 15 budget properties in mid 1996)
 - **Partner of Maxx Hotels** (50 budget properties)
 - **Steigenberger Hotels** (120 properties)
- **Supranational Hotels** (founded during 1970's; international hotel co-operation; 20 partners with 565 hotels in 42 countries in January 1996)
 - partners included: Alfa Hotels; Austrotel; Canadian Pacific Hotels & Resorts (joined in January 1996); Concorde Hotels; Delta Hotels; Grand Hotels; Grupo Posadas; Hungar Hotels; Jurys Hotels; Manhattan East Suite Hotels; Maritim Hotels; Occidental Hotels; Protea Hotels; Reso Hotels (Sweden); Sokos Hotels; Space Hotels; Stakis Hotels; Swallow Hotels; Welcome Swiss Hotels
- **The Leading Hotels of the World Limited**, USA (100% Hotel Representative Inc. (HRI), USA; international hotel co-operation; operated system Datalead; 296 members in March 1995)
- **The Promus Companies**, USA (operated system The Promus Network)
 - **Embassy Suites**
 - **Hampton Inns**

Utell International London, England		
<p>Utell International was a hotel reservation and marketing company, serving 6,500 member hotels in 144 countries. Utell International operated an automated reservation system, called Utell Link Plus (Utell Automated Reservations), which, in early 1995, was connected to > 100 airline systems and 6,500 hotels in 140 countries and, thus, was accessible through > 450,000 travel agent and airline terminals as well as through its own 46 offices worldwide for hotel bookings. The availability of hotel rooms was either instantly updated automatically through direct links to the hotels' own inventory systems, for example using UltraSwitch for 14 members of The Hotel Industry Switch Company (THISCO), or manually or automatically at regular intervals by the individual hotels. In addition to Utell International's reservation system running on a terminal at agents' offices, the system UtellVision (introduced in 1988) enabled the simultaneous display of television quality pictures of hotel facilities such as bedrooms, restaurants, shops and meeting facilities as well as city maps on a second terminal. Utell International provided two automated systems for handling payments between hotels and travel agents. Using the Paytell service and system, travel agents received the payments of customers, kept their commission payments and paid the remaining monies to Utell International, which then automatically paid the hotel and confirmed this payment by fax, telex or direct link. In contrast, using the PayCom service, the hotel received the payments of customers and then paid the travel agents' commissions to Utell International, which then paid the travel agents in their local currencies. Payments were done either by sending a cheque at least once a month or by using the package PayCom Plus, which was jointly developed with the Hotel Clearing Corporation (HCC), and which allowed agents' commission payments to be settled fully electronically using PC modem to telephone links or direct PMS links. Utell International estimated in early 1995 that 90% of the business volume handled through it resulted from business rather than leisure travel.</p>		
Further Information Technology Products of Reed Travel Group	<ul style="list-style-type: none"> • ABC Brochure Link by ABC International; in Britain available via AT&T Istel • ABC Travel Disc by ABC International; CD-ROM with travel information • Genesis Data Distribution by ABC International; supplied data about schedules, fares and information to CRS operators • Jaguar Cruise Directory by HTM International; electronic database profiling 48 cruise lines, > 200 cruise ships and 1,500 cruises, including pictures of ships, desks and cabin layouts • Jaguar Hotel Directory by HTM International; electronic database featuring > 52,000 hotels worldwide including pictures; claimed to be largest commercially available electronic hotel database in the world; available via SABREvision to travel agents • UltraSwitch by HTM International; jointly developed by HTM International and The Hotel Industry Switch Company (THISCO); electronic link between CRSs and several THISCO members including Best Western International Inc., Hyatt Hotels and Resorts, Inter-Continental Hotels and Resorts, Forte PLC and Utell International to give travel agents direct hotel availability access 	
Subsidiary	<ul style="list-style-type: none"> • Golden Tulip Worldwide (GTW), London, England (founded in March 1996; 50% Golden Tulip International (GTI), The Netherlands; franchise with 211 four-star Golden Tulip Hotels and 49 Tulip Inns worldwide in March 1996) 	50%
Other Hotel Brands	<ul style="list-style-type: none"> • Insignia Resorts (84 independent resorts in October 1996) • Summit International Hotels (49 independent luxury hotels in October 1996) 	
Other Reed Travel Group Divisions	<ul style="list-style-type: none"> • ABC International, Dunstable, England • HTM International, Secaucus/New Jersey, USA • Official Airlines Guides (OAG), Oak Brook/Illinois, USA 	100% 100% 100%
Other Reed Travel Group Subsidiaries	<ul style="list-style-type: none"> • Reed Telepublishing Limited, Dunstable, England <ul style="list-style-type: none"> • Reed Telepublishing GmbH, Düsseldorf, Germany 	100% *100%

Utell International - Continued		
Shareholder	<ul style="list-style-type: none"> • Reed Travel Group, USA (claimed to be the world's largest travel information and services company; 100% publishing and information services group Reed Elsevier) 	100%
Sources	<ul style="list-style-type: none"> • Reed Travel Group (1994). <i>A World Of Travel Information & Services</i>. Reed Travel Group, Secaucus, New Jersey, USA. • Utell International (1994). <i>PayCom Plus</i>. Utell International, London, England. • Utell International (1995). <i>Utell International</i> (5 January). Utell International, Frankfurt am Main, Germany. 	

Table A4.1
Utell International Profile

Appendix 5. Notes on the Empirical Survey

Country specific notes:

- *Britain:* The countries of Great Britain, i.e. England, Scotland and Wales, are covered in the study. Although some economic information is included for the whole of the United Kingdom (UK), particularly in Section 1.3, Northern Ireland is not included in the study for historical reasons, mainly due to the political conflict. The Thomson Travel Group, for example, stopped distributing its products in Northern Ireland in 1987, and only re-entered the market, as a consequence of the peace process, by opening the first three Lunn Poly branches during spring 1995 and by commencing the sale of Thomson Tour Operations' holidays during summer 1995. Similarly, Thomas Cook Holidays only entered Northern Ireland in 1995 by distributing its holidays, and Airtours PLC became active in Northern Ireland in June 1995 by acquiring 17 branches for its Going Places travel agent chain.
- *Germany:* No information is presented from the former East German Republic (Deutsche Demokratische Republik / DDR) due to its under-developed travel and tourism industry. Therefore, all figures stated for Germany refer to the Federal Republic of Germany (Bundesrepublik Deutschland). Figures for the period before October 1990 refer to the western half of Germany, while figures after October 1990 refer to the united Germany. Although there are some differences between the western Bundesländer and the eastern Bundesländer of the united Germany, such as in the diffusion of travel agent technology, the empirical and the literature survey revealed no factors that appeared to have had, or are likely to have, any major impact on the described developments. Therefore, with few exceptions, no separate information is stated for the two geographical halves of Germany.

The in-depth interviews in Britain and Germany were set-up typically a month in advance. An initial telephone contact was made with the tour operators to identify contact persons in relevant positions (mainly at senior management or director level)

and relevant departments (mainly systems or information technology departments), including their contact addresses. This initial telephone contact was followed-up by a fax letter, detailing the author's affiliation and the aim of the research, including any other relevant details. Typically, several further telephone calls were necessary to finally commit the tour operators to interview dates.

During these initial contacts as well as during the interviews, several points were emphasised to the contact persons. It was stressed that the research was conducted purely for academic purposes, and not for commercial purposes. It was also pointed out that the research was founded independently of any commercial organisation. In return for their time, i.e. as a 'quid pro quo', the companies interviewed in-depth received a summary report of the empirical findings. (This report was disseminated in autumn 1995.) However, the report contained no detailed information on the individual tour operators for reasons of confidentiality, but rather general findings. In contrast, detailed information was to be published in the actual Ph.D. thesis, but there was to be a time delay (at least one year) for this thesis to become widely available to other people and organisations.

Table A5.1 states information on the in-depth interviews in Britain and Germany. All interviews were conducted face-to-face with the exception of Thomson's, which was in written form for reasons outlined in Table A5.1. All face-to-face interviews lasted between one and three-and-a-half hours, depending on the amount of information to be covered. Basically, the more subsidiaries and/or systems a tour operator had, the longer the interview lasted.

Tour Operator¹ (Date and Time of In-Depth Interview)	Main Company Address	Contact Person(s) (Position(s) Held²)	Address of Contact Person(s)³
Touristik Union International GmbH & Co. KG (TUI) (4 November 1994; 10:00 - 13:30)	Karl-Wiechert-Allee 23 30625 Hannover D - Germany Tel.: 0511 - 567 0 Fax: 0511 - 567 1301	Mr. Hans-Joachim Menzel (Fachgebietsleiter Anwendungssysteme Vertrieb / General Manager Distribution Application Systems)	Nobelring 4 30625 Hannover D - Germany Tel.: 0511 - 567 5004 Fax: 0511 - 567 5210
International Tourist Services Länderreisedienste GmbH (ITS) (8 November 1994; 11:00 - 14:15)	Flughafen Köln/Bonn 51147 Köln D - Germany Tel.: 02203 - 42 0 Fax: 02203 - 42 247	Mrs. Deters-Fischer (Organisation)	Tel.: 02203 - 42 716 Fax: 02203 - 42 743
NUR Touristic GmbH (15 November 1994; 10:00 - 13:00)	Zimmersmühlenweg 55 61436 Oberursel D - Germany Tel.: 06171 - 65 00 Fax: 06171 - 65 2125	Mr. Jürgen Backöfer (Vertriebsdirektion Informationssysteme / Director Information Systems)	Tel.: 06171 - 65 1448 Fax: 06171 - 65 2145
Kuoni Fernreisen GmbH (17 November 1994; 14:00 - 16:00)	Am Holzweg 26 65830 Kriftel D - Germany Tel.: 06192 - 9980 0 Fax: 06192 - 9980 69	Mr. Ralf Baumbach (Leiter Marketing und Vertrieb / General Manager Marketing and Distribution) Ms. Carmen Zöllner (Marketing und Vertrieb / Marketing and Distribution)	Tel.: 06192 - 9980 80 Tel.: 06192 - 9980 81
Thomas Cook Reisebüro GmbH⁴ (18 November 1994; 14:00 - 14:45)	Hahnstraße 68 60528 Frankfurt/Main D - Germany Tel.: 069 - 66444 0 Fax: 069 - 666 5088	Mr. Fritz Pütz (General Manager Hotel and Car Rental) Mr. Ljubomir Kalabic (Assistent der Geschäftsführung / Assistant of the Board of Directors)	Tel.: 069 - 66444 110 Fax: 069 - 66444 333 Tel.: 069 - 66444 210 Fax: 069 - 666 6877
Deutsches Reisebüro GmbH (DER) (23 November 1994; 09:00 - 11:30)	Emil-von-Behring-Str. 6 60439 Frankfurt/Main D - Germany Tel.: 069 - 9588 00 Fax: 069 - 9588 1010	Ms. Gudrun Schön (DER-Tour EDV- Koordination / Information Technology Co-ordinator)	Tel.: 069 - 9588 3133 Fax: 069 - 9588 3199
First Choice Holidays PLC (6 January 1995; 10:00 - 13:00)	First Choice House London Road Crawley West Sussex RH10 2GX GB - England Tel.: 01293 - 588 000 Fax: 01293 - 588 080	Mr. Brad King (Group Development Manager) Joanne, Claire, Debbie and John (Sub-Managers)	Tel.: 01293 - 588 384 Fax: 01293 - 588 774

Tour Operator ¹ (Date and Time of In-Depth Interview)	Main Company Address	Contact Person(s) (Position(s) Held ²)	Address of Contact Person(s) ³
Airtours Holidays Limited (24 January 1995; 14:00 - 16:00)	Wavell House Holcombe Road Helmshore Rossendale Lancashire BB4 4NB GB - England Tel.: 01706 - 240 033 Fax: 01706 - 212 144	Mr. Terry Sweeney (Information Technology Director)	Tel.: 01706 - 232 245 Fax: 01706 - 219 849
LTU Touristik GmbH & Co. Betriebs KG (16 March 1995; 14:00 - 16:00)	Parsevalstraße 7 a, b 40468 Düsseldorf D - Germany Tel.: 0211 - 9418 301 Fax: 0211 - 9418 309	Mr. Volker Schaumburg (Co-ordinator Yield Control / Schedule)	Tel.: 0211 - 9418 424 Fax: 0211 - 9418 425
Thomas Cook Holidays ⁴ (23 March 1995; 11:00 - 12:00)	PO Box 5 12 Coningsby Road Peterborough Cambridgeshire PE3 8XP GB - England Tel.: 01733 - 330 300 Fax: 01733 - 505 784	Mrs. Jo Morris (Marketing Manager)	/
Thomson Tour Operations Limited (6 March 1995 and 17 May 1995; in written form)	Greater London House Hampstead Road London NW1 7SD GB - England Tel.: 0171 - 387 9321 Fax: 0171 - 387 8451	Miss Avril Spellar (Sales Support Manager) Mr. Andy Crow (System Support Manager)	Fax: 0171 - 383 1467

¹ In order of date of interview. All interviews took place face-to-face with the exception of Thomson's. The interview with Thomson Tour Operations Limited was conducted in written form upon request of the company due to speech impediments of one of the contact persons.

² German terms are translated by the author.

³ If different from main company address.

⁴ The interviews with Thomas Cook Reisebüro GmbH and Thomas Cook Holidays are counted as a single interview in the thesis.

Table A5.1

Tour Operators Interviewed In-Depth

Two further in-depth interviews were also arranged, but then cancelled (Table A5.2). Cosmosair PLC did not agree to a further interview date on the basis of tight time schedules. Kuoni Travel Limited cancelled the interview, having changed its mind, arguing that the company developments were too sensitive.

Tour Operator	Main Company Address	Contact Person (Position Held)	Address of Contact Person(s) ¹
Cosmosair PLC	Tourama House 17 Homesdale Road Bromley Kent BR2 9LX GB - England Tel.: 0181 - 464 3444 Fax: 0181 - 290 0714	Mr. Neil Goram (Information Technology Director)	Tel.: ext. 239 Fax: 0181 - 313 9386
Kuoni Travel Limited	Kuoni House Dorking Surrey RH5 4AZ GB - England Tel.: 01306 - 740 888 Fax: 01306 - 740 719	Mr. Martin Young (Marketing Manager)	Fax: 01306 - 741 099

¹ If different from main company address.

Table A5.2
In-Depth Interviews Arranged but Cancelled

Table A5.3 lists all other tour operators which were interviewed. All these interviews were conducted by telephone, with the typical interview lasting 15 to 20 minutes. Several phone calls were necessary for most of these interviews to establish the name, position and contact details, to reach the contact person and commit him or her to an interview, to arrange a specific time convenient for the contact person to conduct the interview if necessary, and, finally, to actually conduct the interview. In some cases, a fax letter was necessary to clarify the author's position, background and intention with regards to the research.

Tour Operator in Britain (Date of Telephone Interview)	Main Company Address	Contact Person(s) (Position Held or Department of Contact Person(s))	Address of Contact Person(s)¹
The Air Travel Group Holidays Limited (9 May 1995)	227 Shepherds Bush Road London W6 7AS GB - England Tel.: 0181 - 748 4999 Fax: 0181 - 748 6381	Ms. Debbie Newton (Human Resources) Mr. Luke (Systems)	Fax: 0181 - 748 7832
Bridge Travel Group (19 May 1995)	Bridge House 55 - 59 High Road Broxbourne Hertfordshire EN10 7DT GB - England Tel.: 01992 - 456 166 Fax: 01992 - 444 488	Mr. Philip Burrell (Computer Department)	N. A.
British Airways Holidays Limited (9 May 1995)	Airlink House Hazelwick Avenue Three Bridges Crawley West Sussex RH10 1YS GB - England Tel.: 01293 - 722 727 Fax: 01293 - 552 319	Mr. Nick Apnin	Tel.: 01293 - 722 847
Hotelplan International Travel Organisation Limited (Inghams Travel) (18 May 1995)	10 - 18 Putney Hill London SW15 6AX GB - England Tel.: 0181 - 780 4400 Fax: 0181 - 785 2045	Mr. Ringrose (Systems Director)	Tel.: 0181 - 780 4408
Iberotravel Limited (10 May 1995)	29 - 31 Elmfield Road Bromley Kent BR1 1LT GB - England Tel.: 0181 - 290 1111 Fax: 0181 - 313 9808	Mr. Simon Clarke	N. A.
Inspirations PLC (11 May 1995)	Victoria House Victoria Road Horley Surrey RH6 7AD GB - England Tel.: 01293 - 820 207 Fax: 01293 - 821 732	Mr. Duncan Sanderson	N. A.
Jetsave Travel Limited (10 May 1995)	Sussex House London Road East Grinstead West Sussex RH19 1LD GB - England Tel.: 01342 - 328 231 Fax: 01342 - 311 209	Mr. Paul Minor	N. A.

Tour Operator in Britain (Date of Telephone Interview)	Main Company Address	Contact Person(s) (Position Held or Department of Contact Person(s))	Address of Contact Person(s)¹
Manos (UK) Limited (10 May 1995)	168 - 172 Old Street London EC1V 9BP GB - England Tel.: 0171 - 216 8070 Fax: 0171 - 216 8099	Mr. Kevin Warne	N. A.
Meon Travel Limited (19 May 1995)	Meon House Petersfield Hampshire GU32 3JN GB - England Tel.: 01730 - 266 561 Fax: 01730 - 268 482	Mr. Mark Olszowski (Financial Director)	N. A.
Panorama Holiday Group Limited (10 May 1995)	29 Queens Road Brighton East Sussex BN1 3YN GB - England Tel.: 01273 - 206 531 Fax: 01273 - 205 338	Miss Sasha Lomberg	Tel.: 01273 - 220 013
Unijet Travel Limited (11 May 1995)	Sandrocks Rocky Lane Haywards Heath West Sussex RH16 4RH GB - England Tel.: 01444 - 459 100 Fax: 01444 - 417 100	Ms. Vicki Mills (Computer Department) Mr. Jeff Rowe (Charter Product Department)	N. A.
Virgin Holidays Limited (18 May 1995)	The Galleria Ground Floor Station Road Crawley West Sussex RH10 1WW GB - England Tel.: 01293 - 562 944 Fax: 01293 - 536 957	Mr. Nigel Smith (Database Director)	N. A.

Tour Operator in Germany (Date of Telephone Interview)	Main Company Address	Contact Person(s) (Position Held or Department of Contact Person(s) ²)	Address of Contact Person(s) ¹
Alltours Flugreisen GmbH (14 March 1995)	Postfach 1146 47511 Kleve or: Landwehr 4 - 6 47533 Kleve D - Germany Tel.: 02821 - 893 008 Fax: 02821 - 893 100	Mr. Bauer (EDV / Systems) Mr. Weidner	Tel.: 02821 - 893 171 Tel.: 02821 - 893 171 Fax: 02821 - 18111
Attika Reisen AG (13 March 1995)	Sonnenstraße 3 80331 München D - Germany Tel.: 089 - 54555 100 Fax: 089 - 54555 280	Mr. Willi Lauer (Leiter Vertrieb und Presse / General Manager Distribution and Public Relations)	Tel.: 089 - 54555 151
Berliner Flug Ring GmbH (BFR) (13 March 1995)	Postfach 1243 10722 Berlin or: Einemstraße 24 10785 Berlin D - Germany Tel.: 030 - 25402 0 Fax: 030 - 262 8772	Mr. Teuchler	Tel.: 030 - 25402 253
Club Méditerranée Deutschland GmbH (13 March 1995)	Postfach 101 851 40009 Düsseldorf or: Königsallee 98a 40212 Düsseldorf D - Germany Tel.: 0211 - 3805 0 Fax: 0211 - 377 122	Mr. Michel Duval (Verkaufskoordination / Marketing Manager)	Tel.: 0211 - 3805 123
Delphin Seereisen GmbH (13 March 1995)	Postfach 100 407 63069 Offenbach or: Blumenstraße 20 63069 Offenbach D - Germany Tel.: 069 - 984038 11 Fax: 069 - 984038 40	N. A.	N. A.
Feria Internationale Reisen GmbH (15 March 1995)	Frankfurter Ring 243 80807 München D - Germany Tel.: 089 - 32379 0 Fax: 089 - 32379 555	Mr. Zancholo	Tel.: 089 - 32379 401
Fischer Reisen GmbH (15 March 1995)	Ballindamm 11 20095 Hamburg D - Germany Tel.: 040 - 30907 0 Fax: 040 - 30907 290	Ms. Meier (Marketing)	Tel.: 040 - 30907 111

Tour Operator in Germany (Date of Telephone Interview)	Main Company Address	Contact Person(s) (Position Held or Department of Contact Person(s) ²)	Address of Contact Person(s) ¹
Frosch Touristik GmbH (13 March 1995)	Nymphenburger Straße 1 80335 München D - Germany Tel.: 089 - 54550 10 Fax: 089 - 54550 19	Mr. Pfennig (Software)	Tel.: 089 - 54550 271
Gesellschaft für internationale Begegnung und Cooperation mbH (GeBeCo) (13 March 1995)	Holzoppelweg 19a 24118 Kiel D - Germany Tel.: 0431 - 54657 0 Fax: 0431 - 54657 57	Mr. Michael Clausen (EDV / Systems)	Tel.: 0431 - 54657 75
Hapag-Lloyd Tours GmbH (13 March 1995)	Schwachhauser Heerstraße 30a 28209 Bremen D - Germany Tel.: 0421 - 3486 0 Fax: 0421 - 3486 136	Mr. Sattel	Tel.: 0421 - 3486 141
Hetzel-Reisen GmbH & Co. KG (14 March 1995)	Kranstraße 8 70499 Stuttgart D - Germany Tel.: 0711 - 835 1 Fax: 0711 - 831 515	Mr. Leucht	Tel.: 0711 - 835 653
Ikarus Tours GmbH (13 March 1995)	Postfach 1220 61452 Königstein/Taunus or: Fasanenweg 1 61462 Königstein/Taunus D - Germany Tel.: 06174 - 2902 0 Fax: 06174 - 229 52	Mr. Heiner Schwertheim (Stellvertretender Geschäftsführer / Vice Chairman)	N. A.
Klingenstein & Partner Studienreisen (14 March 1995)	Thomas-Wimmer-Ring 9 80539 München D - Germany Tel.: 089 - 290050 50 Fax: 089 - 290050 30	Mr. Schwehr	Tel.: 089 - 235081 0
Kreutzer Touristik GmbH (19 May 1995)	Herzog-Heinrich-Str. 10 80336 München D - Germany Tel.: 089 - 54494 0 Fax: 089 - 54494 695	Mr. Walter Reiß (Leiter EDV / General Manager Systems)	Tel.: 089 - 54494 390
Nazar Holiday Reiseveranstaltung GmbH (14 March 1995)	Werftstraße 27 40549 Düsseldorf D - Germany Tel.: 0211 - 5636 0 Fax: 0211 - 5636 280	Mr. Bernd Roth (EDV / Systems)	N. A.

Tour Operator in Germany (Date of Telephone Interview)	Main Company Address	Contact Person(s) (Position Held or Department of Contact Person(s) ²)	Address of Contact Person(s) ¹
Olimar Flugreisen GmbH (14 March 1995)	Postfach 101 225 50467 Köln or: Unter Goldschmied 6 50667 Köln D - Germany Tel.: 0221 - 20590 0 Fax: 0221 - 251 591	Mr. Jörg Breitfuß (Public Relations)	Tel.: 0221 - 20590 25
Phoenix Reisen GmbH (14 March 1995)	Kölnstraße 80 53111 Bonn D - Germany Tel.: 0228 - 72628 0 Fax: 0228 - 72628 99	Mr. Lambert (EDV / Systems)	N. A.
Reisebüro Jäger GmbH (14 March 1995)	Solitudeallee 16 71636 Ludwigsburg D - Germany Tel.: 07141 - 9490 0 Fax: 07141 - 902 595	Mr. Matthias Haußknecht (Hoteleinkauf und EDV / General Manager Hotel Purchasing and Systems)	Tel.: 07141 - 9490 69
Schauinsland-Reisen GmbH (15 March 1995)	Postfach 540 260 47152 Duisburg or: Weseler Straße 126 - 128 47169 Duisburg D - Germany Tel.: 0203 - 99405 0 Fax: 0203 - 400 168	Mr. Steger	N. A.
Studiosus Reisen München GmbH (15 March 1995)	Postfach 201 942 80019 München or: Trappentreustraße 1 80339 München D - Germany Tel.: 089 - 50060 0 Fax: 089 - 502 1541	Mr. Blickhäuser (EDV / Systems) Mr. Bernd Hausmaninger (Hoteleinkauf / Hotel Purchasing)	N. A. Tel.: 089 - 50060 230
Unger Flugreisen GmbH (14 March 1995)	Postfach 151 430 10676 Berlin or: Wilmersdorfer Straße 126 10627 Berlin D - Germany Tel.: 030 - 31585 0 Fax: 030 - 31585 199	Mr. Sebode (Leiter EDV / General Manager Systems)	N. A.

Tour Operator in Germany (Date of Telephone Interview)	Main Company Address	Contact Person(s) (Position Held or Department of Contact Person(s) ²)	Address of Contact Person(s) ¹
Wikinger Reisen GmbH (14 March 1995)	Postfach 7464 58125 Hagen or: Kölner Straße 20 58135 Hagen D - Germany Tel.: 02331 - 904 6 Fax: 02331 - 904 740	Mr. Antonin	Tel.: 02331 - 904 796

¹ If different from main company address.

² German terms are translated by the author.

Table A5.3

Tour Operators Interviewed by Telephone

In retrospect, November to May turned out to be a good period to conduct interviews since these months were less busy for the systems departments than the summer months, i.e. the peak times for last-minute bookings. Further telephone interviews were planned (Table A5.4), but the tour operators declined to be interviewed mainly for company policy reasons.

Tour Operator in Britain
<ul style="list-style-type: none"> • A. T. Mays Holidays, Saltcoats/Ayrshire (→ A. T. Mays Group) • American Express Services Europe Limited, London (→ American Express Company) • Balkan Holidays • Cresta Holidays Limited, Altrincham/Cheshire (→ Sun International N.V., Belgium) • Cunard PLC • Direct Holidays PLC, Liverpool • Elvington Limited (Club 18-30), Bromley/Kent (→ Flying Colours Leisure Group) • Hayes & Jarvis Travel Limited, Iver Heath/Buckinghamshire • HCCT Holidays • Saga Holidays Limited, Peterlee Cross/County Durham • Sunset Holidays PLC, Kearsley/Bolton (→ Flying Colours Leisure Group) • Travelscene Limited, Harrow/Middlesex
Tour Operator in Germany
<ul style="list-style-type: none"> • ADAC Reise GmbH, München • Air Marin Flugreisen GmbH, Bonn (→ Alpha Holding GmbH) • Bucher Reisen GmbH, Meerbusch (→ NUR Touristic GmbH) • Marco Polo Reisen GmbH, Kronberg • Nova Reisen GmbH & Co. am Karlstor, München • Öger Tours GmbH, Hamburg (→ Öger Holding GmbH)

Table A5.4
Failed Telephone Interviews with Tour Operators

All other British and German tour operators listed in Table 4.3 and Table 4.4, respectively, were not interviewed for the reasons stated in Table A5.5.

Tour Operator in Britain	Reason for Not Selecting Tour Operator for Interviewing According to Main Business Focus
Channel Islands Travel Service	domestic holidays
Eurocamp Travel Limited, Knutsford/Cheshire	camping holidays
Kosmar Villa Holidays	cottage holidays
RCI Europe Limited, Kettering/Northhamphshire	timeshare holidays
SkiBound Holidays, Brighton/East Sussex (now part of First Choice Holidays PLC)	skiing holidays
The Globespan Group PLC, Redhill/Surrey	consolidator
Wallace Arnold Tours Limited, Leeds/West Yorkshire	coach holidays
Tour Operator in Germany	Reason for Not Selecting Tour Operator for Interviewing According to Main Business Focus or Size of Customer Base
Ameropa-Reisen GmbH, Bad Homburg	holidays by train
Dr. Wulf GmbH, Düren	domestic and cottage holidays
Hafermann-Reisen GmbH & Co. KG, Witten	coach holidays
Hirsch-Reisen GmbH, Karlsruhe	domestic and coach holidays
Inter Chalet Ferienhaus-Gesellschaft mbH, Freiburg	self-drive and cottage holidays
Isaria Nord Süd Reisen GmbH & Co. KG (INS), München	domestic and coach holidays
Nordisk Ferie Novasol Ferienhausvermittlung GmbH, Hamburg	self-drive, cottage and camping holidays
Reisebüro Anton Graf GmbH, Herne	coach holidays
RUF-Reisen Trend Touristik GmbH, Bielefeld	domestic and coach holidays
Transocean Tours Touristik GmbH, Bremen	river cruise holidays
TRD-Reisen Fritz Fischer GmbH & Co. KG, Dortmund	coach holidays
Tropicana Touristik GmbH, Berlin	small tour operator

The Travel Club Limited, Upminster/Essex, was the only member of the Federation of Tour Operators (FTO), which was not selected for interviewing, since it was a relatively small tour operator.

Table A5.5

British and German Tour Operators Not Selected for Interviewing

The Association of Independent Tour Operators (AITO) in Britain and the Bundesverband mittelständischer Reiseunternehmen e. V. (asr) in Germany were the main associations representing (smaller) medium-sized and (larger) small-sized tour operators. A representative of AITO was interviewed by telephone, while asr's representative declined to be interviewed (Table A5.6). (Manos (UK) Limited, Meon Travel Limited and Panorama Holiday Group Limited were AITO members of the interviewed British tour operators.)

Tour Operator Association (Country of Operation)	Address of Association	Association Representative Regarding Information Technology (Date of Telephone Interview or Reasons for Not Interviewing)	Address of Representative ¹
The Association of Independent Tour Operators (AITO) (United Kingdom)	133a St. Margaret's Road Twickenham Middlesex TW1 1RG GB - England Tel.: 0181 - 744 9280 Fax: 0181 - 744 3187	Mr. Graham Barnes (19 April 1995)	ABTECH c/o TLI Eagle House The Ring Bracknell RG12 1HB GB - England Tel.: 0345 - 581 339
Bundesverband mittelständischer Reiseunternehmen e. V. (asr) (Germany)	Eschersheimer Landstr. 60 60322 Frankfurt/Main D - Germany Tel.: 069 - 955059 0 Fax: 069 - 955059 20	Mr. Gerd Laatz (declined to be interviewed, though initially agreed)	Tel.: 09571 - 92420 Fax: 09571 - 5059

¹ If different from address of association.

Table A5.6
Main Associations for Medium and Small-Sized Tour Operators
in Britain and Germany

All other main tour operator associations in Britain and Germany were not interviewed, either because they were not relevant to this particular study, or because the representative was not able to make general statements about the up-take of new information and communication systems by the association's members (Table A5.7). However, all interviewed British tour operators were members of both The Association of British Travel Agents Limited (ABTA) and the Federation of Tour Operators (FTO). Similarly, all interviewed German tour operators were members of Deutscher Reisebüro Verband e. V. (DRV).

Tour Operator Association (Country / Countries of Operation)	Address of Association	Association Representative Regarding Information Technology (Reasons for Not Interviewing)	Address of Representative ¹ and/or Source(s) of Information
The Association of British Travel Agents Limited (ABTA) (United Kingdom)	55 - 57 Newman Street London W1P 4AH GB - England Tel.: 0171 - 637 2444 or: 0891 - 202 520 Fax: 0171 - 637 0713	Mr. Graham Barnes (the author was referred to individual members)	ABTECH c/o TLI Eagle House The Ring Bracknell RG12 1HB GB - England Tel.: 0345 - 581 339
Federation of Tour Operators (FTO) (United Kingdom)	170 High Street Lewes East Sussex BN7 1YE GB - England Tel.: 01273 - 477 722 Fax: 01273 - 483 746	none (the author was referred to individual members)	/
Deutscher Reisebüro-Verband e. V. (DRV) (Germany)	Mannheimer Straße 15 60329 Frankfurt/Main D - Germany Tel.: 069 - 273907 0 Fax: 069 - 236 647	Mr. Rethfeld (the author was referred to individual members)	Tel.: 069 - 273907 21

Tour Operator Association (Country / Countries of Operation)	Address of Association	Association Representative Regarding Information Technology (Reasons for Not Interviewing)	Address of Representative ¹ and/or Source(s) of Information
The British Incoming Tour Operators Association (BITOA) (Great Britain)	Vigilant House 120 Wilton Road London SW1V 1JZ GB - England Tel.: 0171 - 931 0601 Fax: 0171 - 828 0531	(BITOA, which was founded in 1977, represented tour operators who derived a substantial part of their income from overseas visitors to Britain; thus BITOA was not of relevance to this study.)	Sources: BITOA (1995). <i>What is BITOA?</i> The British Incoming Tour Operators Association, London, England. BITOA (N. A.). <i>Aims and Objectives</i> . The British Incoming Tour Operators Association, London, England. BITOA (N. A.). <i>Code of Conduct</i> . The British Incoming Tour Operators Association, London, England.
Verband der Paket-Reiseveranstalter (VPR) International e. V. (Central Europe)	Postfach 2143 90711 Fürth or: Otto-Seeling-Promenade 2 - 4 90762 Fürth D - Germany Tel.: 0911 - 745 966 Fax: 0911 - 774 397 (address changes annually)	Mr. Herrmann (In 1994, VPR International, which was founded in 1982, had 12 members (mainly coach operators) and 50 affiliated members (mostly tourist information centres, hotels and travel agents) focusing on coach and group holidays; thus VPR International was not of relevance to this study.)	Tel.: 06031 - 15771 Source: VPR International (1994). <i>VPR International: Vorstellung</i> (21 March). Verband der Paket-Reiseveranstalter International e. V., Karlsruhe, Germany.

¹ If different from address of association.

Table A5.7

Main Tour Operators Associations in Britain and Germany Not Interviewed

During the interviews in Britain, information was gained about the in-house (charter and scheduled) airlines Air 2000 Limited, Airtours International Airways Limited, Britannia Airways Limited, British Airways PLC, Caledonian Airways Limited / Sabre Airways, Leisure International Airways and Virgin Atlantic Airways Limited. Similarly, during the interviews in Germany, information was gained about the in-house (charter and scheduled) airlines Deutsche Lufthansa AG, Hapag-Lloyd Fluggesellschaft mbH and LTU International Airways Lufttransport-Unternehmen GmbH & Co. KG. Moreover, three further major charter airlines in Germany were interviewed separately by telephone (Table A5.8).

Charter Airline in Germany (Date of Telephone Interview)	Main Company Address	Contact Person (Position Held)	Address of Contact Person if Different from Main Company Address
Aero Lloyd Flugreisen GmbH & Co. Luftverkehrs KG (7 November 1994)	Postfach 2029 61410 Oberursel or: Lessingstraße 7 - 9 61440 Oberursel D - Germany Tel.: 06171 - 64 01 Fax: 06171 - 6411 29	Mr. Martin Greiffenhagen (Direktor Controlling und EDV / Director Controlling and Information Technology)	Tel.: 06171 - 6411 10
Condor Flugdienst GmbH (7 November 1994)	Am Grünen Weg 3 65440 Kelsterbach D - Germany Tel.: 06107 - 939 0 Fax: 06107 - 939 440	Mr. Rainer Kröpke (Marketingleiter / General Manager Marketing)	Tel.: 06107 - 939 461
Germania Fluggesellschaft mbH (7 November 1994)	Flughafen Köln/Bonn 51147 Köln D - Germany Tel.: 02203 - 40 2375 Fax: 02203 - 54490	N. A.	N. A.

Table A5.8

Major German Charter Airlines Interviewed Separately

All interviews were recorded on paper, i.e. a tape recorder was not used, since it was felt that interviewees would have been less willing to disclose sensitive company information if it was to be recorded on tape. It was also felt that tape recording would have created a more formal and less relaxed and open atmosphere between the interviewer and the interviewees.

Appendix 6. English Interview Structure

This interview structure (as well as the corresponding German interview structure in Appendix 7) is only a very rough guideline for the interviews, since each interview had to be specifically adapted to a company's circumstances, for example according to types and number of subsidiaries, and according to previously published information. The interview structure is designed to be the most suitable for the interviews and does not necessarily reflect the proposed theoretical framework in detail, given that the interview partners were not familiar with the theoretical framework.

1. Brief history and background of company (and group of companies)

2. Intra-organisational systems

Present systems:

- number of systems (e.g. one major or several linked), name(s) and type(s)
- purpose or functional descriptions (e.g. purchasing, planning / costing, sales / distribution, data storage)
- some general technical descriptions (hardware, operating system, programming language, database structure including flexible / modular versus block data structure, flexibility in booking and pricing combinations, etc.)
- integration / inter-connection of various systems internally and externally
- some historical information (date of development / installation, cost, developed in-house or externally or bought off-the-shelf, etc.)
- information on information technology / systems department (number of staff, involvement of external contractors, etc.)

Past systems:

- system(s) used previously
- reasons for changes

Future systems:

- new system(s), or system enhancement(s), planned
- reasons for changes

3. Inter-organisational trading relationships and systems

(all points included past and future questions, and questions about reasons and/or transaction cost advantages / disadvantages of developments)

3.1 Purchasing

- information on use of systems, i.e. group-wide systems (e.g. with in-house airlines / accommodation providers), computer reservation systems (CRSs), and other external systems, including purpose and extent of interconnection and automated data transfer
- relationship with airlines (charter versus scheduled, % provided by in-house airlines, % sold by in-house airlines to tour operator, contracting / reservation / payment, use of technologies, etc.)
- relationship with accommodation providers (contracting / reservation / payment, use of technologies, etc.)
- relationship with other notable principals (use of technologies, etc.)
- relationship with destination agencies (use of technologies, etc.)

- extent of automated production of tailor-made holidays

3.2 Distribution

- information on product range and customer focus / specialisation
- information on catalogue production and other advertising media (periods, use of technologies, extent of automation, cost, etc.)
- information on use of systems, i.e. group-wide systems (e.g. with in-house travel agents), computer reservation systems (CRSs), and other external systems, including purpose and extent of interconnection and automated data transfer
- relationship with travel agents (% sold via in-house travel agents, contracting / reservation / payment, use of technologies, etc.)
- relationship with consumers (% sold directly, reservation / payment / price changes / last-minute booking, use of technologies, etc.)
- extent of automated distribution of tailor-made holidays

3.3 Competition

- relationship with competitors (co-operations, use of technologies for observations, etc.)

4. General remarks and discussion

- any other important systems or technological developments
- importance of governance forms
- importance of (other) resources
- general discussion of key issues (threat of substitution, emergence of electronic markets, changes in consumer demands, etc.)

5. Close

- expression of thanks
- permission to contact person again regarding potential further questions in the future
- request for further material (e.g. reports, articles)

Appendix 7. German Interview Structure

1. Kurze Geschichte und Hintergrund der Firma (und Firmengruppe)

2. Innerbetriebliche / firmeninterne Systeme

Gegenwärtige Systeme:

- Anzahl der Systeme (z.B. ein großes oder mehrere verbundene), Name(n) und Art(en)
- Beschreibung der Aufgaben bzw. Funktionen (z.B. Beschaffung, Planung / Kostenrechnung, Verkauf / Distribution, Datenhaltung)
- allgemeine technische Beschreibungen (Hardware, Betriebssystem, Programmiersprache, Datenbankstruktur einschließlich flexible / modulare versus Block-Datenstruktur, Flexibilität in Kombinationen von Buchungen und Preisbestimmung, usw.)
- Verbindung / Integration von internen und externen Systemen
- historische Informationen (Datum der Entwicklung / Installation, Kosten, Eigenentwicklung / externe Auftragsentwicklung / gekauftes Standardsystem, usw.)
- Informationen über die Abteilung Informationssysteme (Anzahl der Angestellten, Benutzung von externem Personal, usw.)

Vergangene Systeme:

- Systeme, die in der Vergangenheit benutzt wurden
- Gründe für Veränderungen

Zukünftige Systeme:

- geplante neue Systeme bzw. Systemänderungen
- Gründe für Veränderungen

3. Interorganisationelle Handelsbeziehungen und Systeme

(alle Punkte beinhalten Fragen bezüglich vergangener und zukünftiger Entwicklungen, sowie Fragen über Gründe und/oder Transaktionskostenvorteile / -nachteile der Entwicklungen)

3.1 Beschaffung / Leistungsanbieter

- Informationen über den Gebrauch von Systemen, d.h. firmengruppeninterne Systeme (z.B. mit Tochterfluggesellschaften / verbundenen Unterkunftsbetreibern), Computer Reservierungssysteme (CRS), und andere externe Systeme, einschließlich Aufgabe und Ausmaß von Systemverbindungen und automatischer Datenübertragung
- Beziehungen zu Fluggesellschaften (Charter versus Linie, % geliefert von Tochterfluggesellschaft, % verkauft von Tochterfluggesellschaft an Reiseveranstalter, Verträge / Buchungen / Bezahlung, Gebrauch von Technologien, usw.)
- Beziehungen zu Beherbergungsfirmen (Verträge / Buchungen / Bezahlung, Gebrauch von Technologien, usw.)
- Beziehungen zu anderen wichtigen Leistungsanbietern (Gebrauch von Technologien, usw.)
- Beziehungen zu Zielgebietsagenturen (Gebrauch von Technologien, usw.)
- Ausmaß von automatischer Produktion von individuellen Reisen

3.2 Distribution / Verkauf

- Informationen über Produktbreite und Kundenfokus / -spezialisierung
- Informationen über Katalogproduktion und andere Werbemedien (Zeitspannen, Gebrauch von Technologien, Ausmaß von Automation, Kosten, usw.)
- Informationen über den Gebrauch von Systemen, d.h. firmengruppeninterne Systeme (z.B. mit Tochterreisebüros), Computer Reservierungssysteme (CRS), und andere externe Systeme, einschließlich Aufgabe und Ausmaß von Systemverbindungen und automatischer Datenübertragung
- Beziehungen zu Reisebüros (% verkauft via Tochterreisebüros, Verträge / Buchungen / Bezahlung, Gebrauch von Technologien, usw.)
- Beziehungen zu Teilnehmern / Endverbrauchern (% Direktverkauf, Buchungen / Bezahlung / Preisveränderungen / Last-Minute Buchungen, Gebrauch von Technologien, usw.)
- Ausmaß an automatischem Verkauf von individuellen Reisen

3.3 Konkurrenz

- Beziehungen zu Konkurrenten (Kooperationen, Gebrauch von Technologien zur Beobachtung, usw.)

4. Allgemeine Bemerkungen und Diskussion

- irgendwelche andere wichtige Systeme oder technologische Entwicklungen
- Bedeutung von Koordinationsformen
- Bedeutung von (anderen) Ressourcen
- allgemeine Diskussion von Hauptthemen (Bedrohung durch Substitution, Entstehung elektronischer Märkte, Veränderungen in der Kundennachfrage, usw.)

5. Abschluß des Gesprächs

- Danksagung
- weitere Fragen zu einem späteren Zeitpunkt
- Erhalt bzw. Einsicht in weiteres Informationsmaterial (z.B. Berichte, Artikel)

Appendix 8. Major Tour Operator Associations in Britain and Germany

The Association of British Travel Agents Limited (ABTA) London, England		
<p>ABTA was created in 1950 to act as the voice of the travel agency sector, but later became the main representative of the British tour operator sector as well, which led to the establishment of a travel agents' council (TAC) and a tour operators' council (TOC). With > 3,000 members in 1993, it represented ~ 90% of travel agents and tour operators in Britain. ABTA was a self-regulatory body, which was run by its membership. It established a tour operators' and a travel agents' code of conduct in conjunction with the Office of Fair Trading (OFT), laying down both minimum standards and rules for its members.</p>		
Subsidiary	<ul style="list-style-type: none"> The Travel Training Company Limited, England (founded on 1 January 1995; formerly ABTA National Training Board) 	100%
Sources	<ul style="list-style-type: none"> ABTA (1993). <i>Notes on Membership: Travel agents</i> (October). The Association of British Travel Agents Limited, London, England. ABTA (1993). <i>Notes on Membership: Tour operators</i> (October). The Association of British Travel Agents Limited, London, England. ABTA (N. A.). <i>Focus on ABTA</i>. The Association of British Travel Agents Limited, London, England. 	

Table A8.1

Main Travel Agent and Tour Operator Association in Britain

Deutscher Reisebüro-Verband e. V. (DRV) Frankfurt am Main, Germany		
<p>DRV was the main travel agent and tour operator association in Germany, founded on 10 August 1950. It had 3,770 travel agent and tour operator members in October 1995, who covered ~ 70% of the turnover of the travel agency and tour operator business respectively in Germany in 1993, as well as 730 affiliated members such as hotel operators, airlines and tourist information centres. DRV acted mainly as an information forum and lobby for its members, similar to → ABTA in Britain.</p>		
Subsidiary	<ul style="list-style-type: none"> DRV Service GmbH, Frankfurt am Main, Germany (founded in 1987) 	100%
Sources	<ul style="list-style-type: none"> DRV (N. A.). <i>DRV: Ein Verband stellt sich vor</i>. Deutscher Reisebüro-Verband e. V., Frankfurt am Main, Germany. DRV (N. A.). <i>Vorteile einer Mitgliedschaft</i>. Deutscher Reisebüro-Verband e. V., Frankfurt am Main, Germany. 	

Table A8.2

Main Travel Agent and Tour Operator Association in Germany

Federation of Tour Operators (FTO) and International Federation of Tour Operators (IFTO) Lewes/East Sussex, England	
<p>FTO was set up in 1967 as the Tour Operators' Study Group (TOSG), but changed its name on 1 January 1994. FTO acted as an information forum for its member companies with the aim of promoting their aims. It had 19 tour operator members in early 1995, who combined claimed to control > 90% of the British overseas inclusive holiday market.</p> <p>IFTO was a federation of European tour operator associations from 16 countries including FTO and → DRV, whose members carried in total ~ 40 million inclusive tour passengers in 1993. IFTO was formed in 1970 by FTO together with a group of tour operators from Scandinavian countries. IFTO's main function was to foster discussion and information exchange among its members.</p>	
FTO Members in Early 1995	<ul style="list-style-type: none"> • The Air Travel Group Holidays Limited, London • Airtours PLC, Rossendale/Lancashire • British Airways Holidays Limited, Crawley/West Sussex • Cosmosair PLC, Bromley/Kent • Elvington Limited (Club 18 - 30), Bromley/Kent • First Choice Holidays PLC, Crawley/West Sussex • Hotelplan International Travel Organisation Limited (Inghams Travel), London • Iberotravel Limited (Sunworld), Bromley/Kent • Inspirations PLC, Horley/Surrey • Jetsave Travel Limited, East Grinstead/West Sussex • Kuoni Travel Limited, Dorking/Surrey • Manos (UK) Limited, London • Meon Travel Limited, Petersfield/Hampshire • Panorama Holiday Group Limited, Brighton/East Sussex • Sunset Holidays PLC, Kearsley/Bolton • Thomas Cook Holidays, Peterborough • Thomson Tour Operations Limited, London • The Travel Club Limited, Upminster/Essex • Unijet Travel Limited, Haywards Heath/West Sussex
Sources	<ul style="list-style-type: none"> • FTO (1994). <i>Federation of Tour Operators</i>. Federation of Tour Operators, Lewes, East Sussex, England. • FTO (1995). <i>List of Members</i>. Federation of Tour Operators, Lewes, East Sussex, England. • IFTO (1994). <i>International Federation of Tour Operators</i>. International Federation of Tour Operators, Lewes, East Sussex, England.

Table A8.3

Major Association Representing

Mainly Large and Medium-Sized Tour Operators in Britain

The Association of Independent Tour Operators (AITO) Limited Twickenham/Middlesex, England	
<p>“AITO was established in 1976, mainly in response to the problems posed for smaller travel companies by a sudden, sharp increase in bonding requirements following a couple of major collapses. From the outset, AITO has served primarily as a forum for the specialist tour operator and as an organisation providing information to the public and marketing services for members“ (AITO, 1993, April, p. 2). In addition, AITO supplied a protection scheme to those of its members which were not already covered through another bonding scheme such as → ABTA’s, as well as a number of legal, financial and other general services. AITO had > 150 members in early 1996, which were mostly smaller, specialist outgoing tour operators, each with a minimum of 50% overseas business, offering alternatives to mass market holidays and employing in total > 1,700 people. AITO’s membership has increased over 130% since 1989, when there were 65 members. In 1993, AITO’s 140 members carried 1.5 million passengers in total, and in 1994, its 150 members carried 1.75 million passengers.</p>	
Sources	<ul style="list-style-type: none"> • AITO (1992). <i>The New AITO Code of Business Practice and Quality Charter</i> (11 November). The Association of Independent Tour Operators Limited, Twickenham, Middlesex, England. • AITO (1993). <i>The Directory of Real Holidays 1993</i>. The Association of Independent Tour Operators Limited, Twickenham, Middlesex, England. • AITO (1993). <i>Benefits for AITO Members</i> (February). The Association of Independent Tour Operators Limited, Twickenham, Middlesex, England. • AITO (1993). <i>An Introduction to the Association of Independent Tour Operators</i> (April). The Association of Independent Tour Operators Limited, Twickenham, Middlesex, England. • AITO (1993). <i>Membership Criteria</i> (August). The Association of Independent Tour Operators Limited, Twickenham, Middlesex, England. • AITO (1994). <i>The AITO Directory of Real Holidays 1994</i>. The Association of Independent Tour Operators Limited, Twickenham, Middlesex, England. • AITO (1994). <i>AITO Companies’ Staff Memo</i> (25 January). The Association of Independent Tour Operators Limited, Twickenham, Middlesex, England. • AITO (1995). <i>The AITO Directory of Real Holidays 1995</i>. The Association of Independent Tour Operators Limited, Twickenham, Middlesex, England. • AITO (1996). <i>The AITO Directory of Real Holidays 1996</i>. The Association of Independent Tour Operators Limited, Twickenham, Middlesex, England.

Table A8.4

Major Association Representing

Small and Medium-Sized Outgoing Tour Operators in Britain

Bundesverband mittelständischer Reiseunternehmen e. V. (asr) Frankfurt am Main, Germany	
<p>asr was founded in 1976, representing mainly small and medium-sized travel agents and tour operators. In October 1995, it had 1,925 ordinary and associate members. In mid 1994, its members operated > 1,800 travel agent outlets with a combined turnover of DM 6 billion.</p>	
Subsidiary	<ul style="list-style-type: none"> • asr Vertriebs GmbH, Frankfurt am Main, Germany (founded in 1991) 100%
Sources	<ul style="list-style-type: none"> • asr (1994). <i>Mitgliederverzeichnis 1994 - 1995</i> (1 September). asr Vertriebs GmbH, Frankfurt am Main, Germany. • asr (N. A.). <i>Was für Ihre Mitgliedschaft im asr spricht</i>. Bundesverband Mittelständischer Reiseunternehmen e. V., Frankfurt am Main, Germany.

Table A8.5

Major Association Representing

Small and Medium-Sized Tour Operators in Germany

Appendix 9. Main Tour Operators in Britain

This appendix contains background information on all large and most medium-sized tour operators in Britain in 1996, being one of the most extensive and detailed sources on this sector ever published. This information was especially consulted during the preparation of the empirical study, both in the selection of the tour operators to be interviewed as well as for the preparation of each individual telephone and in-depth face-to-face interview. This information also served as a basis for the analysis of the structure of the industry (in particular Section 4.5 and Chapter 5). The tour operators, or travel and tourism groups, are listed in alphabetical order.

A. T. Mays Group Saltcoats/Ayrshire, Scotland		
Type of Subsidiaries	Subsidiaries	Share
Tour Operator	<ul style="list-style-type: none"> • Airsavers Vacation, Saltcoats/Ayrshire, Scotland (created in 1994 through merger of Airsavers and Thistle Air) 	100%
Tour Operator Brands	<ul style="list-style-type: none"> • A. T. Mays Holidays (main brand) • SAS Holiday World (on behalf of Scandinavian Airlines System (SAS), Sweden) 	
Travel Agent (417 branches in total in May 1996)	<ul style="list-style-type: none"> • A. T. Mays Limited, Saltcoats/Ayrshire, Scotland (founded by Jim Moffat on 30 December 1958; acquired and integrated Hunting Lambert (about 100 branches) in 1988 and all 65 stand-alone W. H. Smith outlets in August 1991; (145 branches in 1984 and 245 in 1988;) in January 1996, owned 293 branches, managed 25 associated branches by 5 partners, and managed 99 branches of → Inspirations PLC; this scheme was launched in 1993 and involved a 5-year subscription by partners to name, technology, marketing and training of A. T. Mays) 	100%
Shareholder	<ul style="list-style-type: none"> • Carlson Travel Group, USA (→ Carlson Wagonlit Travel; acquired in December 1989 from The Royal Bank of Scotland Group PLC, which acquired A. T. Mays in 1987) 	100%

Airtours - Continued		
Charter Airlines	<ul style="list-style-type: none"> • Airtours International Airways Limited, Manchester, England (started flying on 20 March 1991; Aspro Travel Group's Inter European Airways (IEA) was integrated in June 1993; Airtours Aviation Limited was dissolved; 18 aircraft in January 1996) <ul style="list-style-type: none"> • Airtours International Aviation (Guernsey) Limited, Guernsey • Premiair A/S, Denmark (50% Ving Group and 50% Simon Spies Holding; created through merger of Scanair and Conair; 13 aircraft in mid 1996) 	100% 100% *100%
Cruising (3 cruise ships)	<ul style="list-style-type: none"> • Seadream Limited, Cyprus (operating as Sun Cruises) <ul style="list-style-type: none"> • 'MS Seawing' (formerly 'MS Southward'; bought in April 1994 from Norwegian Cruise Line) • 'MS Carousel' (formerly 'MS Nordic Prince'; bought in October 1994 from Royal Caribbean Cruise Line) • 'Song of Norway' (bought in August 1996 from Royal Caribbean Cruise Line) 	100% *100% *100% *100%
Accommodation (> 6,000 rooms in 21 hotels in total)	<ul style="list-style-type: none"> • Hoteles Vacatio S.A., Spain (founded in 1993; formerly Hoteles Pancho; 1 hotel; integrated Sunclubs) • Parkway Holdings B.V., The Netherlands (founded in 1989 as Eurosites Holding B.V.; > 100 camping sites in Europe) • Sunwing A.B., Sweden (100% SLG; 6 hotels in Spain, 2 hotels in Sweden) <ul style="list-style-type: none"> • Sunwing Hotel (Gambia) Limited, Gambia (1 hotel) • Sunwing Hotels (Cyprus) Limited, Cyprus (2 hotels) • Sunwing Hotels Hellas S.A., Greece (4 hotels) • Tenerife Sol S.A., Spain (50% Grupo Sol Meliá, Spain; 3 hotels) • hotels 'Mercur' and 'Richmond', Denmark (100% Simon Spies Holding) 	100% 100% *100% *100% *100% *100% *50% *100%
Other	<ul style="list-style-type: none"> • Blue Sea Investments Limited, England (investment company) • Blue Sea (Overseas) Investments Limited, England (investment company) • Canadian Leisure Group Inc., Canada (holding company) • Scandinavian Leisure Group Holdings A.B., Sweden (holding company) • The BTN Finance Company, England (investment company) • White Horse Insurance Limited, Guernsey (investment company) 	100% 100% 100% 100% 50% 100%
Shareholders	<ul style="list-style-type: none"> • → Carnival Corporation, USA (acquired in March 1996) • GE Investments • Schroder Investment Management Limited • David Crossland (founder, chairman and chief executive) • Other shareholders (none holds ≥ 3%) <p>(Airtours was floated on the London Stock Exchange in 1987.)</p>	29.6% 5.39% 13.44% % %
Group History	<p>Airtours was founded as the travel agent Pendle Travel Services Limited by David Crossland in 1978 with the opening of three shops. It was named Airtours in 1986. Airtours tried to take over Owners Abroad Group PLC (→ First Choice Holidays PLC), but failed on 16 March 1993.</p> <ul style="list-style-type: none"> • Pickfords Travel Service Limited (incorporated in 1909) was previously owned by the National Freight Consortium PLC (NFC), formerly the nationalised National Freight Corporation. NFC also owned Tradewinds tour operations but sold it to Pickfords Business Travel in 1991, which in turn was purchased by → Wagonlit Travel in 1992. Wagonlit Travel sold Tradewinds to ITC, which then sold it to Airtours in December 1993. Pickfords Travel Service acquired James Hill, Norman Richardson and Lunn Poly Business Travel during 1980's. It had 209 branches in 1984, 368 in 1988 and 333 in 1992 including Hourmont Travel. • Hogg Robinson (Travel) Limited (Hogg Robinson Leisure Travel) was owned until June 1993 by Hogg Robinson PLC (→ British Airways PLC). It had 175 branches in 1984, 247 in 1988, having acquired Wakefield Fortune and part of Exchange Travel, and 214 in 1993. 	
Specific Sources	<ul style="list-style-type: none"> • Airtours (1995). <i>Annual Report and Accounts 1994: Growth through integration</i>. Airtours PLC, Helmshore/Lancashire, England. • Airtours (1996). <i>Annual Report and Accounts 1995: Maintaining competitive advantage</i>. Airtours PLC, Helmshore/Lancashire, England. 	

Airtours - Continued		
Carnival Corporation Miami/Florida, USA		
Type of Subsidiaries	Subsidiaries	Share
Cruising (25 ships with > 50,000 berths in October 1996; 5 further ships scheduled by 1999)	<ul style="list-style-type: none"> • Carnival Cruise Lines, USA (11 mass-market ships; 4 on order) • Holland America Line (HAL), USA (founded in The Netherlands in 1863; cruise ship operator since 1971; acquired in January 1989; 8 mid-market ships; 1 on order) • Seabourn Cruise Line, USA (acquired in 1991; 3 up-market ships) • Windstar Cruises, USA (100% HAL; acquired in 1988; 3 sailing vessels) 	100% 100% 50% *100%
Tour Operator	• Holland America Line Westours, USA (subsidiary of Holland America Line; Alaska holidays)	*100%
Accommodation	• Westmark Hotels, USA (subsidiary of Holland America Line; 16 hotels in Alaska and the Canadian Yukon)	*100%
Charter Airline	• Carnival Air Lines, USA (25 aircraft in early 1996)	100%
Other	<ul style="list-style-type: none"> • 3 luxury ships, Alaska • 10 rail cars, Alaska • 300 coaches, Alaska and Washington State 	100% 100% 100%
Shareholders	• Arison Family (Carnival Corporation has been publicly quoted since 1987.)	%
Group History	Carnival Corporation was founded in 1972 by Ted Arison. His son Micky Arison has been chairman since 1990.	

All Leisure Travel Holdings England		
Type of Subsidiaries	Subsidiaries	Share
Former Tour Operator	• Villmar Travel (acquired during 1994; holidays to Greece and Turkey; collapsed in September 1995)	30%
Charter Airlines	<ul style="list-style-type: none"> • All Leisure Airways, England (founded in early 1995 together with Translift) • Translift, Ireland 	% 49%

Bland Group Channel Islands		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators	<ul style="list-style-type: none"> • Cadogan Travel, Southampton (also consolidator) • Sun Blessed Holidays, Bournemouth (founded in 1965; acquired in October 1995; Channel Islands specialist) 	100% 100%
Travel Agent	• Bellingham, Channel Islands	100%
Airline	• GB Airways (Holdings) Limited, Jersey (acquired 49% from → British Airways PLC on 5 May 1995)	100%

British Airways - Continued		
Information Technology	<ul style="list-style-type: none"> • Bedford Associates Inc., USA • → Galileo International Partnership, USA • Qantas Information Technology Limited (Qantek), Australia (founded in 1987) • Speedwing, England (technology and consultancy division) • Travel Automation Services Limited, England (trading as Galileo UK; → Galileo International Partnership) 	<ul style="list-style-type: none"> *100% *14.6% *25% 100% 100%
Other	<ul style="list-style-type: none"> • Britair Acquisition Corporation Inc., USA (holding company) • British Airways Capital Limited, Jersey (airline finance) • British Airways Finance B.V., The Netherlands (airline finance) • British Airways Maintenance Cardiff Limited, England (aircraft maintenance) • British Airways Regional Limited, England (air travel services) • British Asia Airways Limited, England (air travel services) • Chartridge Centre Limited, England (airline travel training services) • Deutsche BA Holding GmbH, Germany (holding company) • Euro-Hub (Birmingham) Limited, England (airport terminal services) • Hogg Robinson PLC, England (holding company for enterprises in travel services, transport, financial services and property industries; founded in 1843 by Mr. Francis Hogg, a wine merchant, and Mr. Augustus Robinson, an insurance broker; PLC since 1987; travel division was formed in 1945 to serve the parent insurance company; → Business Travel International) • Ruby Aircraft Leasing and Trading Limited, England (aircraft leasing) • Sapphire Aircraft Leasing and Trading Limited, England (aircraft leasing) • The Plimsoll Line Limited, England (holding company) 	<ul style="list-style-type: none"> 100% 89% 100% 100% 100% 100% 100% 100% 100% 13.1% 19.3% 19.3% 100%
Shareholders	<ul style="list-style-type: none"> • Mercury Asset Management Group PLC (MAM) • Other shareholders (65% UK shareholders, 35% non-UK shareholders) <p>(British Airways became PLC in 1984 and was, as the first airline in Europe, fully privatised in 1987.)</p>	<ul style="list-style-type: none"> 13.12% 86.88%
Group History	<p>On 25 August 1919, as the first scheduled international commercial air service in history, Bill Lawford flew with a single-engine De Havilland DH4A biplane from Hounslow to Paris (→ IATA). Based on this air service, Imperial Airways was founded in 1924. Another airline, British Airways, was founded in subsequent years, and in 1939, both Imperial Airways and British Airways were merged to British Overseas Airways Company (BOAC). In 1974, BOAC was itself merged with British European Airways (BEA) and the newly formed company was again called British Airways (BA). In mid 1996, British Airways claimed to be the largest international passenger airline in the world, having carried > 36 million passengers during its financial year 1995 - 1996.</p>	
Specific Sources	<ul style="list-style-type: none"> • BA (1994). <i>Annual Report & Accounts 1993 - 94</i>. British Airways PLC, London, England. • BA (1995). <i>Report & Accounts 1994 - 95</i> (June). British Airways PLC, London, England. • BA (1996). <i>Report & Accounts 1995 - 96</i>. British Airways PLC, London, England. 	

Dial Corporation USA		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators in Britain	<ul style="list-style-type: none"> • Crystal Holidays Limited (acquired in 1991) <ul style="list-style-type: none"> • Jersey Travel Service (JTS), Twickenham (acquired in November 1995) • Jetsave Travel Limited, East Grinstead/West Sussex <ul style="list-style-type: none"> • Tropical Places Limited, West Sussex (founded in 1987; acquired in September 1996 from founder Jake Grieves-Cook) 	100% *100% 100% *100%
Tour Operator Brands in Britain	<ul style="list-style-type: none"> • Crystal Holidays (skiing) • Jersey Travel Service (Channel Islands) • Jetsave (USA, Florida and South Africa) • Tropical Places (premium long-haul) 	
Tour Operators (International)	<ul style="list-style-type: none"> • American Holidays, Ireland (acquired from American Airlines in April 1995) • American Holidays, Northern Ireland (acquired from American Airlines in April 1995) 	100% 100%
Accommodation	<ul style="list-style-type: none"> • 1 club hotel, France • 172 catered chalets, Europe 	% %
Holding Company	<ul style="list-style-type: none"> • Viad Corporation, USA (founded in 1996; holding company for interests in travel, airline catering, payment services and conventions) 	100%

Eurocamp Travel Limited Knutsford/Cheshire		
Type of Subsidiaries	Subsidiaries	Share
Self-Drive Camping Tour Operators	<ul style="list-style-type: none"> • Eurocamp Independent, Knutsford/Cheshire • Eurocamp Travel Limited, Knutsford/Cheshire • French Country Camping, Knutsford/Cheshire • Sunsites Limited, Knutsford/Cheshire 	100% 100% 100% 100%
Domestic Tour Operator	<ul style="list-style-type: none"> • Superbreak (acquired in July 1995; included brand Goldenrail) 	100%
Accommodation	<ul style="list-style-type: none"> • Euro Villages (acquired in 1994; village operator) • Les Maisons de Chantale, France (founded in 1994; acquired in January 1995; cottage, farmhouse and villa specialist with 240 properties) 	% %
Shareholders	<ul style="list-style-type: none"> • 3i (venture capitalist) 	%

First Choice Holidays - Continued		
Shareholders	<ul style="list-style-type: none"> • M&G Investment Management • Mercury Asset Management Group PLC (MAM) • Phillips and Drew Fund Management Limited • → The Thomas Cook Group Limited, London (acquired 21.4% stake in 1993; reduced share in 1995 after rights issue) • Other shareholders (none holds ≥ 3%) <p>(The Owners Abroad Group PLC was floated on the Unlisted Securities Market (USM) in January 1982 and fully listed on the London Stock Exchange in 1987.)</p>	<p>13.6%</p> <p>11.0%</p> <p>19.1%</p> <p>14.0%</p> <p>42.3%</p>
Group History	<p>The Owners Abroad Group started as an aircraft seat wholesaler and direct seller of charter seats to the public in 1972. It moved into the tour operator business in 1983 by purchasing Falcon Leisure Group Limited and Falcon Leisure Group (Overseas) Limited. In 1990, it was organised into three divisions: (i) Owners Abroad Tour Operations with Owners Abroad Holidays (main stream) and Owners Abroad Travel (direct sell); (ii) Owners Abroad Aviation (seat-only); and (iii) Air 2000. The first two divisions were also referred to as Owners Abroad Leisure. On 16 September 1995, a major rebranding campaign was conducted, resulting in the current branding and company structure.</p> <p>The strategic alliance between First Choice Holidays PLC, The Thomas Cook Group Limited and the LTU Group was dissolved in January 1995, leaving only the partnership between First Choice Holidays and Thomas Cook. First Choice Holidays lacked its own retail travel agency business until 1993, when 18% of First Choice Holidays was bought by → The Thomas Cook Group Limited; since then, First Choice Holidays has been co-operating with Thomas Cook Holiday Shops in the distribution of its packages. In early 1996, this alliance was also terminated.</p>	
Specific Sources	<ul style="list-style-type: none"> • First Choice (1995). <i>Annual Report and Accounts 1994: Focus for the future</i>. First Choice Holidays PLC, Crawley, West Sussex, England. • First Choice (1996). <i>Annual Report and Accounts 1995</i>. First Choice Holidays PLC, Crawley, West Sussex, England. • Owners Abroad (1992). <i>Corporate View</i>. Owners Abroad Group PLC, Crawley, West Sussex, England. • Owners Abroad (1994). <i>Annual Report and Accounts 1993</i>. Owners Abroad Group PLC, Crawley, West Sussex, England. 	

Flying Colours Leisure Group Kearsley/Bolton		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators	<ul style="list-style-type: none"> • Elvington Limited, Bromley/Kent (founded as Club 18-30; listed on stock exchange during early 1980's; acquired by → The International Leisure Group (ILG) in 1982; after ILG's collapse relaunched as The Club in 1991; later renamed Club 18-30) • Sunset Holidays PLC, Kearsley/Bolton (founded in 1978) <ul style="list-style-type: none"> • Sunset Travel Limited, Kearsley/Bolton 	100% 100% *0%
Tour Operator Brands	<ul style="list-style-type: none"> • Club 18-30 (youth holidays) • Flying Colours Air Fares (formerly Sunset Air Fares; seat-only) • Priority Holidays (couples with children; launched in October 1995) • Sunset Holidays (main brand; budget) • Sunset Travel Holidays (long-haul) 	
Charter Airline	<ul style="list-style-type: none"> • Flying Colours Airlines, Manchester, England (founded in 1996; 4 aircraft planned for 1997) 	100%
Shareholders	<ul style="list-style-type: none"> • NatWest Ventures, England 	%
Group History	Flying Colours was founded in November 1995 through the acquisition of Elvington Limited and Sunset Holidays PLC.	

The Globus Group (The Globus Travel Group) Lugano, Switzerland		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators in Britain	<ul style="list-style-type: none"> • Cosmosair PLC, Bromley/Kent (founded as Cosmos Air Holidays Limited in 1961) • Cosmos Coach Tours Limited (coach operator) • Avro PLC (taken over in 1991; formerly Avro Limited; seat-only) 	100% 100% >50%
Tour Operator Brands in Britain	<ul style="list-style-type: none"> • Cosmos (main brand including long-haul Distant Dreams) • Cosmos Flights (seat-only; formerly Travjet) • Cosmos Tourama (coach tours; Cosmos Sunlink was integrated in mid 1996) • Avro (seat-only) 	
Charter Airline in Britain	<ul style="list-style-type: none"> • Monarch Airlines Limited, Luton/Bedfordshire (founded in 1967) 	100%
Tour Operators and Destination Agencies (International)	<ul style="list-style-type: none"> • Globus Gateway, USA • Globus Travel Services S.A., Switzerland • Servitour Travel Agency, Spain 	% % %
Shareholders	<ul style="list-style-type: none"> • Fabio Mantegazza and family, Switzerland 	100%
Group History	The Globus Group was one of the earliest integrated companies in Britain.	

Granada Group - Continued		
Granada Media Group	<ul style="list-style-type: none"> • British Independent Television Enterprises Limited (BRITE) (founded at the end of 1995; 50% Yorkshire Tyne-Tees Television) 50% • British Screen Finance 17.9% • British Sky Broadcasting Group (BSkyB) (satellite channel; included share in BSB Holdings (BSBH)) 10.8% • Educational Television Company 21% • GMTV 20% • Granada Sky Broadcasting (joint venture with BSKyB) % • Granada Television Limited, London 100% • Independent Television Facilities Centre 24.5% • Independent Television News (ITN) (stake to be reduced to 20%) 36% • London News Network (LNN), London 50% • London Weekend Television Limited (LWT), London (acquired in 1994) 100% • LWT (Holdings) Limited, London 100% • Yorkshire Tyne-Tees Television 13.9% 	
Rental and Computer Services	<ul style="list-style-type: none"> • Direct Vision Rentals Limited (DVR), England (acquired in April 1995) 100% • Granada Computer Services International Limited, England 100% • Granada Computer Services (UK) Limited (GCS), England 100% • Granada Hospital Services Limited, Canada 100% • Granada Insurance Limited, England 100% • Granada North America Inc., USA 100% • Granada UK Rental and Retail Limited, England (635 rental showrooms) 100% • Telerent Fernseh-Mietservice GmbH & Co. KG, Germany 100% • UK Consumer Electronics Limited, Bedford, England 100% • UK Retail Limited, England 100% 	
Other	<ul style="list-style-type: none"> • Golden Square Properties GP, England 50% • Granada Contract Services Limited, London, England 100% • Granada Vending Services Limited, England 100% • Hopitel, Canada 50% • Lakewoods, England 50% • Spring Grove Services Group Limited, England (workplace services) 100% 	
Shareholders	<ul style="list-style-type: none"> • Mercury Asset Management Group PLC 14.02% • Scottish Widows Investment Management Limited 3.71% • Other shareholders (none holds $\geq 3\%$) 82.27% 	
Group History	<p>The Forte group was founded by Lord Charles Forte in 1935 by opening the Meadow Milk Bar, Regent's Street, London. The first hotel, Waldorf Astoria, London, was acquired in 1958; followed by, among others, The George V, Paris, in 1968, the Trust Houses hotel group in June 1970, and 35 Strand hotels of J. Lyons & Co. in 1977. Forte PLC was later run by Lord Forte's son Sir Rocco Forte. Forte was renamed from Trusthouse Forte (THF) in 1991. The global corporate reservation system Fortres II was installed in December 1994. formerly Trusthouse Forte / THF; acquired during January 1996</p>	
Specific Sources	<ul style="list-style-type: none"> • Forte (1995). <i>Report and Accounts 1995: Host to the world</i> (11 April). Forte PLC, London, England. • Granada (1996). <i>Annual Report and Accounts 1995</i>. Granada Group PLC, London, England. • Granada (1996). <i>Interim Report 1996</i> (June). Granada Group PLC, London, England. 	

Hotelplan Internationale Reiseorganisation - Continued		
Accommodation	<ul style="list-style-type: none"> • Horizonte Clubferien und Clubhotels AG, Switzerland (first club in 1956) <ul style="list-style-type: none"> • Horizonte Club España S.A., Spain • Horizonte Club Italia S.R.L., Italy • Horizontes Club Holidays Limited, Greece • Hotel Disentiserhof AG, Switzerland • Ikaros Village Enterprises S.A., Greece • Kurhotel 'Al Ronc' AG, Switzerland • Lichtenfelser-Hof AG, Switzerland • Parcolago S.A., Switzerland (formerly Hotel Parcolago S.A.) • Playas del Sur de Cambrils S.A., Spain 	<p>100%</p> <p>*100%</p> <p>*100%</p> <p>92%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p>
Shareholder	<ul style="list-style-type: none"> • Migros-Genossenschafts-Bund (Federation of Migros Co-Operatives), Zürich, Switzerland (in early 1996, Migros had over 1.5 million members, organised in 12 regional co-operatives in Switzerland) 	100%
Group History	Hotelplan was founded in 1935 by Gottlieb Duttweiler (who also founded Migros) as an aid for the 'ailing' Swiss hotel industry; thus the name 'hotel plan'.	
Specific Sources	<ul style="list-style-type: none"> • Hotelplan (1994). <i>Hotelplan International Travel Organization Ltd.: Your partner worldwide</i> (May). Hotelplan Internationale Reiseorganisation AG, Zürich, Switzerland. • Hotelplan (1995). <i>Hotelplan International Travel Organization Ltd.: Your partner worldwide</i>. Hotelplan Internationale Reiseorganisation AG, Zürich, Switzerland. • Migros (1994). <i>Jahresbericht 1993</i>. Migros-Genossenschafts-Bund, Zürich, Switzerland. • Migros (1995). <i>Jahresbericht 1994</i>. Migros-Genossenschafts-Bund, Zürich, Switzerland. • Migros (1996). <i>Jahresbericht 1995</i>. Migros-Genossenschafts-Bund, Zürich, Switzerland. 	

Inspirations PLC London and Horley/Surrey		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators	<ul style="list-style-type: none"> • Inspirations Holidays Limited, Horley/Surrey (main tour operator) • Blue Ridge Travel, West Sussex (acquired in March 1996; direct-selling skiing specialist) • Inspirations East Limited (formerly India specialist) • Orchid Travel, Birmingham (acquired in July 1995; late-sales and telesales specialist) • Style Holidays Limited, Isleworth/Middlesex (acquired in early 1992) 	100% 75.1% 100% 100% 75.1%
Tour Operator Brands	<ul style="list-style-type: none"> • Inspirations Holidays (main brand) • Star Holidays • Style Holidays (premium) • Blue Ridge Travel (skiing) 	
Travel Agents (99 branches in January 1996)	<ul style="list-style-type: none"> • John Hilary & Co. (Travel) Limited (acquired on 21 June 1995) • I. T. Travel Limited, Horley/Surrey (operating under the → A. T. Mays name; strategic alliance since 1993) 	100% 100%
Destination Agency	<ul style="list-style-type: none"> • Tedgold Limited, Gibraltar 	40%
Consolidators	<ul style="list-style-type: none"> • Goldcrest Aviation Limited, Crawley/West Sussex (seat wholesaling; acquired Go Aviation in February 1996) <ul style="list-style-type: none"> • Air Charter Limited (seat wholesaling) • Golden Lion Travel (seat wholesaling; subsidiary of Caledonian Airways) 	100% *100% *100%
Charter Airlines (10 aircraft in early 1996)	<ul style="list-style-type: none"> • Caledonian Airways Limited, Gatwick Airport (acquired from → British Airways PLC in December 1994, with the purchase finalised on 31 March 1995; formerly British Caledonian, which was acquired by British Airways in 1988; International Airways, formed by Inspirations at the end of 1994, was integrated into Caledonian Airways; Inspirations tried to purchase Ambassador Airways but did not proceed due to liquidation problems of that airline) • Sabre Airways (founded by Goldcrest Aviation using Ambassador Airways Limited planes) 	100% 100%
Shareholders	<ul style="list-style-type: none"> • J. Wyatt • PDFM Limited & UBS (Union Bank of Switzerland) International Investment London Limited • Robert Fleming Nominees Limited • Royal Bank of Scotland Edinburgh Nominees Limited • Other shareholders (none holds ≥ 3%) <p>(Inspirations was floated on the Unlisted Securities Market (USM) of the London Stock Exchange (LSE) in December 1993. The Champion Holdings Group had owned 11% in Inspirations PLC, but had to sell this stake to Cypriot hotelier creditors after the collapse of the Best Travel Group in November 1994.)</p>	3.8% 12.6% 3.3% 5.9% 74.4%
Group History	The group was founded in 1991 with the acquisition of Inspirations East Limited.	
Specific Source	<ul style="list-style-type: none"> • Inspirations (1996). <i>1995 Annual Report and Accounts</i>. Inspirations PLC, Horley, Surrey, England. 	

Kuoni Reisen Holding AG (formerly Reisebüro Kuoni AG) Zürich, Switzerland		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators in Britain	<ul style="list-style-type: none"> • Kuoni Travel Limited, Dorking/Surrey (founded through acquisition of Challis & Benson travel agency in London in 1965; take-over of Houlders World Holidays in 1974) <ul style="list-style-type: none"> • East & Beyond Limited, London • Far East Travel Center (UK) Limited, London • Kuoni (Channel Island) Limited, Guernsey • Kuoni Travel (Trade Fairs) Limited, London • Perform (Europe) Limited, London • The Travel Collection Limited, London • Ticket Warehouse Limited, London • Travel Warehouse Limited, London • UK Connection (Europe) Limited, London • UK Connection Limited, London 	100% *100% *100% *100% *100% *100% *100% *100% *100%
Travel Agents in Germany (35 branches in August 1996)	<ul style="list-style-type: none"> • Kuoni Reisen GmbH, Friedrichshafen (founded in 1973; until 1994 Travel Vision Gesellschaft für Reisen mbH, and until 1 January 1995 Reisebüro Kuoni Internationale Reiseorganisation GmbH) <ul style="list-style-type: none"> • Akademischer Reisedienst GmbH, Konstanz • Windrose Fernreisen GmbH, Berlin (founded in 1973; acquired in August 1996) 	100% *% *100%
Tour Operators and Travel Agents (International) (78 leisure and 54 business travel agent branches in Switzerland in early 1996; several agencies worldwide)	<ul style="list-style-type: none"> • Hellenic Tours Limited, Greece (acquired in 1974) <ul style="list-style-type: none"> • Hellenic Island Services S.A., Greece • Japan Travel Bureau (Greece), Greece • Renaissance Travel Limited, Greece • Kiris Otelcilik ve Turizm A.S., Turkey • Kuoni Business Travel AG, Switzerland (formerly Danzas Reisen AG (founded in 1919); acquired in October 1995 with 39 business travel agent branches) • Kuoni (Caribbean Enterprises) Limited, British Virgin Islands • Kuoni Japan Kabushika Kaisha / Kuoni Travel (Japan) Limited, Japan (founded in 1963) • Kuoni Reisen AG, Switzerland (founded on 1 January 1995) <ul style="list-style-type: none"> • CIS Club Intersport AG, Switzerland (acquired on 1 January 1996; 35% Intersport Holding AG) • Jet Tours AG, Switzerland • Key Tours S.A., Switzerland • L & M Reisen AG, Switzerland • Rotunda Tours AG, Switzerland (acquired in 1995) • SLT Reisen AG, Switzerland • Kuoni Travel Inc., USA <ul style="list-style-type: none"> • Englewood Travel Service Inc., USA • Kuoni Travel (Atlanta) Inc., USA • Kuoni Travel (Korea) Limited, South Korea (founded in 1994) • Kuoni Travel Nederland B.V., The Netherlands <ul style="list-style-type: none"> • Special Traffic, The Netherlands (acquired from → Wagonlit Travel on 1 July 1996; long-haul) • Kuoni Travel (Scandinavia) A/S, Denmark (formerly Nova Incentives and Tours Aps; acquired on 1 January 1996) • Kuoni Travel (Singapore) Limited, Singapore (founded in 1995) • Kuoni Utazási Iroda Kft., Hungary • N-U-R Neckermann Reisen AG, Austria (formerly NUR Neckermann GmbH; acquired in 1987 from Neckermann Touristic GmbH, Germany; sold 49% back to → NUR Touristic GmbH in 1991) <ul style="list-style-type: none"> • N-U-R Neckermann Reisen S.R.O., Czech Republic • N-U-R Neckermann Utazás Kft., Hungary • Privat Safaris Reisebüro AG, Switzerland (acquired in 1990) 	100% % 40% *55% 10% 100% 100% 100% 100% 65% 10% 100% *% *% 100% 100% 100% *100% 100% 100% 100% 100% 51% *51% *51% 100%

Kuoni Reisen Holding - Continued		
Continued: Tour Operators and Travel Agents (International)	<ul style="list-style-type: none"> • Railtour Suisse S.A., Switzerland <ul style="list-style-type: none"> • Railtour Suisse (France) S.A., France • Reisebüro Kuoni Ges.mbH, Austria (founded in 1970; 16 branches in January 1996) <ul style="list-style-type: none"> • Allround Travel International Ges.mbH, Austria • Reisebüro Tempo Unternehmensverwaltung Ges.mbH & Co. KG, Austria • Restplatzbörse, Austria (acquired on 1 January 1996; 4 last-minute branches) • Reisebüro Popularis AG, Switzerland (acquired from Coop in 1990; 18 branches) • Rewi Reisen AG, Switzerland (acquired in 1995) • Viaggi Kuoni S.p.A., Italy (founded in 1948) • Viajes Kuoni de México S.A. de C.V., Mexico • Viajes Kuoni S.A., Spain <ul style="list-style-type: none"> • Giras S.A., Spain (acquired on 1 January 1994) • Voyages Kuoni S.A., France (founded in 1948) <ul style="list-style-type: none"> • Maison de la Scandinavie et des Pays Nordiques S.A., France (acquired in late 1995; included brands Scanditours (holidays to Scandinavia) and Celtictours (holidays to Ireland and Scotland)) • Voice S.A., France (acquired 50% in 1995 and 50% in mid 1996) 	60% *60% 100% *100% *100% 65% 100% 100% 100% 100% *100% 100% *80% *100%
Charter Airline	<ul style="list-style-type: none"> • Edelweiss Air AG, Switzerland (founded at the end of 1995) 	33%
Accommo- dation	<ul style="list-style-type: none"> • Kuoni (Caribbean Hotels) Limited, British Virgin Islands (2 properties) <ul style="list-style-type: none"> • Discovery Bay Beach Hotel, Barbados ('Discovery Bay Beach Hotel') • Kuoni Property Inc., USA • Kuoni Travel & Hawksbill Limited, Antigua ('Hawksbill Beach Hotel') 	100% *100% *100% *100%
Other	<ul style="list-style-type: none"> • → Business Travel International B.V. (BTI), The Netherlands • Killiney Finance Limited, Ireland • Kuoni Finance B.V., The Netherlands (founded in 1993) • Travel-Vision-Datatec EDV und Abrechnungsservice für Reise und Touristik GmbH, Düsseldorf, Germany (founded in 1994) 	8% *100% *100% *74%
Shareholders	<ul style="list-style-type: none"> • Schweizerische Bankgesellschaft, Switzerland, and various other banks • Kuoni- und Hugentobler-Stiftung, Switzerland (founded in 1957; 52.63% voting rights) 	93.75% 6.25%
Group History	<p>founded in 1906 by Alfred Kuoni; renamed in February 1995</p> <p>Kaufhof Holding AG, Köln, Germany (acquired in September 1992 from Swissair; held through International Tourist Services Länderreisedienste GmbH (ITS), Köln, Germany) 26.4% / 50.1% (voting rights / capital)</p> <p>Kuoni-Hugentobler-Stiftung 52.6% / 10% (voting rights / capital) and a Swiss banking group acquired this share back on 17 February / 3 April 1995</p>	
Specific Sources	<ul style="list-style-type: none"> • Kuoni (1994). <i>Jahresrechnung 1993</i> (March). Reisebüro Kuoni AG, Zürich, Switzerland. • Kuoni (1994). <i>Geschäftsbericht 1993</i> (April). Reisebüro Kuoni AG, Zürich, Switzerland. • Kuoni (1994). <i>Die Geschichte der Reisebüro Kuoni AG</i> (October). Reisebüro Kuoni AG, Zürich, Switzerland. • Kuoni (1994). <i>Geschichte der Reisebüro Kuoni AG</i> (November). Reisebüro Kuoni AG, Zürich, Switzerland. • Kuoni (1995). <i>Jahresrechnung 1994</i> (March). Reisebüro Kuoni AG, Zürich, Switzerland. • Kuoni (1995). <i>Geschäftsbericht 1994</i> (April). Reisebüro Kuoni AG, Zürich, Switzerland. • Kuoni (1996). <i>Jahresrechnung 1995</i>. Kuoni Reisen Holding AG, Zürich, Switzerland. • Kuoni (1996). <i>Geschäftsbericht 1995</i>. Kuoni Reisen Holding AG, Zürich, Switzerland. 	

Leisure Canada Vancouver, Canada		
Type of Subsidiaries	Subsidiaries	Share
Tour Operator in Britain	• Bluebird Express / Bluebird Holidays , England (founded by Richard Wiersum; acquired in September 1995)	86%
Tour Operator Brands in Britain	• Air Club International (charter flights to Canada) • Bluebird Holidays	
Travel Agent (International)	• Gallagher's , Canada (acquired in mid 1996; 210 branches in mid 1996)	%
Other	• Thrifty Car Rental , Canada (franchise) • leisure services • insurance services • property services	%
Shareholders	(Quoted on the Toronto Stock Exchange.)	

Manos (UK) Limited London		
Type of Subsidiaries	Subsidiaries	
Main Tour Operator	• Manos (UK) Limited , London (member of → AITO)	
Tour Operator Brand	• Manos Holidays (holidays in Greece, Turkey and Cyprus)	
Shareholder	• Manos Travel System , Greece	100%

Meon Travel Group Petersfield/Hampshire		
Type of Subsidiaries	Subsidiaries	
Main Tour Operator	• Meon Travel Limited , Petersfield/Hampshire (Silk Cut Travel, which was founded in 1984, was acquired in 1989 and subsequently integrated; member of → AITO; co-operated with → Frosch Touristik GmbH, München, Germany)	
Tour Operator Brands	• Meon en France (holidays in France) • Meon Villas (self-catering holidays) • Longshot Golf Holidays (golfing holidays) • Silk Cut Travel (luxury)	

Panorama Holiday Group Limited Brighton/East Sussex		
Type of Subsidiaries	Subsidiaries	
Main Tour Operator	• Panorama Holiday Group Limited , Brighton/East Sussex (member of → AITO)	
Tour Operator Brands	• Panorama (golfing, skiing, holidays in Spain and Tunisia; sold also in Ireland) • Classic Selection (50 - 65 age group)	
Accommodation	• exclusive hotels trading as Hallmark, Director's Choice and Service Plus	

The Rank Organisation PLC		
London, England		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators (Holiday Division)	• Oasis Villages Limited	100%
	• ParkWorld Holidays Limited , Hemel Hempstead/Hertfordshire (holding company for Butlin's Holidays and Haven; founded on 1 January 1996)	100%
	• Butlin's Limited , Bognor Regis/West Sussex	*100%
	• Haven Leisure Limited , Hemel Hempstead/Hertfordshire (included Haven Europe)	*100%
	• Shearings Limited , Bolton/Lancashire (320 coaches in August 1996)	100%
	• Warner Holidays Limited	100%
Tour Operator Brands	<ul style="list-style-type: none"> • Butlin's Holidays • Haven (including All-Action Centres, Character Villages, Family Parks; mainly camping) • Oasis Villages • Shearings Holidays (coach holidays) • Warner (adults) 	
Accommodation (Holiday Division) (66 camping sites in total in December 1995)	<ul style="list-style-type: none"> • Butlin's Holiday Hotels, United Kingdom (6 hotels in early 1996; included Butlin's Grand Hotel, London) • Butlin's Holiday Worlds, United Kingdom (formerly Butlin's Holiday Camps; founded by Sir Billy Butlin in 1936 with first camp in Skegness; 5 camps in early 1996) • Haven with sports centres, United Kingdom • Haven with 3 camping sites, France • Oasis Holiday Villages, England (first to open in Lake District in 1997) • Outdoor World, USA (15 caravan resorts in early 1996) • Shearings Holiday Hotels, United Kingdom (33 properties in August 1996) • Warner Holiday Villages and Hotels, United Kingdom (9 properties in early 1996; included Alvaston Hall Hotel, Stoke-on-Trent; Bembridge Village, Isle of Wight; Bodelwydden Castle; Holme Lacy House, Ross-on-Wye; Lakeside Village, Hayling Island) 	
Entertainment, Leisure and Recreation	• Associated Leisure Limited, England (amusement machine hire and sales; 22,000 amusement machines)	100%
	• Grosvenor Casinos Limited , England (31 casinos in early 1996; > 300 gaming tables)	100%
	• Hard Rock Cafe International Inc. , USA (15 own and 27 franchised cafes worldwide in early 1996)	100%
	• Rank Amusements Limited, England (170 amusement centres in early 1996; 39,000 amusement machines)	100%
	• Rank Leisure Limited, England (6 LeisureWorld multi-leisure centres and 48 nightclubs / discos in mid 1996)	100%
	• Rank Orlando Inc., USA (holding company of Universal City Florida Partners)	100%
	• Rank Orlando II Inc., USA (holding company of Universal City Development Partners)	100%
	• Resorts USA Inc., USA (sale of timeshares, second homes, land, memberships at Outdoor World caravan parks)	100%
	• Top Rank Limited, England (124 Mecca and Top Rank social and bingo clubs in early 1996)	100%
	• Universal Studios Florida , USA (50% MCA Inc., a subsidiary of The Seagram Company Limited)	*50%

The Rank Organisation - Continued		
Film and Television	<ul style="list-style-type: none"> • Deluxe Laboratories Inc., USA (film processing) 100% • Deluxe Toronto Limited, Canada (film processing) 100% • Odeon Cinemas Limited, England (73 cinemas with 337 screens in early 1996) 100% • Pinewood Studios Limited, England 100% • Rank Precision Industries (Holdings) Limited, England (holding company) 100% • Rank Brimar Limited, England (equipment manufacturer) 100% • Rank Cintel Limited, England (equipment manufacturer) 100% • Rank Film Distributors Limited, England (film distribution) 100% • Rank Film Laboratories Limited, England (film processing) 100% • Rank Taylor Hobson Limited, England (equipment manufacturer) 100% • Rank Video Services America Inc., USA (video duplication) 100% • Rank Video Services GmbH, Germany (video duplication) 100% • Rank Video Services Limited, England (video duplication) 100% • Strand Lighting Limited, England (equipment manufacturer) 100% 	
Office Equipment	<ul style="list-style-type: none"> • Fuji Xerox Company Limited, Japan (50% Rank Xerox Limited) *24.4% • Rank Xerox Limited, England (51.2% Xerox Corporation; office equipment) *48.8% • Rank RX Holdings Limited, England (holding company) 100% • Rank RX International Limited, England (holding company) 100% • Rank Xerox Holding B.V., The Netherlands (holding company) *48.8% • Rank Xerox Investments Limited, Bermuda (investment company) *49% • R-X Holdings Limited, Bermuda (holding company) *33.3% 	
Other Holding Companies	<ul style="list-style-type: none"> • Rank America Inc., USA 100% • Rank Holding España S.A., Spain 100% • Rank Holdings France S.A., France 100% • Rank Holdings Germany GmbH, Germany 100% • Rank Holdings (Netherlands) B.V., The Netherlands 100% • Rank Organisation (Leisure Holdings) PLC, England 100% • Rank Overseas Holdings Limited, England *100% 	
Shareholders	<ul style="list-style-type: none"> • Nutraco Nominees Limited, England 3.7% • Phildrew Nominees Limited 3.3% • Prudential Portfolio Managers Limited, England 4.3% • Schroder Nominees Limited, England 3.9% • Other shareholders (none holds $\geq 3\%$) 84.8% 	
Group History	Acquired Mecca Leisure in August 1990, which owned Hard Rock Cafes, Mecca bingo halls, discos, Shearings, and Warner.	
Specific Sources	<ul style="list-style-type: none"> • Rank Organisation (1996). <i>Directors' Report and Accounts 1995</i>. The Rank Organisation PLC, London, England. • Rank Organisation (1996). <i>Review and Financial Summary 1995</i>. The Rank Organisation PLC, London, England. 	

Sun International N.V. Oostende, Belgium		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators in Britain	<ul style="list-style-type: none"> • Bridge Travel Group (acquired from Walter Bridge in 1979; bought P&O European Ferries self-drive tour operating business in 1993; integrated German Tourist Facilities Limited (GTF), London, in late 1993 after transfer of the shares of → ITS to Sun International N.V.; ITS had acquired GTF in 1992) <ul style="list-style-type: none"> • Amsterdam Travel Service Limited, Broxbourne/Hertfordshire • Belgian Travel Service Limited, Broxbourne/Hertfordshire (founded in 1956) • Bridge Travel Service Limited, Broxbourne/Hertfordshire • London Tours & Travel Service Limited, Broxbourne/Hertfordshire (founded in 1969) • Paris Travel Service Limited, Broxbourne/Hertfordshire (founded in 1949) • Swiss Travel Service Limited, Broxbourne/Hertfordshire (founded in 1950's) • Cresta Holidays Limited, Altrincham/Cheshire (founded by John Goulding in 1969; acquired in 1993) 	<p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p> <p>100%</p>
Tour Operator Brands in Britain	<ul style="list-style-type: none"> • Amsterdam / Belgian / Bridge / German / London / Paris / Swiss Travel Service • Cresta • Cresta World Travel • Discovery Breaks • German Tourist Facilities 	
Tour Operators (International)	<ul style="list-style-type: none"> • Airtour, Belgium • Sun International N.V., Belgium (included brand Sun Reizen; acquired and integrated Eurojet, Railtour and Travel Trend in 1988, and Immotour in 1990) • Sunair N.V., Belgium, France and The Netherlands • Unitravel, The Netherlands • Voyage Conseil, France (acquired in 1988) 	<p>100%</p> <p>/</p> <p>100%</p> <p>100%</p> <p>100%</p>
Travel Agents (International)	<ul style="list-style-type: none"> • Sun International N.V., Belgium 	<p>/</p>
Charter Airline	<ul style="list-style-type: none"> • Air Belgium, Belgium 	<p>64.9%</p>
Accommodation	<ul style="list-style-type: none"> • Sun City hotels, South Africa • Sun Parks International N.V., Belgium (4 leisure parks in Belgium) • several hotels worldwide 	<p>%</p> <p>31%</p> <p>%</p>
Information Technology	<ul style="list-style-type: none"> • Dilight, Belgium 	<p>%</p>
Other	<ul style="list-style-type: none"> • West Belgium Coach Company, Belgium (founded in 1957) • casinos and other entertainment complexes 	<p>100%</p> <p>%</p>
Shareholders	<ul style="list-style-type: none"> • Kaufhof Holding AG, Köln, Germany • Vanmoerkerke family, Belgium 	<p>27%</p> <p>> 50%</p>
Group History	Founded by Rudolf Vanmoerkerke in 1970.	

The Thomas Cook Group Limited (formerly Thomas Cook & Son) London		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators in Britain	<ul style="list-style-type: none"> • → First Choice Holidays PLC, Crawley/West Sussex • → Iberotravel Limited, Bromley/Kent • Thomas Cook Holidays, Peterborough/Cambridgeshire (formerly Thomas Cook Holidays Limited; stopped producing short-haul holiday packages in the mid 1980's due to low margins) • Time Off, London (city-breaks specialist; acquired in August 1996) 	14% 100% 100% 100%
Tour Operator Brands in Britain	<ul style="list-style-type: none"> • Thomas Cook Holidays (long-haul and over-branded short-haul) • Cook's Tours (escorted tours and tailor-made; premium) • Time Off (city-breaks) 	
Travel Agents in Britain (385 Thomas Cook Holiday Shops in August 1996)	<ul style="list-style-type: none"> • Thomas Cook Enterprises Limited, Peterborough/Cambridgeshire (included World Travel Service consultancy, an up-market service for individual holidays, established in 1988 and offered at about 75 branches; acquired and integrated travel agency chains Blue Sky and Frames Travel in 1988 and Four Corners of British Airways PLC in 1990; 277 branches in 1977, 357 in 1988, and 391 in 1993) • Thomas Cook Direct, Peterborough/Cambridgeshire (direct sale) 	100% 100%
Travel Agents in Germany (157 branches in total in April 1996)	<ul style="list-style-type: none"> • Thomas Cook Reisebüro GmbH, Frankfurt am Main (since 31 December 1995 share directly held by → WestLB; → First Business Travel International) <ul style="list-style-type: none"> • Auto Fischer Reisen GmbH & Co. KG, Leer (founded in 1992; acquired on 1 November 1993; 26 branches in early 1996) • Paco Reisen GmbH, Bremen (acquired on 1 January 1994; founded in 1971; 9 branches) • Pan-Tours, Kiel • Reisebüro Caravelle, Düsseldorf • Reisebüro Globus, Braunschweig • Reisebüro Helios GmbH, Berlin (founded in 1957) • Reiseladen Göttingen, Göttingen • Sparflug Reisevermittlungs-GmbH, Frankfurt am Main (founded in 1988; consolidator; 6 branches in early 1996) • Thomas Cook Urlaubsreisen GmbH, Frankfurt am Main (founded following acquisition of 85 branches of Metro Reise Service GmbH, Düsseldorf (→ Metro Holding AG), on 1 September 1995) 	*100% *100% *100% *100% *100% *100% *100% *100% *100% *100% *100%
Cruising	<ul style="list-style-type: none"> • Egypt (3 Nile cruise ships 'Nile Rhapsody', 'Royal Rhapsody', 'Royal Orchid') 	100%
Information Technology	<ul style="list-style-type: none"> • Leisureplan International, South Africa (founded in 1991; acquired in May 1995) 	> 50%

The Thomas Cook Group - Continued		
<p>Other</p> <p>(> 1,000 foreign exchange branches worldwide in mid 1995)</p> <p>(controlled an estimated global market share of 30% and a UK market share of 49% of the travellers' cheques market in August 1994)</p> <p>mainly co-ordinated by Financial Institution Services (FIS) division (formed in 1993)</p>	<ul style="list-style-type: none"> • Euro Travellers Cheque Ecu Limited, England • Euro Travellers Cheque Nederland Limited, England • Franchèque S.A., France (acquired in 1992) • Hong Kong & Shanghai Thomas Cook Limited, Hong Kong • Interpayment Services Limited (ISL), England (acquired from Barclays Bank in August 1994; claimed to be world's largest issuer of Visa travellers cheques) • Thomas Cook Australia Pty. Limited, Australia • Thomas Cook Bankers France S.A., France (20 branches in early 1994) • Thomas Cook Currency Services Inc., USA • Thomas Cook de Mexico S.A. de C.V., Mexico (founded in 1992) • Thomas Cook Group (Canada) Limited, Canada (acquired and integrated Canada's largest travel agency The Marlin Travel Group Limited and The Marlin Travel Limited Partnership in May 1993; 350 travel agencies in total) • Thomas Cook Inc., USA (holding company) • Thomas Cook (India) Limited, India • Thomas Cook Indonesia, Indonesia • Thomas Cook Limited, Australia • Thomas Cook National (Private) Limited, Zimbabwe • Thomas Cook Nederland B.V., The Netherlands • Thomas Cook (NZ) Limited, New Zealand (acquired and integrated all 37 Russell & Somers branches in July 1995; 59 branches in January 1996) • Thomas Cook Oceania K.K., Japan • Thomas Cook Overseas Limited, England • Thomas Cook (Philippines) Inc., Philippines • Thomas Cook S.A.R.L., France (formerly MACCORP S.A.R.L.; acquired on 31 May 1994) • Thomas Cook Travel Services (HK) Limited, Hong Kong • Thomas Cook Travel Services (S) Pte. Limited, Singapore 	<p>*46%</p> <p>51%</p> <p>*60%</p> <p>*50%</p> <p>100%</p> <p>*100%</p> <p>*100%</p> <p>*100%</p> <p>100%</p> <p>*100%</p> <p>100%</p> <p>*100%</p> <p>100%</p> <p>*40%</p> <p>90%</p> <p>*100%</p> <p>*24.5%</p> <p>*100%</p> <p>*100%</p> <p>100%</p> <p>100%</p> <p>40%</p> <p>*100%</p> <p>*100%</p> <p>*100%</p>
Shareholder	<ul style="list-style-type: none"> • → Westdeutsche Landesbank Girozentrale (WestLB), Düsseldorf and Münster, Germany (held via TCT Touristik Beteiligungs GmbH & Co. KG, Düsseldorf, Germany) 	100%
Group History	<p>Since Thomas Cook's foundation in 1840, it has changed ownership several times and was nationalised during World War II. After privatisation in 1972, it was owned by a consortium of Midland Bank PLC, Trust House Forte (THF) and the Automobile Association (AA), and was bought in June 1992 by WestLB (90%) and the LTU Group (10%). First Choice Holidays PLC, Thomas Cook and the LTU Group originally planned a close international co-operation, thus creating one of the largest travel and tourism groups in the world. However, due to difficulties and differences, the alliance between the LTU Group and First Choice Holidays was dissolved in early 1995. Consequently, the LTU Group sold its 10% shares in The Thomas Cook Group Limited (including a 6.4% stake in First Choice Holidays PLC) to WestLB in May 1995.</p> <p>In mid 1996, Thomas Cook was represented by ~ 1,800 wholly-owned and representative locations in > 100 countries worldwide. The Thomas Cook Group Limited operated as travel agent, tour operator and dealer and issuer of travellers' cheques and possessed the world's largest network of foreign exchange bureaux with > 1,000 outlets worldwide in mid 1995, serving retail, wholesale and commercial customers. Thomas Cook also planned to co-operate with the American Automobile Association's (AAA) 1,000 branches in the USA and Canada from 1 January 1997.</p> <p>The Thomas Cook Group had also operated as business travel agent prior to 31 August 1994, when it sold its corporate travel management business, Thomas Cook Travel Management, its US licensee The Thomas Cook Partnership, the third largest travel agency in the US, and the wholly-owned Thomas Cook Sweden A.B., Sweden, and Thomas Cook (Suisse) S.A., Switzerland, to the American Express Company. In September 1995, Thomas Cook sold its conference and incentive division Performance Management to the Conference & Incentive Travel Partnership (CITP), London, as part of its strategy to focus on core activities.</p>	
Specific Sources	<ul style="list-style-type: none"> • Thomas Cook (1994). <i>1993 Annual Report</i>. The Thomas Cook Group Limited, London, England. • Thomas Cook (1995). <i>1994 Annual Report and Accounts</i>. The Thomas Cook Group Limited, London, England. • Thomas Cook (1996). <i>1995 Annual Report and Accounts</i>. The Thomas Cook Group Limited, London, England. 	

The Thomas Cook Group - Continued		
Iberotravel Limited Bromley/Kent		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators	<ul style="list-style-type: none"> • Iberotravel Limited, Bromley/Kent (founded in 1991 out of remains of → The International Leisure Group (ILG); purchased Sovereign Sailing brand of → First Choice Holidays PLC in November 1994 and renamed it Sunworld Sailing in mid 1995) • Sunworld Beach Villas, Cambridge (formerly Beach Villas (Holidays) Limited; acquired from → All Leisure Travel Holdings in March 1995; integrated Sunworld Villas brand; villas, cottages and apartments specialist) 	/ 100%
Tour Operator Brands	<ul style="list-style-type: none"> • Sunworld (main brand) • Sunworld Sailing (formerly Sovereign Sailing; cruises) • Sunworld Beach Villas • Sunworld Skybargains (seat-only) • Club • Golden Circle 	<ul style="list-style-type: none"> • Iberojet • Iberotravel (main brand for incoming) • IGS • Neilson (skiing) • Sky Choices • Tapestry Holidays
Tour Operator (International)	• Abbey Sun , Ireland (acquired in 1994; since trading as Sunworld Ireland)	100%
Charter Airline	• Airworld , England (created in May 1994; 3 aircraft in August 1996)	100%
Accommodation	• 1 Oasis Park Hotel, Spain (formerly Suntel; acquired in August 1995; three-star)	100%
Information Technology Division	• Leisure Travel Management Services , Bromley/Kent, England (supplied tour operator system LTS to other tour operators)	100%
Shareholder	• The Thomas Cook Group Limited (acquired from → Grupo Viajes Iberia (GVI), Spain, on 2 July 1996; Iberotravel continued to co-operate closely with GVI)	100%
Subsidiaries of Grupo Viajes Iberia (GVI) Palma de Mallorca, Spain		
Tour Operators and Travel Agents	<ul style="list-style-type: none"> • Ecuador International, Spain (former international division of Viajes Ecuador (→ Carlson Wagonlit Travel) with branches worldwide; acquired in early 1995) • Iberotravel, France • Sunflight Holidays, Canada (founded in January 1996) • Viajes Iberia S.A., Spain (acquired and integrated Cyrasa Viajes in 1980; 87 branches in January 1996) <ul style="list-style-type: none"> • Viajes Iberojet S.A., Spain 	100% 100% 100% 100% *100%
Destination Agencies	<ul style="list-style-type: none"> • Cyrasa International S.A., Spain (40% → NUR Touristic GmbH and 34.29% Iberusa) • Iberoservice, Spain • Visit US, USA 	*25.71% 100% %
Accommodation	• Iberostar Hotels , Spain (3 four-star properties)	%
Other	<ul style="list-style-type: none"> • Iberbus, Spain (coach operator) • Mallorcabus, Spain (chauffeur driven cars and mini-buses) 	% %

The Thomson Travel Group - Continued		
Cruising	<ul style="list-style-type: none"> • exclusive use of cruise ship 'Sapphire' (formerly 'Ocean Princess'; 100% Louis Cruise Lines, Cyprus) 	
Other	<ul style="list-style-type: none"> • Callaghan & Company, USA (before 1988 International Thomson (US) Inc.) • Thomson Travel Holdings (founded in 1990) 	*% 100%
Shareholder	<ul style="list-style-type: none"> • The Thomson Corporation, Toronto, Canada (travel and publishing group; shares held through Thomson Investments Limited, Canada; formerly International Thomson Organisation Limited / ITOL) 	100%
Group History	<p>The Thomson Travel Group was established by the Canadian businessman Lord Thomson of Fleet in 1965 as Thomson Sky Tours through the acquisition of the tour operators Universal Sky Tours Limited and Riviera Holidays and the charter airline Britannia Airways Limited, thus being one of the earliest vertically integrated tour operator groups in Britain. Thomson owned several hotels during the 1970's.</p>	
Specific Sources	<ul style="list-style-type: none"> • Thomson (1994). <i>Annual Report and Accounts 1993</i>. Thomson Travel Group, Luton, Bedfordshire, England. • Thomson (1995). <i>Annual Report and Accounts 1994</i>. Thomson Travel Group, Luton, Bedfordshire, England. • Thomson (1996). <i>Annual Report and Accounts 1995</i>. Thomson Travel Group, Luton, Bedfordshire, England. 	

Unijet Group PLC England		
Type of Subsidiaries	Subsidiaries	Share
Tour Operator	<ul style="list-style-type: none"> • Unijet Travel Limited, Haywards Heath/West Sussex (also operated as major consolidator) 	100%
Tour Operator Brands	<ul style="list-style-type: none"> • Unijet (main brand and seat-only) • Leisure International (long-haul) • Globebusters (seat-only) 	
Charter Airline	<ul style="list-style-type: none"> • Leisure International Airways (LIA), Gatwick, England (formerly Air UK (Leisure) Limited; 60% British Air Transport (Holdings) Limited, one of the parent companies of Air UK Group Limited; 2 aircraft in 1994) 	40%
Other	<ul style="list-style-type: none"> • Suncars (car rental) • Viking International Air Chartering (consolidator) 	% %

Virgin Travel Group Crawley/West Sussex		
Type of Subsidiaries	Subsidiaries	Share
Tour Operator	• Virgin Holidays Limited , Crawley/West Sussex	100%
Tour Operator Brands	• Virgin Holidays • Virgin Territory (long-haul)	
Consolidator	• Virgin Consol	%
Destination Agencies	• 7 branches, USA	100%
Scheduled Airlines	• Cityair, Chester, England (founded in 1985; domestic airline; has not been operational as yet) • Virgin Atlantic Airways Limited , Crawley/West Sussex, England (founded in 1984; long-haul airline; 15 aircraft in July 1996) • Virgin Express , Belgium (formerly Eurobelgian Airlines N.V. (EBA); founded in 1991; acquired from City Hotels in April 1996 and renamed shortly after; 10% City Hotels, Belgium; short-haul airline; 12 aircraft in April 1996)	100% 100% 90%
Main Airline Alliances	• Air New Zealand Limited (ANZ) , New Zealand (since mid 1996) • Ansett Australia Airlines , Australia (50% Air New Zealand Limited (acquired from transport company TNT Limited in early October 1996), and 50% News Limited, Australia (part of Rupert Murdoch's News Corporation); Ansett New Zealand , New Zealand (100% News Limited, Australia), is not a partner) • Malaysia Airlines , Malaysia	
Accommodation	• Virgin Hotels , England (hotel management company) • Virgin Hotels Marketing, England (hotel marketing company; formed in 1994) • Virgin Ultimate Limited , England (founded in October 1995; 14 all-inclusive premium properties in July 1996, including:) • Casa de Carmona, Spain (30 rooms) • Crathorne Hall, England • Four Seasons Resort, Philippines (147 villas) • La Residencia, Spain • Luttrellstown Castle, Ireland (14 rooms) • Necker Island, British Virgin Islands (private island) • Nimmo Bay, Canada (log cabin) • Orpheus Island, Australia (island resort) • Pangkor Laut, Malaysia (185 rooms; island resort) • Primland Hunting Reserve, USA (8 lodges) • The Roof Gardens, London, England	100% 100% *100%
Other Travel and Tourism	• London & Continental Railways , London, England (founded at the end of 1995; acquired Eurostar UK Limited (formerly European Passenger Services Limited (EPS)), the operator of the Channel tunnel passenger train Eurostar, after privatisation in February 1996) • New Media Solutions (software and CD-ROM company; set-up in mid 1995) • Virgin Cinemas , United Kingdom (formerly MGM Cinemas; acquired in 1995) • Virgin City Link, London (Heathrow - King's Cross rail link; planned for 1998)	17% % 40% %
Shareholder	• Voyager Travel Holdings (part of Richard Branson's Virgin empire)	100%

Wallace Arnold Group England		
Type of Subsidiaries	Subsidiaries	Share
Tour Operator	• Wallace Arnold Tours Limited , Leeds/West Yorkshire (coach operator)	100%
Tour Operator Brand	• Wallace Arnold Tours (coach holidays)	
Travel Agent	• Wallace Arnold Travel Shops , England and Scotland (34 branches in April 1996 including leisure and business chain Sibbald Travel, Scotland, with 12 branches)	100%
Accommodation	• 5 hotels	%
Other	• motor sales interests	%
Shareholder	• Barr & Wallace Arnold Trust PLC, England	100%

Major Tour Operators in Britain Which Have Ceased Trading

(in chronological order of failure)

The International Leisure Group Limited (ILG) England		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators	<ul style="list-style-type: none"> • ILG Travel Limited (integrated Sol Holidays Limited and Intasun Holidays Limited / Lancaster Holidays Limited, which in turn owned Global Air Holidays, Club 18-30 Limited and Select Holidays; Club 18-30 (→ Flying Colours Leisure Group) continued trading as a separate company after the collapse of ILG) • Centurion Leisure Limited 	100% 75%
Tour Operator Brands	<ul style="list-style-type: none"> • Coach Europe • Club 18-30 • Drive Europe • Global • Intasun • Intasun Airways Jersey • Lancaster 	<ul style="list-style-type: none"> • NAT Holidays • Select Holidays • Skiscene • Skyworld • SOL Holidays • Sunscene
Destination Agencies	<ul style="list-style-type: none"> • Ibero Service S.A., Spain • Visit U. S. Inc., USA 	49% 49%
Accommodation	<ul style="list-style-type: none"> • Playcosta S.A., Spain 	100%
Charter Airlines	<ul style="list-style-type: none"> • Air Europe Limited, England (founded by ILG; acquired Connectair Limited in July 1988 and Guernsey Airlines Limited in 1989) <ul style="list-style-type: none"> • Air Europe Express, England • Aircraft Leasing & Management Limited, England • Air Europa, Spain (founded by ILG; after ILG's collapse sold to Air España S.A.) • Air Europe S.p.A., Italy (in May 1996: 24.6% Alitalia holding Aviofin, 56.9% Finflight (itself 24% Alitalia - Linee Aeree Italiane, Italy), and 18.5% Sopaf) • Air España S.A., Spain • Airlines of Europe B.V., The Netherlands (founded in November 1988) • NFD Luftverkehrs AG, Germany (founded in 1976; after ILG's collapse merged with RFG to Eurowings Luftverkehrs AG) • Norway Airlines A/S, Norway <p>(While Air Europe Limited ceased trading after ILG's collapse, the other airlines continued trading.)</p>	100% % 100% 100% 33% 25% 49% 33% %
Coach Operator	<ul style="list-style-type: none"> • international coach operator 	100%
Shareholder	<ul style="list-style-type: none"> • Hudson Place Investments PLC (formerly Hudson Place Investments Limited; acquired ILG in May 1987; → NUR Touristic GmbH considered acquiring a stake in ILG in 1988, but dismissed ILG's financing strategy) 	100%
Group History	<p>ILG was founded in 1971 by Harry Goodman. In March 1991, ILG went bankrupt, and ILG Travel Limited and Air Europe Limited ceased trading. ILG was blamed for a price war in the second half of the 1980's, underestimated competition and costs, especially of its international expansion programme in Air Europe and Air Europa, and was particularly hit by the recession in the late 1980's / early 1990's and the Gulf War in 1990/1991 (Jim Fitzpatrick and Associates, 1989, p. 39).</p> <p>(Also in 1990, charter airline British Island Airways ceased trading, charter airline Novair (100% → Rank Organisation PLC) was withdrawn from the market, and charter airline Dan-Air Services (→ British Airways PLC) was forced into financial restructuring.)</p>	

Champion Holdings Group Cyprus		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators	• Best Travel Group , London (founded by Takis Shacalis in 1964; ceased trading on 29 November 1994)	100%
	• Sigma Tours (holidays to Greece)	100%
Main Tour Operator Brands	<ul style="list-style-type: none"> • Cypriana (holidays to Cyprus) • Grecian (holidays to Greece) 	
Charter Airline	• Ambassador Airways (founded in 1992; ceased trading in October / November 1994 due to financial difficulties; the failure of Ambassador Airways was, in fact, one of the main reasons for the failure of the Best Travel Group)	100%
Cruising	• Ambassador Leisure Cruises (operated 1 wholly-owned cruise ship)	100%
	• Discovery Cruises (acquired in 1994; operated 1 wholly-owned cruise ship)	80%
	• Med Queen Lines, Cyprus (operated 2 cruise ships)	50%
Accommodation and Entertainment	• owned 3 and managed 4 hotels	%
	• Cyprus Hotel Division (management company)	100%
	• Euroinvest, Greece (1 entertainment complex)	%
Destination Agency	• Paradise Island Tours, Cyprus	35%
Other	• Tycoon Holdings (investments in Cyprus Airways Limited (which in turn owned Cyprair Holidays), hotels groups, etc.)	%
	• Genius Systems (information technology company)	%
Shareholders	• based on Cyprus	%
Group History	The Champion Holdings Group held 11% of → Inspirations PLC , but sold this stake to Cypriot hotelier creditors after the collapse of the Best Travel Group. The formerly close relationship between the Champion Holdings Group and Inspirations PLC was, for example, reflected in the fact that 65% of Ambassador Airways' seats were previously sold via Goldcrest Aviation Limited (→ Inspirations PLC). Before its collapse, the Best Travel Group was among the largest ten tour operators in the UK.	

Ultimate Leisure Holdings		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators	<ul style="list-style-type: none"> • Ultimate Holidays Limited (founded in 1991) • Ultimate Leisure Limited • Travel Services Limited (All collapsed in December 1994.)	100% 100% 100%
Other	<ul style="list-style-type: none"> • Aisling Holidays, Northern Ireland • Transamerica Holidays, Northern Ireland (acquired in July 1994) (Both survived collapse of Ultimate Leisure Holdings.)	80% 100%
Shareholders	<ul style="list-style-type: none"> • Mercury Asset Management Group PLC (MAM) (Ultimate Leisure Holdings planned to be listed on the stock exchange in 1997.)	%

MedChoice Limited (formerly Yugotours Limited) London		
Type of Subsidiaries	Subsidiaries	Share
Main Tour Operator	<ul style="list-style-type: none"> • MedChoice Limited (formerly Yugotours Limited; founded in 1957 and renamed in 1991) 	
Tour Operator Brand	<ul style="list-style-type: none"> • MedChoice 	
Accommodation	<ul style="list-style-type: none"> • 5 hotels and 1 ski resort, former Yugoslavia 	%
Shareholders	<ul style="list-style-type: none"> • based in Serbia 	%
Group History	MedChoice Limited ceased trading in February 1995 due to continuously declining passenger numbers. Yugotours carried 388,000 passengers at its peak in 1989/1990, making it the fourth largest British tour operator at that time.	

Appendix 10. Main Tour Operators in Germany

This appendix contains background information on all large and most medium-sized tour operators in Germany in 1996, being one of the most extensive and detailed sources on this sector ever published. This information was especially consulted during the preparation of the empirical study, both in the selection of the tour operators to be interviewed as well as for the preparation of each individual telephone and in-depth face-to-face interview. This information also served as a basis for the analysis of the structure of the industry (in particular Section 4.5 and Chapter 5). The tour operators, or travel and tourism groups, are listed in alphabetical order.

Alltours Flugreisen GmbH Kleve		
Type of Subsidiaries	Subsidiaries	Share
Main Tour Operator	<ul style="list-style-type: none"> • Alltours Flugreisen GmbH, Kleve (founded in 1974) 	
Tour Operator Brand	<ul style="list-style-type: none"> • Alltours Flugreisen (main brand) 	
Travel Agent	<ul style="list-style-type: none"> • Reisecenter Alltours, Kleve (founded on 1 November 1995; 39 own and 50 franchised branches of 11 franchisees in January 1996) 	100%
Accommodation	<ul style="list-style-type: none"> • Allsun, Spain (6 hotels in August 1996) • Alltours España (Club Alltours), Spain and Greece (founded in late 1994; 4 own and 14 managed resorts with 7,500 beds in September 1996) 	100%

Alpha Holding GmbH Frankfurt am Main		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators	<ul style="list-style-type: none"> • Air Marin Flugreisen GmbH, Bonn (founded in 1979; acquired in 1988) • Alpha Tours Flugreisen GmbH, Frankfurt am Main (founded in 1980) 	100% 100%
Tour Operator Brands	<ul style="list-style-type: none"> • Air Marin • Alpha Tours 	
Travel Agent	• Alpha Reisebüro GmbH , Frankfurt am Main (26 branches in January 1996)	100%
Tour Operators and Destination Agencies (International)	<ul style="list-style-type: none"> • Air Marin, France • Promotour, Benelux countries • several destination agencies 	100% % %
Accommodation	• Green Oasis Club (founded in 1987; 10 clubs in September 1996)	100%
Shareholders	<ul style="list-style-type: none"> • Condor Flugdienst GmbH, Kelsterbach (→ Deutsche Lufthansa AG; acquired on 1 November 1994) • Kuwait Real Estate Investment Corporation (KREIC), Kuwait (investment company), and CTKD, Tunisia (subsidiary of KREIC, Kuwait) (formerly 75%) • Mahmoud Amrani (managing director; formerly 25%) 	30% ~55% ~15%

Attika Reisen AG München		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators	<ul style="list-style-type: none"> • Attika Reisen AG, München (founded in 1976) • Xenos Studienreisen GmbH 	/ 100%
Tour Operator Brands	<ul style="list-style-type: none"> • Attika Reisen (holidays in Greece) • Go Globe (long-haul) • Xenos Studienreisen (study trips) 	
Travel Agent	• 1 branch, Germany	100%
Destination Agency	• Greece	%
Shareholder	• Michael Karavás	100%

Berliner Flug Ring GmbH (BFR) Berlin		
Type of Subsidiaries	Subsidiaries	Share
Main Tour Operator	• Berliner Flug Ring GmbH (BFR) , Berlin (founded in 1958)	
Other	• Udo Beyer GmbH	75%
Shareholder	• Germania Fluggesellschaft mbH , Köln (acquired in 1994 from Dr. Hinrich Bischoff)	100%

Club Méditerranée S.A. (Club Med)		
Paris, France		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators in Germany	<ul style="list-style-type: none"> • Club Méditerranée Deutschland GmbH, Düsseldorf (founded in 1978) • Club Valtur Deutschland GmbH, München (→ European Consultant Partnership) 	100% 23% + *17.71%
Tour Operator Brands in Germany	<ul style="list-style-type: none"> • Club Med • Club Valtur 	
Main Tour Operators and Travel Agents (International)	<ul style="list-style-type: none"> • Club Méditerranée S.A., France (founded by Trigano family in 1950; acquired Club Aquarius (founded in 1979) in February 1991 including 30 own and 26 franchised branches) <ul style="list-style-type: none"> • Forum Voyages, France (acquired 54% in June 1996) • Club Méditerranée Inc., USA • Valtur Vacanze S.p.A., Italy (→ European Consultant Partnership) • 2 branches in Germany; 1 branch in London, England 	/
Accommodation	<ul style="list-style-type: none"> • 101 resorts, hotels and apartments in 53 countries including 80 clubs in 36 countries in early 1996 <ul style="list-style-type: none"> • Club Aquarius, France (acquired in February 1991 with 15 villages; 23 budget villages in August 1996) • Les Villas (small club hotels) • Valtur Vacanze S.p.A., Italy (→ European Consultant Partnership) 	100% 100% 23%
Charter Airline	<ul style="list-style-type: none"> • Air Liberté, France (founded in 1987; 35% acquired in February 1991 as part of Club Aquarius; 13% Banque Indosuez, 33% Banque Rivaud, 12% ILFC, 6.2% Lyonnaise de Banque, and 6% chairman Lofti Belhassine) 	8.5%
Cruising	<ul style="list-style-type: none"> • 'Club Med 1' (launched in 1991; sailing cruise ship) • 'Club Med 2' (launched in 1992; sailing cruise ship) 	100% 100%
Shareholders	<ul style="list-style-type: none"> • Caisse des Dépôts et Consignations, France (state-owned) • Exor S.A., Italy • Nippon Life, Japan • Seibu-Saison Group, Japan • Other shareholders <p>(Club Med has been publicly quoted since 1966.)</p>	7.3% % % % %
European Consultant Partnership (ECP)		
Italy		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators	<ul style="list-style-type: none"> • Comitours, Italy (acquired in early 1996) • Valtur Vacanze S.p.A., Italy (acquired from Insud S.p.A. (21%), ISVI (52%), and other shareholders (4%) in late 1995; 23% → Club Med) <ul style="list-style-type: none"> • Club Valtur Deutschland GmbH, München, Germany (founded in 1988; 77% Valtur Vacanze S.p.A., and 23% → Club Med) 	80% 77% *59.29%
Travel Agents (180 branches in April 1996)	<ul style="list-style-type: none"> • World Vision Travel, Italy (acquired 60 (Sestante) branches of Compagnia Italiana del Turismo (CIT) S.p.A. International Holding, Italy, in April 1996; largest travel agent in Italy) • Valtur Vacanze S.p.A., Italy (23% → Club Med; 4 branches) 	100% 77%
Accommodation	<ul style="list-style-type: none"> • Valtur Vacanze S.p.A., Italy (23% → Club Med; 20 cottage villages, of which 12 in Italy and 8 in South Europe, Africa and Turkey; 15,000 beds in total) 	77%
Shareholders	<ul style="list-style-type: none"> • Banca di Roma, Italy • Donizelli family, Italy (owned food producer Parmalat) • Tanzi family, Italy 	20% 40% 40%
Group History	<ul style="list-style-type: none"> • ECP was founded in 1994 as a holding company. • Valtur Vacanze S.p.A. was founded in 1972 as a state-owned tourism support organisation for the relatively poor south of Italy ('Valtur' is short for 'Valorizzazione Turistica', which means 'added touristic value'). It has been managed by Club Med since 1975. 	

Delphin Seereisen GmbH Offenbach		
Type of Subsidiaries	Subsidiaries	Share
Main Tour Operator	• Delphin Seereisen GmbH , Offenbach (founded in 1981)	
Tour Operator Brand	• Delphin Seereisen (cruises)	
Cruising	• 'Delphin', Malta (until mid 1996 'Kazakhstan II')	%
Shareholders	• Heinz-Herbert Hey	61%
	• Angelo Vincenzo	39%

Deutsche Bahn AG (DB) Berlin and Frankfurt am Main		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators and Travel Agents	<ul style="list-style-type: none"> • Ameropa-Reisen GmbH, Bad Homburg (founded in 1951) • → Deutsches Reisebüro GmbH (DER), Frankfurt am Main 	100% 66.8%
Accommodation	<ul style="list-style-type: none"> • Intercity Hotel GmbH, Frankfurt am Main (founded in 1990; 95% sold to Steigenberger Hotels AG, Frankfurt am Main; 15 budget properties in mid 1996) 	5%
Coach Operators	<ul style="list-style-type: none"> • Bahnbus-Holding GmbH (BBHG), Frankfurt am Main <ul style="list-style-type: none"> • 16 subsidiaries • Bayern Express & P. Kühn Berlin GmbH (BEX), Berlin (founded in 1945; 16 branches in early 1996) <ul style="list-style-type: none"> • Bayern Express Omnibus GmbH, München • Berlin Linien Bus GmbH, Berlin • Eurotravel GmbH, Berlin • Touristica Ferien- und Freizeitreisen GmbH, Berlin (founded in 1969) • Zentral-Omnibusbahnhof Berlin GmbH, Berlin • Deutsche Touring GmbH (DTG), Frankfurt am Main (founded on 25 June 1948 by, among others, → DER; trading as Europabus; 11 branches in early 1996; 10.72% was acquired from Deutsche Verkehrs-Kredit-Bank AG (DVB) in 1994; 22% → DER and 17.18% Europäische Reiseversicherungs AG, München) <ul style="list-style-type: none"> • Bohemia Euroexpress International s.r.o., Czech Republic • Croatia Tours International d.o.o., Croatia • Eurolines Verkehrs GmbH, Frankfurt am Main, Germany • Kosmet Tours International d.o.o., Serbia • Omnitour sp.z.o.o., Poland • Polonia Tours International sp.z.o.o., Poland • Srbija Tours International d.o.o., Serbia • Vereinigte Bundesverkehrsbetriebe GmbH (VBG), Köln (47.15% Deutsche Post AG) <ul style="list-style-type: none"> • Autokraft GmbH, Kiel • Kraftverkehr GmbH (KVG), Stade and Lüneburg (brand Hanseat; owned 49% of Hanseat Reisebüro GmbH, Hamburg) • Regionalverkehr Hannover GmbH, Hannover • Regionalverkehr Köln GmbH, Köln • Regionalverkehr Oberbayern GmbH, München 	100% *100% 100% *100% *65% *100% *100% *75% 60.82% *60.82% *60.82% *60.82% *60.82% *60.82% *60.82% *60.82% 52.85% *52.85% *52.85% *52.85% *52.85% *52.85%
In Britain	<ul style="list-style-type: none"> • German Rail UK Limited, London, England 	%
Other Major	<ul style="list-style-type: none"> • DACH Hotelzug AG, Switzerland (founded in 1992; 40% Schweizer Bundesbahnen (SBB)) • DBKom Gesellschaft für Telekommunikation mbH & Co. KG, Germany (founded in 1995; 49.8% sold to Mannesmann, AT&T and Unisource in August 1996) • Deutsche Fährgesellschaft Ostsee GmbH (DFO), Rostock, Germany • Mitropa AG, Berlin (founded as Mitteleuropäische Schlaf- und Speisewagen AG on 1 January 1917) • S-Bahn Berlin GmbH, Berlin, Germany (founded on 1 January 1995) • → START Holding GmbH, Frankfurt am Main 	60% 50.2% 100% 100% 100% 33.33%

Deutsche Bahn - Continued		
Shareholder	<ul style="list-style-type: none"> • Bundesrepublik Deutschland (Federal Republic of Germany; Bundeseisenbahnvermögen / BEV) 	100%
Group History	<p>DB AG was founded on 1 January 1994 by the merger of Deutsche Bundesbahn (DB) in West Germany, Deutsche Reichsbahn in East Germany and the state holdings in West Berlin. These holdings were created through the demerger of Deutsche Reichsbahn after World War II. Deutsche Reichsbahn, in turn, was founded on 1 April 1920, incorporating all Deutsche Staatsbahnen (Deutsche Regierungen / Länder mit Staatsbahnbesitz). On 1 January 1995, Deutsche Bundesbahn Beteiligungs GmbH (DBH) was integrated into DB AG.</p>	
Specific Sources	<ul style="list-style-type: none"> • DB (1995). <i>Geschäftsbericht 1994</i>. Deutsche Bahn AG, Berlin and Frankfurt am Main, Germany. • DB (1996). <i>Geschäftsbericht 1995</i>. Deutsche Bahn AG, Berlin and Frankfurt am Main, Germany. • DB (1996). <i>Daten und Fakten 1995/96</i> (May). Deutsche Bahn AG, Berlin and Frankfurt am Main, Germany. 	

Deutsche Lufthansa AG Köln and Frankfurt am Main		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators	<ul style="list-style-type: none"> • → Alpha Holding GmbH, Frankfurt am Main • ATT Touristik GmbH, Leinfelden-Echterdingen (→ Öger Holding GmbH) • → Deutsches Reisebüro GmbH (DER), Frankfurt am Main • Fischer Reisen GmbH, Düsseldorf (founded in 1985 by Vaclav Fischer; acquired on 1 November 1995; 4 booking offices and 4 destination agencies) <ul style="list-style-type: none"> • Fischer Reisen GmbH, Hamburg (acquired in February 1996) • → Hapag-Lloyd AG, Hamburg and Bremen • → Kreutzer Touristik GmbH, München • Lufthansa Partner Tours GmbH, Köln (founded in June 1994) • Öger Tours GmbH, Hamburg (→ Öger Holding GmbH) 	<ul style="list-style-type: none"> *30% *10% *33.2% *100% *100% *17.95% *74.5% *50% *10%
Partners of Lufthansa Partner Tours GmbH (10 partner companies; each with 5% share)	<ul style="list-style-type: none"> • Deutsche Golftours Reise GmbH & Co. KG, Hamburg, with golf holidays (founded in 1974; 50% Patrick Adler and 50% TIP-Reisen) • Feria Internationale Reisen GmbH, München, with diving and surfing holidays (founded in 1974; 50% Riccardo Biermaier and 50% Georg Kröse; founded Feria Classic-Reisen GmbH) • → Gesellschaft für internationale Begegnung und Cooperation mbH (GeBeCo), Kiel, with 'experience trips' • Hanseatic Tours Reisedienst GmbH, Hamburg, with cruise holidays (→ Hapag-Lloyd AG) • Hapag-Lloyd Tours GmbH, Bremen, with river cruise holidays (→ Hapag-Lloyd AG) • Hauser Exkursionen International GmbH, München, with excursions (founded in 1973; 100% Manfred Häupl; acquired 75% of Nepal Reisen GmbH, Berlin (founded in 1986), in August 1996) • → Klingenstein & Partner Studienreisen (Klingenstein und Partner Vertriebs- und Managementgesellschaft für Studienreisen mbH), München, with study trips • Kultur-Kunst-Musik-Reisen GmbH (KKM), Münster, with cultural holidays (founded in 1981; owned by, among others, Dr. Martin Remmert, Gerhard Händeler, and Burkhard Gellesch) • → Marco Polo Reisen GmbH, Kronberg, with study trips • Poppe First Reisebüro GmbH & Co. KG, Mainz, with sport holidays (→ First Business Travel International) 	
Tour Operator Brands	<ul style="list-style-type: none"> • Lufthansa Partner Tours (launched in September 1995) • Lufthansa Partner Tours Selection (tailor-made holidays) 	
Travel Agents	<ul style="list-style-type: none"> • → Deutsches Reisebüro GmbH (DER), Frankfurt am Main • Euro Lloyd Reisebüro GmbH, Köln (→ Global Travel Management) • Lufthansa City Center Reisebüropartner GmbH (LCC), Frankfurt am Main (→ Woodside Travel Trust) 	<ul style="list-style-type: none"> *33.2% *49% *50%
Accommodation	<ul style="list-style-type: none"> • Penta International Hotel Group, Germany (acquired from → WestLB in 1993; 49% Renaissance Hotels International, USA) <ul style="list-style-type: none"> • Penta Hotel Management GmbH, Berlin, Germany • Penta Hotels N.V., The Netherlands • Penta Hotels München GmbH, München, Germany (1 hotel) <ul style="list-style-type: none"> • Penta Hotels München GmbH & Co. Hotelverwaltungs KG, München, Germany (hotel management services) <p>(Frankfurter Gesellschaft für Hotelwerte mbH (FGH), Frankfurt am Main (integrated Lufthansa Hotel GmbH, Kriftel, in 1994), was integrated into Lufthansa Commercial Holding GmbH in 1995.)</p>	<ul style="list-style-type: none"> *51% *51% *51% *62% *62%

Deutsche Lufthansa - Continued		
Scheduled Airlines (317 aircraft in group in March 1996)	<ul style="list-style-type: none"> • Deutsche Lufthansa AG, Köln and Frankfurt am Main, Germany (second largest passenger carrying scheduled airline in the world in 1995 after British Airways PLC, having carried 32 million passengers; including subsidiaries, the Lufthansa group carried 37.7 million passengers in 1994; 218 aircraft in March 1996) <ul style="list-style-type: none"> • Lauda Air Luftfahrt AG, Austria (founded by former car racer Niki Lauda) • Lufthansa CityLine GmbH, Krißfeld, Germany (46 aircraft in March 1996) • Luxair Société Luxembourgeoise de Navigation Aérienne S.A., Luxembourg 	 / 39.71% 100% 13%
Charter Airlines	<ul style="list-style-type: none"> • Condor Flugdienst GmbH, Frankfurt am Main and Kelsterbach, Germany (founded by Dr. Oetker as Condor Luftreederei GmbH in 1955; acquired by Deutsche Flugdienst GmbH on 2 November 1961; 36 aircraft in March 1996) <ul style="list-style-type: none"> • Günes Ekspres Havacilik A.S. (Sun Express), Turkey (60% Turkish Airlines Inc. / Türk Hava Yollari A.O., Turkey; 6 aircraft in late 1995) 	 100% *40%
Main Airline Alliances	<ul style="list-style-type: none"> • Air Canada, Canada (since summer 1996) • Contact Air GmbH & Co., Stuttgart, Germany • Eurowings Luftverkehrs AG, Nürnberg, Germany (founded through merger of RFG (founded in 1976) and NFD Luftverkehrs AG (founded in 1976); 93.7% Albrecht Knuaf and 6.25% chairman Reinhard Santner) • Finnair, Finland (60.9% Finnish State) • Japan Airlines (JAL), Japan • Lloyd Aéro Boliviano, Bolivia • Middle East Airlines Airliban / SAL MEA • Scandinavian Airlines System (SAS), Sweden (since 1 January 1996 due to the break-up of the Alcazar partnership with Austrian Airlines Österreichische Luftverkehrs AG, KLM Royal Dutch Airlines and Swissair Schweizerische Luftverkehr AG) • South African Airways (SAA), South Africa (since April 1996) • Thai Airways International PLC, Thailand (since November 1995) • United Airlines Inc., USA (since 1994; owned tour operator United Vacations) • Varig, Brazil (since 1993) 	
Air Cargo	<ul style="list-style-type: none"> • Lufthansa Cargo AG (LCA), Kelsterbach, Germany (until March 1993 called German Cargo Services GmbH and until 11 October 1994 Lufthansa Cargo Airlines GmbH (LCA); claimed to be the largest cargo carrier in the world in 1995, having transported 1.62 million tonnes; 17 aircraft in March 1996) <ul style="list-style-type: none"> • Cargo Community Systems Limited, Ireland • Cargolux Airlines International S.A., Luxembourg • DHL Corporation, USA (courier services) • DHL International Limited, Bermuda (courier services) • Eurocargo S.A., Luxembourg • Express Air Systems GmbH, Frankfurt am Main, Germany (formerly c + d Luftfracht-System GmbH) • Global Logistics System Europe GmbH, Frankfurt am Main, Germany • Global Logistics System Worldwide GmbH, Frankfurt am Main, Germany • Global Sky Express Logistic GmbH & Co. KG, Kelsterbach, Germany • Global Sky Express Logistic Verwaltungs GmbH, Kelsterbach, Germany • The Air Cargo Tariff B.V. (TACT), The Netherlands 	 100% *4.18% *24.5% *1% *25% *0% *33.3% *46.85% *50% *3.57% *2.9% *9.65%

Deutsche Lufthansa - Continued		
Airline Catering	<ul style="list-style-type: none"> • Lufthansa Service GmbH (LSG), Frankfurt am Main, Germany (including subsidiaries largest airline caterer in the world with a global market share of 33% in 1995) <ul style="list-style-type: none"> • Cathay Pacific Catering Services Limited, Canada (acquired in early 1994) • LSG Airport Gastronomie GmbH, Germany (founded in early 1995) • LSG Catering Logistik GmbH, Germany (founded on 1 January 1996) • LSG Food & Nonfood Handel GmbH, Frankfurt am Main, Germany (founded in 1995) • LSG Hygiene Institute GmbH, Germany (founded on 1 January 1996) • LSG Lufthansa Service Asia Limited, Hong Kong • LSG Lufthansa Service Europa / Afrika Holding GmbH, Germany (founded in 1995) • LSG Lufthansa Service Nordost GmbH, Berlin, Germany • LSG Lufthansa Service USA Corporation, USA (founded in 1995) • Onex Food Services Inc., USA <ul style="list-style-type: none"> • Sky Chefs International Services Inc., USA (100% Onex Food Services Inc.) • Caterair International Corporation, USA (acquired by Sky Chefs Inc. in September 1995) 	<p>100%</p> <p>*40%</p> <p>*100%</p> <p>*100%</p> <p>*100%</p> <p>*100%</p> <p>*100%</p> <p>*100%</p> <p>*100%</p> <p>*100%</p> <p>*21.88%</p> <p>*21.88%</p> <p>*%</p>
Airport Services	<ul style="list-style-type: none"> • Lufthansa Airport and Ground Services GmbH (LAGS), Frankfurt am Main, Germany <ul style="list-style-type: none"> • Aviation Fuel Services GmbH (AFS), Germany • Berliner Lufthansa Airport Services GmbH, Berlin, Germany • Hudson General Corporation, USA (acquired in 1995) • Lufthansa Airport Service Dresden (LASD), Dresden, Germany • Lufthansa Airport Service Leipzig (LASL), Leipzig, Germany • Sigma Aviation, Manchester, England (acquired in June 1995) 	<p>*100%</p> <p>*%</p> <p>*49%</p> <p>*26%</p> <p>*%</p> <p>*%</p> <p>*49%</p>
Aircraft Maintenance	<ul style="list-style-type: none"> • Lufthansa Technik AG (LTAG), Hamburg, Germany (founded on 17 October 1994; 43% of business was offered to companies outside Lufthansa group, controlled about 10% of global market share) <ul style="list-style-type: none"> • Aircraft Maintenance and Engineering Corporation (AMECO), China (60% Air China, China) • Condor Cargo Technik GmbH, Frankfurt am Main, Germany (founded in 1994) • Lufthansa Aircraft Engine Repair and Overhaul GmbH (Lufthansa AERO), Alzey, Germany • Lufthansa Engineering and Operational Services GmbH (LEOS), Frankfurt am Main, Germany (founded on 1 January 1995) • Lufthansa Technical Training GmbH (LTT), Hamburg, Germany (founded on 1 January 1995) • Shannon Aerospace Limited, Ireland (joint venture with Swissair Schweizerische Luftverkehrs AG, Switzerland) • Shannon Turbine Technologies Limited, Ireland (acquired on 31 December 1995) 	<p>100%</p> <p>*40%</p> <p>*100%</p> <p>*100%</p> <p>*100%</p> <p>*100%</p> <p>*35%</p> <p>*100%</p>
Information Technology	<ul style="list-style-type: none"> • Lufthansa Systems GmbH, Kelsterbach, Germany (founded in 1994; 25% acquired by Electronic Data Systems Corporation (EDS), USA (via EDS Holding GmbH, Rüsselsheim, Germany), in January 1995; services were offered to airlines, airports and travel agents) <ul style="list-style-type: none"> • Lufthansa Systems AS GmbH, Germany (formerly ICON AS GmbH; acquired on 1 January 1996; 70% Lufthansa Systems GmbH) • Lufthansa Systems Berlin GmbH, Berlin, Germany (formerly Lufthansa Informationstechnik und Software GmbH (LIS)) 	<p>75%</p> <p>*52.5%</p> <p>*75%</p>
Distribution Systems	<ul style="list-style-type: none"> • Amadeus Austria Marketing Ges.m.bH, Austria • Amadeus Data Processing GmbH & Co. Beteiligungs KG, Erding, Germany • → Amadeus Global Travel Distribution S.A., Spain • Reservation Data Maintenance Pvt. Limited, India (founded in 1992) • → START Holding GmbH, Frankfurt am Main, Germany 	<p>*25%</p> <p>*29.2%</p> <p>*29.2%</p> <p>*%</p> <p>*66.66%</p>

Deutsche Lufthansa - Continued		
Financial Services	<ul style="list-style-type: none"> • Delvag Luftfahrtversicherungs AG, Köln, Germany (aircraft insurance services) 100% • Albatros Versicherungsdienste GmbH, Köln, Germany (founded in 1980; insurance services) *100% • Delvag Rückversicherungs AG, Germany (aircraft insurance services) *100% • Jugendkarte 'Euro 26' Vermarktungs- und Vertriebs GmbH, Germany (acquired in 1995) *30% • Lufthansa AirPlus Servicekarten GmbH, Frankfurt am Main, Germany (credit card services) *48.8% • Lufthansa Commercial Holding GmbH (LCH), Köln, Germany (holding company) 100% • Lufthansa International Finance (Netherlands) N.V., The Netherlands (airline finance) 100% • Lufthansa Leasing GmbH, Grünwald, Germany (leasing services) *49% 	
Other	<ul style="list-style-type: none"> • Arena Management GmbH, Germany (acquired in 1995) *10% • EuroBerlin S.A., France 49% • HKT Objektmanagement GmbH, Germany (property services) 49% • Lufthansa Consulting GmbH, Köln, Germany (consultancy services) *100% • Lufthansa Gebäude Management GmbH (LGM), Bergisch Gladbach, Germany (founded in early 1995; property services) *51% • Lufthansa LOEWE Druck und Distribution GmbH, Germany (printing services) *51% 	
Shareholders	<ul style="list-style-type: none"> • Bundesrepublik Deutschland (Federal Republic of Germany; share was reduced from 51.42% in October 1994) 35.7% <ul style="list-style-type: none"> • Kreditanstalt für Wiederaufbau; Deutsche Postbank AG; Deutsche Bahn AG 3.2% • Land Nordrhein-Westfalen (State of North Rhine-Westphalia) 1.8% • Münchener Gesellschaft für Luftverkehrswerte (MGL), München, Germany 10.0% • Other shareholders (~30% German and ~20% non-German) 49.3% 	
Group History	<p>On 6 January 1926, Deutsche Luft Hansa AG was created through the merger of Junkers Luftverkehr AG and Deutsche Aero Lloyd. It was dissolved in 1945 and established again on 6 January 1953 as AG für Luftverkehrsbedarf (Luftag). It was renamed in 1954 to its current name and became operational on 1 April 1955. On 1 January 1995, the areas of air cargo, aircraft maintenance and information technology were created as separate business units as part of the privatisation and major restructuring processes of the group of companies.</p>	
Specific Sources	<ul style="list-style-type: none"> • Lufthansa (1994). <i>Geschäftsbericht 1993</i>. Deutsche Lufthansa AG, Köln, Germany. • Lufthansa (1994). <i>Bericht zum ersten Halbjahr 1994</i> (August). Deutsche Lufthansa AG, Köln, Germany. • Lufthansa (1995). <i>Geschäftsbericht 1994</i>. Deutsche Lufthansa AG, Köln, Germany. • Lufthansa (1995). <i>Erläuterungen zur neuen Konzernstruktur und zur rechtlichen Verselbständigung der Geschäftsfelder Fracht und Technik</i>. Deutsche Lufthansa AG, Köln, Germany. • Lufthansa (1995). <i>Bericht zum ersten Quartal 1995</i> (May). Deutsche Lufthansa AG, Köln, Germany. • Lufthansa (1996). <i>Geschäftsbericht 1995</i>. Deutsche Lufthansa AG, Köln, Germany. • Lufthansa (1996). <i>Jahresabschluß 1995</i> (23 April). Deutsche Lufthansa AG, Köln, Germany. • Lufthansa (1996). <i>Konzernbericht zum 1. Quartal 1996</i>. Deutsche Lufthansa AG, Köln, Germany. 	

Deutsche Seereederei GmbH Rostock		
Type of Subsidiaries	Subsidiaries	Share
Tour Operator	• Arkona Reisen GmbH , Neu-Isenburg (founded in 1995)	100%
Tour Operator Brand	• Arkona Reisen	
Travel Agent	• Baltic Reisebüro GmbH , Germany (3 branches in May 1996)	100%
Accommodation	• Arkona Club GmbH , Germany (founded in 1994; 1 club with 214 beds)	100%
	• Arkona Hotel GmbH , Germany (8 four-star hotels in Eastern Germany in May 1996)	100%
Cruising	• Deutsche Seetouristik GmbH , Rostock (founded in 1994; managed cruise ship 'Astra II') <ul style="list-style-type: none"> • 'MS Aida' (club cruise ship) • 'MS Arkona' (cruise ship) 	100%
Other	• Deutsche Seereederei Touristik GmbH , Rostock (holding company)	100%
Shareholders	• Lars M. Clasen	%
	• Claus Grobecker	%
	• Horst Rahe	%
	• Nikolaus W. Schütes	%

DER - Continued

DER-Part Franchise	<ul style="list-style-type: none"> • DER-Part Reisevertrieb GmbH, Frankfurt am Main (founded on 18 July 1979; 50% owned by 242 companies) <ul style="list-style-type: none"> • Aeroworld Flugvermittlung GmbH, Hamburg (founded in 1983; consolidator; 4 branches in early 1996; owned 25% of Transportvermittlung und Touristik-Organisation GmbH (TATO), Hamburg) (51%; 49% Georg W. Hammer) • Bauer & Bauer GmbH, Pforzheim (1 branch) (75%) • Briloner Reisebüro GmbH, Brilon (2 branches; included Mescheder Reisebüro GmbH) (75%) • H. von Wirth GmbH, Stuttgart (1 branch) (100%) • H. von Wirth GmbH & Co. Internationales Reisebüro KG, Stuttgart (2 branches) (100%) • Pantours-Reisebüro Panter GmbH, Lohr (4 branches; acquired in 1993) (75%) • Reisebüro DERPART GmbH, Backnang (1 branch) (75%) • Reisebüro E. W. Balzar GmbH, Neuwied (2 branches) (70%) • Reisebüro H. Krug GmbH, Bad Hersfeld (5 branches) (75%) • Reisebüro Spandau GmbH, Berlin (1 branch) (74%) • ReisePartner Fürth GmbH, Fürth (2 branches) (75%) • Städtisches Reisebüro Recklinghausen GmbH, Recklinghausen (2 branches) (60%) • START Telematik GmbH, Frankfurt am Main (12.5%) (→ START Holding GmbH) • Transit Reisebüro GmbH, Quickborn (3 branches; included DER-Part Holiday Point GmbH, Quickborn) (100%) • Wolfenbüttler Reisebüro Schimanski GmbH, Wolfenbüttel (2 branches; included DER-Part Reisebüro Holiday Point GmbH) (73.4%) 	50%
Tour Operators and Travel Agents (International) (15 branches worldwide in early 1996)	<ul style="list-style-type: none"> • Bavarian Travel Service Inc. (BTS), USA (100% abr) *100% • DER Nemet Utazási Iroda Kft., Hungary (100% abr) *100% • DER Travel Service Inc., USA (founded in 1976; outgoing) 100% • DER Travel Service Limited, Canada (founded in 1979; mainly outgoing) 100% • DER Travel Service Limited, London, England (founded late 1950's; trading as DER Holidays) 100% • DER-Voyages, France (founded on 15 March 1963) 100% • Deutsches Reisebüro S.r.l., Italy (founded on 23 October 1954; first foreign branch after World War II) 100% <ul style="list-style-type: none"> • DER-Tour Italia S.r.l., Italy (founded in 1994; acquired and integrated outgoing tour operator Atitur S.r.l., Italy, on 1 January 1995; brands Atitur / DER-Tour Italia; outgoing) *100% • DER Viaggi S.r.l., Italy (founded in 1994; brand DER Viaggi; incoming and travel agency) *100% • Europe Vision Japan K.K., Japan (outgoing) 90% • Freizeit und Touristik Ges.mBH, Austria (100% abr) *100% • New World Travel Inc. (NWT), USA (founded in 1979; 11.5% held by abr; increased from 57% in early 1995 by acquiring the stakes of → First Reisebüro GmbH & Co. KG and → Hapag-Lloyd AG; included DER Florida and DER Los Angeles; incoming) *100% • Tempo Libero e Turismo S.a.r.l., Italy (100% abr) *100% • Viajes Norda S.A., Spain (acquired in 1973; travel agent) 100% 	

DER - Continued		
Information Technology	<ul style="list-style-type: none"> • DER-Data Informationsmanagement GmbH, Frankfurt am Main, Germany (founded in 1991; in late 1992, sold 40.1% to → START Holding GmbH; Trasy Computersysteme GmbH, Frankfurt am Main (formerly based in Hamburg; acquired from → TUI at the end of 1992), was integrated on 1 July 1995) 	59.9%
Other (Further divisions: DER- Congress, DER-Rail, DER-Traffic)	<ul style="list-style-type: none"> • Accon GmbH (Accounting and Consulting), Neuss, Germany (→ START Holding GmbH) • Amtliches Bayerisches Reisebüro Geschäftsführungs GmbH, München, Germany • Amtliches Bayerisches Reisebüro Verwaltungs GmbH, Grünwald, Germany • Bauba Einrichtungs GmbH, München, Germany (100% abr) • Gesellschaft Touropa-Haus b.R., München, Germany • → Internet Inc. (Internet Worldwide Business Travel Management), USA • Maritz GmbH, Düsseldorf, Germany • STA Grundstücks-Verwaltungs GmbH & Co. Objekt Heddernheim oHG, Grünwald, Germany • → Touristik Union International GmbH & Co. KG (TUI), Hannover (10% held by → DER) • TU Holding GmbH, Hannover, Germany 	*29.95% 100% 100% *100% 33.3% 6.7% 50% 100% *20% 10%
Shareholders	<ul style="list-style-type: none"> • Deutsche Bahn AG, Berlin and Frankfurt am Main (acquired 16.7% from → Hapag-Lloyd AG on 1 January 1995) • Lufthansa Commercial Holding GmbH (LCH), Köln (→ Deutsche Lufthansa AG; acquired 14% from abr in January 1994, and 8.4% from → Hapag-Lloyd AG on 1 January 1995) 	66.8% 33.2%
Group History	<p>DER was founded as Deutsche Reisebüro (DR) in Berlin on 17 October 1917 by the state railways Deutsche Staatsbahnen (→ Deutsche Bahn AG) and the shipping companies Hamburg-Amerika Linie (HAPAG) and Norddeutscher Lloyd (→ Hapag-Lloyd AG). After Hungarian shareholders joined in 1918 (followed by Austrian shareholders in 1920), DR was renamed Mitteleuropäisches Reisebüro (MER) on 31 January 1918. The travel agents Amtliche Reisebüro am Postdamer Bahnhof, Berlin, and Reisebüro Mitropa, Berlin, were integrated in 1920. In 1939, MER had 17 own branches, 336 partner branches in Germany and 850 partner branches outside Germany including in London, Paris, Rome and Amerop Travel Service Inc., USA (founded in 1926). On 4 November 1946, MER was renamed DER and, until 1954, was not allowed to have branches outside West Germany.</p> <p>Amtliches Bayerisches Reisebüro GmbH (abr) was founded as Bayerische Reisebüro GmbH in 1910 by Bayerische Handelsbank, Königlich Bayerische Staatsbahnen (Staatseisenbahnverwaltung), Norddeutscher Lloyd and Thomas Cook & Son, integrating the Reisebüro Schenker & Co.</p>	
Specific Sources	<ul style="list-style-type: none"> • DER (1987). <i>70 Jahre Deutsches Reisebüro: Erfahren, vielseitig, weltweit</i>. Deutsches Reisebüro GmbH, Frankfurt am Main, Germany. • DER (1994). <i>Geschäftsbericht 1993</i>. Deutsches Reisebüro GmbH, Frankfurt am Main, Germany. • DER (1995). <i>Geschäftsbericht 1994</i>. Deutsches Reisebüro GmbH, Frankfurt am Main, Germany. • DER (1996). <i>Geschäftsbericht 1995</i>. Deutsches Reisebüro GmbH, Frankfurt am Main, Germany. 	

Frosch Touristik GmbH München		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators (National)	<ul style="list-style-type: none"> • Frosch Touristik GmbH, München (founded in 1983; also operated as major consolidator; in 1995, integrated Air-Maritime Seereisen GmbH, München (founded in 1977), and Villas In Style Touristik GmbH, München (founded in 1989)) • CA Ferntouristik GmbH, München (founded in 1976; acquired in 1989) • D+S Reisen GmbH, München (founded in 1983; 75% acquired in August 1995 and 25% in April 1996) • LAL Sprachreisen GmbH, München (Language and Leisure; founded in 1981) • Meridia Reisen GmbH, Kempten (founded in January 1996) • UK Touristik GmbH, München (founded in 1990) 	 / 100% 100% 100% 100% 100%
Tour Operator Brands (National)	<ul style="list-style-type: none"> • Frosch Touristik International (FTI) (main brand; launched in September 1996) • Air-Maritime Seereisen (cruises) • CA Ferntouristik (long-haul) • D+S Reisen (seat-only) • Frosch Touristik (holidays to Malta) • Ibusz International (holidays to Hungary) • LAL Sprachreisen (language studies) 	<ul style="list-style-type: none"> • Meridia Reisen (holidays to Alaska) • Merlin Fernreisen (holidays to the Caribbean, and all inclusive clubs and resorts) • UK Touristik (holidays to the UK) • Villas In Style (cottage and self-catering holidays)
Travel Agent (National)	<ul style="list-style-type: none"> • Flugbörse D+S Reisen GmbH, München (founded in 1990; operated by D+S Reisen GmbH; 20 own and 72 franchised branches in early 1996) 	*100%
Tour Operators and Destination Agencies (International)	<ul style="list-style-type: none"> • CA Fernreisen AG, Switzerland (founded in 1992) • CA Ferntouristik Ges.mbH, Austria (founded in June 1995; 24.9% Merlin Fernreisen Ges.mbH, Austria, which was part of Merlin Reiseveranstaltungs Ges.mbH (founded in 1993; owned Hacienda hotels in Dominican Republic)) • CA Ferntouristik Inc., USA • Florida Language Center, USA (owned language school for 250 pupils) • Frosch Touristik (Malta) Limited, Malta (founded in 1983; owned language school for 1,200 pupils) • LAL Language Centre Torbay Limited, Torquay/Devon, England (owned language school for 800 pupils) • LAL (UK) Limited, England 	 51% 75.1% 100% 100% 100% 100% 100%
Accommodation	<ul style="list-style-type: none"> • several hotels, Malta 	%
Other	<ul style="list-style-type: none"> • FDC GmbH, Germany (financial and accounting services) • Finserve, Malta (accounting services) • Frosch Software GmbH, München, Germany (founded in 1989) • Frosch FDL Unternehmensberatung GmbH, Germany (management consultancy) • Jetdata, Germany (computer company) • Type Conceptour GmbH (TCT), München, Germany (founded in 1988; catalogue production, layout design and marketing company) 	 % % 100% 100% *50% 100%
Shareholders	<ul style="list-style-type: none"> • Dietmar Gunz • Renate Gunz • Dr. James Swift • Günter Riedmüller • Claus Kratzer • Gudrun Kratzer • Godwin Demicoli • Frosch Touristik GmbH 	 27.96% 24.00% 16.16% 8.50% 5.00% 5.00% 5.00% 8.38%

Gesellschaft für internationale Begegnung und Cooperation mbH (GeBeCo) Kiel		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators	<ul style="list-style-type: none"> • Gesellschaft für internationale Begegnung und Cooperation mbH (GeBeCo), Kiel (founded in 1977) • Lufthansa Partner Tours GmbH, Köln (→ Deutsche Lufthansa AG) • Reise-Tip Consolidator, Kiel 	/ 5% 100%
Tour Operator Brand	<ul style="list-style-type: none"> • GeBeCo Studien- und Erlebnisreisen (individual and packaged group trips) 	
Travel Agent	<ul style="list-style-type: none"> • Lufthansa City Center, Kiel (1 branch) 	100%
Destination Agencies	<ul style="list-style-type: none"> • China, Hong Kong and New Zealand (3 branches) 	100%
Other	<ul style="list-style-type: none"> • Creativ Werbe- und Beratungs GmbH, Kiel 	100%
Shareholders	<ul style="list-style-type: none"> • Martin Buese • Ury Steinweg 	50% 50%

Hapag-Lloyd AG Hamburg and Bremen		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators (National)	<ul style="list-style-type: none"> • Hapag-Lloyd Seetouristik (Cruises) GmbH, Hamburg (founded in late 1996) <ul style="list-style-type: none"> • Hanseatic Tours Reisedienst GmbH, Hamburg (founded in 1974; acquired from founder Dirk Moldenhauer in late 1996) <ul style="list-style-type: none"> • Star Tours Reisedienst GmbH, Hamburg (cruise specialist; founded in 1986) • Hapag-Lloyd Kreuzfahrten GmbH, Bremen (founded in 1984) • Hapag-Lloyd Tours GmbH, Bremen (founded in 1978; Nova Reisen GmbH & Co., München (founded in 1967), was acquired (49% from American Airlines Inc., USA, and 51% from various private investors) and integrated on 1 July 1995; included 5 branches) <ul style="list-style-type: none"> • Lufthansa Partner Tours GmbH, Köln (→ Deutsche Lufthansa AG) • → Touristik Union International GmbH & Co. KG (TUI), Hannover 	100% *100% *100% *100% *100% *5% 30%
Tour Operator Brands (National)	<ul style="list-style-type: none"> • Hanseatic Tours (cruises) • Hapag-Lloyd Kreuzfahrten (cruises) • Hapag-Lloyd Tours (cruises and group trips) • Nova Reisen (US specialist) 	
Travel Agents (National) (366 branches in April 1996)	<ul style="list-style-type: none"> • Hapag-Lloyd Geschäftsreise GmbH, Bremen (founded on 1 January 1997) • Hapag-Lloyd Reisebüro GmbH, Bremen (founded in 1948 as oHG from the merger of the travel agencies of Hamburg-Amerika Linie (HAPAG) and Norddeutscher Lloyd; 136 branches in 1993 and 182 in 1994; various subsidiaries were merged during 1994 and 1995; opened and acquired 61 branches during 1995) <ul style="list-style-type: none"> • Atlas Reisebüro GmbH, München (acquired in 1995) • Bremer Reisebüro GmbH, Bremen • Reisebüro Atlantis-Akademischer Reisedienst GmbH, Wunstorf • 1. SBV Vermögensverwaltungs GmbH i. L., Saarbrücken (holding company) • 2. SBV Vermögensverwaltungs GmbH i. L., Kaiserslautern (holding company) • 3. SBV Vermögensverwaltungs GmbH i. L., Kusel (holding company) • 4. SBV Vermögensverwaltungs GmbH i. L., Wadern (holding company) 	100% 100% *100% *100% *100% *100% *100%
Travel Agent (International)	<ul style="list-style-type: none"> • Hapag-Lloyd (Bahamas) Limited, Bahamas 	*100%
Charter Airlines (23 aircraft in April 1996)	<ul style="list-style-type: none"> • Hapag-Lloyd Fluggesellschaft mbH, Langenhagen bei Hannover, Germany (founded in Bremen in 1973) • DEFAG Verwaltungs GmbH, Hamburg, Germany (management services) • Deutsche Flugzeugvermietungs AG (DEFAG), Stapelfeld, Germany (aircraft holding) <ul style="list-style-type: none"> • Beteiligungs-KG der DEFAG Deutsche Flugzeugvermietungs AG & Co. KG, Stapelfeld, Germany (aircraft holding) • DEFAG Deutsche Flugzeugvermietungs AG & Co. KG, Stapelfeld, Germany (aircraft holding) 	100% 100% 100% > *96% *100%
Cruising (4 cruise ships)	<ul style="list-style-type: none"> • Bremer Schiffsvercharterungs AG (BRESCHAG), Bremen, Germany (ship holding) <ul style="list-style-type: none"> • KG ms 'Europa' der Bremer Schiffsvercharterungs AG & Co. KG (BRESCHAG), Bremen, Germany (five-star; 600 berths) • 'MS Bremen' (acquired 87.5% on 15 September 1995; four-star; 180 berths) • 'MS Columbus' (scheduled for June 1997; three-star) • Hanseatic Cruises, Hamburg, Germany <ul style="list-style-type: none"> • 'MS Hanseatic' (formerly 'Society Adventurer'; acquired in March 1993; five-star) 	100% *96.3% *100% *100% *100% *100%

Hapag-Lloyd - Continued		
Trans- portation (18 container and 4 transport ships in April 1996)	<ul style="list-style-type: none"> • Hapag-Lloyd AG, Hamburg and Bremen, Germany • Hapag-Lloyd Verwaltungs GmbH, Hamburg, Germany (management services) • Insurance Service International GmbH (ISI), Hamburg, Germany (insurance services) • Niedersachsen Versicherungs AG, Hamburg, Germany (insurance services) • Pracht Spedition + Logistik GmbH, Haiger, Germany (partner in German Parcel) <ul style="list-style-type: none"> • Helmke-Feuerstein Paketlogistik GmbH, Fulda, Germany (parcel services) • Rickmers-Linie GmbH, Hamburg, Germany (ship operator) • 31 transportation companies worldwide 	/ 100% 100% 100% 100% *100% 100% *100%
Shareholders	<ul style="list-style-type: none"> • Deutsche Bank AG, Frankfurt am Main • Dresdner Bank AG, Frankfurt am Main • Gevaert • Lufthansa Commercial Holding GmbH (LCH), Köln (→ Deutsche Lufthansa AG) • Metro Vermögensverwaltung GmbH & Co. KG, Düsseldorf (→ Metro Holding AG) • VEBA AG, Düsseldorf 	10% 10% 18% 17.95% 15% 18%
Group History	<p>Hapag-Lloyd was founded through the merger of Hamburg-Amerika Linie (HAPAG), Hamburg, and Norddeutscher Lloyd, Bremen (founded in 1857). HAPAG moved in the travel agency business in 1905 by acquiring the oldest German travel agency chain Carl Stangen's Reise-Bureau, Berlin (founded in Breslau in 1863), renaming it Reisebureau der Hamburg-Amerika Linie. The Norddeutscher Lloyd, together with Thomas Cook & Son, founded the travel agency chain Weltreisebüro Union in 1906, with Thomas Cook & Son leaving the partnership due to World War I in 1914. On 31 January 1918, HAPAG, Norddeutscher Lloyd and the state railways Deutsche Staatsbahnen combined their travel agencies to create Mitteleuropäisches Reisebüro (MER) (→ DER). Parallel to the operations of MER, HAPAG and Norddeutscher Lloyd each founded further travel agencies during the 1930's, which were organisationally merged in 1941, named Hapag-Lloyd Reisebüro oHG in 1948 and legally merged in 1970.</p>	
Specific Sources	<ul style="list-style-type: none"> • Hapag-Lloyd (1994). <i>Geschäftsbericht 1993</i> (April). Hapag-Lloyd AG, Hamburg and Bremen, Germany. • Hapag-Lloyd (1995). <i>Geschäftsbericht 1994</i> (April). Hapag-Lloyd AG, Hamburg and Bremen, Germany. • Hapag-Lloyd (1996). <i>Geschäftsbericht 1995</i> (April). Hapag-Lloyd AG, Hamburg and Bremen, Germany. 	

Ikarus Tours GmbH Königstein am Taunus		
Type of Subsidiaries	Subsidiaries	Share
Main Tour Operator	<ul style="list-style-type: none"> • Ikarus Tours GmbH, Königstein am Taunus (founded in 1970) 	
Tour Operator Brand	<ul style="list-style-type: none"> • Ikarus Tours 	
Shareholders	<ul style="list-style-type: none"> • Dr. Horst Kitzki • Ursula Kitzki 	50% 50%

ITS Reisen (formerly International Tourist Services Länderreisedienste GmbH (ITS)) Köln		
Type of Subsidiaries	Subsidiaries	Share
Main Tour Operators	<ul style="list-style-type: none"> • International Tourist Services Länderreisedienste GmbH (ITS), Köln (founded in 1970; Kaufhof Reisen GmbH, Hertie Reisen GmbH and WRG Reisen GmbH were integrated in 1993; the corresponding brands 'Kaufhof-Reisen', 'Hertie-Reisen' and 'Glücks-Reisen' as well as 'Prima-Reisen' were absorbed) • I. T. C. (International Tourist Clubs) Club Calimera, Köln (founded in 1988) • Jet Reisen GmbH, Köln (founded in 1973; acquired in 1989; until mid 1994 based in Kriftel and to be integrated into ITS; brand 'Eurojet') 	/ 100% 100%
Tour Operator Brands	<ul style="list-style-type: none"> • ITS (main brand; family orientated) • Atlas Reisen (mainly overbranded holidays) • Club Calimera (clubs; some family orientated, some upmarket) • Direct Reisen (discounter; youth orientated) • Eurojet (Mediterranean holidays; premium) 	
Travel Agents (National) (589 branches in total in January 1996)	<ul style="list-style-type: none"> • Atlas Reisen GmbH, Köln (founded by Michael Hahn in 1974; acquired 50% on 1 November 1988 and 50% in December 1994; 15 branches in 1986/87; after the acquisition of ITS in March 1995, ITS' travel agencies Europäisches Reisebüro GmbH, Berlin (founded in 1994, integrating Jugendtourist Reisebüro GmbH (JT), Palmtouristik GmbH, Reisewelt Europäisches Reisebüro GmbH and Spartrip, which were acquired during the early 1990's), with 125 branches, Kaufhof Reisebüros with 105 branches, Reisebüro Horten GmbH, Bremen (founded in 1977), with 41 branches and ITS' 14 airport offices were integrated) <ul style="list-style-type: none"> • Brewo Reiseagentur GmbH, Norderstedt (acquired at the end of 1994; 30 branches) 	100% *100%
Destination Agencies, Tour Operators and Travel Agents (International)	<ul style="list-style-type: none"> • BTS, Bulgaria • CTI-Ost, Germany • FTS, Florida, USA • HTS, Greece • LTS, Portugal • Mandalin A.S., Turkey • UTS, Tunisia • Viajes de la Luz, Spain 	90% 50% 51% 100% 79% 49% 85% 60%
Accommodation (7,900 beds in total in early 1996)	<ul style="list-style-type: none"> • Club Calimera Hellenic Palace, Greece (opened in early 1996) • ITC Spanien (International Tourist Club), Spain • ITC Tunesien (International Tourist Club), Tunisia • ITH Frankreich (International Tourist Hotel), France • ITH Spanien (International Tourist Hotel), Spain • ITHC Türkei (International Tourist Hotel & Club), Turkey • Primasol, Spain (formerly joint venture with Grupo Sol Meliá, Spain; 3 properties in February 1996) 	100% 100% 100% 100% 100% 60% 100%
Other	<ul style="list-style-type: none"> • Reisebüro Verwaltungs Service GmbH (RVS), Neuss (acquired in March 1996; → First Business Travel International) • → Stinnes-Data Touristik Systeme GmbH (SDTS), Mülheim an der Ruhr (acquired on 1 July 1996) 	*25% *%
Shareholder	<ul style="list-style-type: none"> • REWE-Zentral AG / REWE-Zentralfinanz eG, Köln (founded on 1 January 1927; co-operative) 	100%
Group History	ITS was founded by Kaufhof Holding AG in 1970 as a GmbH & Co. KG. Kaufhof was the second largest German department store chain in 1994 after Karstadt AG, Essen, with 125 department stores in total, having acquired 60.4% from Horten AG, Düsseldorf, in 1994 from → WestLB. In early 1995, ITS was broken up. The core part of ITS in Germany was sold to REWE in March (as shown above); the remainder was sold to other companies (as shown below). In 1994, REWE was Germany's largest grocery distributor and Germany's second largest trading company after → Metro Holding AG. On 1 September 1995, ITS was integrated as 'ITS-Reisen Zweigniederlassung der REWE-Zentralfinanz eG'.	
Specific Source	<ul style="list-style-type: none"> • REWE (1996). <i>REWE-Zentralorganisationen Geschäftsbericht 1995</i>. REWE-Zentral AG / REWE-Zentralfinanz eG, Köln, Germany. 	

ITS - Continued		
Type of Subsidiaries	Additional Subsidiaries Before Ownership Change in March 1995	Share
Tour Operators (National)	• ATT Touristik GmbH , Leinfelden-Echterdingen (acquired 50% in 1991 and increased stake in 1993; sold to → Öger Holding GmbH on 20 March 1994 as a consequence of falling customer numbers due to terrorist attacks in Turkey)	70%
	• Euro Vacances System GmbH (EVS) , Rengsdorf (founded in 1979; sold to the newly founded EVS Beteiligungs GmbH on 1 November 1994; brands EVS, Berge & Meer, Ashra; focused on group and incentive trips; also owned Ferienwerk Ashra GmbH, Rengsdorf)	100%
	• → Hapag-Lloyd AG , Hamburg and Bremen	%
	• Kuoni Fernreisen GmbH , Kriftel (founded in 1994; 51% → Reisebüro Kuoni AG, Switzerland; ceased trading on 31 October 1995)	49%
Travel Agents (National)	<ul style="list-style-type: none"> • 347 branches in total in August 1994 • Metro Reise Service GmbH, Düsseldorf (→ Metro Holding AG; integrated Finass Touristik GmbH, Köln (34 branches; founded in 1989), on 1 April 1994, and 50 Mondi travel agencies in May 1994; from November 1992 until early 1995 run by ITS; 95 branches in August 1995; sold to → The Thomas Cook Group Limited) 	*50.5%
Tour Operators (International)	• Holland International Travel Group v.o.f. , The Netherlands (acquired in 1987; sold to → TUI in May 1995)	*91%
	• Jet Travel Limited , London (sold in 1994)	%
	• → Reisebüro Kuoni AG , Switzerland (acquired in 1993 from Swissair Schweizerische Luftverkehrs AG, Switzerland, and sold in early 1995 to Kuoni-Hugentobler-Stiftung and a Swiss banking group)	*50.1%
	• → Sun International N.V. , Belgium (still owned by Kaufhof in early 1996)	*27%
Destination Agencies and Travel Agents (International)	• Travelplan S.A. , Spain (56% acquired at the end of 1993; share decreased and then finally sold to → Hidalgo Group in 1994)	51%
	• Caribe Spain S.A., Dominican Republic (sold in 1994)	30%
	• Belgium International Travel N.V. (BIT) , Belgium (sold to → TUI in May 1995)	86%
	• Ferienwerk Ashra GmbH , Rengsdorf, Germany (founded in 1979; sold to EVS Beteiligungs GmbH together with EVS)	100%
Shareholder	• Inversiones Turisticas Ibericas (ITI) S.L. , Spain (sold in 1994)	%
	• Kaufhof Holding AG , Köln (itself majority-owned by Metro Vermögensverwaltung GmbH & Co. KG, Düsseldorf (→ Metro Holding AG))	100%
Specific Sources	<ul style="list-style-type: none"> • Kaufhof (1994). <i>Geschäftsbericht 1993</i>. Kaufhof Holding AG, Köln, Germany. • Kaufhof (1995). <i>Geschäftsbericht 1994</i>. Kaufhof Holding AG, Köln, Germany. • Kaufhof (1996). <i>Geschäftsbericht 1995</i>. Kaufhof Holding AG, Köln, Germany. 	

Max A. Klingenstein Internationale Studienreisen GmbH & Co. KG München		
Type of Companies	Companies	Share
Main Tour Operator	<ul style="list-style-type: none"> • Max A. Klingenstein Internationale Studienreisen GmbH & Co. KG, München (founded in 1958; GmbH & Co. KG since 1 January 1996) 	
Tour Operator Brands	<ul style="list-style-type: none"> • Klingenstein Studienreisen • Klingenstein-Aktiv-Studienreisen 	
Tour Operator (International)	<ul style="list-style-type: none"> • Studienreisen Max Klingenstein Ges.mbH, Austria (partly-owned by Karawane Studienreisen Ruth Albrecht GmbH & Co., Ludwigsburg) 	%
Travel Agent	<ul style="list-style-type: none"> • Klingenstein und Partner Vertriebs- und Managementgesellschaft für Studienreisen mbH, München, Germany (founded in 1990; 3 booking offices) 	100%
Shareholders	<ul style="list-style-type: none"> • Dumont publishing group (acquired in January 1996) • Max A. Klingenstein 	60% 40%
Formerly: Klingenstein & Partner Studienreisen (Klingenstein und Partner Vertriebs- und Managementgesellschaft für Studienreisen mbH) München		
Type of Companies	Companies	
Tour Operator Partners (5 companies)	<ul style="list-style-type: none"> • Akademische Studienreisen Heidelberg GmbH & Co., Heidelberg (founded in 1957; 100% Beatrix Bub) • Frankfurter Studienreisen Dipl.-Volksw. Engelbert Haas GmbH, Hofheim am Taunus (founded in 1954; 100% Sigrid and Bruno Butz) • Karawane Studienreisen Ruth Albrecht GmbH & Co., Ludwigsburg (founded in 1950; 100% Margarete Benz, Peter Albrecht and Uli Albrecht) • Max A. Klingenstein Internationale Studienreisen (Klingenstein Studienreisen), München (included Klingenstein-Aktiv-Studienreisen) (founded in 1958; 100% Max A. Klingenstein) • Studienfahrten deutscher Akademiker Prof. Dr. A. Kutscher GmbH (Prof. Kutscher Studienreisen), Offenburg (founded in 1910/1955) <ul style="list-style-type: none"> • Neptun Reisen GmbH, Offenburg (founded in 1984; 60% and 40% Heinrich Kölbl) 	
Tour Operator Brand	<ul style="list-style-type: none"> • Klingenstein & Partner Studienreisen 	
Group History	The tour operator co-operation was formed in 1991, based on Arge Studienreisen. It was dissolved during 1996 following Dumont's acquisition of Klingenstein Studienreisen.	

Kreutzer Group München		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators	<ul style="list-style-type: none"> • Kreutzer Touristik GmbH, München (founded in 1962; became GmbH in 1984) • Kreutzer Spezialreisen GmbH, München (founded in 1991) <ul style="list-style-type: none"> • Kreutzer Amerika Flugreisen GmbH, Frankfurt am Main (formerly Amerika Flugreisedienst GmbH (AFD); founded in 1972; acquired in January 1995) • Seven Ocean Tours (SOT) Reisen GmbH, München (founded in 1975; acquired from Barbara Rieper on 1 January 1996) 	/ / 100% 100%
Tour Operator Brands	<ul style="list-style-type: none"> • Kreutzer (main brand) • Kreutzer Amerika Flugreisedienst (holidays in America) • SOT Reisen (group trips to Far East Asia) 	
Travel Agent	<ul style="list-style-type: none"> • 8 travel agencies and booking centres, Germany and Austria 	100%
Tour Operator (International)	<ul style="list-style-type: none"> • Kreutzer Touristik Ges.mbH, Austria 	100%
Shareholders	<ul style="list-style-type: none"> • RE: Kreutzer Touristik GmbH: <ul style="list-style-type: none"> • Max D. Kreutzer (founder and managing director) • Condor Flugdienst GmbH, Kelsterbach (→ Deutsche Lufthansa AG; acquired 37.5% in March 1995 and 37% in August 1996 from Max D. Kreutzer) • RE: Kreutzer Spezialreisen GmbH: <ul style="list-style-type: none"> • Max D. Kreutzer 	25.5% 74.5% 100%

The LTU Group Düsseldorf		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators (National)	<ul style="list-style-type: none"> • LTU Touristik GmbH & Co. Betriebs KG, Düsseldorf (founded in 1987; until early 1994 called Luft-Transport-Touristik (LTT); provided central functions such as distribution, marketing and contracting for the LTU tour operators until 30 October 1996; on 1 November 1996, the following tour operators were integrated: Jahn Reisen GmbH, München (founded in 1979; acquired in 1982); Meier's Weltreisen GmbH, Düsseldorf (founded in 1980 by Norbert W. Meier on behalf of LTU); THR Tours GmbH, Düsseldorf (founded in 1969 as THR Jet & Bett GmbH); Transair Flugreisen GmbH, Düsseldorf (founded in 1964; Sonnenreisen GmbH was integrated in 1991)) <ul style="list-style-type: none"> • Maris Reisen (founded in 1994; 51% → Otto Freizeit und Touristik GmbH; mail-order specialist) *49% • Tjaereborg Allkauf Reisen GmbH, Mönchengladbach (founded in 1981; acquired in 1986; 47.4% Allkauf SB-Warenhaus GmbH & Co. KG; acquired and integrated the German subsidiary of the Danish Tjaereborg in 1981; acquired Tchibo Oho-Reisen GmbH from Tchibo, Hamburg, in August 1995) *52.6% 	100%
Tour Operator Brands	<ul style="list-style-type: none"> • Jahn Reisen (main and family brand) • Jet & Bett (seat only) • Meier's Weltreisen (long-haul, study trips, individual trips) • THR Tours • Tjaereborg (budget) • Transair (discount) • Golf & Green (golfing) • Sailing & Sun (sailing) • Marlboro Reisen (on behalf of Philip Morris GmbH provided by Meier's Weltreisen) 	
Travel Agents (National) (> 130 branches in November 1995; > 150 Thomas Cook branches)	<ul style="list-style-type: none"> • Atlantis Reisestudio Reisebüro- und Touristik GmbH, München (founded in 1978; 1 branch; also operated as incentive tour operator) • LTR Reisebüros, Düsseldorf (founded in October 1996, integrating 33 Tjaereborg and 1 Transair branches; 33 branches in October 1996) 100% • LTU Reisebüro-Beteiligungs GmbH & Co. KG, Düsseldorf (founded in 1994; holding company; 11 subsidiaries with 98 branches in total in November 1995) 100% <ul style="list-style-type: none"> • A. M. Intertravel, Miesbach *0% • Flugbüro Schaffrath GmbH, Krefeld *0% • Frenzel & Stein, Duisburg *0% • Herz Reisen GmbH & Co. KG, Bad Kissingen (formerly Reisebüro Gawlik) *0% • Isaria-Reisen GmbH (Verkehrsgesellschaft Isaria), München (founded in 1928; 8 branches) *25.1% <ul style="list-style-type: none"> • Isaria Nord Süd Reisen GmbH (INS-Reisen; 50%) • Isaria Nord Süd Reisen GmbH & Co. KG (INS-Reisen), München (founded in 1986; 25.5%) • Isaria Touristik Organisations GmbH (60%) • Lufthansa City Center Reisebüropartner GmbH (LCC) (→ Deutsche Lufthansa AG) • Sonderzug Betriebs GmbH (SBG), Frankfurt am Main (5%) • TUI Urlaub Center GmbH (TUC), Hannover (→ TUI) • RT-Reisen GmbH (Raiffeisen-Tours), Burghausen (founded in 1980; 75% Raiffeisen-Volksbank im Landkreis Altötting eG, and 12.5% Dr. Dr. Axel Diekmann; 13 branches in January 1996) *12.5% <ul style="list-style-type: none"> • Raiffeisen-Tours-Kooperation (RTK), Burghausen (founded in 1980; 100%) *12.5% • Reiseagentur Meimberg GmbH, Münster (first partner since May 1994) *0% • Reisebüro Bontsch GmbH, Berlin *0% • Reisebüro Denkhaus GmbH, Mülheim *0% • Reisebüro Hornig, Pfaffenhofen *0% • Touristic Center Arnsberg, Arnsberg *0% 	

The LTU Group - Continued		
Continued: Travel Agents (National)	<ul style="list-style-type: none"> • Thomas Cook Reisebüro GmbH, Frankfurt am Main (→ The Thomas Cook Group Limited) 	*34.33%
Destination Agencies (International)	<ul style="list-style-type: none"> • Worldwide Destination Services GmbH, Düsseldorf, Germany (founded in 1994) <ul style="list-style-type: none"> • Go America Tours Inc., USA *100% • Go America Tours Limited, England *100% • Go Asia Tours * • Go Caribic Tours Inc., USA *100% • Go Caribic Tours S.A., Dominican Republic *100% • Go Mexico Tours S.A. de C.V., Mexico *99.6% • Go Thailand Tours Co. Limited, Thailand *25% • Meier's World Travel Inc., USA *100% 	100%
Airlines	<ul style="list-style-type: none"> • LTE International Airways S.A., Spain (founded in 1987) 100% • LTU International Airways Lufttransport-Unternehmen GmbH & Co. KG, Düsseldorf, Germany (founded in 1955) 100% <ul style="list-style-type: none"> • RAS Fluggesellschaft mbH, Düsseldorf, Germany (formerly Rheinland Air Service GmbH; acquired in June 1996) *100% • LTU Lufttransport-Unternehmen Süd GmbH & Co. Fluggesellschaft, München, Germany (founded in 1984 as LTS) 100% 	100%
Accommodation (~13,000 beds in February 1996)	<ul style="list-style-type: none"> • LTI Hotelbeteiligungs- und Investitions GmbH, Düsseldorf, Germany (founded in 1990 as Lufttransport Hotels International GmbH (LTI); renamed in 1994; hotels in 9 countries with 9,498 beds in February 1996; 8 Nile cruise ships 'Arabella', 'Excelsior', 'Kira', 'Pascha', 'Seti III', 'Seti The Great', 'Sudan' and 'Tanis' with 752 beds in total) 100% • Prinsotel, Spain (3,404 beds in February 1996) 51% 	100%
Other	<ul style="list-style-type: none"> • Hartmann Incoming & Incentive Service GmbH, Düsseldorf, Germany (founded in 1988) *50% • <i>LTU Verwaltungs- und Beteiligungs GmbH, Düsseldorf, Germany</i> (management and holding company) 100% • Lufttransport Catering GmbH (LTC), Düsseldorf, Germany (aircraft catering) 100% • Travel Management Systems GmbH (TMS), Leverkusen, Germany (founded in 1990; acquired in May 1994 from Reiseagentur Meimberg GmbH and a private investor; 50% Reisebüro Hebbel GmbH & Co. KG; travel agent software company) *50% 	*50%
Shareholders	<ul style="list-style-type: none"> • Conle & Co. oHG 60.62% • Erwin Walter Gräbner 5.05% • → Westdeutsche Landesbank Girozentrale (WestLB), Düsseldorf and Münster 34.33% 	60.62%
Group History	<p>The Lufttransport Union (LTU) was founded by the English officer Bernard A. Dromgoole to carry mail and newspapers between Britain and Germany during the post war years. Dromgoole was later financed and eventually bought out by Kurt Conle, a German architect and proprietor of a construction company. Conle founded the Bedarfsfluggesellschaft in October 1955, being originally based in Frankfurt am Main, but moved to Düsseldorf in 1960. From 1977 to 1996, it has been a rule in the company that no in-house tour operator should use > 20% of the airline's capacity. However, this rule was abandoned in mid 1996 following re-organisation of LTU. Since May 1990, LTU has also operated scheduled flights.</p>	

Marco Polo Reisen GmbH Kronberg		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators	<ul style="list-style-type: none"> • Marco Polo Reisen GmbH, Kronberg (founded in 1954) • Marco Polo Reisen Individuell GmbH, Kronberg (founded in 1987) 	/ 100%
Tour Operator Brands	<ul style="list-style-type: none"> • Marco Polo Reisen (study trips) • Marco Polo Reisen Individuell (individual holidays) 	
Tour Operator (International)	<ul style="list-style-type: none"> • Kneissl Touristik Ges.mbH, Austria (founded in 1984) 	%
Shareholders	<ul style="list-style-type: none"> • Carl Ernst Fischer • Rosemarie Fischer • Wolfgang Schwotzer 	33.33% 33.33% 33.33%

Metro Holding AG Baar/Zug, Switzerland		
Type of Subsidiaries	Subsidiaries	Share
Travel and Tourism	<ul style="list-style-type: none"> • → Hapag-Lloyd AG, Hamburg and Bremen 	*15%
Accommodation	<ul style="list-style-type: none"> • Metro Ferienclub (founded in 1983; timeshare complexes) 	100%
Other Tourism Related	<ul style="list-style-type: none"> • Kaufhof Holding AG, Köln (acquired in 1981 / 1987; to be fully integrated into Metro AG in 1996) • Metro Finanz & Service Gesellschaft für Reise- und Finanzdienstleistungen mbH & Co. KG, München, Germany (founded in 1983) • Metro Vermögensverwaltung GmbH & Co. KG, Düsseldorf, Germany (holding company) 	*50.54% 100% 100%
Shareholders	<ul style="list-style-type: none"> • Prof. Dr. Otto Beisheim (founder) • Haniel Family (Franz Haniel & Cie GmbH) • Schmidt-Ruthenbeck Family 	33.33% 33.33% 33.33%
Group History	The Metro Group was founded in 1964.	
Specific Source	<ul style="list-style-type: none"> • Metro (1996). <i>Geschäftsbericht 1995</i>. Metro Holding AG, Baar, Zug, Switzerland. 	

Novasol A/S Kopenhagen, Denmark		
Type of Subsidiaries	Subsidiaries	Share
Tour Operator in Germany	<ul style="list-style-type: none"> • Nordisk Ferie Novasol Ferienhausvermittlung GmbH, Hamburg (founded in 1976; 2 branches in early 1996) 	100%
Tour Operator Brand in Germany	<ul style="list-style-type: none"> • Novasol (cottage holidays; 15,000 privately owned properties in 14 countries) 	

NUR Touristic - Continued

Destination Agencies, Tour Operators and Travel Agents (International) (largest tour operator group in Belgium; second largest travel agency chain in the Netherlands with 120 branches in total in November 1994)	• Air Tour Turizm Sanayi ve Ticaret A.S., Turkey (trading as Airtour)	25%
	• Cyrasa International S.A., Spain (34.29% Iberusa and 25.71% Viajes Iberia S.A. (→ Grupo Viajes Iberia (GVI), Spain))	40%
	• Hotel Vela S.A., Spain	%
	• Neckermann Reizen België N.V. (NVB) , Belgium (founded in 1980; 80 branches)	100%
	• All Air Arrangements N.V. , Belgium (acquired in May 1993; renamed in 1994 from Allair B.V.; self-drive holidays)	*100%
	• Holiday Land Franchise , Belgium (founded in early 1996, integrating Transmondial (acquired at the end of 1995) with 8 branches)	*100%
	• Sunsnacks N.V. , Belgium (0.98% Saboma N.V., Belgium; acquired in autumn 1991; included up-market brand Pegase)	*99.02%
	• Neckermann Vlieggreizen Nederland B.V. (NVN) , The Netherlands (36 branches in September 1995)	100%
	• Broere Reizen B.V. , The Netherlands (66.66% Oud Ablas B.V., The Netherlands; acquired in November 1994; 85 branches in September 1995)	*33.33%
	• Neckermann Zakenreizen B.V. , The Netherlands	*100%
	• Reisebüro Neckermann Nederland B.V. , The Netherlands (33.33% sold to Oud Ablas B.V., The Netherlands, in November 1994; 35 branches in November 1994)	*66.66%
	• Reisebüro Van Hulst B.V. , The Netherlands	*100%
	• Neckermann Voyages Luxembourg S.A. (NVL) , Luxembourg	100%
	• N-U-R Neckermann Reisen AG , Austria (formerly 100% NUR Neckermann GmbH; sold to → Kuoni Reisen Holding AG, Switzerland, in 1987; 49% bought back in 1991)	49%
	• N-U-R Neckermann Reisen S.R.O., Czech Republic	*49%
• N-U-R Neckermann Utazás Kft., Hungary	*49%	
• Plotin Travel S.A., Greece	45%	
• Reydon S.A., Spain	100%	
• Thai Asia Travel Company Limited, Thailand	75%	
• Thai Touring Transport Company Limited, Thailand	80%	

NUR Touristic - Continued		
Accommodation (70 hotels with 27,660 beds in total in August 1995)	<ul style="list-style-type: none"> • Aldiana Ferienclubs (founded in 1972; 12 properties in 8 countries with 6,000 beds) <ul style="list-style-type: none"> • Aldiana Ceylon Limited, Sri Lanka • Aldiana Fuerteventura S.A., Spain • Aldiana Jerba S.A., Tunisia • Aldiana Siam Limited, Thailand (12.5% Niphont Group and 11.3% Industrial Venture Company Limited) • Aldiana Tunisia S.A.R.L., Tunisia • Mochlos S.A., Greece • Société Sénégalaise de Realisations Touristiques S.A.R.L., Senegal • Paradiana International Management & Consulting for Hotels & Resorts GmbH, Oberursel, Germany (management of Aldiana clubs and Paradise Hotels International (14 properties with 6,000 beds)) <ul style="list-style-type: none"> • Paradiana International Management & Consulting for Hotels & Resorts Greece S.A., Greece • Paradiana International Management & Consulting für Hotels & Resorts Ges.mbH, Austria • Royaltur España S.A., Spain (increased stake from 25% in November 1995; 4.5% Ferdinand Fransen; 11 properties with 6,800 beds in November 1995) • Royaltur Hotel Group, Spain (acquired 14.2% from Royaltur S.A. in 1995; 4.3% Invfra Holding B.V.; 6,600 beds in 6 properties) <ul style="list-style-type: none"> • Royal Cristina S.A., Spain • Royal Cupido S.A., Spain • Royal Fortuna S.A., Spain • Royal Magaluf S.A., Spain • Royal Playa de Palma S.A., Spain • Royal Torrenova S.A., Spain • Société d'Expansion Touristique S.A.R.L., Tunisia ('Hotel Phenicia'; 600 beds) • Société Jerba Beach Hotel S.A., Tunisia (600 beds) 	 / % 100% 28.8% 76.2% 100% 53.44% 100% 100% *100% *100% 95.5% 95.7% *95.7% *95.7% *95.7% *95.7% *95.7% *95.7% 15% 20%
Other	<ul style="list-style-type: none"> • Aldiana Management + Consulting AG (AMC), Switzerland (included employment services for club animators) • Eurocenter Beteiligungs- und Reisevermittlung GmbH, Berlin, Germany • Gesellschaft für Touristik AG (GFT), Switzerland • NUR Touristic Service AG (SAG), Switzerland (employment services for tour representatives) • NUR Touristic Vermögensverwaltungs AG (VVAG), Switzerland • Ticket Counter Vertriebs AG, Switzerland (founded in 1993) 	100% 74.8% 74.8% 100% *100% 100%
Shareholder	<ul style="list-style-type: none"> • Karstadt AG, Essen (founded in 1971 based on a company founded by Rudolph Karstadt in 1881; acquired NUR Touristic GmbH in 1976) 	100%
Group History	Karstadt AG was founded in 1881. It was the largest German department store chain with 245 stores in total in early 1995. Karstadt AG's subsidiaries included the wholly-owned Neckermann Versand AG (NVAG) , Frankfurt am Main (founded in 1950 and acquired on 22 August 1984), and the wholly-owned Hertie Waren- und Kaufhaus GmbH , Frankfurt am Main (acquired on 1 January 1994). Karstadt AG itself was owned, among others, by Commerzbank AG (> 25%) and Deutsche Bank AG (> 25%).	
Specific Sources	<ul style="list-style-type: none"> • Karstadt (1994). <i>Geschäftsbericht 1993</i>. Karstadt AG, Essen, Germany. • Karstadt (1995). <i>Geschäftsbericht 1994</i>. Karstadt AG, Essen, Germany. • Karstadt (1996). <i>Geschäftsbericht 1995</i>. Karstadt AG, Essen, Germany. • NUR Touristic (1993). <i>Bericht der Geschäftsführung an den Aufsichtsrat der NUR Touristic GmbH über das Geschäftsjahr 01.11.1992 - 31.10.1993</i>. NUR Touristic GmbH, Oberursel, Germany. 	

Öger Holding GmbH Hamburg		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators	• Öger Tours GmbH , Hamburg (founded in 1969; largest German tour operator to Turkey; 10% acquired by Condor Flugdienst GmbH, Kelsterbach (→ Deutsche Lufthansa AG), on 1 November 1995)	90%
	• ATT Touristik GmbH , Leinfelden-Echterdingen (founded in 1983; acquired from → ITS on 20 March 1994; second largest German tour operator to Turkey; 10% acquired by Condor Flugdienst GmbH, Kelsterbach (→ Deutsche Lufthansa AG), on 1 November 1995)	90%
	• Öger Türk Tur GmbH , Hamburg (founded in 1972)	100%
	• Tour Profis Amerika GmbH (TPA) , Hamburg (founded in 1989 as Nordamerika Tour Profis GmbH)	100%
	• Travel Express GmbH , Hamburg (founded in 1993)	100%
Tour Operator Brands	<ul style="list-style-type: none"> • Öger Tours (main brand) • ATT Touristik • Öger Türk Tur (seat-only) • Tour Profis America 	
Tour Operators (International)	• Öger Tours, Austria (50% was acquired by Merlin Fernreisen Ges.mbH, Austria; part of Merlin Reiseveranstaltungs Ges.mbH (founded in 1993; owned Hacienda hotels in Dominican Republic))	50%
	• Öger Tours, France (founded in 1994)	51%
Travel Agents and Destination Agencies	• 12 travel agencies and booking offices, Germany	*90%
	• Great Tours , Turkey (owned 90 coaches and 35 boats in July 1994)	%
Accommodation	• Holidayplan , Turkey (owned and/or managed 7 hotels in July 1994)	%
Shareholder	• Vural Öger (founder and managing director)	100%
Group History	Öger Holding GmbH was founded in July 1994.	

Öztürk Reisen GmbH Kelsterbach		
Type of Subsidiaries	Subsidiaries	Share
Main Tour Operator	• Öztürk Reisen GmbH , Kelsterbach (founded in 1971; in 1995 merged with Aquasol Reisen , Würzburg (founded in 1992))	
Tour Operator Brands	<ul style="list-style-type: none"> • Öztürk Reisen (holidays to Turkey; main brand) • Aquasol Reisen 	
Travel Agents	• 3 travel agencies and booking offices, Germany	100%
	• 7 travel agencies, Turkey	100%
Shareholders	• Hamdi Öztürk (founder and managing director; also co-founder of Istanbul Airlines)	70%
	• Dr. Naci Asan	30%

Olimar Reisen GmbH		
Köln		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators	<ul style="list-style-type: none"> • Olimar Reisen GmbH, Köln (founded in 1972) • Reisebüro Ibero International GmbH, Frankfurt am Main (founded in 1967; 50% Kurt Barthold) • Portitours (founded in December 1995) 	/ 50% 100%
Tour Operator Brands	<ul style="list-style-type: none"> • Olimar Reisen (holidays to Portugal and Italy) • Ibero Tours (holidays to Spain) 	
Travel Agents	<ul style="list-style-type: none"> • 5 branches in early 1996, Germany • 6 branches in early 1996, Germany • 1 branch, Switzerland (established in early 1996) 	100% 50% 100%
Tour Operators (International)	<ul style="list-style-type: none"> • Olimar Reisen AG, Switzerland (founded in April 1996) • Olimar Viajes, Portugal (founded in mid 1996; 50% Portimar, Portugal) 	100% 50%
Coach Operator	<ul style="list-style-type: none"> • several coaches 	100%
Shareholders	<ul style="list-style-type: none"> • Mr. and Mrs. Zahn 	100%

Otto Freizeit und Touristik GmbH (OFT)		
Hamburg		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators	<ul style="list-style-type: none"> • Otto Freizeit und Touristik GmbH (OFT), Hamburg (founded in early 1995; FCB Freizeit Club GmbH & Co. was integrated) • Otto Reisen GmbH, Hamburg (founded in 1980) • Maris Reisen (founded in 1994; 49% → LTU; mail-order specialist) • Travel Overland Flugreisen GmbH & Co. KG, München (founded in 1978; acquired on 1 January 1995; 49% Alexander von Koslowski, Ladislav Sinka, and Dr. Wolfgang Sümmerrmann; direct sales specialist and consolidator) <ul style="list-style-type: none"> • Getaway Travel GmbH, München (founded in 1982; acquired in August 1996) 	/ 100% 51% 51% *51%
Travel Agents	<ul style="list-style-type: none"> • Reiseland GmbH, Northeim (25.2% Bernd Riedel, Ralph Schiller, and Matthias Walter; 109 branches in January 1996, a third franchised) • Travel Overland Flugreisen GmbH & Co. KG, München (12 branches in August 1996) 	74.8% 51%
Shareholder	<ul style="list-style-type: none"> • Otto Versand, Hamburg 	100%

Reisebüro Jäger GmbH		
Ludwigsburg		
Type of Subsidiaries	Subsidiaries	Share
Main Tour Operator	<ul style="list-style-type: none"> • Reisebüro Jäger GmbH, Ludwigsburg (founded in 1926) 	
Tour Operator Brand	<ul style="list-style-type: none"> • Jäger Reisen (holidays by coach) 	
Travel Agent	<ul style="list-style-type: none"> • 4 branches, Germany 	100%
Coach Operator	<ul style="list-style-type: none"> • 56 coaches in March 1996 	100%
Shareholder	<ul style="list-style-type: none"> • Almuth Jäger 	100%

Schauinsland-Reisen GmbH		
Duisburg		
Type of Subsidiaries	Subsidiaries	Share
Main Tour Operator	<ul style="list-style-type: none"> • Schauinsland-Reisen GmbH, Duisburg (founded in 1954; co-operation with → LTU airline) 	
Tour Operator Brand	<ul style="list-style-type: none"> • Schauinsland-Reisen 	
Travel Agent	<ul style="list-style-type: none"> • 1 branch, Germany 	100%
Shareholders	<ul style="list-style-type: none"> • Andrea Kassner • Doris Kassner • Gerald Kassner 	33.33% 33.33% 33.33%

Studiosus Reisen München GmbH		
München		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators	<ul style="list-style-type: none"> • Studiosus Reisen München GmbH, München (founded in 1954) • Studiosus Gruppenreisen GmbH, München (founded in 1978; 23% Peter-Mario Kubsch, 10% Klaus M. Vetter, 10% Oskar Weiskopf, 10% Michael Zahner) 	/ 47%
Tour Operator Brands	<ul style="list-style-type: none"> • Studiosus Reisen • Studiosus Gruppenreisen (group travel) 	
Travel Agent	<ul style="list-style-type: none"> • 2 branches, München 	100%
Shareholders	<ul style="list-style-type: none"> • Isabeau-Jutta Kubsch • Peter-Mario Kubsch • Dr. Werner Kubsch Erben 	% % %

Ten Tour Holding Istanbul, Turkey		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators in Germany	<ul style="list-style-type: none"> • Nazar Holiday Reiseveranstaltung GmbH, Düsseldorf (founded in 1992 following bankruptcy of Nazar Reisen; 30% RAM Vermögensverwaltung GmbH (100% Aydogan Cengiz, R. Öz and Müfit Tarhan)) <ul style="list-style-type: none"> • Nazar Holiday Reiseveranstaltung Süd GmbH, Düsseldorf (founded in 1992; 100% Nazar Holiday Reiseveranstaltung GmbH) 	70% *70%
Travel Agent in Germany	<ul style="list-style-type: none"> • Holiday Express Reisebüro GmbH, Düsseldorf (48% RAM Vermögensverwaltung GmbH and 4% R. Öz; acquired all 19 Interspar Touristik branches on 1 November 1995; 34 branches in April 1996) 	*48%
Tour Operator in Britain	<ul style="list-style-type: none"> • Sunquest Holidays Limited, London (founded in 1993, based on a Bulgarian-owned company which was founded in 1967; acquired in 1994 from Ali Kilic; Turkey specialist; 45% was acquired from Ali Kilic in June 1996 by Tursem A.S., Turkey, which owned, among others, Turkey specialist tour operators SunTours, England, Express Reiser, Norway, Express Rejser, Denmark, Express Resor, Sweden, Kymppi-Matkat, Finland, Tursem Tours, USA, and charter airline Sun Airways, Turkey) 	55%
Tour Operators and Destination Agencies (International)	<ul style="list-style-type: none"> • Blue Lagoon, France (diving holidays) • Bosphorus, Belgium (market leader for holidays to Turkey) • Etapes Nouvelles, France (long-haul and holidays to North Africa) • Marmara, France (market leader for holidays to Turkey) • Mondial, Belgium • Royal Vacations, Egypt (joint venture with Isis, Egypt) • Turchese, Italy • Spain • Turkey (incoming) 	% % % % % % % % 100%
Charter Airline	<ul style="list-style-type: none"> • Onur Air Nazar, Turkey (10 aircraft in November 1995) 	100%
Accommodation	<ul style="list-style-type: none"> • > 13,000 beds in > 25 hotels in September 1996 	%
Other	<ul style="list-style-type: none"> • coaches • yachts • properties 	% % %
Shareholder	<ul style="list-style-type: none"> • Ten Tour Turizm Endüstri Ve Ticaret A.S., Turkey (100% C. Bagana, H. Icli and Ü. Tülbentci) 	100%

Touristik Union International GmbH & Co. KG (TUI)		
Hannover		
Type of Subsidiaries	Subsidiaries	Share
Main Tour Operators (National)	<ul style="list-style-type: none"> • Touristik Union International GmbH & Co. KG (TUI), Hannover (founded in 1968) • Robinson Club GmbH, Hannover • Take Off Flugtouristik GmbH, Hannover (founded in 1989) 	/
Other Tour Operators (National)	<ul style="list-style-type: none"> • Air Conti Flugreisen GmbH & Co. KG für Flug- und Schiffstouristik, München (founded in 1968; increased stake from 55% in 1993) <ul style="list-style-type: none"> • Air Conti Flugreisen GmbH, München • Airtours International GmbH, Frankfurt am Main (founded in 1967/1994; prior to 1 April 1994 division of TUI; 50% sold to → Deutsche Lufthansa AG on 1 June 1994 and re-acquired on 30 June 1996) • Seetours International GmbH & Co. KG, Frankfurt am Main (founded in 1960; 10.5% Holland Amerika Linie (founder), 10.5% Reisebüro Josef Hartmann GmbH & Co. KG, Düsseldorf (→ First Business Travel International), and 4% Alf Pollak) <ul style="list-style-type: none"> • Seetours International GmbH, Düsseldorf • Wolters Reisen GmbH, Stuhr bei Bremen (founded in 1988; formerly subsidiary of Dr. Degener Reisen Ges.mBH, Austria; since end 1994 direct ownership) <ul style="list-style-type: none"> • Nord-Reisen Rolf Brandenburg GmbH i. L., Rendsburg 	100% 100% 75% 75% 100% *100%
Tour Operator Brands (National)	<ul style="list-style-type: none"> • TUI (main brand) • Airconti Flugreisen • Airtours International (seat-only and tailor-made) • hit (individual flight, rail or accommodation components) • Robinson (club holiday) 	<ul style="list-style-type: none"> • Seetours (cruises, full-charter of cruise ship 'Arkona') • Selfmade Tours (tailor-made holidays) • Take Off (budget) • Tourconcept (group and incentive trips) • twen tours (18-30) • Wolters Reisen (cottage holidays and coach holidays)
Travel Agents (National) (255 TUC branches in April 1996)	<ul style="list-style-type: none"> • Reisebüro Enzmann GmbH, Berlin (decreased stake from 66.66% in 1993) • Reisebüro Grönwoldt GmbH, Hamburg • TUI Urlaub Center GmbH (TUC), Hannover (founded in 1991; franchise) • Wolfgang Seidel GmbH, Ingolstadt 	50% 40% 66.67% 25%

TUI - Continued		
Tour Operators (International) (by far largest tour operator group in The Netherlands)	• Ambassador Tours S.A., Spain (subsidiary of Ultramar Express S.A.)	*~99%
	• Dr. Degener Reisen Ges.mbH , Austria (integrated Terra Reisen International Ges.mbH)	100%
	• Loc Vacances S.A.R.L., France	100%
	• Touristic Partner International S.r.l. (TUI Italia) , Italy (founded in January 1995)	98.53%
	• Travel Unie International (TUI) Nederland N.V. , The Netherlands (founded in June 1996 by merging Arke N.V. , Holland International Travel Group v.o.f. and Kras Holding B.V. ; 9% KLM Royal Dutch Airlines, The Netherlands; stake in Arke was increased by 60% on 1 November 1995; Holland International was purchased from Kaufhof Holding AG, Köln (→ ITS), in May 1995; Kras Holding was acquired by Arke in April 1995)	91%
	• brands: Holland Travel Team (incoming), Kras Reizen, Kras Trading, Panta (study trips), Pendel Partners, SOC-Reizen (acquired in 1995; Asia), Stervakanties, Touralp (The Netherlands and Belgium; acquired from Touralp, France; cottage holidays), Van Ginkel (long-haul), 55+ Reizen; acquired Epervier-Europabus including Succestours (outgoing) and De Boeck (incoming) in February 1996 with 4 branches and 30 coaches	
	• De Broer en Wendel, The Netherlands (40% subsidiary; long-haul)	*36.4%
	• De Jong Intra Vakanties B.V., The Netherlands (25.65% subsidiary; coach operator; acquired Omnium Tours, Belgium, in 1995)	*~23.3%
	• Eurojet B.V., The Netherlands	*91%
	• Holland-Amerika Lijn Zeereizen B.V., The Netherlands	*91%
	• Holland International Travel Ges.mbH, Austria	*91%
	• Isropa Reizen B.V., The Netherlands (60% subsidiary; Middle East specialist)	*54.6%
	• Snel Reizen B.V. i. L., The Netherlands	*91%
	• Travel Team Amsterdam B.V., The Netherlands (acquired in 1995)	*91%
	• Travel Team Holland B.V., The Netherlands (acquired in 1995)	*91%
	• Zeetours B.V., The Netherlands	*91%
• TUI Austria Reiseveranstaltungs Ges.mbH , Austria (founded on 7 June 1995)	100%	
• TUI Suisse , Switzerland (planned joint venture with Vögele Reisen , Switzerland (> 50% textile company Charles Vögele AG))	%	
• Viva Wolters S.L. i. L., Spain	*100%	
• Wolters Tours International Inc., USA	*100%	
• Switzerland (40% Vögele Reisen, Switzerland; founded in mid 1996)	60%	

TUI - Continued

Destination Agencies and Travel Agents (International) (largest travel agent in the Netherlands with 293 branches in March 1996; 90 branches in Belgium in March 1996; 95 branches in Austria in early 1996)	• Airtour Greece A.E., Greece	90%
	• Airtour Greece Chios A.E. i. L., Greece	*90%
	• Airtour Greece Holidays A.E., Greece	*90%
	• Airtour Greece Samos A.E., Greece (50% subsidiary)	*45%
	• Argo Reise- und Touristik AG, Greece (50% subsidiary)	*45%
	• Airtour Holland B.V., The Netherlands	*100%
	• Alpha Travel (UK) Limited, Harrow, England	*50%
	• Belgium International Travel N.V. (BIT) , Belgium (purchased from Kaufhof Holding AG, Köln (→ ITS), in May 1995; 61 branches in December 1995)	100%
	• Dr. Degener Reisen Ges.mbH , Austria (integrated Reisen + Freizeit Ges.mbH, Austria, in 1995; 26 branches in early 1996)	100%
	• Reisen + Freizeit Italia S.R.L. i. L., Italy	*100%
	• Tiroler Verkehrsbüro Ges.mbH (Tiroler Landesreisebüro) , Austria (19 branches in early 1996)	*51%
	• Holidays Services S.A., Morocco	50%
	• Iberpalma S.A., Spain	*100%
	• Jet Air , Belgium (acquired in March 1996 from Brackx family; founded in 1970 by Gérard Brackx; brand Express Tours (Israel and USA holidays); 6 branches, 1 hotel in Spain, properties in Belgium)	50%
	• Miltours Agencia de Viagens e Turismo S.A., Portugal	50%
	• Pollman's Tours and Safaris Limited , Kenya	75%
	• Desperanza Limited, Kenya	*75%
	• Ranger Safaris Limited, Tanzania	50%
	• Tantur-Turizm Limited, Turkey (13 branches in May 1996; → First Business Travel International)	50%
	• Travco, Egypt (acquired in May 1996; owned 75 vehicles)	50%
• Travel Partner Bulgaria O.O.D. (TPB), Bulgaria (founded at the end of 1994; 5% managing director Valentin Josifov)	95%	

TUI - Continued

TUI - Continued		
Continued: Destination Agencies and Travel Agents (International)	<ul style="list-style-type: none"> • Travel Unie International (TUI) Nederland N.V., The Netherlands (founded in June 1996 by merging Arke Zakenreizen N.V., Reisburo Arke N.V. and Holland International Travel Group v.o.f.; 9% KLM Royal Dutch Airlines, The Netherlands; ~ 330 branches, some franchised, in The Netherlands and Belgium in August 1996) <ul style="list-style-type: none"> • B. V. Reederij J. H. Bergmann B.V., The Netherlands *91% • Beeheermaatschappij von Ginkel Waddinzveen B.V., The Netherlands (67% subsidiary) *~61% • Dutch Travel Trade B.V., The Netherlands (acquired in 1995) *91% • Holland International Reisburo v. Fraassen B.V., The Netherlands (50% subsidiary) *45.5% • Holland International Travel & Tourism Limited, London, England *91% • Holland International Yacht Charter B.V., The Netherlands *91% • Isropa Nazarene Tours Limited, Israel *91% • Reisbureau de Magneet Venray B.V., The Netherlands *91% • Reis-en Passagebureau Interver B.V., The Netherlands (50% subsidiary) *45.5% • Reis-en Passagebureau Travelloyd B.V. i. L., The Netherlands *91% • Reis-en Passburo van Ginkel B.V., The Netherlands *91% • Slubana B.V., The Netherlands *91% • Spido Holland International v.o.f., The Netherlands (60% subsidiary) *54.6% • Ultra Montes C.V., Belgium (51% subsidiary) *46.41% • V. I. P. Services B.V., The Netherlands (50% subsidiary) *45.5% • Voyages Holland International S.A., Belgium *91% • TUI Austria Reiseveranstaltungs Ges.mbH, Austria (50 branches in May 1995) 100% • Tunisie Voyages S.A.R.L., Tunisia 50% • Ultramar Express S.A. (UE), Spain (40 branches in early 1996; one of the largest car rental companies in Spain; → Global Travel Management) 99% <ul style="list-style-type: none"> • Autocares Bellver S.A., Spain (50% subsidiary; car rental) *49.5% • Tratu S.A., Spain (90% subsidiary) *89.5% • Ultramar Dominicana S.A., Dominican Republic *99% • Ultramar Express A.O., Russia *99% • Ultramar Express Nowosibirsk A.O., Russia *99% • Viajes Isla Blanca S.L., Spain 100% • VTB-VAB Reizen N.V. (Vlaamse Toeristen Bond-Vlaamse Automobilisten Bond), Belgium (acquired in February 1996; 50% automobile club Vlaamse Automobilisten Bond; 32 branches in February 1996) 50% 	

TUI - Continued

Accommodation (> 60,000 beds in 122 hotels and resorts in March 1996; up from 45,000 beds in 1990)	• Cyprotel Management Limited (Protel) , Cyprus (founded in November 1995; 50% Astarti Development Company Limited, Cyprus; held 10% of 2 hotels with 894 beds in total in March 1996)	50%
	• Dorfhoteles + Bauerndörfer Betriebs Ges.mbH , Austria (7 villages and 1 hotel with 3,300 beds in late 1996; largest hotel chain in Austria according to number of beds)	*100%
	• Clubhotel Ges.mbH, Austria	*22.5%
	• Katschberger Hof Hotelbetriebs Ges.mbH, Austria	*22.5%
	• Oberkirchleithn Hoteldorf Ges.mbH, Austria	*100%
	• Schönleithn Hoteldorf in Oberaichwald Ges.mbH, Austria	*100%
	• Seeleithn Hoteldorf Ges.mbH, Austria	*100%
	• Unterkirchleithn Hoteldorf Ges.mbH, Austria	*100%
	• Hungary (franchised)	/
	• Hotel Alpenhof, Austria ('Select-Hotel'; acquired in late 1996)	%
	• Grecohotel Greek Hotel Enterprises S.A. , Greece (founded in 1981; 50% Daskalantonakis family; 13 hotels with 7,456 beds in January 1996)	50%
	• Iberotel International A.S. , Turkey (4 hotels with 2,603 beds in March 1996)	100%
	• Iberotel Hotel Management Limited, Canada	*100%
	• Iberotel Tunisie S.A.R.L., Tunisia (7 hotels with 3,154 beds in March 1996)	*100%
	• Iberotel Maroc S.A., Morocco (2 hotels with 834 beds in March 1996)	*50%
	• Société de Tourisme et d'Animation S.A., Morocco	*50%
	• Iberotel, Egypt (founded in May 1996; 40% Hamed El Chiaty; 1 hotel)	*60%
	• Promotel International S.A., Luxembourg (hotel investment company)	100%
	• RIU Hotels S.A. , Spain (founded by Luis Riu in 1953; 50% Riu family; 56 hotels in Spain, and 6 hotels in the Caribbean and the USA, with > 32,000 beds in March 1996; in 1994, Promotora S.A. (Iberotel), Spain, was integrated; in March 1996, 10 Belhaven Hotels were acquired from Ascot Holdings, England, and integrated)	50%
	• RIUSA II S.A., Spain (management company)	*50%
	• Robinson Club GmbH , Hannover, Germany (25 clubs in 10 countries with 13,682 beds in March 1996)	100%
	• Robinson Campus GmbH i. G., München, Germany	*100%
	• Robinson Club (Schweiz) AG, Switzerland	*100%
	• Robinson Daidalos A.E., Greece	*41%
	• Robinson Hoteles d'España S.A., Spain	*100%
	• Robinson Hotels A.E., Greece	*100%
	• Robinson Hotels Management (Kenya) Limited, Kenya	*100%
• Robinson Hotels (Mombasa) Limited, Kenya	*100%	
• Robinson Italia S.p.A., Italy	*85%	
• Société Club Robinson Djerba S.A., Tunisia	*25%	
• Touristik Finanz AG, Switzerland (hotel investment company)	49.99%	
• CM Hoteles S.A., Spain	*40%	
• Dar Taarji S.A., Morocco	*50%	
• Hotel Borneo S.A., Spain	*40%	
• Hotel Sumba S.A., Spain	*40%	
• Hotelbau Canarias S.A., Spain	*100%	
• Hoteles Cala Millor S.A., Spain	*100%	
• Iberica Hotelera S.A., Spain	*100%	
• Phaiax A.E.T.A., Greece	*50%	
• Sansovino AG, Lichtenstein	*49%	
• Sariville Touristik Tesisler A.S., Turkey	*44.05%	
• Sonco Canarias S.A., Spain	*100%	
• Turinfor S.A., Spain	*100%	

TUI - Continued		
Other	<ul style="list-style-type: none"> • Gesellschaft für internationale Reisen GmbH (GIR), Hannover, Germany • Servicios d'Informatica Visual S.A., Spain • Toucon Touristik Projekt Development GmbH, Hannover, Germany • Touristik Marketing GmbH, Hannover, Germany • TUI Beteiligungs GmbH, Hannover, Germany (holding company) • TUI Software GmbH, Hannover, Germany (founded in 1988) 	100% *100% 100% 100% 100% 100%
Shareholders	<ul style="list-style-type: none"> • → Deutsche Bahn AG, Berlin and Frankfurt am Main <ul style="list-style-type: none"> • DB Vermögensverwaltungs GmbH & Co. KG • → Deutsches Reisebüro GmbH (DER), Frankfurt am Main • Hapag-Lloyd Group, Hamburg and Bremen (acquired 5% from Schickedanz Holding, 3.2% from → DER and abr, and 1.8% from Axel Springer Beteiligungs GmbH on 1 November 1993; TUI sold its 10% stake in Hapag-Lloyd AG in 1994) <ul style="list-style-type: none"> • → Hapag-Lloyd AG, Hamburg and Bremen • Hapag-Lloyd Reisebüro GmbH, Bremen • Gustav und Grete Schickedanz Holding KG, Fürth (held via Schickedanz Holding-Stiftung & Co. KG (formerly HS-Touristik Beteiligungs GmbH)) • → Westdeutsche Landesbank Girozentrale (WestLB), Düsseldorf and Münster (held via TCT Touristik Beteiligungs GmbH & Co. KG, Düsseldorf) 	20% (10%) (10%) 30% (18.401%) (11.599%) 20% 30%
Group History	<p>TUI was formed on 1 December 1968 by the merger of the four German tour operators Dr. Tigges, Hummel, Scharnow and Touropa.</p> <ul style="list-style-type: none"> • Dr. Tigges was founded by Dr. Hubert Tigges in 1928. • Hummel was founded in 1953 by the travel agents Lührs and Strickrodt and those of the newspapers 'Die Welt' and 'Hamburger Abendblatt'. • Scharnow was founded in 1953 by the travel agents Scharnow, Bangemann, Dr. Friedrich, Essener Reisebüro and Kahn. • Touropa was founded on 1 November 1951, based on the tour operator DER-Gesellschaftsreisen, which was founded on 12 October 1948 by → DER, Amtliches Bayerisches Reisebüro GmbH (abr), → Hapag-Lloyd AG and Reisebüro Dr. Carl Degener. <p>In 1970, Hummel's sister company 'twen tours', which was founded in 1969, was integrated. Also in 1970, 'airtours international', a subsidiary of → DER, abr, → Hapag-Lloyd and the travel agent co-operation Airtour Flugreisen, Düsseldorf, was integrated. In 1972, Transeuropa was also integrated. In 1990, the brands Dr. Tigges, Hummel, Scharnow, Touropa and Transeuropa were replaced with the single brand TUI.</p>	
Specific Sources	<ul style="list-style-type: none"> • TUI (1994). <i>Zahlen, Daten, Fakten</i> (July). Touristik Union International GmbH & Co. KG, Hannover, Germany. • TUI (1995). <i>Zahlen, Daten, Fakten</i> (1 May). Touristik Union International GmbH & Co. KG, Hannover, Germany. • TUI (1996). <i>Zahlen, Daten, Fakten</i> (March). Touristik Union International GmbH & Co. KG, Hannover, Germany. • TUI (1996). <i>Geschäftsbericht / Annual Report 1994/95</i> (21 March). Touristik Union International GmbH & Co. KG, Hannover, Germany. 	

Unger Flugreisen GmbH Berlin		
Type of Subsidiaries	Subsidiaries	Share
Main Tour Operator	<ul style="list-style-type: none"> Unger Flugreisen GmbH, Berlin (founded in 1969) 	
Tour Operator Brand	<ul style="list-style-type: none"> Unger Flugreisen 	
Shareholder	<ul style="list-style-type: none"> Hans-Peter Unger 	100%

Westdeutsche Landesbank Girozentrale (WestLB) Düsseldorf and Münster		
Type of Subsidiaries	Subsidiaries	Share
Travel and Tourism	<ul style="list-style-type: none"> First Reisebüro GmbH & Co. KG, Düsseldorf, Germany (acquired on 1 May 1996; → First Business Travel International) 	*20.1%
	<ul style="list-style-type: none"> First Reisebüro Management GmbH, Düsseldorf, Germany (acquired on 1 May 1996; → First Business Travel International) 	*22%
	<ul style="list-style-type: none"> Köln-Düsseldorfer Deutsche Rheinschiffahrt AG (KD), Köln, Germany (founded in 1826; acquired on 1 December 1993; included KD Reisebüros) <ul style="list-style-type: none"> KD Deutsche Flußkreuzfahrten GmbH, Germany (founded in 1996) 	88.9%
	<ul style="list-style-type: none"> → The LTU Group, Düsseldorf, Germany 	*88.9%
	<ul style="list-style-type: none"> → The Thomas Cook Group Limited, London, England <ul style="list-style-type: none"> Thomas Cook Inc., USA Thomas Cook Reisebüro GmbH, Frankfurt am Main, Germany 	34.33%
	<ul style="list-style-type: none"> → Touristik Union International GmbH & Co. KG (TUI), Hannover, Germany 	*100%
	<ul style="list-style-type: none"> Triton Reisen AG, Switzerland (operated ship 'Wilhelm Tell') 	*100%
	<ul style="list-style-type: none"> TBG Touristik Beteiligungs GmbH, Düsseldorf, Germany (holding company) 	*30%
	<ul style="list-style-type: none"> TCT Touristik Beteiligungs GmbH, Düsseldorf, Germany (holding company) 	*%
	<ul style="list-style-type: none"> TCT Touristik Beteiligungs GmbH & Co. KG, Düsseldorf, Germany (holding company) 	*100%
Lottery and Gambling	<ul style="list-style-type: none"> Nordwestlotto in Nordrhein-Westfalen GmbH, Münster, Germany 	100%
	<ul style="list-style-type: none"> Westdeutsche Lotterie GmbH & Co., Münster, Germany 	100%
	<ul style="list-style-type: none"> Westdeutsche Spielbanken GmbH, Münster, Germany 	100%
	<ul style="list-style-type: none"> Westdeutsche Spielbanken GmbH & Co. KG, Münster, Germany 	100%
	<ul style="list-style-type: none"> Westdeutsche Spielcasino International GmbH, Münster, Germany 	100%
Shareholders	<ul style="list-style-type: none"> Land Nordrhein-Westfalen (State of North Rhine-Westphalia) 	43.2%
	<ul style="list-style-type: none"> Landschaftsverband Rheinland (Regional Association of the Rhineland) 	11.7%
	<ul style="list-style-type: none"> Landschaftsverband Westfalen-Lippe (Regional Association of Westphalia-Lippe) 	11.7%
	<ul style="list-style-type: none"> Rheinischer Sparkassen- und Giroverband (Savings Banks and Giro Association of the Rhineland) 	16.7%
	<ul style="list-style-type: none"> Westfälisch-Lippischer Sparkassen- und Giroverband (Savings Banks and Giro Association of Westphalia-Lippe) 	16.7%
Group History	WestLB was established on 1 January 1969 through the merger of Landesbank für Westfalen Girozentrale, Münster (founded in 1832), and Rheinische Girozentrale und Provinzialbank, Düsseldorf (founded in 1854). Walter Kahn Verwaltungs GmbH & Co. Beteiligungs KG, Braunschweig, was acquired on 31 December 1993 and integrated in 1995.	
Specific Sources	<ul style="list-style-type: none"> WestLB (1994). <i>Annual Report 1993</i> (April). Westdeutsche Landesbank Girozentrale, Düsseldorf and Münster, Germany. WestLB (1995). <i>Geschäftsbericht 1994</i> (April). Westdeutsche Landesbank Girozentrale, Düsseldorf and Münster, Germany. WestLB (1996). <i>Geschäftsbericht 1995</i> (April). Westdeutsche Landesbank Girozentrale, Düsseldorf and Münster, Germany. 	

Wikinger Reisen GmbH		
Hagen		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators	<ul style="list-style-type: none"> • Wikinger Reisen GmbH, Hagen (founded in 1969) • Gindal Bustouristik, Bergisch-Gladbach • Kodiak Reisen GmbH, Viersen (founded in 1994; 51% Roland Kimmel) 	 / 30% 49%
Tour Operator Brands	<ul style="list-style-type: none"> • Wikinger Reisen (adventure trips, trekking) • Kodiak Reisen 	
Travel Agent	<ul style="list-style-type: none"> • Wikinger Reisebüro GmbH, Germany (founded in August 1995; integrated Flugring GmbH; 14 branches in August 1995) 	100%
Shareholders	<ul style="list-style-type: none"> • Hans Georg Kraus • Anne Kraus • Daniel Kraus • Prof. Witterstätter 	 75% 10% 7.5% 7.5%

Major Tour Operator in Germany Which Has Ceased Trading

Hetzel-Reisen GmbH & Co. KG Stuttgart		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators	<ul style="list-style-type: none"> • Hetzel-Reisen GmbH & Co. KG, Stuttgart (founded in 1959 by Hetzel Family, based on Gesellschaft für Studien- und Fernreisen, which was founded in 1953; declared itself bankrupt on 31 July 1996) <ul style="list-style-type: none"> • So-Fort Reisen GmbH, Stuttgart (founded in 1992) 	100%
Tour Operator Brands	<ul style="list-style-type: none"> • Hetzel Reisen (main brand) • So-Fort Reisen 	
Travel Agents	<ul style="list-style-type: none"> • Reisebüro Hetzel GmbH & Co. KG, Stuttgart • Hetzel Tandem Partner, Stuttgart (founded at the end of 1994; 10 own and 30 franchised branches of 14 partners in November 1995; continued trading after Hetzel-Reisen's collapse as Tandem Partner franchise) 	100% %
Shareholders	<ul style="list-style-type: none"> • Germania Fluggesellschaft mbH, Köln, and private television channel SAT, Germany (40% acquired on 1 November 1993 and 60% acquired in early July 1996) 	100%

Appendix 11. Business Travel Agent Sector

American Express Company (Amex / Amexco) New York, USA		
Amex was founded, based on the Wells-Fargo Company, which ran the 'legendary' Pony Express. Amex is said to have invented the travellers cheque in 1882. Amex had 1,700 branches in 1994.		
Major Subsidiaries (> 3,200 branches in 120 countries in April 1996)	<ul style="list-style-type: none"> • American Express International Inc., USA (founded in 1954; bought in September 1994 Thomas Cook Travel Management, i.e. the corporate travel management services division, from → The Thomas Cook Group Limited, as well as 100% of the US travel licensee The Thomas Cook Partnership) <ul style="list-style-type: none"> • Lifeco Travel Services, USA (acquired in 1991) • American Express International Inc., Frankfurt am Main, Germany (acquired 66 Thomas Cook branches in September 1994; 125 (including about 20 leisure) branches in Germany in February 1996) <ul style="list-style-type: none"> • Schenker Rhenus Reisen GmbH & Co. KG, Bonn, Germany (founded in 1886; acquired in early 1994; 49% Schenker Rhenus AG; 14 branches in early 1996) • American Express Services Europe Limited, London, England (prior to 1 October 1995 American Express Europe Limited) <ul style="list-style-type: none"> • American Express Holidays, Croydon/Surrey, England • Havas Voyages American Express, France (founded in February 1995; 183 branches in March 1995; 80% Havas Voyages (largest business travel agency with 147 outlets and largest leisure travel agency with ~ 400 outlets in France; acquired 48.8% of <i>Maeva, France (self-catering apartments and residence hotels)</i>, from → Club Méditerranée S.A., France, in December 1996; previously member of → Business Travel International)) • Kontik Franstur, Brazil (acquired in 1993) • National Australia Travel, Australia (acquired in 1994) • Nyman & Schultz (N&S), Sweden (acquired Thomas Cook Sweden A.B., Sweden, in 1993; largest travel agency in Sweden) • Westpac Travel, Australia (acquired in 1994) 	100% % 100% *51% 100% *100% 20% 100% 50% 100% 50%
Shareholder	<ul style="list-style-type: none"> • American Express Travel Related Services Company Inc., USA 	100%

Business Travel International B.V. (BTI)

EJ Rijswijk, The Netherlands

BTI was founded in 1990 by, among others, Hogg Robinson PLC and IVI Business Travel International.

Members	<ul style="list-style-type: none">• Bennett Travel Group A.B., Norway (founded in 1850; 150 branches in Scandinavia; acquired by Hogg Robinson PLC (→ British Airways PLC) from Holding Borgtornet, Sweden, in May 1995; owned 45% of tour operator Prisma Tours, Norway; 100% divisions:)<ul style="list-style-type: none">• BTI Denmark: Bennett Rejsbureau (acquired WB Travel, Denmark, in early 1994)• BTI Finland: Bennett Matkatoimisto• BTI Norway: Bennett Reisebureau (largest travel agency in Norway)• BTI Sweden: Bennett Resebureau (second largest travel agency in Sweden)• BTI Americas Inc., USA and Canada (created in February 1995 through merger of USTravel, USA, with IVI Business Travel International, Canada and USA (part of Frank Consolidated Enterprises Inc.); 1,200 locations in May 1996; USTravel was backed by Electronic Data Systems Corporation (EDS), USA; USTravel previously member of → Woodside Travel Trust)• Hogg Robinson Business Travel International, England (founded in 1945; 100% Hogg Robinson PLC (→ British Airways PLC), which held 21.5% of BTI after take-over of Bennett Travel Group A.B.; acquired Hamilton Business Travel, Northern Ireland, in 1994; 148 branches in April 1996)• → Kuoni Reisen Holding AG, Switzerland (→ Woodside Travel Trust member until 1992; 100% divisions:)<ul style="list-style-type: none">• BTI Austria: Reisebüro Kuoni Ges.mbH• BTI Germany: Kuoni Reisen GmbH (member since early 1996 due to Hapag-Lloyd Reisebüro GmbH leaving)• BTI Hungary: Kuoni Utazási Iroda Kft.• BTI France: Voyages Kuoni S.A. (member since October 1995 due to Havas Voyages joining → American Express Company in February 1995)• BTI Italy: Viaggi Kuoni S.p.A.• BTI Switzerland: Kuoni Business Travel AG• Nippon Travel Agency, Japan• Travel Unie International (TUI) Nederland N.V., The Netherlands and Belgium (→ TUI; formerly Belgium International Travel N.V. (BIT), Belgium, and Holland International Travel Group v.o.f., The Netherlands)
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Business Travel International - Continued

<p>Associate Members</p> <p>(48 associate and full members with > 3,500 branches in 61 countries in October 1996)</p>	<ul style="list-style-type: none"> • ACE Travels & Conventions, Sri Lanka • Alghanim Travel, Kuwait • American Lloyd Brazil, Brazil • Attar Travel Company, Saudi Arabia • BTI United Arab Emirates, United Arab Emirates (formerly Advanced Travel Tourism / Dubai National Air Travel Agency / DNATA) • City Service Travel Agency, Argentina • Cox & Kings, India • Destination Services Russia / Epic Travel Limited, Russia • Diners World, Greece • Gerry's Travel Agency, Pakistan • Global Travel, Singapore • Hashweh Corporation, Jordan • International Travel Bureau, Bahrain • International Travel Bureau, Ireland • Keiser & Gentry Travel, South Africa • Location Travel, Puerto Rico • Mandalin Travel Services, Turkey • Menatours, Egypt • Pacific World Travel, Bangladesh • Pegrotour, Poland • Rennies Travel, South Africa • Rida Travel Agency, Lebanon • Sanadiki Travel & Tourism, Syria • SCS Travel Agency, Czech Republic • Sime Darby, Malaysia • Skyline Travel, Qatar • SMS Travel & Tourism, Malta • Turismo Humboldt, Mexico • United Travel Limited, Oman • Viajes El Corte Inglés, Spain (100% department store chain El Corte Inglés; 286 branches in January 1996) • Westminster Travel Limited, Hong Kong, China and Indonesia
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Carlson Wagonlit Travel (CWT) London, England		
CWT (or CWLT) was established as a joint venture of Carlson Travel Network and Wagonlit Travel in July 1994.		
Shareholders (4,100 branches in 125 countries in April 1996)	<ul style="list-style-type: none"> • → Carlson Travel Network, USA • → Wagonlit Travel, France 	50% 50%
Specific Source	<ul style="list-style-type: none"> • Skapinker, M. and Buchan, D. (1994). 'Essential, or Just Extra Baggage: Is bigger better in the global business travel industry?' <u>Financial Times</u>, 16 March, p. 20. 	
Carlson Travel Network Minneapolis/Minnesota, USA		
The Carlson Travel Group was founded by Curt Carlson as a trading stamp operation in 1938. In 1979, it acquired the travel agency chain Ask Mr Foster, USA (founded in 1988).		
Travel Agent Subsidiaries	<ul style="list-style-type: none"> • → A. T. Mays Group, Saltcoats/Ayrshire, Scotland • Carlson Travel Network Associates, USA (franchise with > 1,000 branches in March 1995) • Dodwell Travel, Hong Kong (acquired in March 1995 from Dodwell & Company, itself 100% Inchcape Group) • Harvey's Travel Limited, Maritimes • P. Lawson Travel, Canada (> 120 branches in March 1995) • Voyages Bel-Air Inc., Canada 	100% % 100% 100% 100% 100%
Accommodation Subsidiaries of Carlson Travel Group	<ul style="list-style-type: none"> • Country Hospitality Worldwide, USA (brands Country Lodging, Country Inns and Country Suites) <ul style="list-style-type: none"> • Country Inns & Suites FRG Hotelmanagement GmbH, Germany (50% Comopolitan Hotel AG, Germany) • Radisson Edwardian Hotels, England (joint venture of Radisson Hotels International and Edwardian Hotels of London; established in 1993; 10 properties in London) • Radisson Hotels International Inc., USA (acquired in 1962; 205 properties in the USA in May 1996) • Radisson SAS Hotels Worldwide (RSH), USA (joint venture of Radisson Hotels International and SAS International Hotels (100% SAS Scandinavian Airlines System; 60 hotels in 18 countries in June 1996); established in 1994; > 300 locations in 39 countries) 	100% *50% % 100% %
Cruising Subsidiary of Carlson Travel Group	<ul style="list-style-type: none"> • Radisson Seven Seas Cruises, USA <ul style="list-style-type: none"> • 'Paul Gauguin' (to be launched in 1998) • 'Radisson Diamond' (acquired in 1992; mainly Finnish owned) • marketed 'Hanseatic' (100% → Hapag-Lloyd AG) • marketed 'Song of Flower' (100% Seven Seas Cruises, Japan) 	100% % 10% / /
Other Subsidiaries of Carlson Travel Group	<ul style="list-style-type: none"> • Carlson Marketing Group, USA • Country Kitchen, USA (restaurant chain) • TGI Friday's, USA (restaurant chain) • timeshare developments and retirement villages, USA 	100% 100% 100% %
Shareholder	<ul style="list-style-type: none"> • Carlson Travel Group / Carlson Holdings Inc., USA (main shareholder and founder Curtis LeRoy Carlson) 	100%

Carlson Wagonlit Travel - Continued

Wagonlit Travel

(formerly Wagons-Lits Travel)

Paris, France

Wagonlit Travel was founded as Compagne International des Wagons-Lits et du Tourisme in Belgium in 1872. Initially, it operated sleeping car and express trains in Europe. Accor S.A. acquired Wagons-Lits Travel from Pullman International in 1992 and re-branded the travel management company Wagonlit Travel in 1993. The railway services continued to operate as Wagons-Lits. For almost 100 years, Wagons-Lits Travel co-operated with → The Thomas Cook Group Limited, with Wagons-Lits mainly operating in Europe and Thomas Cook mainly operating in the former British Empire. In the late 1980's, however, this co-operation was dissolved.

Business Travel Agent Subsidiaries in Britain and Germany	<ul style="list-style-type: none"> • Carlson Wagonlit Travel Direktion für Deutschland, Eschborn, Germany (118 branches in January 1996) <ul style="list-style-type: none"> • Giller Reisen GmbH, Germany • O. B. Eftor Echtingen GmbH, Germany • Reisebüro Brune GmbH, Düsseldorf, Germany (acquired in September 1994) • Pickfords Business Travel, England (acquired in 1992) 	<p>100%</p> <p>*100%</p> <p>*100%</p> <p>*100%</p> <p>100%</p>
Other Major Travel Agent Subsidiaries	<ul style="list-style-type: none"> • Carlson Wagonlit / Viajes Ecuador, Spain (30% Banco Bilbao Vizcaya, Spain; 213 branches in January 1996; 100% of tour operator Touring Club Panorama, Spain) • Resecenter, Sweden (acquired in September 1996; 20 branches) 	<p>70%</p> <p>100%</p>
Accommodation Subsidiaries of Accor (2,378 properties in May 1996, of which 1,229 owned)	<ul style="list-style-type: none"> • Accor Loisir • Altea / Mercure • Coralia Resorts • Etap (low-budget hotels) • Formule 1 • Ibis (integrated Arcade in March 1994; 423 properties, of which 200 franchised, in May 1996) • Jardins de Paris • Motel 6 Holding IBL Limited, USA (acquired > 50% in 1990; acquired further stake in June 1996; ~ 800 hotels in June 1996) • Novotel (300 hotels worldwide, though mainly in France) • Pannonia (25 properties worldwide in September 1996; brand to be absorbed) • Sofitel (integrated Pullman in 1993; 108 premium hotels in 44 countries in September 1996) 	
Catering Subsidiaries of Accor	<ul style="list-style-type: none"> • Axxe Reise gastronomie GmbH, Germany (50% Dinea Gastronomie GmbH, Germany (100% Kaufhof Holding AG, Köln, Germany); motorway restaurants) • CCS; Eurest; RS Catering (4,500 institutional catering facilities) • Wagon-Lits (railway catering and services) • 1,700 restaurants (included Ticket Restaurants) • operated Luncheon Vouchers service 	<p>50%</p> <p>%</p> <p>%</p>
Other Subsidiaries of Accor	<ul style="list-style-type: none"> • Accor Asia Pacific Limited (AAPC), Australia (founded in 1993 by integrating Quality Pacific Corporation) • Europcar Interrent (50% Volkswagen AG (VW), Germany; car rental) • Resinter (international hotel reservations) 	<p>> 50%</p> <p>50%</p> <p>%</p>
Shareholder	<ul style="list-style-type: none"> • Accor S.A., France (main shareholders and founders Paul Dubrule and Gerard Polisson) 	<p>100%</p>

First Business Travel International (FBTI)

(First Travel Management International GmbH)

Düsseldorf, Germany

FBTI was founded in November 1994 and officially launched in June 1995 as a franchise in 18 (mainly European) countries.

Subsidiary	•	%
Franchisees (> 400 branches across mainly Europe and North America)	<ul style="list-style-type: none"> • HTS International Inc., USA • Allworld Travel Services, Ireland (joined in August 1995; 19 branches in August 1995) • Birds Wing, India • Britannic Travel Limited, New Malden/Surrey, England (founded in 1967; formerly → Woodside Travel Trust member; 29 branches in September 1995) • Columbus Ihr Reisebüro, Austria (member since January 1996; > 40 branches in May 1996) • Connex Travel, China and Hong Kong • Dan Transport Rejsbureau A/S, Denmark • First Reisebüro GmbH & Co. KG, Düsseldorf, Germany (founded in 1976) • First Reisebüro Management GmbH, Düsseldorf, Germany (founded in 1992; owned 41% of First Business Travel International) • Hellenic Tours, Greece (member since January 1996) • Hickory Travel Systems Inc., USA (founded in 1976; 85 members with 825 branches in September 1995) • → Hotelplan Internationale Reiseorganisation AG, Switzerland (founding member) • HTC International Inc., USA • Ibusz International Holding AG, Hungary (and Austria, France, Russia, Slovenia, Sweden) (held a stake in → DER from 1918 to 1952) • Koch Overseas de Mexico, Mexico • Polish Travel Bureau Company Inc. / Polskie Biuro Podróży Orbis Sp.z.o.o. (PBP Orbis), Poland (founded on 1 February 1995; 49% privatised Orbis S.A., 17% Inwor Invest of Orbis sp.z.o.o., 34% Gromada Tours Sp.z.o.o. and Air Tours Poland Group (part of LOT Polish Airlines); > 200 Orbis, Gromada and Air Tours branches, and about 300 franchised branches in January 1996) <ul style="list-style-type: none"> • Amadeus START Polska Sp.z.o.o., Poland (24.5% Orbis S.A., Poland, and 24.5% LOT Polish Airlines; → Amadeus Global Travel Distribution S.A.) • Gromada Travel GmbH, München, Germany (formerly Gromak Tourist GmbH; acquired in 1994; 100% Gromada Tours Sp.z.o.o.) • 54 Orbis Hotels, Poland (100% Orbis S.A.) • Road Air Business Travel, The Netherlands • Schädler Reisen, Liechtenstein (member since May 1996) • Siam Express, Singapore • Star Viagens Turismo S.A., Portugal • Tantur-Turizm Limited, Turkey (member since May 1996; → TUI) • Travelpro S.A., Luxembourg • Uvet Viaggi Turismo S.p.A., Italy • Viajes Baixas S.A., Spain 	

First Business Travel International - Continued		
First Reisebüro GmbH & Co. KG / First Reisebüro Management GmbH		
Düsseldorf, Germany		
Subsidiaries of the First Group in Germany (28 First branches, 15 First Business Travel branches, 8 Discount Travel branches in early 1996)	<ul style="list-style-type: none"> • Airtour Flugreisen GmbH & Co. KG, Düsseldorf • Discount Travel GmbH, Düsseldorf • Discount Travel Tours GmbH, Düsseldorf (founded in 1992; tour operator for First group) • Essener Reisebüro GmbH, Essen (acquired in 1995) • First Conventions & Incentives Jonen & Hartmann GmbH • First Reisebüro Gütler GmbH, Dormagen • First Reisebüro Reise Rath GmbH, Krefeld (founded in 1945; 2 branches) • Flugmarkt Flugvermittlungs GmbH (FM), Hamburg (founded in April 1988; consolidator) • Hansa Reise und Verkehr GmbH, Berlin • Jonen First Reisebüro, Düsseldorf (founded in 1922; 6 branches) • Plantours & Partner GmbH, Bremen (cruise specialist) • Reisebüro Baedeker GmbH, Wuppertal • Reisebüro Verwaltungs Service GmbH (RVS), Neuss (founded in 1989; management and software company; 25% First Reisebüro GmbH & Co. KG, and 25% Atlas Reisen GmbH (→ ITS)) <ul style="list-style-type: none"> • Accon GmbH (Accounting and Consulting), Neuss (→ START Holding GmbH) • Reisebüro Wirtz GmbH, Mülheim an der Ruhr • → Stinnes-Data Touristik Systeme GmbH (SDTS), Mülheim an der Ruhr (acquired on 1 July 1996) 	<ul style="list-style-type: none"> *100% 100% 100% 100% % % % 100% % 50% *100% % *% *50% % *%
Main Shareholder of First Group in Germany (116 branches in February 1996, of which 61 First, 17 First Business Travel, 11 Discount Travel, 24 TUI Urlaub Center, and 3 First Conventions & Incentives)	<ul style="list-style-type: none"> • B S & K Beteiligungs GmbH & Co. KG / B S & K Management GmbH, Hannover (Bangemann, Strickrodt und Kahn; founded on 1 January 1996 through merger of Reisebüro Strickrodt & Bangemann GmbH, Hannover (founded in 1987), and Reisebüro Kahn GmbH, Hannover (founded in 1936); shareholders: Reisebüro Bangemann GmbH & Co. KG, Hannover (33.75% / 37.5% voting rights), Reisebüro Hans-Joachim Strickrodt GmbH & Co. KG, Hannover (11.25% / 12.5% voting rights), Walter Kahn Reisebüro GmbH & Co. KG, Braunschweig (55% / 50% voting rights)) <ul style="list-style-type: none"> • Agentur für Touristik und Reise GmbH (ATR), Oberursel • B S & K First Reisebüro GmbH, Erfurt and Leipzig • Braunschweiger Reisebüro Mundstock GmbH, Braunschweig • Comtravel GmbH, Hannover • Discount Travel GmbH, Celle • Discount Travel GmbH (DT), München • First Reisebüro GmbH & Co. KG, Düsseldorf • First Reisebüro Ingelheim GmbH, Ingelheim • First Reisebüro Management GmbH, Düsseldorf • Hucke Pack Flugreisen GmbH, München • Plantours & Partner GmbH, Bremen • Poppe First Reisebüro GmbH & Co. KG, Mainz (founded in 1965; acquired in 1992; 4 branches) • Reisebüro Lührs GmbH & Co. KG, Hamburg (acquired in 1994) • Reisebüro Unitour GmbH, Hannover • Transfer Verbund System GmbH (TVS) • TUC Reisebüro Lister Meile GmbH, Hannover <p>(Walter Kahn Verwaltungs GmbH & Co. Beteiligungs KG, Braunschweig, owned a minority stake in → TUI until 1995.)</p>	<ul style="list-style-type: none"> / % 100% % % % % 20.5% % 38.6% % 75% 75% 30% % % %

First Business Travel International - Continued

First Group in Germany - Continued

<p>Other Shareholders of First Group in Germany (555 branches in total in April 1996, of which 255 First, 157 Thomas Cook, 106 First Business Travel (FBT), 34 Discount Travel, and 3 First Conventions & Incentives)</p>	<ul style="list-style-type: none"> • Badischer Verlag, Freiburg • Esser, Krefeld • F&B Reisebüro, Augsburg (1 branch in August 1995) • First Reisebüro Jonen & Hartmann, Düsseldorf (co-operation with Örag Service GmbH, subsidiary of Örag Rechtsschutz, which provided holiday services to Eurocard Gold credit card holders in Germany) • First Reisebüro Mönchengladbach GmbH, Mönchengladbach (founded in 1949; 10 branches) • Hamburger Abendblatt / Die Welt Reisebüro GmbH, Hamburg (founded in 1952; 100% Axel Springer Beteiligungs GmbH, Berlin; 6 branches in early 1996) <ul style="list-style-type: none"> • Touristik-Versicherungs-Service GmbH (Tour Vers), München (founded in 1994; acquired on 15 May 1996; insurance services; *100%) • Media Tours GmbH (MT), Hamburg (100%) • Patra Holding, Switzerland (holding company; *100%) • Plantours & Partner GmbH, Bremen (22.5%) • Ullstein Reisebüro GmbH, Berlin (founded in 1951; 5 branches; 100%) • Verlags- und Industrierversicherungsdienste GmbH (VVDG), Hamburg (founded in 1970; insurance services; *100%) • Kraftverkehr Bayern, München (4 branches in August 1995) • Menzell Reisebüro GmbH & Co. KG, Hamburg (founded by Hermann Friedrich Wilhelm Menzell as the ship trading company Menzell & Co. on 1 July 1895; renamed Menzell & Co. Schiffsmakler GmbH in 1932 and again renamed in 1988; 26 branches in July 1995) <ul style="list-style-type: none"> • Menzell Tours GmbH, Hamburg • Multimodal Internet Services (MIS), Hamburg (founded in early 1996; Internet services provider) • LM - Paul Lührs + Menzell Reisebüro GmbH, Hamburg • RMH Reisemarkt Reisevermittlungs GmbH, Hamburg • Neusser Reisebüro Albert Schmidt GmbH & Co. KG, Neuss • NSB Reisebüro GmbH, Bremen (1 branch in August 1995) • Rauther First Reisebüro GmbH, Hamburg (founded in 1948; 4 branches) • Reisebüro Benz, Stuttgart (3 branches in August 1995) • Reisebüro Josef Hartmann GmbH & Co. KG, Düsseldorf, Köln and Viersen (founded in 1899; > 20 branches in early 1996) <ul style="list-style-type: none"> • Seetours International GmbH & Co. KG, Frankfurt am Main (10.5%; → TUI) • Reisebüro Matthias Lückertz, Münster • Reisebüro Schmidt GmbH & Co. KG, Remscheid (founded in 1927; 10 branches) <ul style="list-style-type: none"> • Uniplan Reisegesellschaft mbH • Reisebüro Wessel GmbH, Frankfurt am Main (founded in 1978; 13 branches in August 1995; member since July 1995) • Thomas Cook Reisebüro GmbH, Frankfurt am Main (member since 1 May 1996; → WestLB / → The Thomas Cook Group Limited; via TCT Touristik Beteiligungs GmbH & Co. KG, Düsseldorf, 20.1% of First Reisebüro GmbH & Co. KG and 22% of First Reisebüro Management GmbH)
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Global Travel Management Limited (GTM) (GTM Global) London, England	
<p>GTM was formed in 1994 by 13 European ex-Rosenbluth International Alliance (RIA) members, which refused to be bought by Rosenbluth International, and USTravel in the USA. GTM had the strict policy of allowing only one partner agent per country. USTravel left GTM in early 1995 (→ Business Travel International). In mid 1995, GTM was restructured as GTM Global in London and equally owned by the three regions:</p> <ul style="list-style-type: none"> • GTM Americas in Atlanta, USA • GTM Asia Pacific in Singapore • GTM Europe in Frankfurt am Main, Germany 	
GTM Americas Members	<ul style="list-style-type: none"> • Global Travel Solutions (GTS), Canada • WorldTravel Partners (WTP), USA (joined in July 1995; founded in 1987 by the Dutch Fentener van Vlissingen family by purchasing World Travel Advisors, USA; 25 Full Service Trade Centers and > 40 outlets in July 1995; subsidiaries:) <ul style="list-style-type: none"> • Travel Technologies Group (TTG) • World Travel Events • World Travel Meetings & Incentive • World Travel Trade Shows & Conventions
GTM Asia Pacific Members	<ul style="list-style-type: none"> • Farrington Travel, Hong Kong and China • UOB Travel Planners, Singapore
GTM Europe and Africa Members	<ul style="list-style-type: none"> • Euro Lloyd Mondial Reisebüro Ges.mbH, Austria (founded at the end of 1994; joint venture of Euro Lloyd Reisebüro GmbH, Germany, and Mondial Reisen, Austria) • Euro Lloyd Reisebüro GmbH, Köln, Germany (and Russia) (founded in 1954; 104 branches including 1 in Austria, 1 in Russia and 10 in the USA in January 1996; 51% Karstadt AG, Essen (→ NUR Touristic GmbH), and 49% Lufthansa Commercial Holding GmbH, Köln (→ Deutsche Lufthansa AG)) <ul style="list-style-type: none"> • <i>Salzburg Ticket Ges.mbH, Austria (10%)</i> • GenTravel (Pty.) Limited, South Africa • J. Barter Travel Group, Ireland • Kohdematkat Limited, Finland • Lysaker Keisebyra A/S, Norway • Occap Travel S.A., Belgium • Rottink Business Travel, The Netherlands • Stockholm Business Travel, Sweden • The Travel Company, London, England (founded in 1980; 43 own and franchised branches in April 1996) • Tek-Ser Tourism and Travel Inc., Turkey • Turismo Cruzeiro LDA, Portugal • Ultramar Express S.A. (UE), Spain (→ TUI)
Specific Source	<ul style="list-style-type: none"> • BTW (1995). 'Global Travel Management Steals a March.' <u>Business Travel World</u>, September, p. 12.

Internet Worldwide Business Travel Management (Internet Inc.) Fenton (St. Louis) / Missouri, USA		
The Internet alliance was founded in November 1990 and converted into a franchise on 1 January 1996. (The name of the alliance has no relation to the global computer network Internet.)		
Subsidiary	<ul style="list-style-type: none"> Internet Travel Systems Inc., USA (founded in October 1994) 	100%
Members (1,100 branches in 42 countries in 1995)	<ul style="list-style-type: none"> → Deutsches Reisebüro GmbH (DER), Frankfurt am Main, Germany (founding member) Gastaldi, Italy (founding member) Gray Dawes Travel, England (founding member) International Travel Network, Australia Japan Travel Bureau (JTB), Japan (founding member) Jetset Travel Holding, Singapore Maritz Travel, USA Micor Travel, South Africa (joined in August 1995) Pacific World, China and Hong Kong (joined in August 1995) Protravel, France (founding member; acquired Danzas Voyages S.A. from Danzas Group, Switzerland, in October 1995) Reisebüro Ruefa, Austria VCK Travel Centre, The Netherlands Viajes Marsans, Spain (joined in August 1995; 250 branches in January 1996; partly-owned tour operators Club Vacaciones and Pullmantur, and 51% of charter airline Spanair S.A., Spain (founded in 1987 as first private Spanish carrier; 49% SAS Scandinavian Airlines System)) Weco Travel, Denmark Winge Resebureau, Norway 	
Associated Members	<ul style="list-style-type: none"> 30 franchisees worldwide 	

Rosenbluth International (RI) Philadelphia/Pennsylvania, USA		
<p>Rosenbluth Travel (RT) was founded in 1892 by Marcus Rosenbluth. In 1988, RT founded Rosenbluth International Alliance (RIA) together with most companies which formed → Global Travel Management in 1994. In September 1993, RIA was dissolved by Rosenbluth International (formerly RT). RI operated the back-office system Vision Direct, the pre-point-of-sale program Dacoda and its own Global Distribution Network. RI has been present on Prodigy since 1987, on CompuServe since 1993, and on the World Wide Web since June 1995.</p>		
Subsidiaries (> 1,000 branches in > 30 countries in March 1995)	<ul style="list-style-type: none"> Bouzy Voyages, France (acquired in early 1995; travel services for in particular fashion, film and model agencies) Business Partners International, Belgium (acquired in June 1996) Gundelfingers Travel, South Africa (acquired in August 1995) Harpur Travel Management, Singapore (acquired in August 1995) Hatro Hanse Travel, Hong Kong (founded in 1978; acquired in December 1995) Prestigious International Travel, Hong Kong (acquired in August 1995) Rosenbluth Vacations, USA (direct selling tour operator) Travel Elite, London, England (founded in 1980; acquired in October 1995) subsidiaries in Australia, Germany and Mexico (acquired in 1995) joint ventures in China, New Zealand, Taiwan 	% % % % % % 100% % % %

Super Regional Group International (SRGI)	
Paris, France	
The global alliance SRGI was founded at the end of 1994 by 15 former Thomas Cook associates as a consequence of the acquisition of Thomas Cook Travel Management by → American Express Company. SRGI has been operating the global on-line communication network SynRGI (via the Internet) since the end of 1995.	
Members (40 members with > 1,600 branches in 35 countries in May 1996)	<ul style="list-style-type: none"> • Al-Tayyar Travel Group, Saudi Arabia (member since May 1996; 72 branches in June 1996) • Business Travel AG (BTA), Switzerland • DER-Part Reisevertrieb GmbH, Frankfurt am Main, Germany (member since May 1996; → DER) • Finland Travel Bureau, Finland • Ian Allan Travel, London, England • Lucas Imossi Travel Limited, Gibraltar • Mærsk, Denmark (included Mærsk Air, Denmark) • Marcus & Harting LDA, Portugal • McCord Travel Management, USA (56 branches in February 1996) • Professional World Travel, The Netherlands (member since May 1996) • Silverdale & Hewett's, Ireland • Via Voyages, France (subsidiary of Navigation Mixte, France; 130 branches in March 1996; owned tour operator Pacific Holidays) • Viajes Internacional Expreso (VIE), Spain

Uniglobe Travel (International) Inc.	
Vancouver, Canada	
Uniglobe Travel was founded in 1980.	
Subsidiary	<ul style="list-style-type: none"> • Uniglobe Travel Online, Canada (founded in 1996) 100%
Franchisees (> 30 master franchisees with > 1,100 branches in 12 countries in September 1996)	<ul style="list-style-type: none"> • Uniglobe Travel Benelux (20 franchisees with 21 branches in January 1996) • Uniglobe Travel Canada, Canada (180 franchisees with 193 branches in January 1996) • Uniglobe Travel (Germany/Austria) GmbH, Traunstein, Germany (founded in 1994; 100% Rolf-Gerhard Kirst; 7 branches in Germany and Austria in November 1995; 19 franchisees with 20 branches in Germany and Austria in January 1996) • Uniglobe Travel Ireland, Ireland • Uniglobe Travel Japan, Japan (28 franchisees with 30 branches in January 1996) • Uniglobe Travel UK, England (founded in 1990; 15 franchisees with 17 branches in mid 1996) <ul style="list-style-type: none"> • Island Travel, Guernsey (integrated All Seasons Travel in February 1996) • Royal Travel, London, England • Uniglobe Travel USA, USA (788 franchisees with 849 branches in January 1996)

Woodside Travel Trust

Kentucky, USA

Woodside Travel Trust was founded in 1992 through the merger of Travel Trust International and Woodside Travel Management Corporation.

<p>Members</p> <p>(132 members with 4,176 branches in 63 countries in January 1996)</p>	<ul style="list-style-type: none"> • Anscor Travel, Philippines • Citic Travel, China • Compagnia Italiana del Turismo (CIT) S.p.A. International Holding, Italy (founded in 1927 by Italian State Railways Bank, Banco di Sicilia and Banco di Napoli; majority-owned by state railways Ferrovie dello Stato (FS); 20 branches in Italy and 11 branches worldwide in April 1996) <ul style="list-style-type: none"> • CIT Reisebüro GmbH, Köln, Germany (founded in 1938; 100%) • DSB Rejserbureau, Denmark (100% state railways; 23 branches in May 1996) • FAO Travel GmbH, Germany • Freme Travel Services, Brunei • Global Union, Thailand • Going Places Leisure Travel Limited, England (→ Airtours PLC) • Holland Tour Group, The Netherlands (37 branches) • Lufthansa City Center Reisebüropartner GmbH (LCC), Frankfurt am Main, Germany (founded on 13 December 1993; 50% Lufthansa Commercial Holding GmbH (→ Deutsche Lufthansa AG), and 50% 80 partners with 307 branches in Germany and 55 branches worldwide in November 1995) <ul style="list-style-type: none"> • LCC Destination Services GmbH, Germany (100%) • Metropolitan Touring, Ecuador (14 branches) • Portman Travel, Bracknell, England (founded by Norman Flack in 1959; acquired by engineering firm Motherwell Bridge in 1966; management buyout in mid 1996; acquired International Business Travel (formerly Blue Arrow Travel) in 1994; 44 branches in October 1996) • Österreichisches Verkehrsbüro, Austria • P&O Travel Limited, London, England (100% Peninsular and Oriental Steam Navigation Company (P&O), England (formerly P&O Steamship Line; included tour operator Swan Hellenic, London); 7 branches) • Sita World Travel, India (22 branches) • Voyages Selectour, France (co-operation; 400 branches in total of which 60 business travel agencies)
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Major Business Travel Agent Associations

Guild of Business Travel Agents Limited (GBTA) London, England	
GBTA was formed in 1967 as a representative body for business travel agents. In August 1996, 39 business travel agent groups in the UK were members. GBTA, in turn, was a member of the Guild of European Business Travel Agents (GEBTA) , to which the national guilds from Belgium, Denmark, France, Ireland, Italy, The Netherlands, Portugal and Spain also belonged, having > 250 member companies in total.	
Specific Source	• GBTA (1993). <i>1993 Profile</i> . Guild of Business Travel Agents Limited, London, England.

- **International Business Travel Association (IBTA)**
- **Travel Trust International (TTI), USA (founded in 1978)**

Major (Leisure) Travel Agent Consortia in Britain

(not part of a tour operator group)

Advantage Travel Centres (ATC) (formerly National Association of Independent Travel Agents / NAITA) England	
History (340 members with 450 branches in January 1995)	NAITA was founded as a travel agent co-operation in 1978. It was renamed ATC in November 1994. In January 1995, Advantage Business Travel Centres were launched. On 1 January 1996, the travel agent consortium International Travel Professionals (ITP), Canada (with 250 branches), which co-operated with ATC, renamed itself Advantage Cruise and Travel Centres. ATC also co-operated with ASR in Germany and was a member of Worldwide Independent Network of Travel Agencies (WIN).

ARTAC WorldChoice (formerly ARTAC) England	
History (477 branches)	ARTAC , also known as Alliance of Independent Travel Agents, was founded in 1976. In April 1995, it was renamed ARTAC WorldChoice.

Co-op Travel Limited England	
Member Societies (~ 430 branches in total in May 1996)	<ul style="list-style-type: none"> • Co-op Travelcare of Co-operative Wholesale Society Limited (CWS Travel Group), Manchester (CWS was founded in 1864; with 240 branches in October 1995 largest co-op society) • Leeds Co-operative Society (member since November 1995) • Midlands Co-operative Society (created through merger of Central Midlands Co-operative Society Limited (including Albion and Forward Travel) and Leicestershire Co-op in early 1995; 75 branches) • United Norwest Co-operatives Limited of United Norwest Travel (60 branches in December 1995; 53 United Norwest branches (mainstream package), 4 Wise Travel outlets (upmarket), 4 Business Routes (business), 1 national telesales unit, 1 central air fares unit) • West Midlands Co-op (25 branches) • Yorkshire Co-op (member since May 1996)
Group History	Co-op Travel Limited was founded in 1994 by the five largest societies Co-op Travelcare, Central Midlands Co-op, Leicestershire Co-op, United Norwest Co-op, and West Midlands Co-op. In early 1996, all co-op societies in Britain which were not members of Co-op Travel Limited, such as Ilkeston Consumer Co-Operative Society Limited and Ipswich Co-operative Society Limited, had a further approximately 20 branches in total.

Appendix 12. Additional Travel and Tourism Data

Air Travel Trust / Air Travel Organiser's Licence (ATOL) by the Civil Aviation Authority (CAA) London, England	
<p>ATOL was the only compulsory licence for tour operators in the United Kingdom, which had been in force since 1973 (as a result of the Civil Aviation (Air Travel Organisers' Licensing) Regulations 1972, amended 1974, 1975, 1979, 1981 and 1995, and the Civil Aviation Act 1982) and was issued by the CAA. Every discounted, i.e. unpublished, scheduled flight sold by someone other than the scheduled airline itself, every charter flight and every package holiday that included one of these flights had to be bonded to the ATOL scheme. All other flights, but not the holiday packages of which they might have been a part, were guaranteed by the individual scheduled airline. The scheme provided consumers of ATOL-bonded flights and packages primarily with protection from financial loss in the case of the failure of a tour operator, and was supervised by the CAA's Air Travel Trust. The scheme also guaranteed a minimum level of quality in tour operators and travel agents through inspection by the CAA. Therefore, any tour operator or travel agent, who sold one of these flight seats, was required to hold an ATOL unless acting as an authorised agent of an airline or of an ATOL holder.</p>	
Sources	<ul style="list-style-type: none"> • CAA (1991). <i>Air Travel Organisers' Licensing Bond Levels</i> (8 November). Civil Aviation Authority, London, England. • CAA (1992). <i>Application for an Air Travel Organiser's Licence: Explanatory notes</i> (April). Civil Aviation Authority, Cheltenham, England. • CAA (1993). <i>Guidance Notes on the Sale of Scheduled Air Seats and the Need to Hold an Air Travel Organiser's Licence</i> (August). Civil Aviation Authority, London, England. • CAA (1994). <i>Without an ATOL Number Cheap Holidays May Cost Too Much</i> (February). Document No. 384, Civil Aviation Authority, London, England. • CAA (N. A.). <i>Citizen's Charter: Air Travel Organisers' Licensing</i>. Civil Aviation Authority, London, England. • Skuse, I. (1995). 'The Civil Aviation (Air Travel Organisers Licensing) Regulations 1995.' <i>Business Travel World</i>, July / August, p. 19. • TTG (1995). 'ATOL Rules Made Clear and Simple: New Civil Aviation Authority rules have major implications for how agents sell discounted air tickets.' <i>Travel Trade Gazette UK & Ireland</i>, 31 May, p. 47.

Table A12.1

ATOL Profile

ABTA Trust, AITO Trust and FTO Trust respectively by The Association of British Travel Agents Limited (ABTA), London, England, The Association of Independent Tour Operators Limited (AITO), Twickenham/Middlesex, England, Federation of Tour Operators (FTO), Lewes/East Sussex, England	
<p>FTO Trust Fund Limited, formerly TOSG Trust Fund Limited, provided the first ever bonding scheme in the United Kingdom, introduced in 1970. It was followed by ABTA Trust in 1972, by CAA's → Air Travel Trust (ATOL) in 1973 and by AITO Trust Limited in 1990. In contrast to the compulsory Air Travel Trust scheme, which only covered flight components, the other three schemes were voluntary and covered all components of a package holiday. These three schemes ensured that "... should a member tour operator cease trading, no holidaymaker will be stranded abroad and that those who have already paid in full or in part for a holiday due to depart at a later date will receive a refund of monies paid" (FTO, 1994, p. 4). For example, when the → International Leisure Group (ILG) collapsed in March 1991, FTO Trust monies paid for the repatriation, and covered the repayments, of ILG passengers.</p>	
Sources	<ul style="list-style-type: none"> • ABTA (N. A.). <i>Focus on ABTA</i>. The Association of British Travel Agents Limited, London, England. • AITO (1993). <i>Introduction to the AITO Bonding Scheme</i> (February). The Association of Independent Tour Operators Limited, Twickenham, Middlesex, England. • AITO (1995). <i>The AITO Directory of Real Holidays 1995</i>. The Association of Independent Tour Operators, Twickenham, Middlesex, England. • FTO (1994). <i>Federation of Tour Operators</i>. Federation of Tour Operators, Lewes, England.

Table A12.2

ABTA, AITO and FTO Trusts Profiles

International Air Transport Association (IATA) Montreal, Canada, and Genève, Switzerland	
<p>The first regular international air transport services began on 25 August 1919, when a De Havilland DH4A biplane, from an airline which later became → British Airways PLC, took a single passenger, some mail and cargo from Hounslow Heath, near London, to Le Bourget, near Paris. In the same year, the International Air Traffic Association was created in the Hague, reflecting the need for an international forum bringing scheduled airlines together and lobbying for its members' interests. During the Chicago Conference at the end of 1944, the association's successor organisation, IATA, was founded and started its operations in 1945. Although originally to be located in Havana, Cuba, its two main offices were set up in Montreal, Canada, and Genève, Switzerland (Bhatia, 1986, pp. 228 - 234). IATA was a voluntary, non-exclusive, non-political and democratic organisation with four main aims:</p> <ul style="list-style-type: none"> • promotion of safe, regular and economical air transport • provision of information • representation of the industry • co-operation with other organisations and associations <p>In 1992, IATA consisted of > 200 members from > 120 independent nations, making up ~ 80% of the world's international airlines (Key Note Report, 1991, p. 6) and carrying > 95% of the world's scheduled international air traffic, whether people, freight or mail. Membership had increased from 131 in 1984 to 200 in 1990, and stood at 235 in October 1995.</p> <p>IATA acted as a representative for the scheduled airline industry, most of all in tariff coordination, therefore fostering the bargaining power of the industry. Especially since the airline industry was of high economic value to the world industry, carrying > 1.25 billion domestic and international passengers and ~ 20 million tonnes of freight in 1991, IATA acted as an influential lobby to national and international governmental organisations. IATA also played an active part in the standardisation and automation of air traffic services and the handling of information. For example, it actively promoted the introduction of electronic data interchange (EDI), open systems interconnection (OSI) and EDI for administration, commerce and transport (EDIFACT), a UN sponsored format, passed in 1987, and had the declared aim to create open, universal telecommunications standards for the industry. IATA also ran national bank settlement plans and cargo account settlement systems for the computerised processing of accounts between agents and airlines. IATA's Bank Settlement Plan (BSP) for scheduled flights was first introduced in Japan in 1971. It was introduced in Germany in 1982 and in Britain in 1984.</p>	
Sources	<ul style="list-style-type: none"> • FVW International (1990). 'IATA im Umbruch: Vom Kartell zum Dienstleistungsverband.' <i>FVW International</i>, 23, 23 October, pp. 45 - 46. • IATA (1992). <i>Aims and Activities</i> (April). International Air Transport Association, Genève, Switzerland, and Montreal, Canada. • IATA (1995). 'The Settlement Scheme that Paid Its Way: The Bank Settlement Plan met with fierce initial resistance from agents, but today it is bringing huge savings to the industry.' <i>FVW International</i>, April, IATA Fiftieth Anniversary Supplement, pp. 14 - 15.
International Civil Aviation Organisation (ICAO) Montreal, Canada	
<p>The governmental ICAO was a UN agency, in which virtually all countries in the world were members (183 member states in December 1994). ICAO was founded in 1944 during the Chicago conference together with IATA and started operating fully in 1947. It was especially concerned with safety, navigation and various other aspects of international air transport. ICAO and IATA co-operated with each other.</p>	

Table A12.3
IATA and ICAO Profiles

Further Major Tour Operator Groups in Europe

(in alphabetical order)

African Safari Club AG (ASC) Allschwil, Switzerland		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators	<ul style="list-style-type: none"> African Safari Club AG (ASC), Switzerland (founded in 1966) <ul style="list-style-type: none"> African Safari Club Ges.mbH, Austria African Safari Club Limited, Bishop's Stortford/Hertfordshire, England African Safari Club S.A.R.L., France Angolo di Vacanze S.R.L., Italy 	 / 100% 100% 100% 100%
Tour Operator Brand	<ul style="list-style-type: none"> African Safari Club (holidays to Africa and especially Kenya) 	
Travel Agents (65 ASC branches in April 1996)	<ul style="list-style-type: none"> 5, Austria 1, England 2, France 22, Germany 1, Italy 17, Switzerland 	 100% 100% 100% 100% 100% 100%
Accommodation	<ul style="list-style-type: none"> 12 hotels, Kenya 2 safari lodges, Kenya 	 100% 100%
Charter Airline	<ul style="list-style-type: none"> ASA Fluggesellschaft, Switzerland (1 aircraft) Skytrail, Kenya 	 100% 100%
Cruising	<ul style="list-style-type: none"> 'MS Royal Star' (cruise ship) 'Star of Luxor' (Nile cruise ship) 	 100% 100%
Shareholders	<ul style="list-style-type: none"> ASC Touristik Gruppe, Switzerland 	100%

Alpitour S.p.A. Italy		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators	<ul style="list-style-type: none"> Alpitour Italia S.p.A., Italy Donamar, Spain Jumbo Tours, Spain Viajes Medgmar, Spain (acquired in 1991) 	 100% 25% 25% 30%
Accommodation	<ul style="list-style-type: none"> Jumbo Renta, Spain Promohotel, Spain (acquired in 1991) Renthotels, Spain (created Bravo Clubs in mid 1996) 	 25% 35.5% 100%
Shareholders	<ul style="list-style-type: none"> Lorenzo Isoardi and Family, Italy Ifil (Angelli Holding / Fiat), Italy 	 70% 30%
Group History	Alpitour was founded in 1947. It had a 27% stake in Air Europe S.p.A., Italy (→ ILG), but sold this stake at the end of 1994.	

Hidalgo Group Spain		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators	<ul style="list-style-type: none"> • Emitur, Spain • Travelplan S.A., Spain (acquired from → ITS in 1994) 	100% 100%
Travel Agent	• Halcón Viajes , Spain and Portugal (founded during 1960's; 397 branches in January 1996)	100%
Airline	• Air Europa , Spain (operated scheduled services since 1 November 1995; originally part of → ILG; acquired from Air España S.A.)	> 50%
Group History	The group was founded by Juan José Hidalgo.	

Imholz Reisen AG Switzerland		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators	<ul style="list-style-type: none"> • Imholz Reisen AG, Switzerland (founded by Hans Imholz) • Travac Holding AG, Switzerland (founded in 1976; 45% acquired in December 1993 and 55% on 1 May 1995) 	/ 100%
Tour Operator Brands	<ul style="list-style-type: none"> • Asian Travel Service (holidays to Asia) • Imholz (holidays to USA) • Manta (holidays to Indian Ocean) • Mondorama (holidays to Middle and South America) • Travac (holidays to USA) • Western Tours (holidays to Alaska and Canada) 	
Travel Agent	• 58 branches in total in October 1995; acquired all 18 leisure travel agent branches of Danzas Reisen AG, Switzerland, in October 1995	100%
Shareholders	• Jelmoli , Switzerland (department store chain; acquired in 1989; itself 100% UTC International / Baseler Handelsgesellschaft, Switzerland)	100%

Nouvelles Frontières (NF) Paris, France		
Type of Subsidiaries	Subsidiaries	Share
Main Tour Operator	• Nouvelles Frontières (NF) , France (founded in 1967 by Jacques Maillot)	/
Travel Agent	• 160 owned and 37 franchised branches in March 1996	100%
Accommodation	• Les Paladiens , France (founded in 1986; 12 properties in September 1995)	%
Charter Airline	• Corsair , France (formerly Corse Air; acquired in 1991)	25%
Other	• Unité d'Enseignement du Tourisme, France (established in 1990; further education school)	%
Shareholders	(listed since 1987)	
Background	Operated in-house system SNA, which was connected to Worldspan and Minitel.	

Transat Canada		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators	<ul style="list-style-type: none"> • Canadian Holidays, Canada (acquired in August 1996; 65% management; formerly subsidiary of Canadian Airlines International) • Look Voyages, France (acquired in early 1996) • Transat, Canada 	35% 33% /
Travel Agents	<ul style="list-style-type: none"> • Look Voyages, France (58 branches in mid 1996) • Transat, Canada 	33% /
Charter Airlines	<ul style="list-style-type: none"> • Air Transat, Canada • Star Europe, France (part of Look Voyages; founded in 1995) 	100% *33%

Transpool Sweden		
Type of Subsidiaries	Subsidiaries	Share
Tour Operators	<ul style="list-style-type: none"> • Nordpool, Sweden (formerly NRT Nordpool; founded in 1989 as NRT Nordisk; integrated in 1993 in Denmark: Com Travel, Falke, Fritidsrejser, Kisbye, Rejseklubben, Team Sterling (set-up in 1991), and Team Sterling Specialrejser, and in Sweden: Atlas Resor, Bennett Travel (BT) Cruises, Fritidsresor, and Royal Tours) • Star Tour, Denmark and Norway 	100% 100%
Tour Operator Brands	<ul style="list-style-type: none"> • Nordpool (main brand) • Star Tour 	
Travel Agent	<ul style="list-style-type: none"> • Star Tour, Denmark (150 branches in September 1996) 	100%
Charter Airline	<ul style="list-style-type: none"> • Transwede Airways A.B., Sweden (minor interests in scheduled flying; until March 1993 partly-owned by Sterling Airways, Denmark) 	100%
Shareholders	<ul style="list-style-type: none"> • Nordic Capital Svenska A.B., Sweden (acquired from Holding Borgtornet in July 1995) • Electra Investment Trust, England (acquired from Holding Borgtornet in July 1995) (Formerly owned by travel group Holding Borgtornet, Sweden, itself 100% Volvo (via Fortos A.B.) and supermarket chain Kooperativ Förbundet (KF), Sweden. Previously owned by Kooperativ Förbundet (49.9%), Branded Consumer Products (BCP) (46.4%), and Folsam Amsesidig (insurance services; 1.1%.)) 	50% 50%
Group History	Transpool was created through merger of Transwede Airways A.B. and Nordpool in early 1995. The group was previously called NRT Nordisk and later Sara.	

Further Major Principals in Package Holiday Business

Grupo Sol Meliá Palma de Mallorca, Spain		
Type of Subsidiaries	Subsidiaries	Share
Accommodation (189 hotels in 26 countries in September 1996)	<ul style="list-style-type: none"> • Meliá Hotels (premium) <ul style="list-style-type: none"> • Gran Meliá (5-star hotels) • Meliá (5-star hotels) • Meliá Confort (4-star hotels) • Paradisus Hotels (all-inclusive resorts) • Sol Hotels (budget and medium) <ul style="list-style-type: none"> • Sol (2-star and 3-star hotels) • Sol Club (3-star and 4-star club hotels) • Sol Elite (3-star and 4-star hotels) • Sol Inn (3-star budget hotels) 	
Cruising	<ul style="list-style-type: none"> • 'Meliá Don Juan' (full charter from Transmediterranea since mid 1996; 406 berths) 	
Holding and Management	<ul style="list-style-type: none"> • Hoteles Meliá, Spain (holding company) • Sol Hoti Portugal Hotéis, Portugal (founded in mid 1996; 55% Hoti Hotéis, Portugal) • Sol Meliá, Spain (management company) 	100% 45% 100%
Shareholders	<ul style="list-style-type: none"> • Escarrer Family • Other shareholders (floated by Escarrer Family on stock exchange in July 1996) 	60% 40%
Group History	Grupo Sol Meliá was founded in 1956 by Gabriel Escarrer.	

Scottish & Newcastle PLC Edinburgh, Scotland		
Type of Subsidiaries	Subsidiaries	Share
Leisure Division	<ul style="list-style-type: none"> • Center Parcs N.V., The Netherlands (founded as Sporthuis Centrum Recreatie in 1967; acquired in 1989 / 1990; 14 resorts in The Netherlands, Belgium, France, England and Germany in mid 1996; two further planned until 2000) <ul style="list-style-type: none"> • Center Parcs GmbH & Co. KG, Köln, Germany • Pontin's Limited (Holiday Club Pontin's), United Kingdom and Ireland (acquired in 1989; 16 sites in the UK, 2 on Jersey, 1 in Ireland) 	100% *100% 100%
Beer Division	<ul style="list-style-type: none"> • Scottish Courage Limited, Edinburgh (founded in 1995, having acquired Courage Limited from Foster's Brewing Group of Australia on 18 May 1995; previously acquired and integrated Home Brewery PLC in 1986, and Matthew Brown PLC (including Theakston) in 1987; largest brewer in the United Kingdom; brands included:) <ul style="list-style-type: none"> • Beamish (in Ireland), Beck's, Budweiser, Coors Extra Gold, Crawford (in Ireland), Courage, Foster's, Gillespie's, Hofmeister, Holsten Pils, John Smith's, Kronenbourg 1664, McEwan's, Miller Pilsner, Newcastle Brown Ale, Theakston (cask ale), Webster's, Younger's • Canongate Technology • Highland Pub Company, Scotland • Moray Firth Maltings PLC, Scotland (acquired in 1985) • Waverley Vintners, Scotland 	100% 100% 100% 100% 100%
Pub Retail and Restaurant Division	<ul style="list-style-type: none"> • Scottish & Newcastle Retail Limited, Northampton (established in 1990; > 2,600 managed and tenanted properties in 1995; 5 regional divisions: Pennine, Scottish, Southern Inns, Trent, Tyne; brands included:) <ul style="list-style-type: none"> • Barras & Co. (traditional ale houses) • Big Hand Mo (entertainment pubs) • Country Carvery & Grill (family eating outlets) • Finnegan's Wake (7 Irish pubs in mid 1996) • Homespreads (32 outlets in October 1995) • Old Orleans (themed restaurants) • Rat 'n' Parrot (pub-cafe bars) • T&J Bernard (traditional ale houses) • Vino Veritas (bistros) • Cleveland Place Holdings PLC, England • Huggins & Company Limited, England • The Chef & Brewer Group Limited, England (acquired from Grand Metropolitan in 1993) 	100% 100% 100% 100%
Group History	Scottish & Newcastle Breweries Limited was founded in 1960 through the merger of Scottish Brewers Limited and The Newcastle Breweries Limited (founded in 1890). Scottish Brewers Limited was created in 1931 through the merger of William Younger Brewery, Leith (founded in 1749), and William McEwan Brewery, Edinburgh (founded in 1856).	
Specific Sources	<ul style="list-style-type: none"> • S&N (1995). <i>Annual Report and Accounts 1995</i> (1 August). Scottish & Newcastle PLC, Edinburgh, Scotland. • S&N (1995). <i>Interim Report</i> (29 October). Scottish & Newcastle PLC, Edinburgh, Scotland. • S&N (1995). <i>Company Profile</i>. Scottish & Newcastle PLC, Edinburgh, Scotland. • S&N (1996). <i>Annual Report and Accounts 1996</i> (30 July). Scottish & Newcastle PLC, Edinburgh, Scotland. 	

Sea Containers Limited (SeaCo) Hamilton, Bermuda		
Type of Subsidiaries	Subsidiaries	Share
Accommodation, Cruising and Properties (Leisure Division)	<ul style="list-style-type: none"> Alberghiera Fiesolana S.r.l., Italy Gametrackers (Botswana) Pty. Limited, Botswana (5 safari camps) Lodge Properties Inc., USA Myanmar Hotels and Cruises Limited, Myanmar (founded in late 1995; river cruise ship 'm.v. Road to Mandalay' with 130 berths) Orient-Express Hotels Limited, Hamilton, Bermuda (founded in 1976; 12 premium hotels in July 1996) <ul style="list-style-type: none"> Companhia Hoteis Palace, Brazil (Copacabana Palace with 225 rooms) Eighty Westcliff (Pty.) Limited, South Africa (acquired in 1995; 120 suites) Hotel Cipriani S.p.A., Italy Mount Nelson Hotel Limited, South Africa Observatory, Australia Orient-Express Hotels Inc., USA Quinta do Lago, Portugal Reid's Hotel, Madeira (acquired in July 1996) Windsor Court Hotel L.P., USA 	100% 100% 100% 100% 100% 100% 100% 100% 100% 100% 100%
Catering and Services (Leisure Division)	<ul style="list-style-type: none"> Fairways and Swindon (Travel) Limited, London, England (travel agency) The Illustrated London News Partnership, London, England (publishing company) Harry's Bar, London, England (restaurant) '21' Club Inc., USA (acquired in November 1995; restaurant) 	100% 75% 100% 100%
Train (Leisure Division)	<ul style="list-style-type: none"> Collection Venice Simplon-Orient-Express Limited, London, England Eastern & Oriental Express Limited, London, England (Orient Express trains in Far East) Great Northern Railway Company Limited, London, England (operated as British Pullman) Orient-Express Services Limited, London, England (retailing) Venice Simplon-Orient-Express Limited, London, England (Orient Express trains in Europe) 	100% 100% 100% 100% 100%
Train, Ferry and Port Operations Division	<ul style="list-style-type: none"> ColorSeaCat (Northern Ireland, Scotland and Scandinavia) Hoverspeed Limited, Dover, England InterCity East Coast Limited, London, England (operating since 28 April 1996) SeaCat (Northern Ireland, Scotland and Scandinavia) The Isle of Man Steam Packet Company, Isle of Man ports of Heysham, Newhaven and Folkestone, England 	100% 100% 100% 100% 59% 100%
Marine Container Leasing Division	<ul style="list-style-type: none"> 264,000 cargo containers on 31 December 1995 offices, depots, container production factories worldwide 	100% 100%
Shareholders	<ul style="list-style-type: none"> almost entirely owned by U.S. shareholders (listed on New York Stock Exchange) 	
Group History	SeaCo was founded in 1965.	
Specific Source	SeaCo (1996). <i>Annual Report 1995</i> . Sea Containers Limited, Hamilton, Bermuda.	

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