HEDNA
Hotel Electronic Distribution Network Association

A History of Travel Distribution: 1915 - 2009

NEW YORK UNIVERSITY

Preston Robert TISCH CENTER for Hospitality, Tourism, and Sports Management

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Compiled for HEDNA

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Preface and Acknowledgments

This publication was prepared by faculty and students of New York University's School of Continuing and Professional Studies (SCPS) Preston Robert Tisch Center for Hospitality, Tourism, and Sports Management. The project was commission by the Hotel Electronic Distribution Network Association (HEDNA) in 2006 to serve as an educational service to its members, fulfilling one of the Association's goals of meeting its objectives through education. The scope of the work included a survey of HEDNA members about the evolution and future of hospitality distribution and a chronological inventory of events changing the distribution landscape. In 2007, the Tisch Center's Drs. Mark Warner, Clinical Professor, and Lalia Rach, Divisional Dean and HVS Professor, presented the findings and preliminary research on May 21st in Dublin, Ireland.

In 2010, as part of a newly developed course for upper level students in the Tisch Center's bachelor degree program entitled Distribution and Channel Management, Clinical Associate Professor Donna Quadri-Felitti assigned a team of students to update, and augment the work produced by Dr. Warner and his former graduate research assistant, Priya V. Chandnani, and present the finished project to HEDNA. This work, the discussions, and learning outcomes from reviewing the complex and fast-moving history of distribution in the travel industry fulfilled one of the course's objectives, namely to identify the major factors in the evolution of hospitality and tourism distribution and analyze the related themes and trends that continue today.

While this work is not exhaustive, it highlights the team's collective assessment through available public and verifiable information that reflects the expansive nature of change in technology, consumer behavior, entrepreneurship, and the industry in general. We recognize that many pivotal moments, innovations, and corporate activities influencing distribution may have been missed. We invite the HEDNA members to help us continue to supplement this work, and to join us in telling a growing and robust story of the history of hotel electronic distribution and the many contributions of the Association and its members.

The cornerstone of the research was compiled by Dr. Mark Warner and Priya V. Chandnani, with guidance from Dr. Lalia Rach. However, we are indebted to Tiffany Topick, a HEDNA Past President and driver of this project, as well as Melanie Ryan, 2010 HEDNA President, and all the members of this forward thinking association. Thanks go to Chicke Fitzgerald for generously sharing her published research, a tremendous resource on the subject, *E-Commerce Pioneers - the History of Global Travel Distribution* and to Lorraine Sileo, Vice President, Research for PhoCusWright, for sharing a portion of the firm's archive of seminal research on travel distribution.

The undergraduate students undertook this work, not only because it was a course requirement, but because they care deeply about our industry, are passionate about innovation, sales, marketing and thrive on challenge and learning. Each Wednesday

morning, between the mini-muffins and coffee, I had the pleasure, as their instructor, of facilitating their success, and as such am indebted and grateful for their thoughtful enthusiasm and friendship.   We gratefully thank these student contributors and editors:

We ask HEDNA members and others to comment, add, and continue our reflection on the ever escalating changes in distribution by joining the discourse at the blog www.blogs.nyu.edu/dlq1/marketingfavs or by contacting HEDNA directly at www.hedna.org . We are eager to participate in the future as we have learned from studying the past.

~ On behalf of the authors,
        Donna Quadri-Felitti
        Clinical Associate Professor

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Introduction

The development of electronic distribution in the hospitality industry has been seemingly inexhaustible. While electronic distribution retains its original definition as the selling of a "product in different channels, or shelves, to satisfy the need of customers to purchase in a variety of methods." (Cullen, Helsel np), today, the methods and means by which customers are able to purchase travel products have changed drastically. Looking forward into the next century of changes, it is significant to understand the development that distribution in the hospitality industry has previously undergone and anticipate what the future innovations may be that will promote progress.

This White Paper takes a look back at the history of electronic distribution in the hotel industry. Specifically it:

1. Traces the evolution of technology in the past five decades that has made hotel electronic distribution possible, primarily in the U.S. and Europe
2. Outlines events prior to the formation of HEDNA
3. Describes milestones from 1991 to 2000
4. Chronicles distribution from 2001 to 2009, and
5. Comments on the future distribution landscape of the next decade.

The intent of this White Paper is to provide HEDNA, its members, and the travel and hospitality industry at large, with an easy to reference guide and documented history of distribution and to act as a learning module for those engaged in educational sessions presented by HEDNA University.

Evolution of Technology for Hotel Distribution

This paper traces the evolution of technology and its relationship to the growth of hotel electronic distribution and like travel products over the last five decades. While focused on the U.S. hotel market, due to the synergies with European travel markets, and the linkages of European-U.S. travel city pairs, similar activities are identified in other destinations applicable to distribution of a wide-range of travel products.

In 1967, people were just beginning to imagine the capabilities of computers to alter day-to-day activities. Back then, computers were still large main frame systems often housed in their own buildings. There were no personal computers and hotel products were distributed via telephone, or facsimile machines we know as the FAX, supported by print advertising, word-of month, radio and television.

Data had to be entered into the mainframe computer systems via the common IBM punch card, literally a think paper slip with holes punched in it. The cards were manually created through keypunch machines and then read through to large tapes that were loaded into the main frame. These punch cards were then linked to programs in order to compute data. Computers would then print the results on large computer paper with holes at either end.

In the late 1970s and early 1980s, Apple, Zenith and Commodore personal computers (PCs) were introduced to the business and consumer markets. Initially, these machines were mainly used for simple games and word processing. These innovations started an entire revolution of computing that's evolved to the point that personal computers are a main stay in most homes in the developed countries throughout world.

These early PCs had little internal memory and most data was stored on literal floppy disks. The Commodore 64 PC (1982), for instance, had only 64 kilobytes of RAM memory, which can be described as the computers internal storage. The Commodore 64 PC had no hard drive, and had the equivalent of less than 10% the memory of a 3.5-inch floppy disk. Contrast this with today's PCs where internal memory is measured in gigabytes of RAM and gigabytes of hard drive memory.

Processor speeds have also increased at rapidly. From the early 1980s until today we have moved from the 80286 with processor speeds of 6MHz to Pentium machines with 3+GHz of processor speed (Lilly np). In addition to processer speeds, external memory storage devices have evolved from the 5.25 inch floppy to the 3.5 inch floppy to the CD to the flask drive—from about 1megabyte to multiple gigabytes of storage.

These events, coupled with the introduction of Microsoft Windows in 1983, which layered a user-friendly interface over the original Disk Operating System (DOS), made for much easier use of the PC by the general population.

British computer scientist Tim Berners-Lee created the World Wide Web. (Friedman) In 1991, he introduced the first website (Friedman). The development of the web, coupled with the first browser called Mosaic, allowed users to view graphical user interfaces and hypertext links between different addresses (Boswell). In 1994, the "…first mainstream browser…was created by a tiny start-up company …called Netscape [the follow-on browser from Mosaic] …and the world has not been the same since." (Friedman) In 1995, Microsoft introduced their new browser called Internet Explorer, which, after more than 10 years of updates has probably become the world's most used browser. As well, over the years, Microsoft has continually been updated its original Windows operating system and most recently introduced its 7.0 version.

When the World Wide Web started, one would have to connect to the Internet via a dial-up modem through their phone company. Data transfer rates were very slow. In the 1990s broadband connections were developed, but this technology was not ubiquitous. Moving into the 21st, broadband has become almost universal and is now delivered via, DSL, cable, T-1 or wireless (Reardon).

All of these technological developments during the last forty years have made the PC one of the most used vehicles for the distribution of hotel products to the leisure or business traveler B2C and C2B. These developments have had other impacts on the advancement of hotel electronic distribution networks over the years. The next section outlines and describes many of the major milestones in the history hotel electronic distribution by decade.

What is apparent from the following chronology is that the history of electronic distribution in the hotel industry is punctuated by technical advances allowing further connectivity between a disparate and fragmented system of symbiotic relationships. The continuing globalization of travel products whether enabled by new technology, by government regulations, by entrepreneurs in search of a profitable market, or by the pressures of consumer demographic and immigration patterns is part of the history and the future of distribution of hotel inventory. Distribution and marketing communications have blended in the electronic age; no longer is the transaction made through a reservation separated from the messages made by the brand to the consumer. The history of hotel electronic distribution has come a long way.

The Chronology of Hotel Electronic Distribution Milestones

Before 1960's

In the early part of the 20th century, the foundation that eventually led to electronic distribution within the travel industry was laid down. This began when American Express officially entered into the travel business. Additionally IBM and Utell were formed. Utell would eventually provide Pegasus to the hospitality industry. Towards the middle of the 20th century, electronic reservations systems were introduced which helped in the development of the electronic distribution systems which came in the following decades.

1915 - American Express officially entered the travel business in 1915. As one executive wrote to the company's president earlier that year, "Already, we supply travelers with the tickets for their European tours; we receive and forward their mail; we provide reading and writing rooms for their convenience; we store and forward their baggage and packages; we engage their return steamship accommodations. In fact, we are doing already for travelers practically everything except that which is most remunerative to ourselves, namely, furnishing eastbound steamship tickets to Europe; providing hotel accommodations and conducting small parties desiring such a service" (Our Story – American Express).

1924 – IBM is formed, renamed after C-T-R. By then, the company's business had expanded both geographically and functionally, including the completion of three manufacturing facilities in Europe (IBM Archives).

1926 – The Air Commerce Act, passed in 1926, allowing Federal regulation of air traffic rules. This was the beginning of commercial aviation (Boyd np).

1930 – Henry Utell formed Utell International to provide representation services to hotels. The Utell by Pegasus service is now the world's largest hotel representation service (Pegasus Solutions).

1939 – British Overseas Airways Corporation established under the BOAC Act; it was the exclusive British state airline from 1939 until 1946 and the long-haul British state airline from 1946 (British Airways).

1958 – Sheraton introduced Reservatron, the industry's first automated electronic reservations system, and the first toll-free reservation number (History of Lodging).

1959 – Teaming with IBM, American airlines introduced SABRE (Semi Automated Business Research Environment), the largest electronic data processing system for business use (American Airlines History – Airline Tickets).

1959 – IBM and American Airlines introduced the Sabre GDS in 1960 to track airline reservations, but it was to be a long time before Hotels were distributed through the GDS

(Sabre Holdings).

The Sixties

During the 1960s, electronic reservations systems were being installed into airlines such as Delta Airlines, American Airlines, and British Airways. In the beginning of the decade, most reservations systems for these airlines were by a third party such as SABRE until Delta Airlines implemented its own internal reservations system. A majority of reservations in this decade via phone due to the introduction of toll free numbers.

1960 – Airlines developed the first reservations system, Sabre, was installed in Briarcliff Manor, N.Y (Sabre Holdings).

1960 – The "Compagnie des Wagons-Lits" expanded its mission of serving travelers to become Wagons-Lits Travel, Europe's largest travel management company (Carlson).

1962 –Delta activated the electronic SABRE system for "instant" reservations (Delta Through the Decades).

1962 – Electronic reservations unit was introduced at BEA's West London Air Terminal (British Airways).

1963 – In February, BOAC's electronic reservations system introduced in Canada and in September in New York (British Airways).

1964 – SABRE became the largest real time data processing systems second only to the US Governments SAGE system (Aspray and Campbell-Kelly np).

1964 – The Deltamatic reservation system starts with IBM 7074 computers ("Terminal Interchange from PANAMAC Airline Reservation System").

Mid–60s – Introduction of Toll Free telephone services lead to popularity of Central Reservation System (Burns np).

1967 – TWA purchased Hilton International (Security and Exchange Commission 2).

1968 – Internal reservations system was implemented for Delta Air Lines (Kracher 24).

The Seventies

During the 1970s, electronic distribution first made the transition from the airline industry to travel agents. This development began with Westin's development of Westron. Electronic distribution in the hospitality industry was revolutionized when American Airlines began marketing SABRE to travel agents. In the late 1970's, the federal government passed the Airline Deregulation Act, which removed federal government control over fares and airline routes.

1970 – Westin Hotels developed Westron, a hotel version of United's Apollo reservation systems (Burns np).

1971 – United Airlines introduced the Apollo computer reservation system (CRS) for use in their own offices (Kracher 22).

1973 – "HILTRON" went on-line. It was the most sophisticated computerized hotel reservation referral and reporting system in the industry with up-time of 99% ("Just the Facts").

1975 – American Airlines began marketing SABRE to travel agents (Fitzgerald 57).

1976 – The Sabre system was installed in a travel agency for the first time (Fitzgerald 57).

1976 – United Airlines created the Apollo Travel Services (ATS) division, and the Apollo CRS is marketed to travel agencies in North America and Japan (Fitzgerald 51).

1976 – TWA PARS® installation started in travel agencies. TWA PARS became the first global distribution system (GDS) to be installed in travel agencies (Fitzgerald 62).

1978 – The first Computer Bulletin Board System went on-line (Rapp 88).

1978 – "In October 1978, Congress passed the Airline Deregulation Act, which placed "maximum reliance on competitive market forces." The Civil Aeronautics Board would automatically certify entry, unless doing so damaged the public interest. Fares would be flexible within a wide zone of reasonableness, and mergers would be readily approved" (Victor 83).

The Eighties

1980 - 1984
In the beginning of the 1980s, there was a wealth of technological advancements that continue to shape the hospitality and tourism industry today. With the growth of GDS system, governments begin to introduce regulations and laws. American Airlines introduced the first airline travel awards program. Outside of the travel industry, the introduction of Microsoft Windows in the beginning of the decade revolutionized the way businesses and homes used personal computers.

1980 – The computer reservation system, commonly referred to today as the CRS, was developed in the early 1980s (Coyne 54).

1980 – Wagons-Lits Travel became the first business travel agency in Europe to create implants or on-site locations in the offices of clients. The company also introduced the widespread use of computer reservation systems and offered global reporting to European business travel customers. It expanded quickly through major acquisitions in Denmark, Spain, Germany, the United Kingdom and Eastern Europe ("A Hopeful New Era at Carlson Companies; After Difficult Chapter, Company Names First Nonfamily CEO").

1980 – Carlson Companies, Inc. purchased Ask Mr. Foster, with more than 100 branches and annual revenue in excess of $100 million (Pitzer and Anderson np).

1980 – United States (and some 5 years later the European Community) introduced regulation of GDS (Clarke np).

1981 – American introduced the AADVANTAGE travel awards program, a revolutionary marketing program to reward frequent fliers. Also that year it unveiled "AAirpass," a concept that guaranteed fixed personal and business air travel costs with five-year to lifetime range of options ("Funny Money").

1982 – Delta DATAS II® installation started in travel agencies (Zimmerman np).

1983 – Westin was the first major hotel company to offer reservations and checkout using major credit cards ("Era of Glitz, Greed, Globalization").

1983 – Windows introduced ("Microsoft Corporation - History").

1984 – Bargain FinderSM pricing was introduced via the Sabre system. This low-fare search capability automatically advises which class of service is the least expensive for the flights booked – a service unmatched in the industry (Sabre History).

1984 – Founded by Nick Lanyon in 1984, in London, England, the history of Lanyon is that of a respected neutral vendor of technology solutions to facilitate content distribution

as well as channel management between travel suppliers and the four major GDSs (About Lanyon).

1985 – 1986

The mid 1980's saw the birth of an impressive airline in Europe and the widespread implementation of certain GDS's. Furthermore, technology had begun to effect the way in which GDS's functioned and helped maximize airline income through the industry's first revenue management systems. In 1985, RyanAir was launched as Europe's first low cost airline. RyanAir set a precedent for a new trend in the airline industry of low cost carriers (LCC). Sabre had seen the growth of their GDS system through the implementation of their reservation system in over 10,000 travel agency offices. Not only did Sabre see the growth of penetration in travel agencies, but also in online services on consumers' personal computers. The PC's capability as a reservation platform was beginning to improve.

1985 – Europe's first low cost airline, RyanAir is launched (About Us).

1985 – More than 10,000 travel agency offices were using SABRE for travel reservations (American Airlines).

1985 – The introduction of easySabre® allows consumers using personal computers to tap into the Sabre system via online services to access airline, hotel and car rental reservations (Sabre History).

1985 – DATAS II was the first GDS to place a PC on the travel agent's desktop (TWA).

1986 – Sabre Airline Solutions released the industry's first revenue management system, helping maximize airline income by optimizing the fare at which each seat is sold. Sabre Airline Solutions also invents the virtual and continuous nesting concepts for revenue management (Sabre History).

1986 – Apollo Services is renamed Covia, and independent affiliate of United Airlines (Our History).

1986 – Northwest Airlines purchased 50 percent of TWA PARS; PARS Travel Information Systems (PTIS) and PARS Service Partnership (PSP) were formed (Karcher).

1987 - 1989

The late 1980s continued the trend towards more use of technology, leading to benefits for both customers and firms. The Hotel Industry Switch Company combined resources from many large hotel chains to offer a global standard for electronic reservations. During this period there were also several mergers and partnerships that consolidated distribution systems and streamlined connectivity, such as the formation of Amadeus, a GDS company. By 1990 the general public could join a frequent guest reward program as well as book travel online, marking this period as the beginning of two influential trends in travel.

1987 – Air France, Lufthansa, Iberia, and SAS founded Amadeus as a Global Distribution System (GDS) company (Our History – Travel).

1987 – Hilton HHonors®, the company's frequent guest reward program, is introduced ("Milestones and Innovations").

1988 – DatasLink® (DATAS II) Business Systems merged into Delta (Worldspan India).

1988 – PARS was the first GDS with the ability to produce automated boarding passed (Worldspan India).

1988 – PARS Travelshopper® was the first online travel booking system for the general public. (Worldspan India).

1988 – The Hotel Industry Switch Company (THISCO) is founded by some of the largest hotel chains. They develop a universal electronic reservations system for global connectivity (Davis np).

1989 – Pegasus Electronic Distribution switch technology is launched, providing the first electronic link between hotel central reservation systems and major airline global distribution systems ("Ideas and Trends" np).

The Nineties

1990 - 1994
During the 1990s many companies began to explore options for consumers to use and purchase products from the Internet. Large hotel chains such as Promus and Hyatt were the first to establish their own unique websites, and in the same year the first online hotel catalog, travelweb.com, was launched. 1994 was also the year that Yahoo and Netscape 0.9 were introduced, solidifying a trend towards widespread use of the Internet. Access to central reservation systems in real time began during this time period in order to make online booking a viable option for travel. Many of these advances in Internet use required coordination between the established travel organizations, like Expedia's use of an Internet booking engine from Worldspan. By 1996 Worldspan was the pioneer in providing travelers with a search engine that would automatically find lower fares based on itinerary, a vital component of e-commerce today. In addition, major players like Hilton, American Airlines, and United Airlines introduced their branded websites, and British Midline Airlines became the first to create an interactive booking website. Within two years even international air tickets could be bought online and consumers were introduced to two major online players, Travelocity and Hotelbook. During this decade another soon-to-be- influential site went live when Google was launched in 1998.

This time period also featured advances in business-to-business interactions. Galileo International was founded in 1993, which would shortly become the world leading CRS. While Pegasus Systems was named the parent company of TravelWeb, THISCO and HCC, SABRE began proceedings to split from its parent company, AMR. Worldspan was active in broadening its operations in response to the Internet boom. It was an industry leader in creating Microsoft® Windows®-compatible workstation environments, and it pioneered two useful search engine options to improve online booking. In addition, Worldspan provided the search engine for Expedia and Priceline, two OTA's that would become hugely successful with consumers. There are many examples of software and interface improvements during this time period that allowed increased speed, efficiency, and profit. Events during the 1990's were essential in facilitating the large-scale trends in e-commerce to be found in later years.

1990 – Worldspan was originally owned by affiliates of Delta Air Lines, Inc., Northwest Airlines, and Trans World Airlines, Inc (Das np).

1990 – Covia launched CarMaster™ and RoomMasterâ for Apollo customers, streamlining car and hotel bookings (Selwitz 3).

1990 – The Galileo Company Ltd launched 'Release 3' making Galileo® the first fully operational European-based CRS, and selected travel agencies throughout Europe cutover to the Galileo system. The first ticketed booking is made by a travel agent in The Netherlands ("Galileo, Covia plan merger of U.S., European CRS systems").

1990 – Agreement was reached between Delta, Northwest, and TWA to combine DATAS II and PTIS, forming Worldspan (Simpson 60).

1990 - Lanyon created industry-wide recognition in the 1990's as an innovator in GDS publishing and productivity applications ("Lanyon focuses on distribution technologies").

1988–1990 - Thisco and Wizcom International (subsidiaries of Avis Car Rental Company) created communication switches for hotels (Davis np).

1991 – HEDNA is formed (About HEDNA np).

1991 – Ask Mr. Foster changed its name to Carlson Travel Network, to capitalize on the professionalism, strength, and synergy of the Carlson Companies (Carlson np).

1992 – On March 5, the European and North American owners of The Galileo Company Ltd and The Covia Partnership signed a letter of intent to combine the two companies and create the world's first global distribution system (GDS) (Welcome np).

1992 – LeisureShopperâ is introduced on Apollo, the first CRS product with live availability, pricing and instant confirmation of tour packages, integrated with a CRS using a common interface (Welcome np).

1992 – Hotel Clearing Corporation (HCC) is founded. Pegasus Commission Processing is introduced as the industry's first hotel commission clearinghouse (Pegasus np).

1992 – The story of Translations.com began in 1992 when Phil Shawe and Liz Elting founded a document translation company called TransPerfect Translations. TransPerfect grew steadily to become one of the preeminent document translation firms worldwide (About Us: History np).

1992 – Europe's Open skies Treaty was signed, but would not be put into force until 2002 (Fact Sheet np).

1993 – AMR Corporation formed the SABRE Technology Group. It included AMR Information Services (AMRIS), SABRE Travel Information Network (STIN), SABRE Computer Services (SCS), SABRE Development Services (SDS), and AMR Project Consulting and Risk Assessment Units. (American Airlines np)

1993 – Galileo International was founded by 11 major North American and European airlines: Aer Lingus, Air Canada, Alitalia, Austrian Airlines, British Airways, KLM

Royal Dutch Airlines, Olympic Airlines, Swissair, TAP Air Portugal, United Airlines, and US Airways. (Karcher 22).

1993 – The owners of the Covia Partnerhship and Galileo Company Ltd. Sign an agreement to found Galileo International Ltd., in order to become the world leading CRS (Karcher 22).

1994 – First online hotel catalog debuted - TravelWeb.com. Promus and Hyatt Hotels became the first chains to establish a site on the Internet (History of Lodging np).

1994 – American launched First Call, allowing travel planners to speak with a group specialist to evaluate group travel needs, negotiate fares, book space and generate agreements in minutes (American Airlines History – Airlines Tickets np).

1994 – Worldspan introduced the travel agency's first full Microsoft® Windows®-compatible workstation environment (Worldspan np).

1994 – ITA Software was formed by Mr Jeremy Weirtheimer (Business Week np).

1994 – TravelWeb was launched as the first online Web site for real-time hotel reservations (Travelweb np).

1994 – Marc Andreessen announced Netscape 0.9 (Holgermetzger.de)

1994 – Yahoo was formed (The History of Yahoo np).

1994 – United launched E-Ticket[SM] on Shuttle by United routes (United Airlines np).

1995-1999

The last few years of the 20th century were marked by the acceleration of transaction and the dot.com boom that pervade every industry. Start-up companies using technologies in travel distribution, data aggregation, and other services to the hotel abounded. Mergers and acquisitions in distribution become common. While the Internet is first and foremost a digital brochure at this time, distribution via the World Wide Web is firmly rooted to grow.

1995 – Choice Hotels International and Promus became the first companies to offer guests "real-time" access to its central reservations system (History of Lodging – AH&LA np).

1995 – American announced its World Wide Web site (American Airlines np)

1995 – Microsoft released Internet Explorer, making browsing the Internet more accessible to people (Windows np).

1995 – Worldspan was selected to provide the Internet Booking Engine for Expedia and was the first GDS to introduce functionality that would search for lower airfare options worldwide from an existing itinerary. This led to Worldspan becoming the world's largest provider of airline hosting and related technical services (Worldspan np).

1995 – Indo.com, an inbound portal into Bali and other destinations in Indonesia, enjoys over 10,000 links from leading sites in the world, including America Online and SABRE, is founded. This is one of the first websites catering information and bookings to visitors (About Indo np).

1995 –Pegasus Systems is named the parent company of TravelWeb, THISCO and HCC (Caldwell np).

1995 – United expanded E-Ticket throughout the United States (United Airlines np).

1996 – AMR announced the SABRE Group's filing for Initial Public Offering (IPO), the first step in making SABRE its own company (American Airlines).

1996 – British Midland, Britain's second largest carrier, was the first airline to offer an interactive booking site (Collis).

1996 – With most Asian carriers being cautious about using the Internet, Japan Airlines was the only Asian website of its kind to offer an on-line booking facility (Collis).

1996 – Customers can make reservations and purchase tickets via Delta's Web site, SkyLinks (Delta Through the Decades).

1996 – Travelocity.com is launched on March 12, 1996 (Sabre History).

1996 – In September, ATS introduced Focalpoint Relay™ 2.0 on Apollo, a suite of productivity tools designed to streamline key tasks. Also included in this release are the Premier™ Car and Hotel applications, the first graphical user interface products for booking cars and hotels introduced by a CRS company (Ryan).

1996 – Galileo Travelpoint™ is launched in December, the first travel agency distributed reservation product developed and marketed by a major CRS (Our History - Galileo by Travelport).

1996 – Worldspan was the first GDS to introduce functionality that would search for lower airfare options worldwide from an existing itinerary - Worldspan Power Pricing® (Worldspan Firsts).

1996 – Hotelbook.com is launched by Utell International (Cultuzz).

1996 – Leonardo Media, a potential leader in content management, e-marketing and distribution was established (Leonardo).

1996 – GIATA was established in Kassel in 1996 and now employs over 140 workers in its Berlin office. The shareholding partners are 3 German individuals and Sabre - Holdings (Dallas, USA) (GIATA).

1997 – Galileo International became a publicly traded company (Global Distribution np).

1997 – 42% of business hotel reservations were made by travel agents or corporate travel departments (Use Our Lodging np).

1997 – United expanded E-Ticket[SM] to travel between the U.S. and U.K., the company's first international use of electronic ticketing (United Airlines np).

1998 – Sabre Airline Solutions completed the largest system migration in the airline industry's history when 200 U.S. Airways systems are shut down and shifted to Sabre systems (Sabre Holdings: Travel Merchandising np).

1998 – Priceline selected Worldspan to provide its Internet Booking Engine (Press np).

1998 – Overture, formerly GoTo, launched its sponsored search engine service (Four np).

1998 – British Airways introduced electronic ticketing on international routes (British np).

1998 – Google is formed (Corporate np).

1998 – To expand its presence on the Internet, United invested in the Internet Travel Network (United Airlines np).

1998 – United is the first airline to offer electronic ticketing on around-the-world flights (United Airlines np).

1999 – Sabre introduced *Best Fare Finder* pricing, which allows travel agents to search for flights based on fare, rather than schedule (Sabre np).

1999 – USAI acquired Hotel Reservations Network, later renamed Hotels.com (IAC np).

1999 – Hilton announced the successful launch of its new $30 million state of the art central reservation system (CRS) called HILSTAR, creating a network of more than 440 hotels worldwide (Hilton np).

1999 – Apache, a developing web server, formed the Apache Software Foundation in June of 1999 and is incorporated into a non-profit corporation (ASF) (Apache np).

1999 – The Graycon Group, HDSC and GMS merged to create one corporate entity, TravelCLICK, Inc (TravelClick's History np).

The New Millennium

2000 - 2010

The beginning of the 21st century heralds more innovation in the delivery of travel products with information electronically. As technology advanced, GDS companies and OTAs, as well as other websites launched buyer-oriented products such as price comparison matrices and online planning tools.

By 2001 acquisitions were a pivotal trend in the travel industry, especially in regards to GDS systems and OTAs. Many smaller companies were integrated into large companies for their specialized services, such as Pegasus Solutions' acquisition of Unirez—a reservation distribution company that delivers lower cost, connectivity-only representation services to independent hotels and small groups. InterActiveCorp experienced significant growth with acquisitions of Hotels.com, Expedia, and Hotwire. There was a large push throughout this decade for advanced technology, specifically for new reservations systems and ubiquitous e-ticketing by 2007.

Even though Internet reservations exceeded GDS reservations in 2006, hotels continued to invest in GDS because GDS rates remained above Internet rates. A major improvement to hotel GDS was single image inventory, which allows hotels and travel agents to access the most updated and synchronized information in real time.

The increase in the number of online buyers paved the way for travel social media and online revenue maximization practices. The role of OTAs and other Internet-based businesses also expanded as sales shifted from traditional distribution channels to the Internet. An example of one of the earliest travel social media sites is TripAdvisor, a website that provides user-generated ratings and reviews.

2000 – AMR Corporation brought SABRE into its company (American).

2000 – Delta launched its website, Delta.com (Delta).

2000 – Sabre is detached from AMR Corporation (Sabre Holdings Travel).

2000 – Sabre® eVoya^{SM} Webtop was introduced as an advanced travel agency technology tool. It prepared Sabre Connected^{SM} agencies for the Internet (Sabre Holdings Travel).

2000 – British Airways launched the world's first airline, interactive, commercial service. It appeared in the travel sections of the UK cable companies, such as, Cable & Wireless Communications and Telewest (British).

2000 – British Airways announced its e-business strategy. E-Working transformed its internal business strategies. E-procurement increased on-line purchasing in the UK, saving more than £175m on the airline's yearly purchasing spend. E-Ventures included invested £100million for future planning. All business strategies lead to significant expansion of the on-line activities (British).

2000 – Six major world airlines (British Airways, American Airlines, Air France, Continental Airlines, Delta Air Lines, and United Airlines) announced the formation of an internet marketplace company. It linked airlines with worldwide sellers of goods and services (British).

2000 – British Airways transferred management of its booking and inventory systems to Amadeus (British).

2000 – British Airways teamed up with GetThere.com, the leading supplier of internet-based business-to-business travel systems in the US, to launch a new on-line business travel management system. The private access website was available to travel agents for their medium to small sized corporate clients and also to corporate customers who wished to book directly (Explore).

2000 – British Airways launched a trial offering on-line check-in for its top corporate customers via the British Airways extranet. The system allowed customers to check in and select seats from home or the office up to 24 hours before departure. If the trial proved successful, the service was to be offered to the top 200 corporate customers by the end of March 2001 (Explore).

2000 – British Airways launched a new corporate rewards program for small to medium sized businesses, called On Business, following a successful nine months trial period. Each time an employee booked an eligible fare with British Airways, the company earned points, which could be exchanged for a range of business travel rewards, such as free flights, chauffeur drives to or from UK airports, Heathrow and Gatwick Express train tickets and hotel vouchers (Explore).

2000 – Opodo is the first truly Pan-European travel service created to address the real needs of today's traveller. Opodo is owned by nine of Europe's leading airlines: Aer Lingus, Air France, Alitalia, Austrian Airlines, British Airways, Finnair, Iberia, KLM, Lufthansa and by GDS and travel technology provider, Amadeus (About Us Opodo).

2000 – VFM Interactive is founded as VisualFrenzy.com with a focus in rich media production (About Us VFM).

2000 – Rearden Commerce was established in 1999, providing the industry's first architecture for delivering services on demand (About Us Rearden).

2000 – United's innovative E-Ticket^{SM} technology, which the company has sold to 14 airlines worldwide, is recognized as industry leading. It became part of the Smithsonian Permanent Research Collection on Information Technology at the National Museum of American History (United).

2000 – United and Air Canada launched the industry's first true interline electronic ticketing service, which enabled customers to use a single electronic ticket to travel on more than one airline (Timeline).

2001 – After the events of September 11, 2001, the hotel industry turned to third party websites, such as Travelocity and Hotels.com, to advance their marketing efforts. However, although the websites increased awareness and brought in guests, the rates were drastically discounted (HVS).

2001 – Amadeus has more than 57,000 travel agency locations and has the highest productivity level for every terminal, in the world. However, its booking shares and revenues are dominated by Sabre and Galileo (Global Distribution). Although Amadeus is the number one system according to the number of travel agencies, it provides the fewest U.S. destinations out of the top four GDSs.

2001 – Amadeus adopted electronic media such as e-Travel, Inc. from the Oracle Corporation in July of 2001. The new media deliver traveling components to e-commerce players worldwide (Global Traveler's). Traveling components are placed into a single Internet-based service so travelers can book air, car, hotel, and rail services through one channel.

2001 – Galileo International was acquired by Cendant Corporation for approximately $1.8 billion in common stock and cash (Global Distribution).

2001 – "Orbitz LLC was launched on the Internet, using Worldspan as its Internet Booking Engine" (Global Distribution).

2001 – The Sabre® Aerodynamic Traveler™ passenger processing solutions, designed by Sabre Airline Solutions, expedite the airline check-in process. It reduces long lines at airports by using roaming agents and self-serve kiosks (Sabre Holdings: Travel). Other organizations, like the Common User Self-Service (CUSS) group, also provided self-service machines for airline passengers in 2001.

2001 – In October, the Cendant Corporation bought Galileo for approximately $2.9 billion. The combination of a leading electronic GDS provider and a global business provider, created a new power in the travel industry (Cendant To).

2001 – Cendant bought the Avis Group for $937 million, resulting in the Avis Rent A Car System, Inc. (Avis Rent A Car: Corporate). At the time, Avis was managing 1,700 rental locations.

2001 – In May, British Airways announced discounts on tickets purchased from the airline's website. Discounts applied to all bookings to and from the UK (British).

2001 – In October, the British Airways launched a promotion to promote flying. Special offers were given to Executive Club members, enabling them to take a companion free. Five million discounted tickets to Europe went on sale, enabling children to fly for free (British). Other airlines also made similar advances. Delta Air Lines launched promotions and gave away 10,000 tickets, accommodations, and other packages to encourage travel to New York after the terrorist attacks (Article: Delta).

2001 – Orbitz had the lowest online air fares. It was the 1st online travel company to introduce unbiased flight matrix display that redefined travel booking. It was also the 1st online travel company to send proactive flight departure delay, gate change or cancellation alerts via email or phone (Orbitz Launches).

2001 – Pegasus Solutions launched PegasusCentral, the first single-image inventory system. It operated direct PMS and CRS functions on one central database (Pegasus Solution Launches).

2001 – The Orbitz online travel site opened, competing with Travelocity and Expedia (E-Commerce).

2002 – The launch of Worldspan e-Pricing^{SM} made Worldspan the first GDS to introduce a revolutionary new multi-server-based technology, offering an unprecedented selection of pricing options to all of its customers (Das).

2002 – Travelocity acquired Site59, a leading online seller of last-minute merchant model air, hotel and rental car inventory (Sabre History).

2002 – Sabre Holdings announced its Direct Connect Availability Three-Year Option (DCA-3), a new multi-year offering for airlines in Participating Carrier Agreement. In exchange for an established booking fee rate, the carrier commits to the highest level of participation in the GDS (Sabre History).

2002 – July 1, USAI acquired a controlling interest in Expedia (History. Translations).

2002 – Galileo (a Travelport brand) was one of the world's largest providers of travel content and a technology leader serving travel companies worldwide. Galileo provides GDS services through its computerized reservations systems, leading-edge products and innovative, Internet-based solutions (Galileo. Travelport).

2002 – Ixeo was launched by Graham Leslie and became the largest 'live' travel database online, combining accommodation, flights, and booking information, including a Concierge feature that enables users to assemble custom holiday packages (AboutUs).

2002 – Pegasus Solutions invested in Travelweb LLC, a new company created to automate and offer net rates through online travel sites such as Orbitz (Pegasus Solutions Launches).

2002 – RevMAX, International acquires Rate View, an automated online competitive shopping tool, providing hoteliers' reports of competitors' future rates by OTA (Adler).

2002 – In February 2002, Translations.com acquired LFI. The acquisition of LFI significantly deepened Translations.com's capacity to handle complex software localization projects and also entered the company into the business of technical writing, and providing linguistic services to the educational publishing industry for clients such as Harcourt and McGraw Hill (History. Translations).

2002 – Translations.com acquired eTranslate (formerly Convey Software). As part of the eTranslate merger, Translations.com entered the GMS technology market by acquiring GlobalLink, the industry's leading GMS product (History. Translations).

2003 – Travelocity introduced Travelocity Business™ to serve corporate travel agencies and business travelers (Sabre History).

2003 – Travelocity introduced TotalTrip, which offers new packaging capabilities (Sabre History).

2003 – Travelocity acquired World Choice Travel, a hotel room consolidation and distribution business (Sabre History).

2003 – IAC acquired Hotwire for $685 million and assumed approximately $20 million of options and warrants. Hotwire—an "opaque" travel site—will remain a separate brand within IAC (Hines).

2003 – SEO started getting popular with Google's introduction of more semantic elements into its search product. Researchers have noticed wild changes in search relevancy during that update. Search engines would prefer to bias results to make commercial ads appear more appealing (Wall).

2003 – Orbitz introduced a merchant hotel program to compete with Expedia's hotel merchant model fold, which includes Six Continents. The companies are seeking to bulk up the availability of hotel properties on their sites and raise transaction volume (Orbitz Launches).

2003 – Pegasus Solutions acquired Unirez for £21.5 million. Unirez is a leading hotel reservation distribution company that delivers lower cost, connectivity-only representation services to independent hotels and small groups (Pegasus Buys).

2003 – IAC acquired remainders of Hotels.com (Mullaney 82).

2003 – IAC acquired remainders of Expedia (Mullaney 82).

2003 – TravelCLICK acquired the industry-leading iHotelier—an integrated reservation management and marketing system (TravelCLICK Expands) and the product line of RevMAX International including FuturePACE, an analytic tool providing aggregate GDS reservations for future dates by a hotel's competitive set (Adler).

2004 – DOT deregulated the GDS Industry on July 31, 2004 (Spradling 10).

2004 – Travelocity acquired Las Vegas-based All State Tours, Inc., a leading distributor of show tickets and tours in Las Vegas. The purchase included Allstate Ticketing and ShowTickets.com (Smither).

2004 – Sabre Travel Network launched MySabre™, a new Web-based agent booking portal that provides agents and suppliers with new merchandizing opportunities at the point of sale (Sabre Holdings: Travel).

2004 – In September, Cendant Corporation, the world's largest hotel franchiser, agreed to acquire Orbitz, Inc. for $1.25 Billion (Cendant Corporation Agrees).

2004 – Galileo® Best Available Rate was launched, providing Galileo-connected agencies with the convenience of one-stop shopping access to the best published rates from top hotel chains (Galileo Unveils).

2004 – In December, Galileo unveiled its industry-leading 360˚ Fares System solution. It is the first GDS to offer 100% fully automated fares and fare rules (Galileo Unveils).

2004 – Cendant acquired Gulliver's Travel Associates, the leading wholesaler of hotels, destination services, travel packages and group tours, and Octopustravel.com, the global online provider of lodging and destination services (Middle East Company News).

2004 – Galileo was the first GDS to market its industry-leading Cruise booking tool, Galileo Cruise, which provided all functionality and technology necessary for agents to

seamlessly manage the cruise shopping and booking process from their agency desktop (Galileo Deploys).

2004 – Worldspan launched its first new pricing solutions powered exclusively by Worldspan e-Pricing®, Flex Date Pricing and User Defined Zone Pricing, which allowed users to comparison shop for the best travel values (Worldspan).

2004 – IAC acquired TripAdvisor, Inc., the leading travel research site (IAC).

2004 – G2 Switchworks was launched, "the next generation GDS," to serve as the travel industry's low-cost distribution provider of choice (Lott).

2004 – Founders of the three big online travel agencies, Orbitz, Travelocity and Expedia formed Kayak.com to provide consumers with more comprehensive travel options in one place (Kayak.com).

2004 – O'Reilly Media and MediaLive International coined the term Web 2.0, which indicated a recovery from the dot-come bubble in late 2001. They noted that the web was far from "crashing" and was more important than ever, with exciting new applications and new sites popping up regularly (O'Reilly).

2004 – Enterprise rent-a-car introduced a new Web site using AC-U-KWIK—the world's #1 resource for corporate pre-flight planning (Global Traveler's).

2004 – Intercontinental hotels removed room inventory from Expedia. The move followed a three-month review to assess the marketing practices of all the third-party online sites with which it does business. IHG cited three key issues: fee transparency, reservation automation, and the methods by which room availability is presented (Lewis).

2004 – In the first six months of 2004, 60% of web surfers shopped for travel services on the internet (Travel Channels).

2004 – Airlines committed to 100% e-ticketing by 2007, a decision that was approved at the annual meeting of the International Air Transport Association as part of an initiative to re-engineer many of the air transport industry's processes to "simplify" the airline business (Airlines).

2004 – Gen X spent more on travel than Baby Boomers (DeLollis 1).

2005 – Sabre Holdings continued to grow and acquired multiple companies: SynXis Corporation, IgoUgo.com (Sabre History) and lastminute.com (Carroll & O'Connor 7, Business wire 1). "SynXis Corporation, a privately-held provider of reservation management, distribution and technology services for hotels … IgoUgo.com, a unique travel community Web site, and launched the industry's first travel keyword search

engine on the newly acquired site and … lastminute.com, Europe's leading online travel site. The acquisition adds approximately 2,000 employees to Travelocity's business unit" (Sabre History).

2005 – IAC acquired AskJeeves, Inc. and Cornerstone Brands, Inc. IAC's ownership of Expedia, Inc ends upon completion of the spin-off of Expedia (About History).

2005 - Orbitz was the first online travel company to launch travel RSS feeds and introduce its Hotel Neighborhood Matrix (Orbitz Pressroom).

2005 – Kayak was the first online travel site to offer air and hotel packages together with ratings and reviews of the services offered (Kayak News).

2005 – Carlson Wagonlit launched Direct Connect technology for Hotels. Travelers and travel agents can now have direct access to hotel room inventory (Carlson).

2005 – Multilingual websites proved to be a cost-effective and innovative strategy to increase international sales and presence, having a high impact on the market (Payne 1).

2005 – "Cendant Hotel Group Automated Request-for-Proposal Process" (Lanyon. News).

2005 – TravelCLICK acquires Vantis International Corporation (TravelCLICK. Press).

2005 – Hilton showed more interest in building its own distribution channels over the GDS deregulation and other GDS competitors (FindArticles).

2005 – First online ticketing portal in Russia. EPAM, provider of engineering outsourcing services, helped Siberia Airlines to launch this online service (EPAM).

2005 – HEDNA members worldwide were surveyed about their views on the current and future of distribution. A majority of the 21.3% responding were identified as executives of corporate companies. The results indicated that members expected significant growth in supplier websites and moderate growth in mega-search engines, meta-search engines, and third-party websites. Respondents also forecasted that the top one-third of global market share of bookings would go to supplier websites and search engines in the next three years; the middle-third to CRS, travel agents, third party websites, and GDS; and the bottom-third through phone lines. Several of challenges identified by HEDNA members were controlling user-generated content, keeping current with social networking tools, staying innovative with technology, maintaining seamless connectivity between PMS and internet channels, and integrating marketing, sales, and business strategy (Warner).

2006 – Consumers continued to utilize the Internet for electronically booking hotels and other travel products. Internet reservations surpassed GDS reservations, and brand websites gained share compared to opaque and third-party merchant websites. Brand websites were the source of 81.2 percent of the brands' centrally booked Internet reservations (Pruitt-Andrews).

2006 – GenX consumers, characterized as overly-independent adults born from 1965 to 1980, were more cynical about advertising using the internet to carefully evaluate their options. This particular group increased their average travel expenditure by 66% per trip during the past five years (ACI).

2006 – Avis became Avis Rent A Car System, LLC. Avis Rent A Car System, LLC. Cendant Corp. was separated into four independent companies, Realogy, Wyndham Worldwide, Travelport and Avis Budget Group, Inc., which is now the parent company of Avis Rent A Car System, LLC (Avis Rent A Car: Historical).

2006 – Orbitz became the 1st online travel company to introduce OrbitzTLC alerts that could contact up to six friends, family members or business colleagues of a "mid-air" flight arrival delay, executive car service alerts and emergency information alerts. Orbitz also became the 1st online travel company to launch travel podcasts (Orbitz. Pressroom).

2006 – CWT signed a global reseller agreement with Amadeus to distribute its online booking system Amadeus e-Travel Management, the most widely deployed online booking solution for global managed travel (Carlson).

2006 – As one of the company's many milestones, VFM Leonardo, leader in visual content management and distribution systems, released Vscape® Image Compare, bringing innovative new technology to image distribution which automates the comparison of images to eliminate duplication (Boni).

2006 – A Market Matrix research showed that more people prefer to book via hotel websites directly because the hotel reservation experience for the consumer has improved both online and offline (Boni).

2007 – Sabre's Travelocity and Lastminute.com together formed Europe's largest online travel retailer (Lastminute.com).

2007 – Tripadvisor launched a new personalized trip planning tool.

2007 – Europe's low-fares airline easyJet and Windows Vista launched an easyJet desktop gadget for customers to personalize flight information and book service using the Microsoft Vista technology (EasyJet).

2007 – Mytravelstore.co.uk was launched to provide the travel industry with qualified sales leads from web users by offering an alternative to pay-per-click online advertising campaigns, which are more costly (An Alternative).

2007 – Airfare prediction website Farecast.com launched Fare Guard, a service that allows customers to protect the lowest airfare for their trip without buying a ticket (Farecast).

2007 – Kayak launched first metasearch product for cruises (Hafner).

2007 – Lanyon acquired ETABid to provide corporate travel buyers with the industry's first comprehensive tool to source travel suppliers (Lanyon).

2007 – GDS resulted in higher room rates than internet channels, with an average of $98.47 compared to $91.32 (Chipkin 28).

2007 – Windows Vista was released to the general public (Microsoft).

2007 – TravelCLICK's eMonitor results for the fourth quarter of 2006 showed an 18.7 percent increase over the fourth quarter of 2005 in room nights booked electronically through GDS and key Internet sites for Europe (Pruitt-Andrews).

2007 – Worldwide electronic room nights increased up to 7.7 percent for the fourth quarter of 2006. The ADR for hotels in Europe was $179.50, an increase of 12.8 percent over the fourth quarter of 2005. This increase was slightly higher than the 10.8 percent worldwide growth in ADR (Pruitt-Andrews).

2007 – First Travelocity Partner Network relationship was announced in India (Jet Airways).

2008 – Airlines in the U.S. transitioned to 100% paperless ticketing (E-Ticketing Meeting).

2009 – Microsoft released Windows 7.0, successor of Vista (Guggenheimer).

2009 – Amadeus unveiled Affinity Shopper at PhoCusWright Conference. This extreme search tool allows users to search with open-ended parameters such as "sunny destination near golf course" (Karantzavelou).

2009 – Marriott provided Agoda.com, a discount OTA based in Asia, access to 3,100 properties worldwide (Agoda).

2009 – U.S. lawsuits over OTA sales and tax receipts: Opponents, like AH&LA, were against legislations that prevented the government from collecting state and local taxes

from TPIs when hotel rooms were being booked through TPIs, like Travelocity, Orbitz and Expedia (McBurney).

Early 2010

2010 – AH&LA responded to the ITTFA, a drafted legislation, which claimed it would create unfairness and competitive disadvantage for hotels to be exempted from this act. It was argued that taxes for hotels would be raised to account for any budgetary shortfalls caused by the preemption (McBurney).

2010 – HEDNA clarifies its position towards the ITTFA. The association remains neutral on the legislation due to the various positions of its members (HEDNA Press Room).

2010 – Travelport, first GDS firm to gain a Safe Harbor Certification for consumer information privacy and protection (King).

Thoughts on the Future of Electronic Distribution

The future of travel will be filled with opportunities where the diligent and schooled will prevail in capitalizing on trends that others will have failed to anticipate. Social media such as Facebook, Twitter, MySpace and others will continue to expand and adapt to the changes in demographic usage and integrated technologies for bookings. Consumer to consumer connectivity will persist accentuating the need to manage and engage in the conversation by hotel customers on travel review sites and elsewhere.

Mergers and acquisitions of key consumer platforms and search engines will change the power of some channels and alter the relationships with suppliers. Subsequently, hoteliers will be challenged to follow the channel surfing patterns of their customers but the challenge to migrate customers to owned brand sites will not lessen. Legal issues, whether with regard to municipal and state taxes for online reservations or brand infringements through Internet keyword searches, will not disappear. Security issues and national travel restrictions and regulations will continue to shape global travel patterns and be a concern for hospitality distribution markets.

As North American lodging brands open hotels in emerging markets such as India, China and Brazil, distribution will address a broader range of national regulations, cultural traditions accelerating or retarding electronic distribution innovations, and diverse business and economic models. Mobile marketing will advance as handsets improve and allow greater distribution of a broad array of hospitality products. Understanding consumer behavior in the electronic landscape will intensify, with data analysis of online search patterns, along with identifying electronically various consumer segments being a valued business asset.

However, despite the challenges to manage and keep up with the complexities of electronic distribution for hospitality, including the costs to maintain and upgrade systems and attracting educated talent to deftly address the swiftly changing channels, entrepreneurial activities will continue to energize technological and travel product innovations. As tourism flows between more and more nations and competition between hotel brands spreads, the electronic distribution of hotel products will need more sophisticated and educated professionals to make strong strategic choices in the decades ahead. The advance studies by professionals in programs such as those offered by NYU's Tisch Center as well as the mission of HEDNA to continuously educate its members will be even more crucial for making sound, profitable, and progressive distribution decisions.

Please join us in continuing the dialogue and the documentation of the rapidly evolving distribution of hospitality through electronic and emerging channels at www.hedna.com and at www.blogs.nyu.edu/dlq1/marketingfavs.

Abbreviations

ACI Access Control Information
ADR Average Daily Rate
AH&LA American Hotel and Lodging Association
AMR American- The parent company of American Airlines
CRM Customer Relationship Management
CRS Central Reservation System
CUSS Common User Self-Service
CWT Carlson Wagonlit Travel
DCA Direct Connect Availability
DOT Department of Transportation
GDS Global Distribution System
GMS Globalization Management System
HEDNA Hotel Electronic Distribution Network Association
HVS Hospitality Valuation Services
IAC InterActiveCorp
IHG Intercontinental Hotel Group
ITTFA Internet Travel Tax Fairness Act
LFI Language For Industry
OTA Online Travel Agencies
PMS Property Management System
RFP Request for Proposal
RM Relationship Marketing
SEO Search Engine Optimization
TPI Third Party Intermediaries
USAI US Airways

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*Note: In-text references and these cited works are written in the Modern Language
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Hospitality, Tourism, and Sports Management academic policy.

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The Preston Robert Tisch Center for Hospitality, Tourism, and Sports Management, one of several comprehensive academic divisions within the School of Continuing and Professional Studies (NYU-SCPS), offers undergraduate, graduate, and continuing education programs in hospitality, tourism, and sports business and is host to the annual NYU International Hospitality Industry Investment Conference. Established in 1934, NYU-SCPS is among the 15 colleges and schools that comprise New York University, one of the largest private research universities in the United States. Through its faculty, curricula, and vibrant professional and academic networks, NYU-SCPS captures the expertise of key sectors where New York leads globally: Hospitality, Tourism, and Sports Management; Real Estate; Global Affairs; Philanthropy; Communications Media, Publishing, Design, and Digital Arts; Business, Marketing, and Finance; and the Liberal and Applied Arts, among others. Rigorous and timely programs in these and related areas attract undergraduate and graduate students immersed in university life, working professionals in 14 graduate degrees, and New Yorkers of all backgrounds enrolled in approximately 2,500 continuing education courses, certificate programs, conferences, and seminars annually. NYU-SCPS is widely considered to be the most complete example of NYU's founding commitment to be "In and Of the City"—and "In and Of the World."

About HEDNA

HEDNA is a not-for-profi t trade association whose worldwide membership includes executives and managers from the most influential companies in the hotel distribution industry. Founded in 1991, all of HEDNA´s activities are intended to stimulate the booking of hotel rooms through the use of Global Distribution Systems (GDSs), the Internet and other electronic means. HEDNA brings all segments of the hotel industry together to evolve systems and services into electronic distribution that is easy and efficient.