

Analysis of Hilton Worldwide Hotel Group's Transnational Operation Strategy

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Abstract: The success of Hilton Group's transnational operations is not only due to its correct international entry mode, through direct export, management contracts, franchising, mergers and acquisitions, it has achieved rapid expansion at low cost worldwide. At the same time, Hilton Group has implemented a variety of transnational business strategies in its entire international operation, including the growth strategies of brand diversification, M & A, and strategic alliances, product differentiation, low cost, competitive strategy for business development and the globalization of talent and other international business strategies, have laid the foundation for the success of the internationalization of the Hilton Group. Therefore, Hilton Group's mature transnational operation mode is worthy to be studied and used for reference by Multinational Hotel Enterprises, and has important enlightenment significance to the development of hotel industry groups in China.

Keywords: Hilton Worldwide, International entry model, Multinational strategy

1. Introduction of Hilton Group

Hilton Worldwide Holdings Ltd. , formerly Hilton Worldwide and a subsidiary of Blackstone Group, is one of the most internationally recognized multinational hotel management companies, with 18 Premier Hotel brands, it manages, franchises, owns and rents nearly 6,100 hotels in 118 countries and regions around the world. Hilton International Hotels is a division of the UK-based Hilton Group, which owns the rights to use the brand name Hilton Worldwide except in North America. As an international luxury brand in the Hilton Hotel Group brand family, Hilton Hotel's target market is to provide first-class hotel products, high-grade service and luxury hotel facilities for business, leisure and tourists. Hilton is well known in the industry for its thoughtful and quality service, rigorous and efficient management style and superior economic efficiency. Hilton worldwide ranked 4th in 2019 with 6,110 HOTELS and 971,780 rooms, according to the latest figures British brand finance topped the list of the world's 50 Most Valuable Hotel brands in 2020.

2. A Brief History of Hilton Group's Transnational Development

The company was founded in 1919 by its founder, Conrad Hilton, who bought the Mowbray Inn in Texas for \$forty thousand. The first hotel in his name was built in 1925. In the 1940s, it became a national hotel chain by acquiring the Roosevelt and Prazer Hotels in New York. After acquiring the Roosevelt and Plaza Hotels in New York City in 1943, Hilton became the first American hotel group to operate across the country. Hilton International was founded in Puerto Rico in 1949 and began to internationalize. In the same year, Hilton International was spun off from Hilton Hotels as a separate subsidiary. After the purchase of the "World Hotel Queen" Waldorf Astoria hotel, "World Hotel Emperor" Startra Hotel series. In 1964, Hilton International went public in New York. Hilton International was acquired three times over a 20-year period from 1967 to 1987 and was eventually bought by the Ladbok Group, formerly the Ladbok Group. Hilton group not only acquired hotel companies at home and abroad, but also dabbled in aviation and gambling. As Hilton International returned to the group, non-hotel assets such as gambling were divested, in order to focus more on the core hotel business.

3. The Choice of International Entry Mode of Hilton Group

From the perspective of the rapid development of the global tourism industry, Hilton Worldwide Hotels Group, in order to pursue efficient growth and huge profits, attract customers from all over the

world to remain competitive, it is the inevitable choice made by Hilton group to push forward the Reform and internationalization of Multinational corporation.

Until the 1950s, Hilton continued to build itself, which led to the slow growth of the group and the loss of development opportunities. After that, Hilton used the funds accumulated by budget hotels to enter the high-end hotel market by means of self-construction, leasing and cooperation, and used the favorable economic environment at that time to acquire famous high-end luxury hotels, to increase brand awareness. In the 1960s, Hilton established the management contract, rapidly expanded the group's market network through "Management output", and rapidly increased the international influence of the brand. In the 1990s, Hilton began to expand the franchise by gradually selling his own restaurants, retaining only management rights and franchise brand rights, shift business focus to operating high-end profit areas: brand maintenance, marketing and other areas of advantage. In 2004 alone, the percentage of Hilton brand franchising far exceeded 70% , the upscale market has become the mainstream franchising.

Generally speaking, Hilton Group's development model has experienced three stages of evolution, namely, self-building model, management contract and franchise. From this, we can choose to internationalize Hilton Group into a model, divided into direct exports, management contracts, franchising these three plates.

3.1 Direct Export

Direct export refers to the enterprise by virtue of its marketing power in the international market to establish its own marketing network, direct and comprehensive operation of all business. Hilton began by operating directly from the United States, then switched to Europe, opening up foreign marketing channels by setting up branches abroad and selling its hotel services directly in the travel market, in order to more convenient and foreign customers for direct close contact. By opening a chain of directly operated hotels overseas, Hilton gained a more comprehensive understanding of the characteristics of various overseas sub-markets, and assigned relevant personnel to specialize in the operation of overseas hotels, and gained experience in international operations, to help them expand their overseas markets. Hilton group is also the use of this direct chain approach, took the first step to become a hotel giant.

3.2 Management Contract

Management contracts have been Hilton Worldwide's main way of expanding overseas until it adopted a multinational franchise model. Management contract (also called entrustment management) is another main form of the development of hotel group and internationalization. Before the Second World War, there was no concept of management contract, the United States, the birthplace of modern hotel management contracts, was the profit-sharing lease that Hilton used in 1948 when it partnered with Puerto Rico to run the Caribbean Hilton. At the time, the Puerto Rican government wanted to build an upscale hotel to cater to tourists, while trying to capitalize on Hilton's Hotel Management Model and brand name, to help local hotels in Puerto Rico gain a foothold in the local market. The Puerto Rican government has promised to negotiate a 60 per cent operating profit for the rental of the completed hotel to the Hilton Group, as well as compensation for a series of promotional expenses incurred by the Hilton Group, Hilton does not need to provide any guarantee in this process, but only the operating capital of the hotel. Thus Hilton began the "Management output" of this form of leasing.

In the following development, Hilton Group will gradually transform this kind of lease into a modern management contract, requiring the shareholders to bear all the risks of the hotel operation, at the same time, shareholders will also have to pay the hotel to use the management company's brand, system and experts of all costs, shareholders are also required to pay a non-profit basis for booking fees, marketing, advertising and some business guidance fees. In other words, according to the main points of the contract, Hilton will be able to manage the company can not predict and control the operational risks transferred to the hotel owners, at the same time enjoy the entire hotel management process of hotel management control rights.

In the 1960s, not only did management contracts become an important way for Hilton Hotels to expand its hotel business in overseas markets in the early years, but other well known U.S. hotel brands also used this approach to expand abroad, not only protect the interests of the hotel management company, but also greatly reduce the risk of the hotel operation. Hilton's move to export management by creating management contracts rapidly broadened the group's market network and rapidly increased the international influence of the brand.

3.3 Franchising

The hotel industry needs a large amount of operating funds to support the industry, and the hotel industry's service-oriented nature makes it difficult for the Hilton Group to own its own technology and product patents, is not easy to form a long-term effective competitive advantage. Therefore, franchising has become an important strategic choice for many hotel groups, including Hilton Group, to achieve rapid expansion in the world.

Franchising refers to the hotel group to use its own technical advantage and brand advantage with other hotel owners, capital injection to achieve the way to expand the scale of hotel operations. The hotel group, by signing a concession contract with other hotel owners, the brand name, trademark and other intellectual property rights, as well as advanced room reservation system, materials procurement system within the prescribed period of time to the other party to use, so as to obtain franchise service fees. Unlike the entrustment management model, the franchise hotel is not directly managed by the brand, but by the hotel owner to set up the hotel management according to the specific circumstances, brand side only need to provide trademarks, brands, management systems, training and so on.

In the early 1990s, Hilton began a "Franchise" campaign, and in the 1990s, the multinational franchise entry has become one of Hilton's major international operations since he opened his own hotels directly overseas. In the face of fierce competition in the hotel industry, Hilton must actively expand the market by increasing the number of properties and room ownership worldwide to attract more customers, the franchising approach perfectly helps Hilton Group to quickly enter the overseas market with lower investment in the hotel industry, and quickly capture the market in the short term, reducing the risk of exploring and adapting to the market, shorten familiar with the market system and enter the laws and regulations, local conditions and customs.

It can be seen that Hilton Group, through franchising, continues to sell hotels and assist franchisees to develop hotels, while transforming its intangible capital into economies of scale, the long term stability of the franchising also provides a strong financial guarantee for the operation and expansion of the Hilton Group.

4. The Implementation of Hilton Group's Transnational Strategy

4.1 Growth Strategy

4.1.1 Implement Brand Diversification Strategy to Segment the Market

In order to meet the differentiation needs of different customer groups in the world, Hilton uses the brand diversification strategy to carry on the careful classification to the market. On the basis of market segmentation, through the brand extension model of "Main Brand + series sub-brand", the diversified hotel brands are used to provide different levels of service to meet different customer needs, specializing in each market segment.

Table 1: Hilton's list of 18 brands by category

Class	Brand
Luxury	Waldorf-astoria Hotel, Conrad, LXR
Super high-end	Hilton, Gaetano, Zumo, Curio, Signia
High-end	Yilin, Xinting, garden, Tapestry, Tempo
Medium and low grade	Huiting, friends, Motto, Tru,
Timesharing	Timeshare

Source: Hilton. Com.

As the chart above shows, Hilton owns 18 brands covering the ultra-luxury high-end segment (such as Waldorf-astoria Hotel, Conrad Hotels) , to the main middle and high-end market (such as Hilton, Yilin, ZUN enjoy, garden hotel, etc.) , and in recent years to Hilton Huanpeng to open the asia-pacific region's mid-range market, the development of budget hotels. It can be said that the Hilton brand covers the world's major business customers and a large number of tourists, almost every brand has a specific main target market, Hilton has significantly increased its share of the global hotel market by offering a professional and thoughtful service to its clientele through its ranking of guests' identities, interests, location and size. It seems that of the many Hilton Hotels in the world, there is always one hotel type and one place that can meet all the needs of its guests.

4.1.2 Merger and acquisition Strategy

According to Hilton's acquisition history, Hilton adopted the "Assimilation" brand model in order to implement the international unification strategy in the early stage. When Hilton bought the Stutler Hotel in 1954, the Venerable Stutler brand was put to rest and renamed Hilton. Stutler was hailed as the father of modern hotel standardization when he proposed "A room with a bath for

\$1.50", and Stutler expanded to 10,400 when it was acquired by Hilton. In this way, although "Stutler" brand has a high visibility and reputation, but due to the Hilton Group early market development strategy, the brand has not been retained.

Due to the concentration of Hilton Group's main business, mainly involved in the hotel and gaming and entertainment industries, in the subsequent development period of Hilton Group, the merger and acquisition mode was mainly horizontal mergers and acquisitions, m & a model also sees the "Marriage" model of joint brands to operate the acquired enterprises, "Hilton-las Vegas International Gaming" is a good example. Hilton has also taken a CO branding approach after acquiring the Roosevelt, flamingo and Las Vegas Gaming International, it was changed to "Hilton as Roosevelt Hotel", "Hilton flamingo hotel" and "Las Vegas Hilton", this reinforces the positive association customers have with Hilton, a well known brand.

In light of cross border m & a activity since Hilton, given that both parties to the deal are strong brands with stable customer Grudge Match, if at this time to take the "Marriage" type of joint brand acquisition model, but will arouse the local consumer resistance and psychological resistance, lost the local market. In order to solve the localization problem of regions with stronger national image, Hilton often adopts "Alienation" mode to keep the two brands independent when he buys hotels across the border. For example, when Hilton acquired Skanska Hotels in Sweden, Skanska had a high national profile in the Nordic region, and in order to keep the hotel business going after the acquisition, Hilton retained the home brand of 130 hotels to soften the backlash and attract more customers in the host country. In addition, Hilton has made a number of successful international brand acquisitions, acquiring local brands in overseas markets outside the United States, successfully penetrate the local market and establish the brand image and business reputation on a global scale. According to statistics, in 2001 alone, Hilton group used the method of mergers and acquisitions, the number of its global rooms from 85,000 jumped to 290,000, a growth rate of 241% .

Generally speaking, for Hilton's series of M & a initiatives, we can find that Hilton generally first tries cross-border M & A in countries and regions with high cultural homology, subsequently, it adopted the strategy of spreading from the center to the surrounding countries and regions to avoid the cultural collision from the host countries. In the process of M & a "Re-brand" issues, Hilton is also focused on the group strategy, through the flexible use of brand "Assimilation", brand "Alienation", brand "Marriage" these three models to effectively implement the group's M & a strategy, so as to quickly and flexibly occupy the global market.

4.1.3. Strategic Alliances

Hilton International Hotels & Resorts, a division of the UK-based Hilton Group, on December 29,2004, Hilton Group, the hotel and gaming company, has announced a # 3.6 bn (\$6.2 bn) sale of its hotel business to the US Group Hilton Hotels Corporation, the deal will bring the two Hilton companies back together after they split up in 1964, with Hilton Group (UK) and Hilton Hotels (US) sharing operating rights to the brand under an agreement, Hilton group has the right to use its brand name in all regions of the world except the United States, so its cross-border acquisitions mainly take place in Europe. Since then, the UK based group has formed a strategic alliance with the US based Hilton Hotels, with Hilton Hotels focusing on the US and Hilton focusing on other international markets, share the global market.

4.2 Competitive Strategy

4.2.1 International Product Differentiation Strategy

First, implement a product differentiation strategy in hotel rooms. As early as 1959, Hilton's 380 room Hilton Hotels opened, the first of its kind, Hilton Hotels quickly picked up customers who needed to do business and travel frequently to and from the airport, which quickly became a major member of the Hilton Hotels. In 1965, Hilton launched Hilton Hotels, the first hotel concept designed for female travelers, with tailor made facilities and services for women. In 2011, Whiting opened its first hotel in Fayetteville, North Carolina, as a new concept for the long term accommodation market. We can see

that in the hotel rooms, Hilton frequently create a new hotel concept, in different areas mining with different needs of new customers.

Second, implement a product differentiation strategy for the experience of the event. Hilton has designed a new, refined and diversified service system to cater to a wide range of age groups and customers with special consumption needs, in October 1996, Hilton Group, in partnership with the National Sleep Foundation NSF, pulled out of 25 sleeping rooms to help customers with difficulty falling asleep to get a better sleep experience, it has since been popularized.

Third, implement a product differentiation strategy on products and services. Hilton group attaches great importance to providing innovative, unique and personalized service items to customers, taking customer needs as the starting point, thus surprising the guests. Hilton, for example, has taken a number of approaches to product development, and Hilton has launched TLC rooms, or travel living centers, to address the discomfort and inconvenience of being away from home, to minimize differences between hotel and home stays, to ensure adequate sleep, a healthy travel lifestyle, and to help guests reduce the stress of travel; 1966, free Champagne, breakfast for two, whirlpool pool and delayed check-out are offered as part of a "Romantic night" to celebrate an anniversary or a newly married couple. A relaxed, comfortable and enjoyable "Relaxing weekend" program with daily continental breakfast, early arrival and late departure at a very low price. In 2004, Hilton was a pioneer in leisure, innovative Hilton Lounge creates a unique fragrance environment, lighting atmosphere for guests to relax and relax. These distinctive differentiation projects have attracted a large number of loyal customers to Hilton.

Fourth, implement a product differentiation strategy in your marketing plan. Hilton Hotels not only innovates on hotel rooms and event experiences, but also designs a variety of marketing campaigns. For example, Hilton Worldwide Hotels Group has introduced the Hilton Honorary Guest Club membership service for the member market and launched a series of discount marketing activities through check-in points, if you get multiple points for your stay, you can stay in the Hilton Hotels room for free when your points reach a certain level. For the parent-child market, a greater China family package will be introduced to encourage family travel; members will upgrade their platinum/gold cards; and weekend holidays will be promoted. For the elderly market, check-in travel promotion activities and other marketing promotion activities; for social marketing, the establishment of the Hilton Community Foundation, social projects, public associations. These promotions are designed by Hilton through user research and consumer analysis, with the aim of attracting different customer groups, in order to meet the unique needs of hotel guests, in the hearts of customers to set up a meticulous and thoughtful image of the enterprise, has been a high degree of customer satisfaction.

4.2.2 Low Cost Strategies

Hilton's low cost strategy is characterized not only by strict cost control, but also by the efficient use of every inch of the hotel's space to generate foreign exchange.

In terms of cost control, Hilton chose to focus on a large number of procurement model to reduce costs. Hilton's supply management has signed several global and regional contracts with hundreds of hotel product and service providers, drawing on the purchasing power of Hilton. For example, the 21 items in the Hilton Hotel system -- tablecloths, bedding, carpets, televisions, napkins, light bulbs, porcelain -- are all ordered by the company's La purchasing department. The group's mode of uniform procurement of furniture, food, printed matter, and consumables for maintenance and operation of the hotel has greatly reduced the Middleman's expenses, while strictly ensuring the price, quality and quantity of the purchased products, the management cost of the hotel should be controlled and compressed.

On the basis of cost control, the founder, Conrad Hilton, stressed that every inch of the hotel's space, including the lobby, basement, cloakroom, etc. , should be maximized, this is his well-known "Dig gold" creed: every inch of the hotel soil to dig gold, in order to reduce the cost of the hotel's remaining space. A case in point is the striking of four large columns in the hallway after Mr Conrad Hilton bought New York's luxurious Waldorf-Astoria Hotel for \$7M, having determined that the columns were hollow and had nothing to do with supporting the ceiling, they were opened and fitted with a number of small glass display cases, which were immediately rented by prominent New York City Jewellers and perfumers, the rent is \$30,000 a year. "Dig for gold" doctrine in the normal operation of the hotel without affecting the case, to create additional value in the hotel, in another point of view is really achieved a low-cost strategy.

4.2.3 Business Development Strategy

Hilton Group has adopted diversified strategies in business development and established diversified

hotel brands and consumer products according to different living cultures in different countries. For example, by developing new consumption patterns, Hilton Hotels became the first hotel company to jointly issue a free hotel credit card in 1995 in partnership with the United States Transportation Company, or by developing an entertainment business, Las Vegas is known for its casino culture, and in 1971, Hilton became the first hotel company to enter the gaming industry by buying the Las Vegas Hilton.

Hilton also uses the brand extension model for business development, dividing a consortium into different quality and class hotels to offer a wide range of products. Just as “One size doesn’t fit all,” Hilton offers a range of services from different hotels to meet different customer needs, based on a detailed breakdown of the customer base, there are seven main categories of Hilton hotels: airport hotels、business hotel、conference hotel、full-suite hotel、resort hotels、Hilton’s holiday club、Hilton garden hotel.

4.3 International Business Strategy

4.3.1 The Concept of “Service with A Smile” And the Values of the Hotel are Well Known All over the World

Much of the Hilton Hotels’ success in doing business internationally has to do with the quality of service it provides. As the hotel service industry, no matter how the enterprise carries on the characteristic development and the brand exaggeration, does not have a high quality and the praised service system, the hotel is unable to survive and the development in the highly intense competition environment. Heavily influenced by Hilton founder Hilton family, Hilton has always operated with the concept of “Service with a smile”, aiming to create a “Feel-at-home” luxury and comfortable experience. Therefore, in order to make customers truly feel that Hilton insists on the experience of “Smiling service” and “Making them feel at home”, the Hilton Hotels not only pays great attention to the training of staff’s etiquette and service ability, also designed a set of human services on the assessment system, standardize human resources management system, to create a top hotel service team. Not only that, the hotel has also formulated a standardized hotel operation and management manual, made strict standards and assessment of service quality, promoted dynamic management, and rationally allocated human resources, establish a complete performance appraisal system, optimize the incentive and restraint mechanism to encourage Hilton staff to provide a higher quality of service for each check-in. Hilton positions the company’s philosophy as “To provide the best service to customers who trust US” and promotes it as a brand culture that permeates every employee’s thinking and behavior, thus created a unique “Smile” brand image and “Feel at home” comfortable experience.

4.3.2 Implement Technology Development on Services

Hilton Group provides customers with advanced technology, including Core Reservation and hotel management systems, high-speed Internet access, data security and in-room entertainment and other services. In 1955, for example, Hilton established the first central reservations office, the Hilcron, so that guests could book rooms at any Hilton Hotels by telephone, telegraph, or teletype, Hilton independently developed the On-demand Cue (OnQ), which is a highly integrated system that can carry out unified query and statistical analysis. Hilton is trying to make ONQ a personal assistant to customers in order to provide a personalized service to better adapt to the highly competitive market environment. Through the system, all key business data are transmitted to the group’s information center, the hotel’s performance for the management company at a glance. Therefore, all hotels joining the Hilton family, be they general management or franchising, must accept the use of the computer systems specified by the group and sign the terms and conditions for the authorized use of information, and that’s what makes Hilton group such an industry leader.

4.3.3 Global Marketing

The first-class marketing performance of Hilton Hotel Group is closely related to its first-class marketing.

First of all, Hilton puts a lot of emphasis on market research to prepare for market demand, with specialized departments responsible for collecting market information from airlines, tourism offices, government agencies, and others around the world, as a group marketing and product development decision-making basis.

Second, through a variety of effective promotions, Hilton has greatly enhanced the brand’s visibility and influence. Hilton runs a variety of promotions around the world, such as Honors promotions, Silver

Travel Promotions, weekend vacation promotions, family vacation promotions, and more, these promotions not only attracted a large number of specific target markets, but also played an excellent promotional role for Hilton.

At the same time, Hilton also attaches great importance to public welfare marketing, to establish a good social image of the company. Hilton Hotels has set up a special donation review committee to decide on the use of the company's charitable funds, focusing on education, health, youth programs, local affairs and public policy, Hilton's sense of social responsibility.

Once again, Hilton places a lot of emphasis on using online technology for marketing. CRS was introduced for all Hilton Hotels in 1973; the new Central Reservation System (HILSTAR) was announced by Hilton Hotels in April 1999; and the Hilton Internet site was launched in August 1995, these advanced information network technology for Hilton to expand the global market has added to take off wings.

4.4 Strategy for the Globalization of Talent

Hilton worldwide began in the United States and has grown in the United States and the United Kingdom, but Hilton's marketing team, hotel design team, customer service team is from the convergence of talent from around the world.

In order to ensure the service quality standard of the hotel and continuously improve the service quality, it is particularly important to cultivate outstanding talents. Therefore, Hilton group attaches great importance to the source and training of its employees, it not only requires employees to have academic qualifications and professional knowledge, but also practical operation and work experience. It cooperates with local universities in the United States in the management of hotel programs, staff loyal to Hilton's cultural values and management system have been cultivated since university. From the beginning, it will be a perfect human resources strategy and business strategy. In addition, Hilton is willing to welcome and embrace high quality talents from any country and region in the world, and provide them with excellent salary investment and welfare treatment, free training courses and promotion opportunities, to help Hilton employees around the world improve their personal ability and comprehensive quality, so as to promote the talent localization strategy, enhance the business innovation ability, and provide guarantee for the innovative service project strategy.

Not only that, but the Hilton College, which Hilton Co founded with the University of Houston, provides training opportunities for employees worldwide to attend Hilton's highest school, no matter where they come from, receive systematic professional courses training, complete their studies, and bring advanced teaching knowledge back to the mainland, to achieve overseas hotel management model update and upgrading. Hilton has international employees in more than 100 countries and regions, and has launched a number of leading programs for talent, hoping to bring good opportunities, rewards and career opportunities to hotel employees, to provide a comprehensive platform for the sustainable development of enterprises, to enable employees to travel and study in Hilton Worldwide, and to set up Hilton University, making Hilton the best resource for the workplace, having repeatedly been named the world's best multinational workplace and topped the 2020 list of the world's best workplaces, Hilton has become the best employer for many international employees.

In this sense, Hilton's talent strategy, implemented through the joint Hilton College, is not only actively recruiting high quality talent for his hotel empire that is loyal to Hilton's cultural values and management system, at the same time, it also provides professional training opportunities for global staff through leading talent programs, so that staff can travel and study at Hilton Worldwide, Hilton has really done for the marketing team, hotel design team, customer service team to recruit World Talent.

5. The Successful Reasons and Enlightenment of Hilton's Transnational Operation

The success of Hilton Group's international operation is due to its correct mode selection. In the entry mode, Hilton Group has adopted the methods of direct export, franchising, management contracts, mergers and acquisitions; it has expanded rapidly at low cost by opening hotels and resorts worldwide. In the process of international operation, the implementation of diversified brand strategy, group development strategy, low-cost strategy, differentiated competition strategy and international talent strategy, Hilton group in the hotel brand, hotel products, industry size, characteristics of service and human resources, and other aspects of competitiveness.

At present, China's tourism industry is moving towards the goal of being a world tourism power. In order to achieve this goal successfully, the domestic tourism industry must be supported by a number of powerful hotel groups. And Hilton Group, as an industry-leading multinational hotel operator, regardless of its rich management experience, or its mature operating mode is of great significance to the development of China's hotel industry group. The development of Hilton Group has inspired our domestic hotel brands to not only set up a good hotel brand image, but also realize product diversification while promoting the group development strategy, strengthen the consumer approval at the same time to broaden product sales channels, in order to maintain the hotel enterprise's long-term competitiveness. On the other hand, domestic hotel brands also need to cultivate high-quality hotel management personnel, strengthen the hotel information technology support, innovative hotel operating peripheral services, in order to maintain the vitality of hotel enterprises. If the domestic hotel group tries to internationalize, then the Hilton Group's specific strategy implementation also has the model significance.

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