

Another trend that will move through the tourism industry is **cooperative alliances**, another concept that was pioneered by airlines to gain greater brand recognition and operating synergies. For example, the alliance between British Airways and American Airlines signaled the importance of gaining dominance in high-traffic corridors such as those serving the North Atlantic marketplace. However, the benchmark for airline alliances is the Star Alliance. This alliance, which was created in 1997 by six airlines with the intent of being the airline of the Earth, has since grown into a global giant, as can be seen in Table 14.3.

Airline alliances meet customer needs by delivering “seamless service”—simplified ticketing, better connections, thorough baggage checking, and frequent flyer reciprocity” (p. 73).³⁵ They also provide another important economic benefit by allowing airlines to gain access to landing slots and gates at already crowded international airports. More changes are on the horizon as the number of major participants in the airline industry continues to shrink and the remaining organizations increase their levels of cooperation.

Table 14.3 The Star Alliance

Member Airlines	Major Hub Airports
Adria Airways	Ljubljana
Aegean Airlines	Athens, Thessaloniki, Heraklion, Rhodes and Larna
Air Canada	Toronto, Montreal, Vancouver
Air China	Beijing, Chengdu
Air India	Delhi, Kolkata, Mumbai
Air New Zealand	Auckland, Los Angeles, Sydney
ANA	Tokyo, Osaka, Nagoya
Asiana Airlines	Seoul
Austrian Airlines Group	Vienna, Salzburg, Innsbruck
Avianca TACA	Bogota, Lima, San Salvador, San Jose
Brussels Airlines	Brussels
COPA Airlines	Bogota, Panama City
Croatia Airlines	Zagreb
EGYPTAIR	Cairo
Ethiopian Airlines	Addis Ababa
EVA Air	Taipei
LOT Polish Airlines	Warsaw
Lufthansa Aviation Group	Frankfurt, Munich, Dusseldorf
Scandinavian Airlines	Copenhagen, Oslo, Stockholm
Shenzhen Airlines	Shenzhen
Singapore Airlines	Singapore
South African Airways	Johannesburg
Swiss International Air Lines	Zurich
TAP Portugal	Lisbon
Thai Airways International	Bangkok, Chiang Mai, Phuket, Hat Yai
Turkish Airlines	Istanbul, Ankara
United Airlines	Chicago, Cleveland, Denver, Houston, Los Angeles, Newark, San Francisco, Washington, DC, and Guam. International: Narita
U.S. Airways	Charlotte, Pittsburgh, Philadelphia, Phoenix, Las Vegas, Washington, DC

Source: <http://www.staralliance.com/en/> and each member airline webpage.