

closes with a comment, which although unsubstantiated and potentially a figment of its author's prejudices, illustrates the type of problems a carrier can face when entering a new foreign market:

"Not only would Braniff face incredible governmental harassment in places like Hong Kong and Singapore, but in Seoul, South Korea, it would be fighting a rear-guard action against an unfriendly government that thought little of threatening the government-monopoly travel agency system in South Korea with dire action if they booked passengers on Braniff instead of Korean Air Lines, and directing a campaign of outright thievery against Braniff operations at Seoul's Kimpo Airport. For instance, Braniff's 747's, when cleaned by ground crews contracted from Korean Air Lines, would regularly be stripped of all the paper products (including toilet paper) from the aircraft."⁹⁵

C. Globalization

In the mid-1980s, a wave of mergers swept the U.S. airline industry, resulting in the formation of roughly eight "mega-carriers".⁹⁶ Shortly thereafter, consolidation came to Canada resulting in the duopoly consisting of Air Canada and Canadian Airlines International Limited (CAI). Some consolidation is also taking place in Europe, with the

⁹⁵Nance (1984), p. 127.

⁹⁶ These are United (US\$8.8 billion), American (US\$8.6), Texas Air - now Continental Holdings Inc. (US\$8.4), Delta (US\$7.4), Northwest (US\$5.6), Federal Express (US\$5.8), USAir (US\$5.2), and TWA (US\$4.4). Pan Am (US\$3.6) might also be included. Figures are 1988 revenues. Source is ATA (1989).