

HOTELS' 325

The top 11 spots in HOTELS' Giants remain unchanged from last year, with each of those companies having added inventory despite the global downturn.



The first shakeup on the list comes from Starwood Capital Group's hotel operating portfolio, Groupe du Louvre, which jumped into the number 12 spot this year on the strength of its merger with Golden Tulip Hospitality Group. The resulting company is the third largest hotel company based outside the United States.

The highest-ranking company to shed inventory last year was 23rd-ranked Interstate Hotels & Resorts, which dropped more than 300 guestrooms despite actually increasing its property portfolio by two hotels. Interstate was acquired by a joint venture between Jin Jiang International Hotels (13th) and Thayer Lodging Group (299th) earlier this year.

IHG once again retains its place atop our annual ranking of the world's largest hotel operating, franchising and branding companies. Being the number one hotel company by guestrooms is not a goal for IHG in and of itself, but Jim Anhut, IHG's chief operating officer for the Americas, says the distinction gives the company an unrivaled legitimacy in the eyes of hotel developers. "It's a great competitive advantage," Anhut says. "That size brings marketing investment and marketing capital, which continues to drive awareness and keep (IHG) top of mind. More rooms creates more dollars to market, which creates more people staying in our hotels, which requires more rooms, and the cycle continues."

Coming in at number two again this year is Wyndham Hotel Group, which acquired the Tryp Hotels brand from 17th ranked Sol Meliá earlier this year. The acquisition is another step in Wyndham's goal of being the world's leading hotel company in size, customer value and per-

formance, says President and CEO Eric Danziger. "Wyndham Hotel Group is a global hotel company that remains increasingly active. We think globally and we act globally," Danziger says.

Last year saw a glut of hotel openings across companies, brands, markets and segments, with the majority of the world's biggest operators adding inventory into a global marketplace that was largely unable to absorb it. The construction cycle peaked in 2009, however, and next year's HOTELS' 325 list may have less movement than in recent years, with expansion over the next few years increasingly driven by new management deals and acquisitions. Lodging Econometrics forecasts gross supply growth in the Americas for 2010 at about 1.7%, which is down a whopping 55% from 2008 by number of rooms.

That rule does not apply in Asia Pacific, however, which remains in a period of astounding growth. China and India maintain huge pipelines, according to Lodging Econometrics. As of the fourth quarter of 2009, the two burgeoning economies had a combined 359,000 guestrooms in various stages of development. Furthermore, 10 of the top 50 hotel companies in this year's list are based in China. The pipeline for Asia Pacific is off about 16% from the 2008 peak, but unlike in Europe and North America, widespread development continues.

By the end of this year, China will represent the largest international market for third ranked Marriott International. Of 42,000 guestrooms under construction in Marriott's global pipeline, two-thirds are outside the United States, including 10% in China, where Marriott has 47 hotels.

About The Rankings

Data for HOTELS' 325 is gathered through an online survey. Companies are asked to report the number of guestrooms and hotels systemwide as of December 31, 2009. Those that do not respond are subject to an estimate through public sources and previous years' data.

In some cases, rooms and hotels are counted more than once because HOTELS chooses to separately report data from owner-operators, managers and franchisors on the same list. Thus, a single property that is owned by one party, managed by another and branded by a third could be counted three times.

Furthermore, this ranking omits companies that exclusively or almost exclusively own hotels; only companies that also manage or franchise hotels are

included. That is why REITs and private equity companies are not included, with the exception of Canadian REITs, some of which also manage.

Keen observers will notice a large number of new entries this year. Many of these are recent startups from emerging markets—we added four companies from China in the top 50 alone—and others, like Goldman Sachs' management subsidiary Archon Hospitality (#29), operate quietly under the radar. We made a concerted effort this year to examine our database to uncover companies like Archon that have been missed in years past, making this year's ranking more complete.

HOTELS thanks Horwath HTL-Asia Pacific and BSH International for their assistance in compiling data.

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Rank	Company, City, Country/State	2009 Rooms	2009 Hotels	2008 Rooms	2008 Hotels
1	InterContinental Hotels Group PLC, Windsor, England	646,679	4,438	619,851	4186
2	Wyndham Hotel Group, Parsippany, New Jersey	597,674	7,114	592,880	7043
3	Marriott International Inc., Bethesda, Maryland	595,461	3,420	560,681	3178
4	Hilton Worldwide, McLean, Virginia	585,060	3,530	545,725	3265
5	Accor Hospitality, Paris, France	499,456	4,120	478,975	3982
6	Choice Hotels International Inc., Silver Spring, Maryland	487,410	6,021	472,526	5827
7	Best Western International, Phoenix, Arizona	308,477	4,048	305,000	4000
8	Starwood Hotels & Resorts Worldwide Inc., White Plains, New York	298,522	992	248,000	942
9	Carlson Hotels Worldwide, Minneapolis, Minnesota	159,756	1,058	151,077	1013
10	Hyatt Hotels Corp., Chicago, Illinois	122,317	424	114,332	375
11	Westmont Hospitality Group, Houston, Texas	113,771	803	106,097	689
12	Groupe du Louvre, Paris, France	91,409	1,097	61,077	856
13	Jin Jiang International Hotels, Shanghai, China	89,251	546	80,164	465
14	TUI AG, Hannover, Germany	83,728	297	83,728	297
15	The Rezidor Hotel Group, Brussels, Belgium	83,200	389	76,779	361
16	LQ Management LLC, Irving, Texas	78,945	766	75,832	721
17	Sol Meliá SA, Palma de Mallorca, Spain	76,887	305	76,335	304
18	Extended Stay Hotels, Spartanburg, South Carolina	76,384	686	76,384	686
19	Home Inns & Hotels Management, Shanghai, China	71,671	616	55,578	471
20	Vantage Hospitality Group, Coral Springs, Florida	65,232	906	60,354	845
21	NH Hoteles SA, Madrid, Spain	61,317	401	49,677	341
22	GreenTree Inns Hotel Management Group Inc., Shanghai, China	49,700	450	14,481	131
23	Interstate Hotels & Resorts, Arlington, Virginia	46,129	228	46,448	226
24	Barceló Hotels & Resorts, Palma de Mallorca, Spain	45,939	181	47,000	186
25	MGM Resorts International, Las Vegas, Nevada	45,701	16	49,919	17
26	Whitbread PLC, Leagrave, England	40,000	583	38,000	568
27	Riu Hotels & Resorts, Palma de Mallorca, Spain	39,208	104	37,000	100
28	Harrah's Entertainment Inc., Las Vegas, Nevada	39,000	34	38,000	35
29	Archon Hospitality, Irving, Texas	37,900	348	—	—
30	Red Roof Inn, Columbus, Ohio	36,298	343	36,654	343
31	The Walt Disney Co., Burbank, California	36,119	36	34,000	38
32	Iberostar Hoteles y Apartamentos SL, Palma de Mallorca, Spain	36,000	100	36,000	100
33	Fairmont Raffles Hotels International, Toronto, Ontario	35,831	94	34,712	91
34	7 Days Group Holdings Ltd., Guangzhou, China	32,836	337	—	—
35	Shangri-La International Hotel Management Ltd., Hong Kong, China	29,700	65	27,987	58
36	Millennium & Copthorne Hotels PLC, London, England	29,340	105	33,726	119
37	China Lodging Group Ltd., Shanghai, China	28,360	236	—	—
38	Travelodge Hotels Ltd., Thame, England	28,294	393	25,000	370
39	Scandic Hotels, Stockholm, Sweden	25,070	138	24,898	138
40	Columbia Sussex Corp., Crestview Hills, Kentucky	23,932	69	24,448	70
41	Club Méditerranée, Paris, France	23,816	84	26,807	80
42	Shanghai Motel Chain Co. Ltd., Shanghai, China	23,084	199	—	—
43	HK CTS Hotels Co. Ltd., Beijing, China	22,393	66	19,268	58
44	Prince Hotels, Tokyo, Japan	22,077	56	22,210	58
45	BTG-Jianguo Hotel Management Co. Ltd., Beijing, China	21,358	71	—	—
46	Ocean Hospitality Inc., Portsmouth, New Hampshire	20,887	132	20,598	136
47	White Lodging Services, Merrillville, Indiana	20,259	144	19,580	139
48	Jinling Hotels & Resorts Corp., Nanjing, China	19,785	81	18,075	73
49	Grupo Posadas, Mexico City, Mexico	19,600	111	19,800	110
50	Four Seasons Hotels and Resorts, Toronto, Ontario	19,231	83	19,184	82

Rank	Company, City, Country/State	2009 Rooms	2009 Hotels	2008 Rooms	2008 Hotels
51	Value Place, Wichita, Kansas	19,175	163	—	—
52	The Ascott Ltd., Singapore	19,000	112	—	—
53	John Q. Hammons Hotels & Resorts, Springfield, Missouri	18,760	77	19,021	78
54	JAL Hotels Co. Ltd., Tokyo, Japan	18,712	58	18,833	59
55	Highgate Hotels, Irving, Texas	18,313	39	18,321	36
56	Barony Hotels & Resorts Worldwide, London, England	18,009	61	16,369	56
57	Drury Hotels Co. LLC, St. Louis, Missouri	17,208	124	16,981	124
58	America's Best Franchising Inc., Atlanta, Georgia	17,162	251	13,697	203
59	LTI International Hotels, Cologne, Germany	16,637	59	7,236	23
60	B&B Hotels Ltd., Brest, France	16,162	215	—	—
61	APA Hotel Ltd., Tokyo, Japan	16,091	69	14,032	64
62	Omni Hotels, Irving, Texas	16,000	45	14,500	43
63	The Chartres Lodging Group LLC, San Francisco, California	15,947	35	—	—
64	Grupo Cubanacan SA, Havana, Cuba	15,895	75	15,855	74
65	Mövenpick Hotels & Resorts, Glattbrugg, Switzerland	15,708	69	15,066	67
66	Grupo Husa, Barcelona, Spain	15,632	144	15,632	144
67	Tharaldson Lodging Companies, Fargo, North Dakota	15,168	224	9,861	219
68	The Procaccianti Group, Cranston, Rhode Island	15,080	57	15,025	57
69	Mantra Group, Surfers Paradise, Australia	15,000	138	—	—
70	Kempinski Hotels, Geneva, Switzerland	14,993	60	14,573	57
71	Southern Sun Hotels Ltd., Bryanston, South Africa	14,533	87	13,514	81
72	Maritim Hotels, Bad Salzflufen, Germany	14,500	51	14,500	49
73	Tokyu Hotels, Tokyo, Japan	14,439	56	13,723	53
74	Fiesta Hotel Group, Ibiza, Spain	13,907	48	10,351	45
75	HNA Hotels & Resorts, Haikou, China	13,842	58	13,628	46
76	Fattal Hotel Management, Tel Aviv, Israel	13,551	59	5,500	20
77	Crestline Hotels & Resorts Inc., Fairfax, Virginia	13,488	66	—	—
78	Capital Hotel Management, Beverly, Massachusetts	13,477	25	12,760	21
79	Pyramid Hotel Group, Boston, Massachusetts	13,325	40	12,983	39
80	Park Management Group, Smyrna, Georgia	13,239	154	13,369	155
81	New Century Hotels & Resorts, Hangzhou, China	13,067	36	11,017	33
82	Hospitality International Inc., Tucker, Georgia	12,870	282	12,772	276
83	Atlantica Hotels International, São Paulo, Brazil	12,708	73	11,883	70
84	Solare Hotels and Resorts Co. Ltd., Tokyo, Japan	12,580	72	11,800	64
85	Gaviota SA, Havana, Cuba	12,481	41	12,785	42
86	The Indian Hotels Co. Ltd., Mumbai, India	12,268	103	11,453	95
87	Northcott Hospitality International LLC, Chanhassen, Minnesota	12,186	217	12,453	219
88	Rotana Hotel Management Corp. Ltd., Abu Dhabi, United Arab Emirates	12,148	45	9,718	38
89	Crescent Hotels & Resorts, Fairfax, Virginia	12,000	55	8,520	49
90	GF Management LLC, Philadelphia, Pennsylvania	11,893	73	7,955	51
91	Sunroute Co. Ltd., Tokyo, Japan	11,751	78	11,285	78
92	Orbis SA, Warsaw, Poland	11,500	62	12,000	64
93	Fujita Kanko Inc., Tokyo, Japan	11,478	44	11,278	43
94	Outrigger Enterprises Group, Honolulu, Hawaii	11,161	45	9,404	37
95	Sage Hospitality Resources, Denver, Colorado	11,075	53	10,872	52
96	Boyd Gaming Corp., Las Vegas, Nevada	11,020	15	—	—
97	Island Hospitality Management Inc., Palm Beach, Florida	11,018	80	11,018	80
98	Las Vegas Sands Corp., Las Vegas, Nevada	10,742	5	—	—
99	Aimbridge Hospitality, Carrollton, Texas	10,741	56	9,015	47
100	Pandox AB, Stockholm, Sweden	10,700	46	10,847	45

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101	Narada Hotel Group, Hangzhou, China	10,560	35	—	—
102	Swiss-Belhotel International, Hong Kong, China	10,426	56	8,481	50
103	Davidson Hotel Co., Memphis, Tennessee	10,420	37	9,657	34
104	Arabella Hospitality Group, Munich, Germany	10,315	44	—	—
105	Genting Group, Kuala Lumpur, Malaysia	10,228	8	—	—
106	Protea Hospitality Group, Sea Point, South Africa	10,181	125	9,790	126
107	Rica Hotels AS, Billingstad, Norway	10,130	74	10,000	80
108	Grand City Hotels & Resorts, Berlin, Germany	10,100	80	—	—
109	H10 Hotels, Barcelona, Spain	9,982	34	12,377	40
110	Royal Host Hotels & Resorts, Calgary, Alberta	9,900	114	7,900	122
111	Kimpton Hotel & Restaurant Group, San Francisco, California	9,848	50	8,593	45
112	Washington Hotel Corp., Nagoya, Japan	9,677	33	9,677	32
113	G.S.M. Hoteles, Madrid, Spain	9,560	76	11,195	89
114	Thon Hotels, Oslo, Norway	9,411	67	—	—
115	Pestana Hotels & Resorts, Funchal, Portugal	9,325	89	9,143	88
116	Sokos Hotels, Helsinki, Finland	9,303	46	5,697	28
117	Princess Hotels & Resorts, Reus, Spain	9,300	19	9,300	19
118	Jaz Hotels, Resorts & Cruises, Giza, Egypt	9,244	42	—	—
119	Hoteles Islazul, Havana, Cuba	9,240	71	11,192	86
120	HEI Hotels & Resorts, Norwalk, Connecticut	9,200	33	8,632	31
121	Prism Hotels & Resorts, Dallas, Texas	9,196	44	7,531	39
122	The Alternative Hotel Group, London, England	8,960	82	7,360	58
123	Eurostars Hotels, Barcelona, Spain	8,828	89	8,749	87
124	Danubius Hotels Group, Budapest, Hungary	8,773	54	8,784	56
125	Royco Hotels, Calgary, Alberta	8,708	103	8,886	108
126	AC Hotels, Madrid, Spain	8,696	91	9,300	91
127	Red Lion Hotels Corp., Spokane, Washington	8,671	45	8,910	47
128	Harbour Plaza Hotels and Resorts, Hong Kong, China	8,636	11	—	—
129	Remington, Dallas, Texas	8,614	50	7,819	43
130	Noble Investment Group, Atlanta, Georgia	8,574	46	8,152	42
131	Hankyu-Hanshin-Daiichi Hotel Group, Osaka, Japan	8,559	45	8,560	45
132	Hospitality Alliance AG, Bad Arolsen, Germany	8,532	68	9,451	70
133	Moody National Companies, Houston, Texas	8,466	66	—	—
134	Loews Hotels, New York, New York	8,412	19	8,562	18
135	Van Der Valk Hotels & Restaurants, The Hague, Netherlands	8,350	71	—	—
136	Guoman Hotel Management Ltd., London, England	8,234	37	8,492	38
137	Kokusai Kogyo Hotel Group, Tokyo, Japan	8,204	22	8,102	22
138	Destination Hotels & Resorts, Englewood, Colorado	8,203	32	7,021	33
139	Hersha Hospitality Management, Philadelphia, Pennsylvania	8,200	69	—	—
140	Pan Pacific Hotels Group, San Francisco, California	8,194	25	5,505	16
141	Gaylord Hotels, Nashville, Tennessee	8,101	5	8,099	5
142	Concord Hospitality Enterprises Co., Raleigh, North Carolina	8,029	62	6,445	51
143	Palace Resorts, Miami, Florida	7,801	14	5,885	11
144	Lopesan Hotel Group, Meloneras, Spain	7,626	20	7,626	20
145	Mandarin Oriental Hotel Group, New York, New York	7,474	25	6,712	22
146	Tishman Hotel & Realty LP, New York, New York	7,474	11	7,390	11
147	Restel Hotel Group, Helsinki, Finland	7,464	46	7,353	46
148	Rim Hospitality, Modesto, California	7,427	50	6,344	47
149	ITC-Welcomgroup, Gurgaon, India	7,325	116	6,441	102
150	Romantik Hotels & Restaurants, Frankfurt am Main, Germany	7,137	205	—	—

Rank	Company, City, Country/State	2009 Rooms	2009 Hotels	2008 Rooms	2008 Hotels
151	Hostmark Hospitality Group, Schaumburg, Illinois	7,020	31	7,420	36
152	Guangdong (Int'l) Hotel Management Holdings Ltd., Hong Kong, China	6,989	24	14,342	51
153	Marshall Management, Salisbury, Maryland	6,973	51	6,156	44
154	Atlific Hotels, Montreal, Quebec	6,969	43	—	—
155	Dimension Development Co., Natchitoches, Louisiana	6,954	45	6,125	39
156	Britannia Hotels Ltd., Altrincham, England	6,915	35	6,699	33
157	Alliance Hospitality Management LLC, Raleigh, North Carolina	6,903	51	6,377	45
158	Orascom Development Holding AG, Altdorf, Switzerland	6,894	31	6,559	31
159	Valamar Hotels & Resorts, Zagreb, Croatia	6,866	38	—	—
160	Boomerang Hotels, Hendersonville, Tennessee	6,832	81	7,095	85
161	JHM Hotels, Greenville, South Carolina	6,829	41	6,076	39
162	Hotel Okura Co. Ltd., Tokyo, Japan	6,797	22	6,770	22
163	The Summit Group Inc., Sioux Falls, South Dakota	6,723	67	5,949	63
164	Occidental Hotels & Resorts, Madrid, Spain	6,624	19	—	—
165	Kerzner International Resorts Inc., Nassau, Bahamas	6,615	11	5,984	9
166	Driftwood Hospitality Management LLC, North Palm Beach, Florida	6,500	25	5,945	26
167	First Hotels AS, Oslo, Norway	6,496	47	6,395	46
168	Winegardner & Hammons Inc., Cincinnati, Ohio	6,394	26	6,426	26
169	InterMountain Management LLC, Monroe, Louisiana	6,377	66	6,819	71
170	Rosen Hotels & Resorts, Orlando, Florida	6,337	7	6,337	7
171	Argyle Metro Hotels & Resorts, Sydney, Australia	6,296	31	5,171	28
172	Stonebridge Companies, Englewood, Colorado	6,270	44	6,040	43
173	N. Daskalantonakis Group, Athens, Greece	6,143	32	—	—
174	Hotetur Hotels & Resorts, Palma de Mallorca, Spain	6,113	19	—	—
175	Rydges Hotels & Resorts, Sydney, Australia	6,030	39	6,200	37
176	Shamin Hotels, Chester, Virginia	6,000	37	2,981	29
177	Budget Suites of America, Irving, Texas	6,000	17	—	—
178	Atahotels SpA, Milan, Italy	5,940	23	5,940	23
179	Paradores de Turismo, Madrid, Spain	5,926	93	5,000	93
180	First Hospitality Group, Rosemont, Illinois	5,916	39	5,764	38
181	Sonesta International Hotels Corp., Boston, Massachusetts	5,902	29	5,368	25
182	Tianlun International Hotels, Beijing, China	5,876	24	5,613	23
183	Horizon Hotels Ltd., Eatontown, New Jersey	5,850	27	5,850	27
184	Kineth Hospitality Companies, North Liberty, Iowa	5,790	47	4,865	36
185	Intrawest ULC, Vancouver, British Columbia	5,768	72	—	—
186	American Property Management Corp., San Diego, California	5,748	23	13,550	45
187	Mirvac Hotels & Resorts, Sydney, Australia	5,741	45	5,500	42
188	Regal Hotels International, Hong Kong, China	5,713	11	5,500	7
189	LBA Hospitality, Dothan, Alabama	5,708	62	—	—
190	Coast Hotels & Resorts, Vancouver, British Columbia	5,703	42	5,756	40
191	Warwick International Hotels, Paris, France	5,700	41	5,000	40
192	Camino Real Hotels & Resorts, Colonia Anzures, Mexico	5,700	29	5,525	27
193	Buffalo Lodging Associates LLC, Stoughton, Massachusetts	5,659	43	—	—
194	Jarvis Hotels Ltd., High Wycombe, England	5,629	47	5,150	43
195	Mitsis Hotels, Athens, Greece	5,524	17	4,787	16
196	Kintetsu Hotel Systems Inc., Osaka, Japan	5,515	19	5,340	19
197	Janus Hotels & Resorts, Boca Raton, Florida	5,512	33	5,178	31
198	Windsor Hospitality Group, Santa Monica, California	5,459	26	6,005	30
199	Centara Hotels & Resorts, Bangkok, Thailand	5,437	24	4,774	19
200	CSM Lodging, Minneapolis, Minnesota	5,415	38	5,414	38

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201	Budget Host International, Arlington, Texas	5,395	153	5,276	146
202	Austria Trend Hotels & Resorts, Vienna, Austria	5,383	32	5,838	33
203	Lodgian Inc., Atlanta, Georgia	5,359	28	7,577	41
204	Ishin Hotels Group, Tokyo, Japan	5,349	23	5,065	22
205	New Otani Co. Ltd., Tokyo, Japan	5,316	22	7,303	23
206	Frasers Hospitality, Singapore	5,296	35	—	—
207	Langham Hotels International, Hong Kong, China	5,264	11	3,542	8
208	Dolce Hotels and Resorts, Montvale, New Jersey	5,235	24	4,328	23
209	Morgans Hotel Group Co., New York, New York	5,204	15	3,685	12
210	Marcus Hotels & Resorts, Milwaukee, Wisconsin	5,146	19	5,301	20
211	Unique Vacations Inc., Miami, Florida	5,141	23	4,910	18
212	Vila Gale Hotels, Lisbon, Portugal	5,125	21	4,258	18
213	Sandman Hotel Group, Vancouver, British Columbia	5,022	35	5,022	35
214	City Lodge Hotels Ltd., Sandton, South Africa	4,989	44	4,859	43
215	Dusit International, Bangkok, Thailand	4,977	21	5,422	20
216	Mitsui Kanko Group, Tokyo, Japan	4,969	24	4,320	21
217	Portfolio Hotels & Resorts, Rosemont, Illinois	4,955	22	—	—
218	American Casino & Entertainment Properties LLC, Las Vegas, Nevada	4,893	4	—	—
219	Hard Rock Cafe International Inc., Orlando, Florida	4,836	12	—	—
220	Lindner Hotels AG, Dusseldorf, Germany	4,800	32	4,585	33
221	The Oberoi Group, New Delhi, India	4,785	31	4,247	27
222	Dedeman Hotels & Resorts International, Istanbul, Turkey	4,777	22	4,793	22
223	Richfield Hospitality Inc., Greenwood Village, Colorado	4,755	23	5,955	29
224	Wynn Resorts, Las Vegas, Nevada	4,697	3	—	—
225	Shilo Management Corp., Portland, Oregon	4,674	42	4,563	41
226	Louis Hotels Public Co. Ltd., Nicosia, Cyprus	4,628	19	5,097	20
227	Hoteles Silken, Vitoria, Spain	4,604	33	5,013	35
228	LodgeWorks LP, Wichita, Kansas	4,536	32	—	—
229	Great Wolf Resorts Inc., Madison, Wisconsin	4,532	12	—	—
230	Aston Hotels & Resorts, Honolulu, Hawaii	4,500	27	4,500	25
231	Cooper Hotels, Memphis, Tennessee	4,500	25	4,144	21
232	Sunburst Hospitality Corp., Silver Spring, Maryland	4,457	31	4,457	31
233	Grand Hotels International, Singapore	4,436	23	4,041	21
234	Benchmark Hospitality International, The Woodlands, Texas	4,417	28	4,354	28
235	Pacifica Host Hotels, San Diego, California	4,400	29	4,935	29
236	OCT International Hotel Management Co. Ltd., Shenzhen, China	4,358	24	—	—
237	Meyer Jabara Hotels, West Palm Beach, Florida	4,354	23	4,499	24
238	LTD Management Co. LLC, Chesapeake, Virginia	4,340	34	—	—
239	Station Casinos Inc., Las Vegas, Nevada	4,248	11	—	—
240	Pacrim Hospitality Services Inc., Bedford, Nova Scotia	4,245	59	—	—
241	Oaks Hotels & Resorts Ltd., Sunshine Coast, Australia	4,241	34	—	—
242	Blau Hotels & Resorts, Palma de Mallorca, Spain	4,235	10	—	—
243	Sociedade de Turismo e Diversões de Macau, Macau, China	4,226	12	—	—
244	Resorts International, Atlantic City, New Jersey	4,193	4	—	—
245	CHI Hotels & Resorts, Floriana, Malta	4,169	12	3,937	12
246	New Castle Hotels LLC, Shelton, Connecticut	4,168	26	3,820	26
247	Shaner Hotel Group, State College, Pennsylvania	4,159	30	3,982	28
248	Domina Hotel Group, Milan, Italy	4,089	13	3,802	19
249	The Hotel Group, Edmonds, Washington	4,083	26	2,831	24
250	Blue Tree Hotels & Resorts, São Paulo, Brazil	4,072	25	4,072	25

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251	JJW Hotels & Resorts, London, England	4,057	52	4,208	52
252	Stanford Hotels Corp., San Francisco, California	4,056	13	4,056	13
253	Macdonald Hotels PLC, West Lothian, Scotland	4,003	43	4,424	46
254	Trans Inns Management, Farmington Hills, Michigan	3,998	23	—	—
255	SREE Hotels LLC, Charlotte, North Carolina	3,977	30	3,274	26
256	Joie de Vivre Hotels, San Francisco, California	3,928	36	4,508	36
257	Falkensteiner Hotels and Residences, Vienna, Austria	3,927	32	—	—
258	Onyx Hospitality Group, Bangkok, Thailand	3,915	20	3,792	17
259	Constellation Hotels, Manly, Australia	3,904	58	—	—
260	Furama Hotels International Management, Singapore	3,890	18	3,523	16
261	Trump Entertainment Resorts, Atlantic City, New Jersey	3,882	3	—	—
262	Herbst Gaming Inc., Las Vegas, Nevada	3,879	6	—	—
263	Tropicana Entertainment Holdings LLC, Las Vegas, Nevada	3,851	8	—	—
264	Delaware North Companies, Buffalo, New York	3,847	18	—	—
265	Sun International, Sandton, South Africa	3,834	22	3,920	23
266	Magna Hospitality Group LC, Warwick, Rhode Island	3,801	19	—	—
267	Regency Hotel Management LLC, Sioux Falls, South Dakota	3,783	27	3,473	23
268	Starhotels SpA, Florence, Italy	3,725	22	3,710	22
269	Daly Seven, Danville, Virginia	3,697	37	3,569	36
270	Somerston Hotels Ltd., Stratford-upon-Avon, England	3,678	33	—	—
271	Principal Hayley Group, Harrogate, England	3,650	21	—	—
272	Hospitality Management Corp., Dallas, Texas	3,627	21	3,703	22
273	Integral Hospitality Solutions, Birmingham, Alabama	3,605	41	3,558	40
274	The North Central Group, Middleton, Wisconsin	3,603	28	3,082	24
275	Hotéis Tivoli SA, Lisbon, Portugal	3,600	15	—	—
276	Hotel Lotte Co. Ltd., Seoul, South Korea	3,594	7	3,398	5
277	Coakley & Williams Hotel Management Co., Greenbelt, Maryland	3,578	23	3,539	23
278	Minor Hotel Group, Bangkok, Thailand	3,565	31	—	—
279	Hotel Equities Inc., Atlanta, Georgia	3,525	35	3,039	42
280	Rihga Royal Hotels, Osaka, Japan	3,513	10	3,238	10
281	Aquis Hotels & Resorts, Maroussi, Greece	3,500	13	—	—
282	Marco Polo Hotels Ltd., Hong Kong, China	3,498	9	3,468	9
283	Waterford Hotel Group, Waterford, Connecticut	3,490	24	3,506	24
284	Holiday Villa Hotels & Resorts, Kuala Lumpur, Malaysia	3,464	19	—	—
285	B.F. Saul Co., Bethesda, Maryland	3,450	19	3,437	19
286	New World Hotel Management Ltd., Hong Kong, China	3,450	8	—	—
287	Hospitality Ventures Management LLC, Atlanta, Georgia	3,416	21	—	—
288	Hotel Nacional Inn, São Paulo, Brazil	3,415	27	3,543	28
289	Gloria Hotels & Resorts, Hong Kong, China	3,400	13	4,682	17
290	SuperClubs International Ltd., Kingston, Jamaica	3,393	13	4,490	17
291	Imperial London Hotels Ltd., London, England	3,354	6	3,355	6
292	Transamérica Hospitality Group, São Paulo, Brazil	3,352	19	3,028	19
293	Chardon Management Ltd., Glasgow, Scotland	3,339	29	—	—
294	The Imperial Hotels Group, Bangkok, Thailand	3,335	18	3,263	17
295	Club Quarters Inc., New York, New York	3,326	14	—	—
296	Newport Hospitality Group, Williamsburg, Virginia	3,323	28	3,179	27
297	Hunguest Hotels Ltd., Budapest, Hungary	3,313	20	2,707	20
298	HP Hotels Inc., Birmingham, Alabama	3,295	30	—	—
299	Thayer Lodging Group, Annapolis, Maryland	3,220	15	3,391	15
300	Dan Hotels Corp. Ltd., Tel Aviv, Israel	3,210	13	2,428	13

Top 50 by hotels

	Company	Hotels	Rooms
1	Wyndham Hotel Group	7,114	597,674
2	Choice Hotels International Inc.	6,021	487,410
3	InterContinental Hotels Group PLC	4,438	646,679
4	Accor Hospitality	4,120	499,456
5	Best Western International	4,048	308,477
6	Hilton Worldwide	3,530	585,060
7	Marriott International Inc.	3,420	595,461
8	Groupe du Louvre	1,097	91,409
9	Carlson Hotels Worldwide	1,058	159,756
10	Starwood Hotels & Resorts Worldwide Inc.	992	298,522
11	Vantage Hospitality Group	906	65,232
12	Westmont Hospitality Group	803	113,771
13	LQ Management LLC	766	78,945
14	Extended Stay Hotels	686	76,384
15	Home Inns & Hotels Management	616	71,671
16	Whitbread PLC	583	40,000
17	Jin Jiang International Hotels	546	89,251
18	GreenTree Inns Hotel Management Group Inc.	450	49,700
19	Hyatt Hotels Corp.	424	122,317
20	NH Hoteles SA	401	61,317
21	Travelodge Hotels Ltd.	393	28,294
22	The Rezidor Hotel Group	389	83,200
23	Archon Hospitality	348	37,900
24	Red Roof Inn	343	36,298
25	7 Days Group Holdings Ltd.	337	32,836
26	Sol Meliá SA	305	76,887
27	TUI AG	297	83,728
28	Hospitality International Inc.	282	12,870
29	America's Best Franchising Inc.	251	17,162
30	China Lodging Group Ltd.	236	28,360
31	Interstate Hotels & Resorts	228	46,129
32	Tharaldson Lodging Companies	224	15,168
33	Northcott Hospitality International LLC	217	12,186
34	B&B Hotels Ltd.	215	16,162
35	Romantik Hotels & Restaurants	205	7,137
36	Shanghai Motel Chain Co. Ltd.	199	23,084
37	Barceló Hotels & Resorts	181	45,939
38	Value Place	163	19,175
39	Park Management Group	154	13,239
40	Budget Host International	153	5,395
41	White Lodging Services	144	20,259
42	Grupo Husa	144	15,632
43	Scandic Hotels	138	25,070
44	Mantra Group	138	15,000
45	Ocean Hospitality Inc.	132	20,887
46	Protea Hospitality Group	125	10,181
47	Drury Hotels Co. LLC	124	17,208
48	ITC-Welcomgroup	116	7,325
49	Royal Host Hotels & Resorts	114	9,900
50	The Ascott Ltd.	112	19,000

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2009 Rank	Company, City, Country	2009 Rooms	2008 Rooms	2009 Hotels	2008 Hotels
1	Utell Hotels & Resorts and Utell Connect Brentford, England	1,120,000	1,381,379	9,149	11,282
2	Supranational Hotels Ltd. London, England	287,000	297,400	1,389	1,662
3	Hotusa Hotels Barcelona, Spain	204,711	192,455	2,353	2,150
4	Great Hotels Organisation London, England	164,765	184,128	985	672
5	Keytel SA Barcelona, Spain	152,900	142,200	1,700	1,581
6	Preferred Hotel Group Chicago, Illinois	133,420	140,000	723	730
7	Associated Luxury Hotels International Orlando, Florida	97,843	87,791	145	132
8	Worldhotels Frankfurt am Main, Germany	97,402	100,872	482	518
9	Magnuson Hotels Spokane, Washington	89,466	—	1,147	—
10	Best Eurasian Hotels Ltd. Moscow, Russia	87,600	—	788	—
11	The Leading Hotels of the World New York, New York	84,000	84,000	450	460
12	Logis de France Paris, France	59,631	56,927	2,956	2,935
13	Global Hotel Alliance Geneva, Switzerland	55,000	—	223	—
14	Sceptre Hospitality Resources Greenwood Village, Colorado	27,667	—	426	—
15	Res-Hotel Paris, France	26,000	31,000	162	192
16	Small Luxury Hotels of the World Surrey, England	25,290	24,885	508	485
17	Epoque Hotels Miami, Florida	24,587	22,130	370	350
18	Historic Hotels of Europe Paris, France	21,743	—	681	—
19	Hotel Republic London, England	21,450	16,326	130	103
20	Luxe Hotels Worldwide Los Angeles, California	18,088	24,330	153	220
21	Sercotel Hotels Barcelona, Spain	16,400	14,100	157	135
22	Design Hotels AG Berlin, Germany	14,399	12,957	196	175
23	Carino Hotels and Resorts Worldwide New York, New York	12,800	—	80	—
24	Inter-Hotel Paris, France	11,650	11,700	270	271
25	ILA-Châteaux & Hôtels de Charme Brussels, Belgium	11,346	11,346	258	258