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# HOTELS'

# 325

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## CHINESE COMPANIES CRAWL UP THE CHARTS

**THE ENORMOUS OPPORTUNITY FOR HOTEL DEVELOPMENT IN** China has been the talk of the industry for the better part of the last decade, but 2010 may be remembered as the year when it turned the corner from potential to realization. Fifteen of the top 16 companies in the newest HOTELS' 325 ranking added net inventory from a year ago, and nearly all posted major gains in China, with many more projects on the way.

"All international hotel companies are gaining traction with Chinese consumers, as they are all signing up hotels in larger and larger numbers — it's every hotel company's largest market for growth," says Robert Hecker, the Singapore-based managing director for consultancy Horwath HTL.

Despite intense ongoing pushes for China expansion by most of the international hotel companies in HOTELS' 325 top 10, however, it has been China's domestic budget brands that are dominating investor attention of late. Four such brands have already jumped from relative obscurity into the list of the top 50 largest brands in the world — Home Inns from Home Inns & Hotels Management (13th), Jin Jiang Inns from Shanghai Jin Jiang International Hotel Group Co. Ltd. (12th), 7 Days Inn from 7 Days Group Holdings Ltd. (23rd) and Motel 168 from Shanghai Motel Chain Co. Ltd. (36th).

It should be noted that Shanghai Motel was

acquired in May by Home Inns for US\$470 million, a merger that will vault the combined company well past 100,000 total guestrooms and could result next year in the first new addition to the overall top 10 list in a half decade. In all, there are 26 China-based companies in the top 300 on this year's list, up from 24 last year and 18 in 2009.

There was some movement in the top 10 list this year, with Marriott International Inc. leapfrogging Wyndham Worldwide and Starwood Hotels & Resorts Worldwide Inc. just barely edging past Best Western International. It is the first time since 2007 — when Accor SA jumped Choice Hotels International — that the order at the top of the chart has changed.

The biggest upward mover on this year's list is Tokyo-based Hotel Okura Co. Ltd., which jumped from 161st last year to 42nd this year on the strength of its 2010 acquisition of JAL Hotels Co. Ltd.

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2010 Rank	2009 Rank	COMPANY	LOCATION	2010 Rooms	2010 Hotels	2009 Rooms	2009 Hotels
1	1	<b>InterContinental Hotels Group PLC</b>	Denham, England	647,161	4,437	646,679	4,438
2	3	<b>Marriott International Inc.</b>	Bethesda, Maryland	618,104	3,545	595,461	3,420
3	2	<b>Wyndham Worldwide</b>	Parsippany, New Jersey	612,735	7,207	597,674	7,114
4	4	<b>Hilton Worldwide</b>	McLean, Virginia	604,781	3,671	585,060	3,530
5	5	<b>Accor SA</b>	Évry, France	507,306	4,229	499,456	4,120
6	6	<b>Choice Hotels International Inc.</b>	Silver Spring, Maryland	495,145	6,142	487,410	6,021
7	8	<b>Starwood Hotels &amp; Resorts Worldwide Inc.</b>	White Plains, New York	308,736	1,041	298,522	992
8	7	<b>Best Western International</b>	Phoenix, Arizona	308,692	4,038	308,477	4,048
9	9	<b>Carlson Hotels Worldwide</b>	Minneapolis, Minnesota	162,143	1,064	159,756	1,058
10	10	<b>Hyatt Hotels Corp.</b>	Chicago, Illinois	127,507	453	122,317	424
11	11	<b>Westmont Hospitality Group</b>	Houston, Texas	116,913	813	113,771	803
12	13	<b>Shanghai Jin Jiang International Hotel Group Co. Ltd.</b>	Shanghai, China	107,019	707	89,251	546
13	19	<b>Home Inns &amp; Hotels Management</b>	Shanghai, China	93,898	818	71,671	616
14	15	<b>The Rezidor Hotel Group</b>	Brussels, Belgium	87,868	411	83,200	389
15	17	<b>Meliá Hotels International</b>	Palma de Mallorca, Spain	87,000	350	76,887	305
16	16	<b>LQ Management LLC</b>	Irving, Texas	83,635	820	78,945	766
17	14	<b>TUI Hotels &amp; Resorts</b>	Hanover, Germany	79,511	261	83,728	297
18	12	<b>Louvre Hotels Group</b>	Paris, France	78,230	1,023	91,409	1,097
19	18	<b>Extended Stay Hotels</b>	Spartanburg, South Carolina	77,200	683	76,384	686
20	32	<b>Iberostar Hotels &amp; Resorts</b>	Palma de Mallorca, Spain	67,400	101	36,000	100
21	20	<b>Vantage Hospitality Group Inc.</b>	Coral Springs, Florida	60,081	973	65,232	906
22	21	<b>NH Hoteles SA</b>	Madrid, Spain	58,687	397	61,317	401
23	34	<b>7 Days Group Holdings Ltd.</b>	Guangzhou, China	56,410	568	32,836	337
24	23	<b>Interstate Hotels &amp; Resorts</b>	Arlington, Virginia	50,666	242	46,129	228
25	37	<b>China Lodging Group Ltd.</b>	Shanghai, China	50,438	438	28,360	236
26	24	<b>Barceló Hotels &amp; Resorts</b>	Palma de Mallorca, Spain	46,922	182	45,939	181
27	25	<b>MGM Resorts International</b>	Las Vegas, Nevada	46,533	17	45,701	16
28	26	<b>Whitbread PLC</b>	Leagrave, England	44,062	593	40,000	583
29	28	<b>Caesars Entertainment Inc.</b>	Las Vegas, Nevada	42,931	33	39,000	34
30	27	<b>Riu Hotels &amp; Resorts</b>	Playa de Palma, Spain	42,000	107	39,208	104
31	–	<b>Toyoko Inn Co. Ltd.</b>	Tokyo, Japan	41,926	217	–	–
32	33	<b>Fairmont Raffles Hotels International</b>	Toronto, Ontario	37,958	100	35,831	94
33	30	<b>Red Roof Inn</b>	Columbus, Ohio	35,786	342	36,298	343
34	31	<b>The Walt Disney Co.</b>	Burbank, California	32,536	34	36,119	36
35	38	<b>Travelodge Hotels Ltd.</b>	Thame, England	31,953	463	28,294	393
36	42	<b>Shanghai Motel Chain Co. Ltd.</b>	Shanghai, China	30,856	266	23,084	199
37	36	<b>Millennium &amp; Copthorne Hotels PLC</b>	London, England	29,532	103	29,340	105
38	35	<b>Shangri-La Hotels and Resorts</b>	Hong Kong, China	29,408	70	29,700	65
39	39	<b>Scandic Hotels</b>	Stockholm, Sweden	27,204	147	25,070	138
40	78	<b>Pyramid Hotel Group</b>	Boston, Massachusetts	25,864	64	13,325	40
41	–	<b>Nordic Choice Hotels</b>	Oslo, Norway	25,819	169	–	–
42	161	<b>Hotel Okura Co. Ltd.</b>	Tokyo, Japan	24,809	79	6,797	22
43	99	<b>Pandox AB</b>	Stockholm, Sweden	24,800	122	10,700	46
44	43	<b>HK CTS Hotels Co. Ltd.</b>	Beijing, China	23,964	74	22,393	66
45	29	<b>Pillar Hotels &amp; Resorts</b>	Irving, Texas	23,900	233	37,900	348
46	41	<b>Club Méditerranée</b>	Paris, France	23,816	84	23,816	84
47	54	<b>Highgate Hotels</b>	Irving, Texas	23,362	43	18,313	39
48	47	<b>White Lodging Services Corp.</b>	Merrillville, Indiana	23,157	154	20,259	144
49	48	<b>Jinling Hotels &amp; Resorts Corp.</b>	Nanjing, China	23,057	92	19,785	81
50	44	<b>Prince Hotels Inc.</b>	Tokyo, Japan	22,077	56	22,077	56

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51	52	<b>The Ascott Ltd.</b>	Singapore	22,000	152	19,000	112
52	22	<b>GreenTree Inns Hotel Management Group Inc.</b>	Shanghai, China	21,600	240	49,700	450
53	51	<b>Value Place</b>	Wichita, Kansas	21,576	174	19,175	163
54	55	<b>Barony Hotels &amp; Resorts Worldwide</b>	London, England	21,308	74	18,009	61
55	46	<b>Ocean Hospitality Inc.</b>	Portsmouth, New Hampshire	21,031	138	20,887	132
56	45	<b>BTC-Jianguo Hotels &amp; Resorts</b>	Beijing, China	20,245	69	21,358	71
57	49	<b>Grupo Posadas</b>	Mexico City, Mexico	20,006	113	19,600	111
58	53	<b>John Q. Hammons Hotels &amp; Resorts</b>	Springfield, Missouri	18,988	78	18,760	77
59	50	<b>Four Seasons Hotels and Resorts</b>	Toronto, Ontario	18,758	84	19,231	83
60	59	<b>B&amp;B Hotels Ltd.</b>	Brest, France	18,192	242	16,162	215
61	—	<b>InTown Suites Hospitality Corp.</b>	Atlanta, Georgia	17,978	138	—	—
62	64	<b>Mövenpick Hotels &amp; Resorts</b>	Glattbrugg, Switzerland	17,360	68	15,708	69
63	56	<b>Drury Hotels Co. LLC</b>	St. Louis, Missouri	17,259	125	17,208	124
64	89	<b>GF Management LLC</b>	Philadelphia, Pennsylvania	17,204	107	11,893	73
65	61	<b>Omni Hotels</b>	Irving, Texas	16,970	50	16,000	45
66	60	<b>APA Group</b>	Tokyo, Japan	16,857	74	16,091	69
67	67	<b>TPG Hospitality Inc.</b>	Cranston, Rhode Island	16,823	63	15,080	57
68	—	<b>Panorama Hospitality</b>	Tokyo, Japan	16,735	70	—	—
69	62	<b>The Chartres Lodging Group LLC</b>	San Francisco, California	15,411	33	15,947	35
70	69	<b>Kempinski Hotels</b>	Geneva, Switzerland	15,399	64	14,993	60
71	71	<b>Maritim Hotels</b>	Bad Salzuffen, Germany	15,177	51	14,500	51
72	—	<b>Interchange &amp; Consort Hotels</b>	York, England	14,980	275	—	—
73	57	<b>America's Best Franchising Inc.</b>	Atlanta, Georgia	14,979	241	17,162	251
74	98	<b>Aimbridge Hospitality</b>	Carrollton, Texas	14,795	71	10,741	56
75	40	<b>Columbia Sussex Corp.</b>	Crestview, Kentucky	14,775	45	23,932	69
76	58	<b>Rewe Touristik GmbH</b>	Cologne, Germany	14,616	56	16,637	59
77	70	<b>Southern Sun Hotels Pty. Ltd.</b>	Bryanston, South Africa	14,342	89	14,533	87
78	74	<b>HNA Hotels &amp; Resorts</b>	Beijing, China	14,198	58	13,842	58
79	65	<b>Grupo Husa</b>	Barcelona, Spain	13,895	128	15,632	144
80	88	<b>Crescent Hotels &amp; Resorts</b>	Fairfax, Virginia	13,642	65	12,000	55
81	94	<b>Sage Hospitality Resources</b>	Denver, Colorado	13,584	65	11,075	53
82	—	<b>Steigenberger Hotels AG</b>	Frankfurt, Germany	13,502	79	—	—
83	97	<b>Las Vegas Sands Corp.</b>	Las Vegas, Nevada	13,326	6	10,742	5
84	—	<b>Delta Hotels Ltd.</b>	Toronto, Ontario	13,297	47	—	—
85	73	<b>Fiesta Hotel Group</b>	Ibiza, Spain	13,256	46	13,907	48
86	79	<b>Park Management Group</b>	Smyrna, Georgia	13,115	153	13,239	154
87	72	<b>Tokyu Hotels</b>	Tokyo, Japan	13,110	41	14,439	56
88	68	<b>Mantra Group</b>	Surfers Paradise, Australia	13,000	130	15,000	138
89	76	<b>Crestline Hotels &amp; Resorts Inc.</b>	Fairfax, Virginia	12,912	64	13,488	66
90	82	<b>Atlantica Hotels International</b>	São Paulo, Brazil	12,832	76	12,708	73
91	102	<b>Davidson Hotel Co.</b>	Memphis, Tennessee	12,803	45	10,420	37
92	85	<b>The Indian Hotels Co. Ltd.</b>	Mumbai, India	12,802	108	12,268	103
93	63	<b>Grupo Cubanacan SA</b>	Havana, Cuba	12,700	60	15,895	75
94	83	<b>Solare Hotels and Resorts Co. Ltd.</b>	Tokyo, Japan	12,696	73	12,580	72
95	117	<b>Jaz Hotels, Resorts &amp; Cruises</b>	Giza, Egypt	12,536	51	9,244	42
96	81	<b>Hospitality International Inc.</b>	Tucker, Georgia	12,529	272	12,870	282
97	84	<b>Gaviota Tourism Group SA</b>	Havana, Cuba	12,481	41	12,481	41
98	86	<b>Northcott Hospitality International LLC</b>	Chanhassen, Minnesota	12,304	217	12,186	217
99	100	<b>Narada Hotel Group</b>	Hangzhou, China	12,032	42	10,560	35
100	107	<b>Grand City Hotels &amp; Resorts</b>	Berlin, Germany	11,755	92	10,100	80

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101	105	Protea Hospitality Group	Sea Point, South Africa	11,497	134	10,181	125
102	92	Fujita Kanko Inc.	Tokyo, Japan	11,339	43	11,478	44
103	106	Rica Hotels AS	Billingstad, Norway	11,333	76	10,130	74
104	104	Genting Group	Kuala Lumpur, Malaysia	11,286	12	10,228	8
105	90	Sunroute Co. Ltd.	Tokyo, Japan	11,231	74	11,751	78
106	91	Orbis SA	Warsaw, Poland	11,002	60	11,500	62
107	87	Rotana Hotel Management Corp. Ltd.	Abu Dhabi, United Arab Emirates	10,832	42	12,148	45
108	93	Outrigger Enterprises Group	Honolulu, Hawaii	10,616	42	11,161	45
109	96	Island Hospitality Management Inc.	Palm Beach, Florida	10,467	76	11,018	80
110	141	Concord Hospitality Enterprises Co.	Raleigh, North Carolina	10,401	80	8,029	62
111	111	Washington Hotel Corp.	Nagoya, Japan	10,340	43	9,677	33
112	95	Boyd Gaming Corp.	Las Vegas, Nevada	10,313	14	11,020	15
113	108	H10 Hotels	Barcelona, Spain	10,280	36	9,982	34
114	119	HEI Hotels & Resorts	Norwalk, Connecticut	10,246	33	9,200	33
115	115	Sokos Hotels	Helsinki, Finland	10,100	50	9,303	46
116	122	Grupo Hotusa	Barcelona, Spain	10,045	100	8,828	89
117	110	Kimpton Hotel & Restaurant Group	San Francisco, California	10,022	51	9,848	50
118	131	Hospitality Alliance AG	Bad Arolsen, Germany	10,000	70	8,532	68
119	113	Olav Thon Gruppen	Oslo, Norway	9,943	73	9,411	67
120	151	Guangdong International Hotel Management Holdings Ltd.	Hong Kong, China	9,859	40	6,989	24
121	134	Van der Valk Hotels, Restaurants en Vergaderzalen	Vianen, Netherlands	9,526	81	8,350	71
122	138	Hersha Hospitality Management	Philadelphia, Pennsylvania	9,500	78	8,200	69
123	116	Princess Hotels & Resorts	Reus, Spain	9,300	19	9,300	19
124	114	Pestana Hotels & Resorts	Funchal, Portugal	9,215	87	9,325	89
125	80	New Century Hotels Group	Hangzhou, China	9,177	27	13,067	36
126	129	Noble Investment Group	Atlanta, Georgia	9,144	43	8,574	46
127	118	Hoteles Islazul	Havana, Cuba	8,980	69	9,240	71
128	139	Pan Pacific Hotels Group	San Francisco, California	8,583	27	8,194	25
129	126	Red Lion Hotels Corp.	Spokane, Washington	8,557	44	8,671	45
130	125	AC Hotels	Madrid, Spain	8,505	89	8,696	91
131	128	Remington	Dallas, Texas	8,390	49	8,614	50
132	130	Hankyu Hanshin Hotels Co. Ltd.	Osaka, Japan	8,369	44	8,559	45
133	120	Prism Hotels & Resorts	Dallas, Texas	8,315	52	9,196	44
134	136	Kokusai Kogyo Hotel Group	Tokyo, Japan	8,204	22	8,204	22
135	135	Guoman Hotel Management Ltd.	London, England	8,117	38	8,234	37
136	140	Gaylord Entertainment Co.	Nashville, Tennessee	8,098	5	8,101	5
137	133	Loews Hotels Inc.	New York, New York	8,059	18	8,412	19
138	124	Royco Hotels	Calgary, Alberta	8,032	95	8,708	103
139	-	AMResorts	Newtown Square, Pennsylvania	8,003	22	-	-
140	150	Hostmark Hospitality Group	Schaumburg, Illinois	7,900	39	7,020	31
141	142	Palace Resorts	Miami, Florida	7,847	13	7,801	14
142	148	ITC Ltd.	Gurgaon, India	7,719	122	7,325	116
143	123	Danubius Hotel Group	Budapest, Hungary	7,679	48	8,773	54
144	75	Fattal Hotel Management	Tel Aviv, Israel	7,642	30	13,551	59
145	143	Lopesan Hotel Group	Melonerias, Spain	7,626	20	7,626	20
146	137	Destination Hotels & Resorts Inc.	Englewood, Colorado	7,606	35	8,203	32
147	-	Neue Dorint GmbH	Cologne, Germany	7,600	38	-	-
148	144	Mandarin Oriental Hotel Group	Hong Kong, China	7,553	26	7,474	25
149	176	Budget Suites of America	Irving, Texas	7,550	18	6,000	17
150	-	Dynamique Hôtels Management	Boulogne, France	7,543	137	-	-

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151	146	Restel Hotel Group	Helsinki, Finland	7,464	46	7,464	46
152	159	Boomerang Hotels	Hendersonville, Tennessee	7,422	88	6,832	81
153	127	Harbour Plaza Hotel Management International Ltd.	Hong Kong, China	7,421	10	8,636	11
154	147	Rim Hospitality	Modesto, California	7,415	47	7,427	50
155	168	InterMountain Management LLC	Monroe, Louisiana	7,300	72	6,377	66
156	132	Moody National Cos.	Houston, Texas	7,273	56	8,466	66
157	174	Rydgcs Hotels & Resorts	Sydney, Australia	7,211	40	6,030	39
158	218	Hard Rock Cafe International Inc.	Orlando, Florida	7,172	12	4,836	12
159	170	Argyle Hotel Group Pty. Ltd.	Sydney, Australia	7,130	37	6,296	31
160	181	Tianlun International Hotel Management Co. Ltd.	Beijing, China	7,105	29	5,876	24
161	155	Britannia Hotels Ltd.	Altrincham, England	7,045	36	6,915	35
162	163	Occidental Hotels & Resorts Group	Madrid, Spain	6,804	19	6,624	19
163	154	Dimension Development Co.	Natchitoches, Louisiana	6,785	45	6,954	45
164	—	Vienna International Hotelmanagement AG	Vienna, Austria	6,746	37	—	—
165	283	Holiday Villa Hotels & Resorts	Kuala Lumpur, Malaysia	6,733	30	3,464	19
166	164	Kerzner International Resorts Inc.	Plantation, Florida	6,705	12	6,615	11
167	167	Winegardner & Hammons Inc.	Cincinnati, Ohio	6,697	28	6,394	26
168	160	JHM Hotels	Greenville, South Carolina	6,520	40	6,829	41
169	166	First Hotels AS	Oslo, Norway	6,496	47	6,496	47
170	213	City Lodge Hotels Ltd.	Sandton, South Africa	6,440	52	4,989	44
171	169	Rosen Hotels & Resorts	Orlando, Florida	6,337	7	6,337	7
172	196	Janus Hotels & Resorts	Boca Raton, Florida	6,306	43	5,512	33
173	179	First Hospitality Group	Rosemont, Illinois	6,286	42	5,916	39
174	—	Brazil Hospitality Group	Rio de Janeiro, Brazil	6,269	35	—	—
175	—	Century Golden Resources Group	Beijing, China	6,266	13	—	—
176	194	Mitsis Hotels	Athens, Greece	6,246	19	5,524	17
177	156	Alliance Hospitality Management LLC	Raleigh, North Carolina	6,228	47	6,903	51
178	—	McKibbin Hotel Group Inc.	Gainesville, Florida	6,214	60	—	—
179	180	Sonesta International Hotels Corp.	Boston, Massachusetts	6,201	27	5,902	29
180	204	New Otani Co. Ltd.	Tokyo, Japan	6,190	22	5,316	22
181	158	Valamar Hotels & Resorts Ltd.	Zagreb, Croatia	6,175	30	6,866	38
182	145	Tishman Hotel & Realty LP	New York, New York	6,148	9	7,474	11
183	206	Langham Hotels International	Hong Kong, China	6,118	13	5,264	11
184	165	Driftwood Hospitality Management LLC	North Palm Beach, Florida	6,100	27	6,500	25
185	205	Frasers Hospitality Pte. Ltd.	Singapore	6,083	43	5,296	35
186	190	Warwick International Hotels	Paris, France	6,000	43	5,700	41
187	—	Decameron Hotels & Resorts	Panama City, Panama	6,075	33	—	—
188	198	Centara Hotels & Resorts	Bangkok, Thailand	6,000	47	5,437	24
189	173	Al Andalus Management Hotels SL	Estepona, Spain	5,974	18	6,113	19
190	211	Vila Galé SA	Lisbon, Portugal	5,953	23	5,125	21
191	177	AtaHotels SpA	Milan, Italy	5,940	23	5,940	23
192	178	Paradores de Turismo	Madrid, Spain	5,926	93	5,926	93
193	191	Camino Real Hotels & Resorts	Mexico City, Mexico	5,884	29	5,700	29
194	182	Horizon Hotels Ltd.	Eatontown, New Jersey	5,850	28	5,850	27
195	186	Mirvac Hotels & Resorts	Sydney, Australia	5,848	46	5,741	45
196	189	Coast Hotels & Resorts	Vancouver, British Columbia	5,811	44	5,703	42
197	172	N. Daskalantonakis Group	Athens, Greece	5,810	29	6,143	32
198	212	Sandman Hotel Group	Vancouver, British Columbia	5,791	41	5,022	35
199	188	LBA Hospitality	Dothan, Alabama	5,770	64	5,708	62
200	262	Tropicana Entertainment Inc.	Las Vegas, Nevada	5,750	9	3,851	8

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201	207	<b>Dolce Hotels &amp; Resorts</b>	Rockleigh, New Jersey	5,716	27	5,235	24
202	187	<b>Regal Hotels International</b>	Hong Kong, China	5,713	11	5,713	11
203	183	<b>Kineth Hospitality Companies</b>	North Liberty, Iowa	5,620	47	5,790	47
204	239	<b>Pacrim Hospitality Services Inc.</b>	Bedford, Nova Scotia	5,616	52	4,245	59
205	195	<b>Kintetsu Hotel Systems Inc.</b>	Osaka, Japan	5,593	21	5,515	19
206	—	<b>Strand Development Co. LLC</b>	Myrtle Beach, South Carolina	5,568	63	—	—
207	200	<b>Budget Host International</b>	Arlington, Texas	5,530	152	5,395	153
208	257	<b>Onyx Hospitality Group</b>	Bangkok, Thailand	5,493	32	3,915	20
209	264	<b>Sun International Ltd.</b>	Sandton, South Africa	5,439	30	3,834	22
210	244	<b>CHI Hotels &amp; Resorts</b>	Floriana, Malta	5,425	16	4,169	12
211	197	<b>Windsor Hospitality Group Inc.</b>	Santa Monica, California	5,393	23	5,459	26
212	101	<b>Swiss-Belhotel International</b>	Hong Kong, China	5,261	33	10,426	56
213	199	<b>CSM Lodging</b>	Minneapolis, Minnesota	5,257	37	5,415	38
214	203	<b>Ishin Hotels Group</b>	Tokyo, Japan	5,226	22	5,349	23
215	103	<b>Arabella Hospitality Group</b>	Munich, Germany	5,179	43	10,315	44
216	209	<b>Marcus Hotels &amp; Resorts</b>	Milwaukee, Wisconsin	5,158	19	5,146	19
217	—	<b>MJS Hotels</b>	Scottsdale, Arizona	5,157	32	—	—
218	223	<b>Wynn Resorts Ltd.</b>	Las Vegas, Nevada	5,111	4	4,697	3
219	234	<b>Pacifica Host Hotels</b>	San Diego, California	5,100	33	4,400	29
220	121	<b>De Vere Group</b>	Daventry, England	5,034	37	8,960	82
221	192	<b>Buffalo Lodging Associates LLC</b>	Stoughton, Massachusetts	4,990	41	5,659	43
222	214	<b>Dusit International</b>	Bangkok, Thailand	4,946	21	4,977	21
223	286	<b>Hospitality Ventures Management Group</b>	Atlanta, Georgia	4,946	28	3,416	21
224	217	<b>American Casino &amp; Entertainment Properties LLC</b>	Las Vegas, Nevada	4,912	4	4,893	4
225	—	<b>Baywood Hotels</b>	Greenbelt, Maryland	4,883	50	—	—
226	193	<b>Jarvis Hotels Ltd.</b>	High Wycombe, England	4,850	40	5,629	47
227	201	<b>Austria Trend Hotels &amp; Resorts</b>	Vienna, Austria	4,847	30	5,383	32
228	232	<b>Grand Hotels International</b>	Singapore	4,841	24	4,436	23
229	152	<b>Marshall Hotels &amp; Resorts</b>	Salisbury, Maryland	4,833	38	6,973	51
230	227	<b>LodgeWorks LP</b>	Wichita, Kansas	4,829	34	4,536	32
231	224	<b>Shilo Management Corp.</b>	Portland, Oregon	4,785	43	4,674	42
232	222	<b>Richfield Hospitality Inc.</b>	Greenwood, Colorado	4,769	25	4,755	23
233	259	<b>Furama Hotels International Management</b>	Singapore	4,762	26	3,890	18
234	210	<b>Sandals Resorts International</b>	Miami, Florida	4,749	19	5,141	23
235	240	<b>Oaks Hotels &amp; Resorts Ltd.</b>	Sunshine Coast, Australia	4,740	38	4,241	34
236	276	<b>Coakley &amp; Williams Hotel Management Co.</b>	Greenbelt, Maryland	4,714	28	3,578	23
237	245	<b>New Castle Hotels &amp; Resorts</b>	Shelton, Connecticut	4,707	31	4,168	26
238	185	<b>American Property Management Corp.</b>	San Diego, California	4,643	16	5,748	23
239	208	<b>Morgans Hotel Group Co.</b>	New York, New York	4,630	14	5,204	15
240	—	<b>SilverBirch Hotels &amp; Resorts</b>	Vancouver, British Columbia	4,628	21	—	—
241	225	<b>Louis Hotels Public Co. Ltd.</b>	Nicosia, Cypress	4,544	18	4,628	19
242	235	<b>OCT International Hotel Management Co. Ltd.</b>	Shenzhen, China	4,521	25	4,358	24
243	243	<b>RIH Casino Resorts LLC</b>	Atlantic City, New Jersey	4,503	4	4,193	4
244	249	<b>Chieko Aoki Management Co.</b>	São Paulo, Brazil	4,502	27	4,072	25
245	233	<b>Benchmark Hospitality International</b>	The Woodlands, Texas	4,496	36	4,417	28
246	252	<b>Macdonald Hotels PLC</b>	West Lothia, Scotland	4,468	48	4,003	43
247	226	<b>Hoteles Silken</b>	Vitoria, Spain	4,464	32	4,604	33
248	231	<b>Sunburst Hospitality Corp.</b>	Silver Spring, Maryland	4,457	31	4,457	31
249	221	<b>Dedeman Hotels &amp; Resorts International</b>	Istanbul, Turkey	4,405	19	4,777	22
250	220	<b>The Oberoi Group</b>	New Delhi, India	4,401	27	4,785	31

# SPECIAL REPORT: HOTELS' 325

2010 Rank	2009 Rank	COMPANY	LOCATION	2010 Rooms	2010 Hotels	2009 Rooms	2009 Hotels
251	219	Lindner Hotels AG	Düsseldorf, Germany	4,389	29	4,800	32
252	—	Sarovar Hotels & Resorts	Mumbai, India	4,365	56	—	—
253	236	Meyer Jabara Hotels	West Palm Beach, Florida	4,330	25	4,354	23
254	230	Cooper Hotels	Memphis, Tennessee	4,319	23	4,500	25
255	—	Fên Hoteles	Buenos Aires, Brazil	4,300	31	—	—
256	229	Aston Hotels & Resorts	Honolulu, Hawaii	4,300	27	4,500	27
257	238	Station Casinos Inc.	Las Vegas, Nevada	4,248	11	4,248	11
258	277	Minor International PCL	Bangkok, Thailand	4,236	35	3,565	31
259	228	Great Wolf Resorts Inc.	Madison, Wisconsin	4,235	11	4,532	12
260	258	Constellation Hotels	Manly, Australia	4,232	59	3,904	58
261	—	Xanterra Parks & Resorts Inc.	Greenwood, Colorado	3,963	26	—	—
262	293	The Imperial Hotels & Resorts Thailand	Bangkok, Thailand	4,215	22	3,335	18
263	—	Cornerstone USA LLC	Kennesaw, Georgia	4,200	30	—	—
264	255	Jolie de Vivre Hospitality LLC	San Francisco, California	4,182	35	3,928	36
265	298	Thayer Lodging Group Inc.	Annapolis, Maryland	4,159	17	3,220	15
266	202	Lodgian Inc.	Atlanta, Georgia	4,060	20	5,359	28
267	251	Stanford Hotels Corp.	San Francisco, California	4,056	13	4,056	13
268	241	Blau Hotels & Resorts	Palma de Mallorca, Spain	3,988	9	4,235	10
269	271	Hospitality Management Corp.	Dallas, Texas	3,986	21	3,627	21
270	237	LTD Hospitality Group	Chesapeake, Virginia	3,939	28	4,340	34
271	270	Principal Hayley Group	Harrogate, England	3,912	22	3,650	21
272	—	Kosmopolito Hotels International Ltd.	Hong Kong, China	3,889	15	—	—
273	260	Trump Entertainment Resorts	Atlantic City, New Jersey	3,882	3	3,882	3
274	261	Herbst Gaming Inc.	Las Vegas, Nevada	3,879	6	3,879	6
275	266	Regency Hotel Management LLC	Sioux Falls, South Dakota	3,871	29	3,783	27
276	265	Magna Hospitality Group LC	Warwick, Rhode Island	3,801	19	3,801	19
277	—	Urgo Hotels	Bethesda, Maryland	3,789	26	—	—
278	299	Dan Hotels Corp. Ltd.	Tel Aviv, Israel	3,780	14	3,210	13
279	—	Pinnacle Hotel Management	Royal Palm, Florida	3,760	30	—	—
280	267	Starhotels SPA	Milan, Italy	3,725	22	3,725	22
281	275	Lotte Hotel Co. Ltd.	Seoul, South Korea	3,716	7	3,594	7
282	268	Daly Seven	Danville, Virginia	3,697	37	3,697	37
283	281	Marco Polo Hotels Ltd.	Hong Kong, China	3,694	10	3,498	9
284	269	Somerston Hotels Ltd.	Stratford-upon-Avon, England	3,678	33	3,678	33
285	248	The Hotel Group	Edmonds, Washington	3,635	26	4,083	26
286	287	Rede Nacional Inn de Hotéis	São Paulo, Brazil	3,633	32	3,415	27
287	288	Gloria Hotels & Resorts	Hong Kong, China	3,615	14	3,400	13
288	—	Real Hotels & Resorts	San Salvador, El Salvador	3,611	18	—	—
289	295	Newport Hospitality Group	Williamsburg, Virginia	3,609	33	3,323	28
290	273	The North Central Group	Middleton, Wisconsin	3,559	29	3,603	28
291	282	Waterford Hotel Group	Waterford, Connecticut	3,528	25	3,490	24
292	279	Rihga Royal Hotels	Osaka, Japan	3,513	10	3,513	10
293	216	Portfolio Hotels & Resorts	Rosemont, Illinois	3,475	13	4,955	22
294	—	Venezolana de Turismo SA	Caracas, Venezuela	3,477	12	—	—
295	—	Commonwealth Hotels	Covington, Kentucky	3,475	28	—	—
296	—	International Resort Management & Consulting GmbH	Hamburg, Germany	3,437	28	—	—
297	242	Sociedade de Turismo e Diversões de Macau SA	Macau, China	3,400	13	4,226	12
298	292	Chardon Management Ltd.	Glasgow, Scotland	3,412	30	3,339	29
299	246	Shaner Hotel Group	State College, Pennsylvania	3,400	34	4,159	30
300	—	Denihan Hospitality Group	New York, New York	3,395	13	—	—

## TOP 10 MANAGED HOTELS

Rank	COMPANY	Managed
1	MARRIOTT INTERNATIONAL INC.	1,005
2	EXTENDED STAY HOTELS	683
3	WESTMONT HOSPITALITY GROUP	666
4	INTERCONTINENTAL HOTELS GROUP PLC	639
5	ACCOR SA	576
6	HILTON WORLDWIDE	569
7	STARWOOD HOTELS & RESORTS WORLDWIDE INC.	463
8	HOME INNS & HOTELS MANAGEMENT	364
9	WHITBREAD PLC	351
10	NH HOTELES SA	301

## TOP 10 FRANCHISED HOTELS

Rank	COMPANY	Franchised
1	WYNDHAM WORLDWIDE	7,177
2	CHOICE HOTELS INTERNATIONAL INC.	6,142
3	INTERCONTINENTAL HOTELS GROUP PLC	3,783
4	HILTON WORLDWIDE	3,135
5	MARRIOTT INTERNATIONAL INC.	2,391
6	ACCOR SA	1,479
7	CARLSON HOTELS WORLDWIDE	1,021
8	VANTAGE HOSPITALITY GROUP INC.	973
9	STARWOOD HOTELS & RESORTS WORLDWIDE INC.	502
10	LOUVRE HOTELS GROUP	472

## TOP 50 HOTELS

Rank	COMPANY	Hotels
1	Wyndham Worldwide	7,207
2	Choice Hotels International Inc.	6,142
3	InterContinental Hotels Group PLC	4,437
4	Accor SA	4,229
5	Best Western International	4,038
6	Hilton Worldwide	3,671
7	Marrriott International Inc.	3,545
8	Carlson Hotels Worldwide	1,064
9	Starwood Hotels & Resorts Worldwide Inc.	1,041
10	Louvre Hotels Group	1,023
11	Vantage Hospitality Group Inc.	973
12	LQ Management LLC	820
13	Home Inns & Hotels Management	818
14	Westmont Hospitality Group	813
15	Shanghai Jin Jiang International Hotel Group Co. Ltd.	707
16	Extended Stay Hotels	683
17	Whitbread PLC	593
18	7 Days Group Holdings Ltd.	568
19	Travelodge Hotels Ltd.	463
20	Hyatt Hotels Corp.	453
21	China Lodging Group Ltd.	438
22	The Rezidor Hotel Group	411
23	NH Hoteles SA	397
24	Meliá Hotels International	350
25	Red Roof Inn	342
26	GreenTree Inns Hotel Management Group Inc.	305
27	Interchange & Consort Hotels	275
28	Hospitality International Inc.	272
29	Shanghai Motel Chain Co. Ltd.	266
30	TUI Hotels & Resorts	261
31	Interstate Hotels & Resorts	242
32	B&B Hotels Ltd.	242
33	America's Best Franchising Inc.	241
34	Pillar Hotels & Resorts	233
35	Toyoko Inn Co. Ltd.	217
36	Northcott Hospitality International LLC	217
37	Barceló Hotels & Resorts	182
38	Value Place	174
39	Nordic Choice Hotels	169
40	White Lodging Services Corp.	154
41	Park Management Group	153
42	The Ascott Ltd.	152
43	Dynamique Hôtels Management	150
44	Scandic Hotels	147
45	Ocean Hospitality Inc.	138
46	InTown Suites Hospitality Corp.	138
47	Protea Hospitality Group	134
48	Mantra Group	130
49	Grupo Husa	128
50	Drury Hotels Co. LLC	125

## TOP 10 COUNTRIES HOTELS

Rank	COMPANY	Countries
1	INTERCONTINENTAL HOTELS GROUP PLC	100
1	STARWOOD HOTELS & RESORTS WORLDWIDE INC.	100
3	ACCOR SA	90
3	BEST WESTERN INTERNATIONAL	90
5	HILTON WORLDWIDE	82
6	CARLSON HOTELS	77
7	MARRIOTT INTERNATIONAL INC.	70
8	WYNDHAM WORLDWIDE	67
9	THE REZIDOR HOTEL GROUP	62
10	HYATT HOTELS CORP.	45

### About the rankings

Data for HOTELS' 325 is gathered through an online survey completed by hotels. Individuals report the number of guestrooms and hotels systemwide as of December 31, 2010. Companies that do not respond are subject to an estimate through public records, previous years' data, industry sources and independent research. 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.

This ranking omits companies that exclusively or overwhelmingly own hotels; only companies that also manage or franchise hotels are included. That is why REITs and private equity companies are not included.

In the 2010 listing, Steigenberger and Jaz Hotels were listed together under Travco. This year, both companies are listed separately.

HOTELS thanks consultancies MKG Hospitality and Horwath HTL for their assistance in compiling data.

## TOP 50 BRANDS

Rank	BRAND	Hotels	Rooms
1	Best Western	4,038	308,692
2	Holiday Inn	1,241	227,225
3	Marriott Hotels & Resorts	554	204,019
4	Hilton Hotels & Resorts	538	192,204
5	Holiday Inn Express	2,075	191,228
6	Hampton	1,815	178,281
7	Comfort Inn	1,986	152,247
8	Days Inn	1,877	149,980
9	Sheraton	395	137,770
10	Super 8	2,174	136,267
11	Courtyard by Marriott	892	131,069
12	Quality	1,389	128,092
13	Ramada	896	119,042
14	Ibis Hotel	900	107,735
15	Crowne Plaza Hotels & Resorts	388	106,155
16	Motel 6	1,028	100,763
17	Home Inns	817	93,678
18	Mercure	707	87,060
19	La Quinta Inns & Suites	808	82,326
20	Residence Inn by Marriott	613	74,130
21	Jin Jiang Inns	596	73,350
22	Novotel	395	72,805
23	Hilton Garden Inn	513	70,172
24	Westin	176	68,488
25	Iberostar	101	67,400
26	Hyatt Regency	146	67,115
27	DoubleTree by Hilton	245	62,072
28	Fairfield Inn & Suites by Marriott	658	59,745
29	Radisson Blu Hotels & Resorts	252	59,044
30	InterContinental Hotels & Resorts	171	58,429
31	7 Days Inn	568	56,410
32	Americas Best Value Inn	931	56,176
33	Econo Lodge	848	51,537
34	Embassy Suites Hotels	210	51,115
35	Renaissance Hotels	146	51,008
36	Comfort Suites	635	49,885
37	NH Hoteles	335	49,520
38	Howard Johnson	474	46,362
39	Clarion	320	45,294
40	Premier Inn	593	44,062
41	Toyoko Inn	217	41,926
42	Riu Hotels & Resorts	103	41,178
43	Extended Stay America	363	41,000
44	Country Inns & Suites By Carlson	488	39,058
45	Red Roof Inn	342	35,786
46	Radisson Hotels & Resorts	171	35,535
47	Homewood Suites by Hilton	304	33,426
48	SpringHill Suites by Marriott	274	32,085
49	Travelodge	463	31,953
50	Motel 168	266	30,856

# TOP 25 CONSORTIA

2010 Rank	2009 Rank	CONSORTIA	LOCATION	2010 Rooms	2010 Hotels	2009 Rooms	2009 Hotels
1	1	UTELL HOTELS & RESORTS	Brentford, England	771,200	6,300	1,120,000	9,149
2	3	HOTUSA HOTELS	Barcelona, Spain	220,000	2,529	204,711	2,353
3	4	GREAT HOTELS OF THE WORLD	London, England	192,434	1,012	164,765	985
4	6	PREFERRED HOTEL GROUP	Chicago, Illinois	161,516	843	133,420	723
5	5	KEYTEL SA	Barcelona, Spain	143,900	1,600	152,900	1,700
6	9	MAGNUSON HOTELS	Spokane, Washington	139,776	1,792	89,466	1,147
7	2	SUPRANATIONAL HOTELS LTD.	London, England	118,221	986	287,000	1,389
8	10	BEST EURASIAN HOTELS LTD.	Moscow, Russia	103,300	929	87,600	788
9	8	WORLDHOTELS	Frankfurt am Main, Germany	100,926	449	97,402	482
10	7	ASSOCIATED LUXURY HOTELS INTERNATIONAL	Orlando, Florida	89,514	139	97,843	145
11	13	GLOBAL HOTEL ALLIANCE	Geneva, Switzerland	64,142	275	55,000	223
12	11	THE LEADING HOTELS OF THE WORLD LTD.	New York, New York	63,000	437	84,000	450
13	12	LOGIS HOTELS	Paris, France	53,928	2,766	59,631	2,956
14	19	HOTEL REPUBLIC LTD.	London, England	33,339	153	21,450	130
15	14	SCEPTRE HOSPITALITY RESOURCES	Greenwood, Colorado	28,894	431	27,667	426
16	–	PRESTIGE RESORTS & DESTINATIONS	Wayzata, Minnesota	27,137	48	–	–
17	15	RES-HOTEL	Paris, France	26,000	162	26,000	162
18	16	SMALL LUXURY HOTELS OF THE WORLD	Surrey, England	25,887	520	25,290	508
19	17	EPOQUE HOTELS	Miami, Florida	25,800	382	24,587	370
20	18	HISTORIC HOTELS OF EUROPE	Paris, France	21,535	637	21,743	681
21	20	LUXE HOTELS WORLDWIDE	Los Angeles, California	17,500	148	18,088	153
22	21	SERCOTEL HOTELS	Barcelona, Spain	15,773	151	16,400	157
23	22	DESIGN HOTELS AG	Berlin, Germany	15,231	200	14,399	196
24	24	INTER-HOTEL	Paris, France	12,772	296	11,650	270
25	–	RELAIS & CHÂTEAUX	New York, New York	10,650	465	–	–