

HOTELS

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2013

**THE MORE THINGS CHANGE
IN THE GLOBAL HOTEL INDUS-
TRY, THE MORE THINGS STAY
THE SAME IN HOTELS' ANNU-
AL RANKING OF THE WORLD'S
BIGGEST HOTEL COMPANIES.**

The top 10 chains remain the same in this year's ranking, with only one change: Choice Hotels International leap-frogged Accor into the number 5 spot.

Emerging China-based companies continue to climb the list, but the hotel world will need to witness a serious merger or acquisition to disrupt the current order of the industry's giants.

On the following pages check the list of the top 300 corporate hotel companies, as well as the top 25 consortia representing the valiant independent hotels of the world.



2012 RANK	2011 RANK	COMPANY	HEADQUARTERS	2012 ROOMS	2012 HOTELS	2011 ROOMS	2011 HOTELS
1	1	IHG (InterContinental Hotels Group)	Denham, England	675,982	4,602	658,348	4,480
2	2	Marriott International	Bethesda, Maryland	660,394	3,800	643,196	3,718
3	3	Hilton Worldwide	McLean, Virginia	652,957	3,966	633,238	3,843
4	4	Wyndham Hotel Group	Parsippany, New Jersey	627,437	7,342	613,126	7,205
5	6	Choice Hotels International	Silver Spring, Maryland	538,222	6,725	497,205	6,178
6	5	Accor	Courcouronnes, France	450,487	3,516	531,714	4,426
7	7	Starwood Hotels & Resorts Worldwide	Stamford, Connecticut	335,415	1,134	321,552	1,090
8	8	Best Western International	Phoenix, Arizona	312,467	4,050	311,894	4,086
9	9	Shanghai Jin Jiang International Hotel Group Co.	Shanghai, China	214,796	1,401	193,334	1,243
10	10	Home Inns & Hotels Management	Shanghai, China	214,070	1,772	176,824	1,426
11	12	Magnuson Hotels	Spokane, Washington	201,692	1,886	140,700	1,804
12	11	Carlson Rezidor Hotel Group	Minnetonka, Minnesota	166,241	1,077	165,663	1,076
13	13	Hyatt Hotels Corp.	Chicago, Illinois	135,144	500	132,727	483
14	15	7 Days Group Holdings	Guangzhou, China	133,497	1,345	94,684	944
15	14	Westmont Hospitality Group	Houston, Texas	116,334	850	98,404	659
16	20	China Lodging Group	Shanghai, China	113,650	1,035	73,600	693
17	-	G6 Hospitality	Carrollton, Texas	107,767	1,117	-	-
18	27	GreenTree Inns Hotel Management Group	Shanghai, China	96,800	880	44,725	577
19	16	Meliá Hotels International	Palma de Mallorca, Spain	90,831	351	90,264	354
20	17	Louvre Hotels Group	Paris, France	87,509	1,099	85,708	1,075
21	18	LQ Management	Irving, Texas	84,659	835	84,302	828
22	19	Extended Stay Hotels	Charlotte, North Carolina	76,234	684	76,225	685
23	21	Interstate Hotels & Resorts	Arlington, Virginia	69,850	373	70,119	387
24	22	Vantage Hospitality Group	Coral Springs, Florida	69,502	1,091	66,342	1,045
25	23	NH Hoteles	Madrid, Spain	58,864	391	59,052	397
26	25	MGM Resorts International	Las Vegas, Nevada	52,033	20	46,633	20
27	24	Whitbread	Dunstable, England	52,000	650	48,725	626
28	26	Toyoko Inn Co.	Tokyo, Japan	45,694	237	45,722	238
29	31	Riu Hotels & Resorts	Palma de Mallorca, Spain	43,036	107	41,544	105
30	29	Caesars Entertainment Corp.	Las Vegas, Nevada	40,960	40	42,000	35
31	32	Fairmont Raffles Hotels International	Toronto, Canada	40,212	104	36,771	100
32	34	Travelodge Hotels	Thame, England	38,594	529	35,200	510
33	30	Barceló Hotels & Resorts	Palma de Mallorca, Spain	37,761	140	41,565	163
34	28	Walt Disney Co.	Burbank, California	35,859	33	42,108	50
35	33	Red Roof Inns	Columbus, Ohio	35,733	349	36,100	345
36	35	Shangri-La Hotels and Resorts	Hong Kong, China	33,553	78	30,217	72
37	109	Jinling Hotels & Resorts Corp.	Nanjing, China	32,040	120	10,290	40
38	37	Millennium & Copthorne Hotels	London, England	30,939	110	28,797	101
39	40	Iberostar Hotels & Resorts	Palma de Mallorca, Spain	30,030	100	25,680	79
40	36	Scandic Hotels	Stockholm, Sweden	30,000	160	29,910	160
41	38	HK CTS Hotels Co.	Beijing, China	27,739	81	27,620	77
42	39	Pyramid Hotel Group	Boston, Massachusetts	27,246	70	27,064	69
43	71	Aimbridge Hospitality	Plano, Texas	26,168	192	14,888	71
44	42	Nordic Choice Hotels	Oslo, Norway	25,000	163	24,696	163
45	43	Pandox	Stockholm, Sweden	25,000	120	24,500	118
46	48	Barony Hotels & Resorts Worldwide	London, England	24,224	83	22,708	78
47	45	White Lodging Services Corp.	Merrillville, Indiana	24,177	160	23,677	158
48	41	Hotel Okura Co.	Tokyo, Japan	23,674	76	24,806	78
49	57	Ascott	Singapore	22,719	176	19,000	119
50	51	GF Management	Philadelphia, Pennsylvania	21,971	126	21,006	129

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51	47	Club Méditerranée	Paris, France	21,660	68	22,743	72
52	52	Value Place	Wichita, Kansas	21,221	178	20,300	175
53	59	B&B Hotels	Brest, France	21,000	265	18,418	245
54	53	Realstar Hospitality	Toronto, Canada	20,688	171	20,186	165
55	44	Pillar Hotels & Resorts	Irving, Texas	20,548	212	24,000	234
56	46	BTG-Jianguo Hotels & Resorts	Beijing, China	19,960	82	22,767	77
57	49	Prince Hotels and Resorts	Tokyo, Japan	19,876	47	21,404	55
58	56	Four Seasons Hotels and Resorts	Toronto, Canada	19,595	90	19,155	86
59	90	Grupo de Turismo Gaviota	Havana, Cuba	19,214	52	12,481	41
60	58	John Q. Hammons Hotels & Resorts	Springfield, Missouri	18,988	78	18,988	78
61	63	Drury Hotels Co.	St. Louis, Missouri	18,835	130	17,952	128
62	62	Mövenpick Hotels & Resorts	Glattbrugg, Switzerland	18,620	78	17,961	72
63	54	Grupo Posadas	Mexico City, Mexico	18,592	107	19,992	115
64	82	Las Vegas Sands Corp.	Las Vegas, Nevada	18,500	8	13,326	6
65	73	Crescent Hotels & Resorts	Fairfax, Virginia	18,243	72	14,367	68
66	55	Kempinski Hotels	Geneva, Switzerland	18,138	68	19,545	71
67	61	InTown Suites	Atlanta, Georgia	17,978	138	17,978	138
68	65	Omni Hotels & Resorts	Irving, Texas	17,000	50	17,250	50
69	279	HNA Hospitality Group	Beijing, China	16,974	80	4,031	22
70	60	APA Group	Tokyo, Japan	16,857	74	18,165	76
71	66	TPG Hospitality	Cranston, Rhode Island	16,704	61	16,975	63
72	94	New Century Hotels and Resorts Group	Hangzhou, China	16,062	61	12,184	44
73	50	Highgate Hotels	Irving, Texas	15,517	30	21,341	43
74	69	Interchange & Consort Hotels	York, England	15,513	275	15,390	278
75	64	America's Best Franchising	Atlanta, Georgia	15,346	253	17,927	281
76	67	Grupo Cubanacán	Havana, Cuba	15,255	68	16,234	71
77	68	Maritim Hotels	Bad Salzuflen, Germany	15,237	49	15,836	51
78	97	Hersha Hospitality Management	Philadelphia, Pennsylvania	15,200	132	11,530	94
79	70	Steigenberger Hotels	Frankfurt, Germany	14,651	81	15,321	84
80	103	Mantra Group	Surfers Paradise, Australia	14,511	107	11,151	105
81	72	Tsogo Sun Holdings	Bryanston, South Africa	14,299	93	14,715	94
82	75	Remington	Dallas, Texas	14,152	70	14,196	70
83	80	The Indian Hotels Co.	Mumbai, India	14,051	116	13,652	112
84	78	Palladium Hotel Group	Ibiza, Spain	13,800	49	13,713	48
85	83	Grand City Hotels	Berlin, Germany	13,600	120	13,100	105
86	81	Davidson Hotels & Resorts	Atlanta, Georgia	13,093	46	13,464	47
87	89	Tokyu Hotels	Tokyo, Japan	12,928	49	12,587	48
88	157	Fattal International Hotels & Resorts	Tel Aviv, Israel	12,840	67	7,057	29
89	93	Atlantica Hotels International	Sao Paulo, Brazil	12,749	79	12,243	77
90	86	Delta Hotels and Resorts	Toronto, Canada	12,716	40	12,716	41
91	-	TMI Hospitality	Fargo, North Dakota	12,676	179	-	-
92	98	Rotana Hotel Management Corp.	Abu Dhabi, United Arab Emirates	12,521	47	11,367	43
93	88	AmericInn	Chanhassen, Minnesota	12,445	204	12,618	221
94	85	Rim Hospitality	Modesto, California	12,438	88	12,870	93
95	102	Hotusa Group	Barcelona, Spain	12,233	123	11,184	113
96	92	Solare Hotels and Resorts Co.	Tokyo, Japan	12,206	72	12,324	72
97	91	Hospitality International	Tucker, Georgia	12,167	266	12,366	270
98	96	Genting Group	Kuala Lumpur, Malaysia	12,164	17	11,577	14
99	77	Columbia Sussex Corp.	Crestview Hills, Kentucky	12,044	37	14,170	43
100	195	Swiss-Belhotel International	Hong Kong, China	11,853	61	6,022	37

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101	106	Concord Hospitality Enterprises Co.	Raleigh, North Carolina	11,805	84	10,863	82
102	108	Protea Hospitality Group	Sea Point, South Africa	11,605	127	10,497	119
103	113	AMResorts	Newtown Square, Pennsylvania	11,568	31	9,954	26
104	115	Orbis	Warsaw, Poland	11,500	60	9,900	54
105	117	Grupo Piñero	Palma de Mallorca, Spain	11,500	24	9,767	21
106	133	G.S.M. Hoteles	Madrid, Spain	11,500	24	8,440	62
107	112	Boyd Gaming Corp.	Las Vegas, Nevada	11,416	14	10,004	15
108	95	HEI Hotels & Resorts	Norwalk, Connecticut	11,241	42	11,708	42
109	99	Fujita Kanko	Tokyo, Japan	11,193	49	11,357	45
110	149	Hoteles Islazul	Havana, Cuba	11,192	86	7,542	79
111	118	Grupo Husa	Barcelona, Spain	11,120	92	9,759	95
112	110	Kimpton Hotel & Restaurant Group	San Francisco, California	11,042	58	10,202	53
113	120	Vander Valk Hotels, Restaurants en Vergaderzalen	Vianen, Netherlands	11,036	86	9,550	84
114	84	Jaz Hotels, Resorts & Cruises	Giza, Egypt	10,724	46	12,893	53
115	134	Hankyu Hanshin Hotels Co.	Osaka, Japan	10,445	50	8,369	44
116	114	Minor Hotel Group	Bangkok, Thailand	10,334	82	9,924	75
117	184	Sonesta International Hotels Corp.	Boston, Massachusetts	10,242	54	6,194	33
118	105	Island Hospitality Management	Palm Beach, Florida	10,046	74	10,961	79
119	159	Dynamique Hôtels Management	Boulogne, France	10,000	150	7,000	127
120	121	Olav Thon Gruppen	Oslo, Norway	9,982	69	9,522	69
121	122	Pestana Hotels & Resorts	Funchal, Portugal	9,977	85	9,497	86
122	141	Hard Rock International	Orlando, Florida	9,955	18	8,000	15
123	132	Prism Hotels & Resorts	Dallas, Texas	9,940	52	8,469	54
124	127	Hoteles Catalonia	Barcelona, Spain	9,933	61	9,135	58
125	104	Sage Hospitality Resources	Denver, Colorado	9,920	55	11,053	55
126	107	Sunroute Co.	Tokyo, Japan	9,898	62	10,667	69
127	138	Argyle Metro Hotel Group	Sydney, Australia	9,560	51	8,161	42
128	124	Hospitality Alliance	Bad Arolsen, Germany	9,557	70	9,300	69
129	126	Destination Hotels & Resorts	Englewood, Colorado	9,387	40	9,262	40
130	267	TCC Hotels Group	Bangkok, Thailand	9,369	41	4,252	24
131	119	Outrigger Enterprises Group	Honolulu, Hawaii	9,359	40	9,665	41
132	-	Motel One	Munich, Germany	9,219	42	-	-
133	116	Hostmark Hospitality Group	Schaumburg, Illinois	9,180	46	9,803	44
134	123	Pan Pacific Hotels Group	San Francisco, California	9,155	29	9,383	30
135	-	IHG ANA Hotel Group Japan	Tokyo, Japan	9,117	29	-	-
136	129	AC Hotels by Marriott	Madrid, Spain	9,000	80	9,015	83
137	100	Rica Hotels	Billingstad, Norway	8,967	57	11,333	76
138	101	H10 Hotels	Barcelona, Spain	8,871	34	11,189	40
139	167	Driftwood Hospitality Management	North Palm Beach, Florida	8,790	39	6,712	33
140	79	Chartres Lodging Group	San Francisco, California	8,775	13	13,686	26
141	130	Red Lion Hotels Corp.	Spokane, Washington	8,718	47	8,901	47
142	154	BHG (Brazil Hospitality Group)	Sao Paulo, Brazil	8,700	49	7,200	37
143	140	Loews Hotels & Resorts	New York, New York	8,597	19	8,033	18
144	215	New World Hospitality	Hong Kong, China	8,582	39	5,459	26
145	76	Narada Hotels Group	Hangzhou, China	8,395	29	14,176	50
146	131	Guoman Hotel Management	London, England	8,279	37	8,483	37
147	128	Kineth Hospitality Companies	North Liberty, Iowa	8,230	91	9,114	98
148	189	Be Live Hotels	Tenerife, Spain	8,212	30	6,129	22
149	152	Restel Hotel Group	Helsinki, Finland	8,184	49	7,373	47
150	136	ITC	Gurgaon, India	8,129	95	8,211	96

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151	142	First Hotels	Oslo, Norway	8,080	59	7,820	58
152	158	Britannia Hotels	Altrincham, England	8,019	42	7,045	36
153	174	Decameron Hotels & Resorts	Panama City, Panama	7,977	28	6,436	35
154	146	Mandarin Oriental Hotel Group	Hong Kong, China	7,881	28	7,670	27
155	143	Danubius Hotel and Spa Public Limited Co.	Budapest, Hungary	7,833	48	7,740	42
156	145	Holiday Villa Hotels & Resorts	Kuala Lumpur, Malaysia	7,753	34	7,675	33
157	177	McKibbin Hotel Group	Gainesville, Georgia	7,728	71	6,366	61
158	179	InterMountain Management	Monroe, Louisiana	7,688	75	6,308	65
159	144	Noble Investment Group	Atlanta, Georgia	7,681	45	7,681	40
160	165	Dimension Development Co.	Natchitoches, Louisiana	7,678	48	6,785	45
161	153	Yuehai (International) Hotel Group Co.	Hong Kong, China	7,662	33	7,246	25
162	156	Frasers Hospitality	Singapore	7,634	48	7,095	46
163	135	Crestline Hotels & Resorts	Fairfax, Virginia	7,567	44	8,365	47
164	171	First Hospitality Group	Rosemont, Illinois	7,555	53	6,567	47
165	-	Jurys Inn	Dublin, Ireland	7,531	32	-	-
166	-	Archipelago International	Jakarta, Indonesia	7,497	57	-	-
167	147	Lopesan Hotel Group	Meloneras, Spain	7,463	19	7,626	20
168	150	Harbour Plaza Hotel Management International	Hong Kong, China	7,427	10	7,422	10
169	137	Rydges Hotels & Resorts	Sydney, Australia	7,425	43	8,195	48
170	155	Tianlun International Hotels	Beijing, China	7,335	29	7,199	31
171	-	Quest Serviced Apartments	Melbourne, Australia	7,296	150	-	-
172	166	Centara Hotels & Resorts	Bangkok, Thailand	7,271	35	6,773	31
173	175	Sandman Hotel Group	Vancouver, Canada	7,263	45	6,400	43
174	190	Hospitality Ventures Management Group	Atlanta, Georgia	7,215	41	6,128	32
175	197	Kerzner International Resorts	Plantation, Florida	7,091	10	6,010	10
176	181	Century Golden Resources Group	Beijing, China	7,052	15	6,266	13
177	173	Neue Dorint	Cologne, Germany	7,008	39	6,454	35
178	151	JHM Hotels	Greenville, South Carolina	6,938	41	7,387	42
179	186	Furama Hotels International	Singapore	6,913	43	6,186	37
180	176	Valamar Hotels & Resorts	Zagreb, Croatia	6,901	30	6,389	34
181	148	Budget Suites of America	Irving, Texas	6,848	18	7,550	18
182	163	Grupo Hoteles Playa	Almeria, Spain	6,812	30	6,827	30
183	170	Grupo Real Turismo	Mexico City, Mexico	6,784	39	6,064	37
184	169	Boomerang Hotels	Hendersonville, Tennessee	6,755	83	6,678	82
185	171	Warwick International Hotels	Paris, France	6,716	51	6,546	50
186	160	Winegardner & Hammons Hotels & Resorts	Cincinnati, Ohio	6,708	29	6,920	30
187	248	Occidental Hotels & Resorts Group	Madrid, Spain	6,700	18	4,624	14
188	201	City Lodge Hotels	Cramerview, South Africa	6,644	54	5,880	49
189	193	Janus Hotels & Resorts	Boca Raton, Florida	6,526	46	6,057	42
190	168	Al Andalus Management Hotels	Estepona, Spain	6,500	27	6,701	20
191	183	LBA Hospitality	Dothan, Alabama	6,466	70	6,226	68
192	217	Stonebridge Cos.	Englewood, Colorado	6,422	47	5,448	40
193	187	Mitsis Hotels	Athens, Greece	6,413	20	6,182	19
194	226	Benchmark Hospitality International	The Woodlands, Texas	6,355	36	5,190	34
195	178	Rosen Hotels & Resorts	Orlando, Florida	6,337	7	6,337	7
196	212	OCT International Hotel Management Co.	Shenzhen, China	6,283	32	5,568	29
197	191	Kintetsu Hotel Systems	Osaka, Japan	6,068	22	6,090	23
198	209	Tropicana Entertainment	Las Vegas, Nevada	6,046	8	5,750	9
199	194	Regal Hotels International	Hong Kong, China	6,042	13	6,044	13
200	162	Tishman Hotel Corp.	New York, New York	6,032	8	6,841	10

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201	188	N. Daskalantonakis Group	Athens, Greece	6,022	31	6,165	30
202	206	Paradores de Turismo	Madrid, Spain	6,000	93	5,822	93
203	180	Robinson Club	Hannover, Germany	6,000	23	6,307	26
204	204	Coast Hotels & Resorts	Vancouver, Canada	5,998	42	5,828	43
205	214	Vienna International Hotelmanagement	Vienna, Austria	5,899	30	5,508	29
206	202	Vila Galé - Sociedade de Empreendimentos Turísticos	Lisbon, Portugal	5,855	23	5,846	23
207	-	Santika Indonesia Hotels & Resorts	Jakarta, Indonesia	5,715	51	-	-
208	220	Onyx Hospitality Group	Bangkok, Thailand	5,704	34	5,404	31
209	205	Pacifica Host Hotels	San Diego, California	5,675	38	5,823	41
210	164	Grupotel Hotels & Resorts	Palma de Mallorca, Spain	5,646	33	6,786	34
211	218	Marshall Hotels & Resorts	Salisbury, Maryland	5,641	47	5,419	42
212	111	Sokos Hotels	Helsinki, Finland	5,623	25	10,010	50
213	262	Grupo Hotelero Gran Caribe	Havana, Cuba	5,588	27	4,345	21
214	263	Landry's	Houston, Texas	5,552	9	4,306	8
215	211	Atahotels	Milan, Italy	5,500	20	5,626	21
216	-	Absolute Hotel Services	Bangkok, Thailand	5,443	50	-	-
217	210	Verkehrsbüro Hotellerie	Vienna, Austria	5,405	32	5,689	33
218	240	Marcus Hotels & Resorts	Milwaukee, Wisconsin	5,396	20	4,727	18
219	-	Wright Investment Properties	Cordova, Tennessee	5,386	44	-	-
220	231	Baywood Hotels	Greenbelt, Maryland	5,367	54	5,044	49
221	208	Wynn Resorts	Las Vegas, Nevada	5,350	3	5,764	4
222	235	American Casino & Entertainment Properties	Las Vegas, Nevada	5,248	4	4,828	4
223	244	Langham Hospitality Group	Hong Kong, China	5,227	16	4,663	14
224	216	Intrawest	Vancouver, Canada	5,213	70	5,453	71
225	228	Dolce Hotels & Resorts	Rockleigh, New Jersey	5,182	25	5,141	23
226	185	New Otani Co.	Tokyo, Japan	5,178	16	6,190	22
227	196	Commune Hotels and Resorts	San Francisco, California	5,164	39	6,017	43
228	275	Dorsett Hospitality International (formerly Kosmopolito)	Hong Kong, China	5,158	19	4,098	17
229	223	BudgetHost International	Arlington, Texas	5,145	141	5,230	149
230	242	Xanterra Parks & Resorts	Greenwood Village, Colorado	5,099	29	4,699	32
231	225	Buffalo Lodging Associates	Canton, Massachusetts	5,045	41	5,210	42
232	273	Strand Development Co.	Myrtle Beach, South Carolina	5,008	51	4,131	53
233	239	Jumeirah Group	Dubai, United Arab Emirates	5,006	20	4,739	15
234	199	Moody National Companies	Houston, Texas	5,005	40	5,912	45
235	250	Lindner Hotels	Dusseldorf, Germany	5,000	36	4,585	33
236	213	Grupo Playa Sol	Ibiza, Spain	4,947	43	5,516	51
237	237	Gloria Hotels & Resorts	Beijing, China	4,924	20	4,750	19
238	246	Shaner Hotel Group	State College, Pennsylvania	4,918	37	4,633	34
239	227	Pacrim Hospitality Services	Bedford, Canada	4,900	43	5,182	48
240	257	Hoteles Silken	Vitoria, Spain	4,878	32	4,464	32
241	222	Windsor Capital Group	Santa Monica, California	4,835	21	5,238	22
242	255	Chieko Aoki Management Co. (formerly Blue Tree Hotels)	Sao Paulo, Brazil	4,809	24	4,493	24
243	161	Horizon Hotels	Eatontown, New Jersey	4,800	26	6,872	31
244	-	Transamérica Hospitality Group	Sao Paulo, Brazil	4,800	20	-	-
245	243	Sarovar Hotels & Resorts	Mumbai, India	4,779	57	4,675	60
246	230	Dusit International	Bangkok, Thailand	4,774	18	5,079	20
247	224	Ishin Hotels Group	Tokyo, Japan	4,734	20	5,226	22
248	207	Richfield Hospitality	Greenwood Village, Colorado	4,711	23	5,773	30
249	270	Hoteles Globales	Madrid, Spain	4,710	23	4,179	21
250	259	OTO Development	Spartanburg, South Carolina	4,705	37	4,438	35

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251	-	Grand Hotels International	Singapore	4,704	21	-	-
252	285	Lotte Hotel Co.	Seoul, South Korea	4,679	12	3,944	8
253	-	Ameristar Casinos	Las Vegas, Nevada	4,655	7	-	-
254	236	Hipotels	Cala Millor, Spain	4,647	25	4,770	25
255	-	Sun International	Sandton, South Africa	4,614	19	-	-
256	-	Real Hospitality Group	Ocean City, Maryland	4,595	32	-	-
257	-	YTL Hotels and Properties	Singapore	4,583	24	-	-
258	289	H-Top Hotels & Resorts Group	Barcelona, Spain	4,548	16	3,884	14
259	241	RIMC International Hotel Resort Management & Consulting	Hamburg, Germany	4,500	39	4,700	40
260	-	Lodging Hospitality Management	St. Louis, Missouri	4,496	17	-	-
261	258	Marco Polo Hotels	Hong Kong, China	4,456	13	4,463	13
262	276	Regency Hotel Management	Sioux Falls, South Dakota	4,420	35	4,063	30
263	253	Louis Hotels Public Co.	Nicosia, Cyprus	4,412	17	4,544	18
264	261	CHI Hotels & Resorts	Floriana, Malta	4,403	13	4,373	13
265	278	Falkensteiner Hotels and Residences	Vienna, Austria	4,401	33	4,042	31
266	245	Azimut Hotels	Moscow, Russia	4,361	19	4,657	25
267	219	Aqua Hotels and Resorts	Honolulu, Hawaii	4,292	24	5,416	21
268	264	Urgo Hotels	Bethesda, Maryland	4,289	31	4,303	31
269	266	Hoteles Servigroup	Benidorm, Spain	4,276	16	4,273	16
270	288	The Hotel Group	Edmonds, Washington	4,269	28	3,936	25
271	251	Shilo Management Corp.	Portland, Oregon	4,234	38	4,565	41
272	252	Oberoi Group	New Delhi, India	4,200	28	4,547	28
273	277	Hospitality Management Corp.	Dallas, Texas	4,181	29	4,061	21
274	233	De Vere Group	Daventry, England	4,171	32	4,917	37
275	271	Meyer Jabara Hotels	West Palm Beach, Florida	4,126	23	4,140	24
276	286	Commonwealth Hotels	Covington, Kentucky	4,123	34	3,943	33
277	-	Waterford Hotel Group	Waterford, Connecticut	4,117	30	-	-
278	249	Macdonald Hotels	West Lothian, Scotland	4,093	54	4,611	51
279	268	Station Casinos	Las Vegas, Nevada	4,059	10	4,248	11
280	265	Stanford Hotels Corp.	San Francisco, California	4,048	13	4,297	13
281	232	MJS Hotels	Scottsdale, Arizona	4,046	22	4,952	27
282	299	North Central Group	Middleton, Wisconsin	4,031	32	3,678	29
283	284	Silver Needle Hospitality	West Chatswood, Australia	4,000	64	3,948	62
284	-	Chardon Management	Glasgow, Scotland	4,000	36	-	-
285	247	Aston Hotels & Resorts	Honolulu, Hawaii	4,000	26	4,632	27
286	-	Arabella Hospitality Group	Munich, Germany	3,992	22	-	-
287	298	Somerston Hotels	Stratford-upon-Avon, England	3,987	33	3,678	33
288	-	JJW Hotels & Resorts	London, England	3,968	56	-	-
289	-	Sun Development & Management Corp.	Indianapolis, Indiana	3,958	35	-	-
290	-	Pinnacle Hotel Management	Royal Palm Beach, Florida	3,936	31	-	-
291	281	Hotel Equities	Atlanta, Georgia	3,933	42	4,000	43
292	280	Delaware North Cos.	Buffalo, New York	3,900	20	4,005	20
293	-	KSL Resorts	La Quinta, California	3,897	9	-	-
294	-	Shamin Hotels	Chester, Virginia	3,884	34	-	-
295	-	Club Quarters	New York, New York	3,858	15	-	-
296	272	Silver Birch Hotels & Resorts	Vancouver, Canada	3,854	18	4,134	18
297	-	Chesapeake Hospitality	Greenbelt, Maryland	3,850	21	-	-
298	-	Savile Hotel Group Co.	Shanghai, China	3,848	33	-	-
299	-	Galaxy Entertainment Group	Hong Kong, China	3,842	6	-	-
300	-	Celuisma Hoteles & Resorts	Gijón, Spain	3,839	24	-	-

TOP 10 MANAGED

RANK	COMPANY	MANAGED
1	Marriott International	1,020
2	Home Inns & Hotels Management	803
3	Accor	764
4	Extended Stay Hotels	684
5	Westmont Hospitality Group	664
6	IHG (InterContinental Hotels Group)	658
7	Starwood Hotels & Resorts Worldwide	547
8	China Lodging Group	516
9	Shanghai Jin Jiang International Hotel Group Co.	465
10	Hilton Worldwide	453

TOP 10 FRANCHISED

RANK	COMPANY	FRANCHISED
1	Wyndham Hotel Group	7,293
2	Choice Hotels International	6,243
3	IHG (InterContinental Hotels Group)	3,934
4	Hilton Worldwide	3,312
5	Marriott International	2,553
6	Accor	1,335
7	Vantage Hospitality Group	1,090
8	Carlson Rezidor Hotel Group	1,011
9	Home Inns & Hotels Management	969
10	Shanghai Jin Jiang International Hotel Group Co.	670

TOP 50 HOTELS

RANK	COMPANY	HOTELS
1	Wyndham Hotel Group	7,342
2	Choice Hotels International	6,725
3	IHG (InterContinental Hotels Group)	4,602
4	Best Western International	4,050
5	Hilton Worldwide	3,966
6	Marriott International	3,800
7	Accor	3,516
8	Magnuson Hotels	1,886
9	Home Inns & Hotels Management	1,772
10	Shanghai Jin Jiang International Hotel Group Co.	1,401
11	7 Days Group Holdings	1,345
12	Starwood Hotels & Resorts Worldwide	1,134
13	G6 Hospitality	1,117
14	Louvre Hotels Group	1,099
15	Vantage Hospitality Group	1,091
16	Carlson Rezidor Hotel Group	1,077
17	China Lodging Group	1,035
18	GreenTree Inns Hotel Management Group	880
19	Westmont Hospitality Group	850
20	LQ Management	835
21	Extended Stay Hotels	684
22	Whitbread	650
23	Travelodge Hotels	529
24	Hyatt Hotels Corp.	500
25	NH Hoteles	391
26	Interstate Hotels & Resorts	373
27	Meliá Hotels International	351
28	Red Roof Inns	349
29	Interchange & Consort Hotels	275
30	Hospitality International	266
31	B&B Hotels	265
32	America's Best Franchising	253
33	Toyoko Inn Co.	237
34	Pillar Hotels & Resorts	212
35	AmericInn	204
36	Aimbridge Hospitality	192
37	TMI Hospitality	179
38	Value Place	178
39	Ascott	176
40	Realstar Hospitality	171
41	Nordic Choice Hotels	163
42	Scandic Hotels	160
42	White Lodging Services Corp.	160
44	Dynamique Hôtels Management	150
44	Quest Serviced Apartments	150
46	Budget Host International	141
47	Barceló Hotels & Resorts	140
48	InTown Suites	138
49	Hersha Hospitality Management	132
50	Drury Hotels Co.	130

**TOP
50
BRANDS**

RANK	BRAND	PARENT COMPANY	ROOMS	HOTELS
1	Best Western	Best Western International	312,467	4,050
2	Holiday Inn Hotels and Resorts	IHG (InterContinental Hotels Group)	231,488	1,247
3	Holiday Inn Express	IHG (InterContinental Hotels Group)	205,631	2,192
4	Marriott Hotels & Resorts	Marriott International	204,917	558
5	Hilton Hotels & Resorts	Hilton Worldwide	194,040	551
6	Comfort Inn and Comfort Suites	Choice Hotels International	193,253	2,498
7	Hampton Hotels	Hilton Worldwide	185,640	1,887
8	Home Inns	Home Inns & Hotels Management	162,802	1,431
9	Sheraton Hotels & Resorts	Starwood Hotels & Resorts Worldwide	149,784	427
10	Days Inn	Wyndham Hotel Group	147,808	1,826
11	Super 8	Wyndham Hotel Group	147,512	2,314
12	Courtyard by Marriott	Marriott International	136,553	929
13	7 Days	7 Days Group Holdings	133,497	1,345
14	Quality Inn & Quality Suites	Choice Hotels International	128,863	1,450
15	Ibis	Accor	121,004	983
16	Ramada	Wyndham Hotel Group	115,811	850
17	Crowne Plaza Hotels & Resorts	IHG (InterContinental Hotels Group)	108,307	392
18	Motel 6	G6 Hospitality	100,129	1,047
19	Jin Jiang Inn	Shanghai Jin Jiang International Hotel Group Co.	95,584	773
20	Radisson	Carlson Rezidor Hotel Group	94,847	426
21	Mercure	Accor	93,406	746
22	La Quinta Inns/La Quinta Inns & Suites	LQ Management	84,659	835
23	DoubleTree by Hilton	Hilton Worldwide	81,570	326
24	Hilton Garden Inn	Hilton Worldwide	77,004	560
25	Residence Inn by Marriott	Marriott International	75,871	625
26	Four Points by Sheraton	Starwood Hotels & Resorts Worldwide	74,626	171
27	Westin Hotels & Resorts	Starwood Hotels & Resorts Worldwide	74,626	192
28	Novotel	Accor	74,502	395
29	Hyatt Regency	Hyatt Hotels Corp.	66,841	144
30	Americas Best Value Inn	Vantage Hospitality Group	65,782	1,061
31	Fairfield Inn and Suites by Marriott	Marriott International	63,045	691
32	Extended Stay America	Extended Stay Hotels	60,475	550
33	NH Hoteles	NH Hoteles	58,864	391
34	InterContinental Hotels & Resorts	IHG (InterContinental Hotels Group)	57,314	170
35	Econo Lodge	Choice Hotels International	53,693	899
36	Renaissance Hotels & Resorts	Marriott International	53,289	155
37	Premier Inn	Whitbread	52,000	650
38	Embassy Suites	Hilton Worldwide	50,592	210
39	Motel 168	Home Inns & Hotels Management	49,745	334
40	Clarion	Choice Hotels International	46,506	320
41	Howard Johnson	Wyndham Hotel Group	46,203	455
42	Toyoko Inn	Toyoko Inn Co.	45,694	237
43	Ibis budget	Accor	44,954	492
44	Riu Hotels & Resorts	Riu Hotels & Resorts	41,623	103
45	Red Roof	Westmont Hospitality Group	41,249	347
46	Travelodge	Travelodge Hotels	38,594	529
47	Country Inns & Suites By Carlson	Carlson Rezidor Hotel Group	37,958	474
48	Jin Jiang	Shanghai Jin Jiang International Hotel Group Co.	37,310	124
49	Meliá	Meliá Hotels International	35,876	119
50	SpringHill Suites by Marriott	Marriott International	35,143	299

**TOP
10
COUNTRIES**

RANK	COMPANY	COUNTRIES
1	Best Western International	100
1	IHG (InterContinental Hotels Group)	100
1	Starwood Hotels & Resorts Worldwide	100
4	Accor	92
5	Hilton Worldwide	90
6	Carlson Rezidor Hotel Group	83
7	Marriott International	74
8	Wyndham Hotel Group	66
9	Hyatt Hotels Corp.	46
10	Louvre Hotels Group	43

ABOUT THE RANKINGS

Data for HOTELS' 325 is gathered through an online survey completed by hotel company contacts. Individuals are asked to report the number of guestrooms and hotels in operation systemwide as of December 31, 2012. 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. Thus, a single property that is owned by one party, managed by another and branded by a third would be counted three times. Furthermore, 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 excluded.

Noteworthy changes:

- Utell is no longer listed among the consortia, as parent company Pegasus "retired" the brand.
- Gaylord Entertainment is no longer listed, as the brand now falls under the Marriott International umbrella.
- Choice Hotels International broke into the top five corporate companies, passing Accor, which dropped some 80,000 rooms — mostly due to its sale of Motel 6.

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- MKG Group, Paris
- Otus & Co. Advisory Ltd., London
- Pam Golding Hospitality, Cape Town

TOP 25 CONSORTIA

2012 RANK	2011 RANK	COMPANY	LOCATION	2012 ROOMS	2012 HOTELS	2011 ROOMS	2011 HOTELS	WEBSITE
1	2	HOTUSA HOTELS	Barcelona, Spain	234,360	2,604	224,280	2,580	www.hotusa.com
2	4	BEST EURASIAN HOTELS	Moscow, Russia	179,800	1,600	179,800	1,617	www.besteurasian.com
3	5	PREFERRED HOTEL GROUP	Chicago, Illinois	173,557	976	168,916	927	www.preferredhotelgroup.com
4	3	GREAT HOTELS OF THE WORLD	London, England	172,348	890	184,421	961	www.ghotw.com
5	6	KEYTEL	Barcelona, Spain	144,081	1,540	151,140	1,605	www.keytel.es
6	7	ASSOCIATED LUXURY HOTELS INTERNATIONAL	Orlando, Florida	111,945	155	113,670	154	www.alhi.com
7	8	WORLDHOTELS	Frankfurt am Main, Germany	102,000	451	110,600	492	www.worldhotels.com
8	9	SUPRANATIONAL HOTELS	London, England	93,518	851	70,168	937	www.supranational.com
9	13	SCEPTRE HOSPITALITY RESOURCES	Greenwood Village, Colorado	77,950	3,127	34,437	610	www.sceptrehospitality.com
10	10	GLOBAL HOTEL ALLIANCE	Geneva, Switzerland	69,471	329	68,930	310	www.gha.com
11	11	THE LEADING HOTELS OF THE WORLD	New York, New York	68,000	430	65,293	425	www.lhw.com
12	12	LOGIS HOTELS	Paris, France	54,248	2,556	51,518	2,633	www.logishotels.com
13	14	HOTEL REPUBLIC	London, England	34,250	157	33,759	140	www.hotelrepublic.com
14	18	SMALL LUXURY HOTELS OF THE WORLD	Surrey, England	26,000	525	23,634	473	www.slh.com
15	17	PRESTIGE RESORTS & DESTINATIONS	Wayzata, Minnesota	24,537	43	24,537	43	www.prestigeresorts.com
16	15	EPOQUE HOTELS	Miami Beach, Florida	23,751	305	26,100	376	www.epoquehotels.com
17	21	SEH (SOCIÉTÉ EUROPÉENNE D'HÔTELLERIE)	Paris, France	20,000	550	19,300	544	www.seh-hotels.com
18	22	DESIGN HOTELS	Berlin, Germany	19,049	250	17,195	220	www.designhotels.com
19	20	HISTORIC HOTELS OF EUROPE	Paris, France	17,734	519	19,833	594	www.historichotelsofeurope.com
20	-	CHÂTEAUX & HÔTELS COLLECTION	Paris, France	17,182	682	-	-	www.chateauxhotels.com
21	23	SERCOTEL HOTELS CONSORTIUM	Barcelona, Spain	12,603	127	15,875	152	www.sercotelhoteles.com
22	24	LHW HOTELS (FORMERLY LUXE WORLDWIDE HOTELS)	Los Angeles, California	12,600	120	14,650	124	www.luxehotels.com
23	25	RELAIS & CHÂTEAUX	Paris, France	11,000	520	11,650	9	www.relaischateaux.com
24	-	HOTELS & PREFERENCE	Paris, France	10,640	157	-	-	www.hotelspreference.com
25	-	K HOTELS INTERNATIONAL	Studio City, California	7,858	47	-	-	www.k-hotels.com