HOTELS' CORPORATE 300 RANKING

Rank 2006 / 2005	Company / Headquarters	Rooms 2006 / 2005	Hotels 2006 / 2005
1 / 1	InterContinental Hotels Group (IHG) / Windsor, England	556,246 / 537,533	3,741 / 3,606
2 / 2	Wyndham Hotel Group / Parsippany, N.J. USA	543,234 / 532,284	6,473 / 6,344
3 / 3	Marriott International / Washington, D.C. USA	513,832 / 499,165	2,832 / 2,741
4 / 4	Hilton Hotels Corp. / Beverly Hills, Calif. USA	501,478 / 485,356	2,935 / 2,817
5 / 6	Accor / Paris, France	486,512 / 475,433	4,121 / 4,065
6 / 5	Choice Hotels International / Silver Spring, Md. USA	435,000 / 481,131	5,376 / 5,897
7 / 7	Best Western International / Phoenix, Ariz. USA	315,401 / 315,875	4,164 / 4,195
8 / 8	Starwood Hotels & Resorts Worldwide / White Plains, N.Y. USA	265,600 / 257,889	871 / 845
9 / 9	Carlson Hospitality Worldwide / Minneapolis, Minn. USA	145,331 / 147,129	945 / 922
10 / 10	Global Hyatt Corp. / Chicago, Ill. USA	140,416 / 134,296	749 / 731
11 / 11	TUI AG/TUI Hotels & Resorts / Hannover, Germany	82,111 / 82,455	279 / 279
12 / 12	Sol Meliá SA / Palma de Mallorca, Spain	80,856 / 81,282	407 / 328
13 / 13	Extended Stay Hotels / Spartanburg, S.C. USA	75,860 / 74,936	681 / 672
14 / 19	LQ Management LLC (was La Quinta Corp.) / Irving, Texas USA	64,856 / 46,739	582 / 413
15 / 16	Westmont Hospitality Group / Houston, Texas USA	63,380 / 55,000	384 / 360
16 / 15	Société du Louvre / Torcy, France	59,616 / 55,538	840 / 819
17 / 22	Jin Jiang International Hotels / Shanghai, China	53,552 / 41,130	277 / 199
18 / 18	Golden Tulip Hospitality/THL / Amersfoort, Netherlands	51,182 / 47,661	512 / 498
19 / 14	Interstate Hotels & Resorts / Arlington, Va. USA	50,199 / 65,293	223 / 286
20 / 25	NH Hoteles SA / Madrid, Spain	47,799 / 37,643	330 / 258
21 / 24	Vantage Hospitality Group (Americas Best Value Inns) / Westlake Village, Calif. USA	46,910 / 37,939	699 / 610
22 / 20	Rezidor Hotel Group / Brussels, Belgium	45,463 / 45,000	225 / 263
23 / 29	Fairmont Raffles Holdings International / Toronto, Ontario, Canada	44,149 / 33,768	123 / 88
24 / 17	MGM Mirage / Las Vegas, Nev. USA	43,785 / 47,921	18 / 22
25 / 26	Walt Disney World Co. / Burbank, Calif. USA	40,399* / 36,990	47* / 43
26 / 23	Harrah's Entertainment / Las Vegas, Nev. USA	37,315* / 40,285	37* / 31
27 / 28	Riu Hotels Group / Playa de Palma, Mallorca, Spain	37,259 / 35,000	109 / 109
28 / 30	Barcelo Hotels & Resorts / Palma de Mallorca, Spain	33,866 / 30,035	128 / 115
29 / 35	Aztar/Columbia Sussex Corp. / Fort Mitchell, Ky. USA	32,265* / 26,320	83* / 80
30 / 32	Iberostar Hotels & Resorts / Palma de Mallorca, Spain	32,000 / 28,000	100 / 90
31 / 31	Whitbread Hotel Co. (Premier Travel Inn) / Leagrave, Bedfordshire, England	31,000 / 30,000	475 / 470
32 / 34	Millennium & Copthorne Hotels plc / London, England	29,408 / 27,369	111 / 102
33 / 27	Club Mediterranee / Paris, France	28,027* / 36,000	80 / 93
34 / 37	Tharaldson Enterprises / Fargo, N.D. USA	26,246 / 25,856	351 / 349
35 / 38	Shangri-La Hotels & Resorts / Hong Kong, China	23,956 / 22,468	49 / 47
36 / 33	Prince Hotels / Tokyo, Japan	22,416* / 27,715	60* / 98
37 / 39	JAL Hotels Co. Ltd. / Tokyo, Japan	20,776 / 20,259	66 / 63
38 / 44	Four Seasons Hotels & Resorts / Toronto, Canada	18,052 / 17,296	73 / 68
39 / 40	Ocean Hospitalities / Portsmouth, N.H. USA	18,000 / 20,060	121 / 129
40 / 45	Grupo Posadas / Mexico City, Mexico	18,000 / 17,268	96 / 92
41 / 46	Occidental Hotels & Resorts / Madrid, Spain	16,916 / 15,421	71 / 59
42 / 47	John Q. Hammons Hotels / Springfield, Mo. USA	16,222 / 15,366	68 / 63
43 / 51	Drury Inns, Inc. / St. Louis, Mo. USA	15,517* / 14,125	120* / 109
44 / 53	White Lodging Services / Merrillville, Ind. USA	15,314 / 13,753	112 / 100
45 / 49	LTI International Hotels (REWE TOURISTIK) / Cologne, Germany	14,771* / 14,771	50* / 50
46 / 48	Tokyu Hotels / Tokyo, Japan	14,735* / 15,000	57* / 57
47 / 52	Omni Hotels / Irving, Texas USA	14,707 / 14,000	38 / 37
48 / 50	Hospitality International / Tucker, Ga. USA	14,204 / 14,423	295 / 301
49 / 56	Steigenberger Hotels AG / Frankfurt am Main, Germany	14,022 / 13,000	82 / 76
50 / 85	BTG Jianguo Hotel Management Co., Ltd / Beijing, China	14,000* / 9,266	52* / 23
51 / 57	Mövenpick Hotels & Resorts / Glattbrugg, Switzerland	13,768 / 12,757	58 / 54
52 / 124	Longhouse Hospitality/Park Management Group / Smyrna, Ga. USA	13,648 / 6,526	171 / 49
53 / 59	Husa Hotels Group / Barcelona, Spain	13,630* / 12,672	172* / 160
54 / 67	American Property Mgmt. Corp. / San Diego, Calif. USA	13,550 / 11,231	470 / 45
55 / 58	Southern Sun Hotels (Pty.) Ltd. / Bryanston, South Africa	13,152 / 12,732	79 / 74
56 / 71	The Procaccianti Group / Cranston, R.I. USA	12,993 / 10,371	50 / 41
57 / 74	Kempinski Hotels & Resorts / Geneva, Switzerland	12,464 / 10,070	53 / 52
58 / 70	America's Best Franchising / Atlanta, Ga. USA	12,395* / 10,741	186* / 159
59 / 54	Lodgian Inc. / Atlanta, Ga. USA	12,353 / 13,468	68 / 75
60 / 75	Highgate Hotels / Irving, Texas USA	12,087 / 10,000	32 / 24

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HOTELS' CORPORATE 300 RANKING

Rank 2006 / 2005	Company / Headquarters	Rooms 2006 / 2005	Hotels 2006 / 2005
61 / 73	Outrigger Enterprises Group / Honolulu, Hawaii USA	12,020 / 10,145	51 / 51
62 / 78	IHG ANA Hotels Group Japan / Tokyo, Japan	12,000 / 9,954	42 / 35
63 / 62	Orbis SA / Warsaw, Poland	12,000* / 12,000	65* / 64
64 / 68	AmericInn International LLC / Chanhassen, Minn. USA	11,867 / 11,014	214 / 202
65 / 60	Maritim Hotels / Bad Salzuflen, Germany	11,258 / 12,513	46 / 45
66 / 72	Atlantica Hotels International / São Paulo, Brazil	10,828 / 10,300	60 / 57
67 / 92	Thistle Hotels plc / Leeds, England	10,746* / 8,600	48* / 47
68 / 83	Sunroute Co. Ltd. / Tokyo, Japan	10,716* / 9,511	77* / 73
69 / 82	APA Hotel Ltd. / Tokyo, Japan	10,574* / 9,763	48* / 45
70 / 76	Innkeepers Hospitality Inc. / Palm Beach, Fla. USA	10,546 / 9,997	78 / 76
71 / 105	HNA Hotels & Resorts / Haikou, China	10,507 / 7,764	34 / 20
72 / 65	Washington Hotel Corp. / Nagoya, Japan	10,395* / 11,612	35* / 50
73 / 154	Jinling Hotels & Resorts Corp. / Nanjing, China	10,318 / 5,247	43 / 22
74 / 66	Red Lion Hotels Corp. / Spokane, Wash. USA	10,167 / 11,330	58 / 64
75 / 63	Fujita Kanko / Tokyo, Japan	9,845* / 11,972	32* / 46
76 / 77	Boyd Gaming Corp. / Las Vegas, Nev. USA	9,451 / 9,960	13 / 16
77 / 104	Pandox AB / Stockholm, Sweden	9,237 / 7,800	41 / 36
78 / 89	Taj Hotels, Resorts & Palaces / Mumbai, India	9,200 / 8,836	76 / 71
79 / 87	Princess Hotels & Resorts / Reus, Spain	9,197 / 9,154	24 / 24
80 / 106	Solare Hotels & Resorts Co. Ltd / Tokyo, Japan	9,100 / 7,709	46 / 38
81 / 79	Janus Hotels & Resorts / Boca Raton, Fla. USA	9,100 / 9,900	42 / 47
82 / 80	Protea Hospitality Corp. / Sea Point, South Africa	9,099 / 9,880	121 / 116
83 / 86	Gaviota S.A. / Havana, Cuba	9,090* / 9,176	35* / 35
84 / 84	Danubius Hotels Group / Budapest, Hungary	8,926 / 9,377	56 / 65
85 / 128	Sage Hospitality Resources / Denver, Colo. USA	8,785 / 6,185	47 / 47
86 / 91	Mandarin Oriental Hotel Group / Hong Kong, China	8,781 / 8,725	32 / 31
87 / 97	AC Hotels / Madrid, Spain	8,633 / 8,233	84 / 81
88 / 93	Hospitality Alliance AG / Bad Arolsen, Germany	8,432 / 8,576	68 / 69
89 / 102	Remington Hotel Corp. / Dallas, Texas USA	8,275 / 7,888	42 / 35
90 / 108	Hankyu-Hanshin-Daiichi Hotel Group / Osaka, Japan	8,266* / 7,623	44* / 41
91 / 100	HEI Hotels & Resorts / Norwalk, Conn. USA	8,260 / 7,919	27 / 27
92 / 88	Ringhotels / Munich, Germany	8,200 / 9,000	136 / 150
93 / 110	Guangdong (Int'l) Hotel Mgmt. Holdings Ltd. / Hong Kong, China	8,191 / 7,583	31 / 26
94 / 109	Pestana Hotels & Resorts / Funchal, Portugal	8,145 / 7,587	82 / 78
95 / 99	Jurys Doyle Hotel Group plc / Dublin, Ireland	8,000* / 7,990	35* / 35
96 / 114	Cham Palaces & Hotels / Damascus, Syria	7,965 / 7,350	22 / 20
97 / 95	Lopesan Hotels & Resorts / Gran Canaria, Spain	7,941 / 8,532	23 / 25
98 / 118	Davidson Hotel Co. / Memphis, Tenn. USA	7,713 / 7,012	26 / 24
99 / 112	Hoteles Hesperia SA / Barcelona, Spain	7,585* / 7,492	51* / 50
100 / 107	Loews Hotels / New York, N.Y. USA	7,551 / 7,700	18 / 18
101 / —	Hoteles Catalonia / Barcelona, Spain	7,550 / —	48 / —
102 / 98	Tishman Hotel Corp. / Lake Buena Vista, Fla. USA	7,474 / 8,038	11 / 12
103 / 115	Kimpton Hotel & Restaurant Group / San Francisco, Calif. USA	7,386 / 7,331	40 / 39
104 / 116	Hotel Okura Co., Ltd. / Tokyo, Japan	7,358* / 7,317	24* / 24
105 / 125	Driftwood Hospitality Management LLC / Jupiter, Fla. USA	6,958 / 6,442	33 / 25
106 / —	Eurostars Hotels (Hotusa Group) / Barcelona, Spain	6,950 / —	68 / —
107 / 188	Sokotel Oy / Helsinki, Finland	6,934* / 4,401	38* / 20
108 / 111	GF Management Inc. / Philadelphia, Pa. USA	6,824 / 7,574	29 / 39
109 / 113	Winegardner & Hammons Inc. / Cincinnati, Ohio USA	6,784 / 7,360	28 / 30
110 / 127	Romantik Hotels & Restaurants Int'l. / Frankfurt am Main, Germany	6,758 / 6,221	194 / 186
111 / 174	Pan Pacific Hotels / Singapore	6,749 / 4,647	20 / 13
112 / 120	Jolly Hotels SpA / Valdagno, Italy	6,700* / 6,700	45* / 45
113 / 94	Destination Hotels & Resorts / Englewood, Colo. USA	6,545 / 8,570	30 / 34
114 / 129	Noble Investment Group / Atlanta, Ga. USA	6,523 / 6,000	25 / 28
115 / 122	New Otani Co. Ltd. / Tokyo, Japan	6,421* / 6,587	20* / 21
116 / 179	ResortQuest Hawaii / Honolulu, Hawaii USA	6,393* / 4,547	26* / 28
117 / 166	Rosen Hotel & Resorts / Orlando, Fla. USA	6,379* / 4,837	7* / 6
118 / 141	Concord Hospitality Enterprises Co. / Raliegh, N.C. USA	6,184 / 5,514	50 / 44
119 / 146	Blue Tree Hotels & Resorts / Sao Paulo, Brazil	6,087 / 5,464	26 / 27
120 / 126	Macdonald Hotels plc / West Lothian, Scotland	6,069 / 6,374	69 / 71

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HOTELS' CORPORATE 300 RANKING

Rank 2006 / 2005	Company / Headquarters	Rooms 2006 / 2005	Hotels 2006 / 2005
121 / 131	Louis Hotels Ltd. / Nicosia, Cyprus	5,968 / 5,952	26 / 27
122 / 163	Settle Inn LLC/GuestHouse International / Aberdeen, S. D. USA	5,947 / 4,884	79 / 67
123 / 140	Rydges Hotel Group / Sydney, Australia	5,884* / 5,524	35* / 36
124 / 150	Windsor Hospitality Group / Santa Monica, Calif. USA	5,807 / 5,358	29 / 26
125 / 132	Gaylord Entertainment / Nashville, Tenn. USA	5,798 / 5,798	4 / 3
126 / 133	Corinthia Hotels International / Floriana, Malta	5,786 / 5,787	20 / 20
127 / 143	Horizon Hotels Ltd. / Eatontown, N.J. USA	5,780 / 5,505	26 / 16
128 / —	Tianlun International Hotels / Beijing, China	5,725 / —	22 / —
129 / 148	Stonebridge Companies / Englewood, Colo. USA	5,690 / 5,435	39 / 39
130 / 153	Dimension Development Co. Inc. / Natchitoches, La. USA	5,677 / 5,271	36 / 35
131 / 157	Richfield Hospitality / Greenwood Village, Colo. USA	5,629 / 5,166	24 / 27
132 / —	Alliance Hospitality Management LLC / Raleigh, N.C. USA	5,604 / —	40 / —
133 / 170	Langham Hotels International / Hong Kong, China	5,580 / 4,764	9 / 8
134 / 137	Budget Host International / Arlington, Texas USA	5,497 / 5,650	152 / 156
135 / 117	Hostmark Hospitality Group / Schaumburg, Ill. USA	5,489 / 7,120	26 / 24
136 / 138	ITC - Welcomgroup Hotels, Palaces and Resorts / Gurgaon, India	5,460 / 5,596	79 / 73
137 / 149	Sonesta International Hotels Corp. / Miramar, Fla. USA	5,456 / 5,401	26 / 20
138 / 165	De Vere Group plc / Warrington, England	5,312* / 4,840	39* / 35
139 / 152	CSM Lodging / Minneapolis, Minn. USA	5,297 / 5,290	37 / 37
140 / 145	Paradores de Turismo / Madrid, Spain	5,200 / 5,492	91 / 91
141 / 205	Pacifica Host Hotels / San Diego, Calif. USA	5,200 / 3,948	30 / 27
142 / 135	Domina Hotels & Resorts / Milan, Italy	5,199 / 5,723	34 / 36
143 / 119	Aramark Harrison Lodging / Philadelphia, Pa. USA	5,178 / 7,000	32 / 48
144 / —	Ishin Hotels Group / Tokyo, Japan	5,170 / —	20 / —
145 / 130	Grupo Cubanacan S.A. / Havana City, Cuba	5,112* / 5,989	34* / 31
146 / 159	SuperClubs Super-Inclusive Resorts / Kingston, Jamaica	5,063 / 5,063	16 / 16
147 / 176	Warwick International Hotels / Paris, France	5,044 / 4,594	41 / 36
148 / 161	Kintetsu Hotel Systems (Miyako Hotels) / Osaka, Japan	5,041 / 5,014	16 / 16
149 / 201	Dolce International / Montvale, N.J. USA	5,028 / 4,042	24 / 21
150 / 191	Camino Real Hotels & Resorts / Colonia Anzures, Mexico	5,027 / 4,322	24 / 20
151 / 142	Dusit Hotels & Resorts / Bangkok, Thailand	4,966 / 5,506	18 / 20
152 / 210	Marshall Management / Salisbury, Md. USA	4,947 / 3,832	34 / 29
153 / 183	Regency Hotel Mgmt LLC (Ramkota) / Sioux Falls, S.D. USA	4,923 / 4,479	29 / 27
154 / 164	Adam's Mark Hotels / St. Louis, Mo. USA	4,868 / 4,868	5 / 5
155 / 136	ATAHOTELS / Milan, Italy	4,798* / 5,700	21* / 24
156 / 189	Hunguest Hotels / Budapest, Hungary	4,783 / 4,400	27 / 26
157 / 171	Rotana Hotel Management Corp. Ltd. / Abu Dhabi, United Arab Emirates	4,780 / 4,723	21 / 21
158 / 169	Meyer Jabara Hotels / West Palm Beach, Fla. USA	4,777 / 4,777	26 / 26
159 / 177	The Silken Hotel Group / Barcelona, Spain	4,766 / 4,581	32 / 30
160 / 175	Shilo Management Corp. (formerly Shilo Inns) / Portland, Ore. USA	4,617 / 4,626	42 / 43
161 / 168	JHM Hotels / Greenville, S.C. USA	4,584 / 4,786	28 / 31
162 / 185	Kinseth Hospitality Companies / North Liberty, Iowa USA	4,580 / 4,460	32 / 32
163 / 160	Ramada Jarvis Hotels / High Wycombe, England	4,574* / 5,037	41* / 43
164 / —	Vincci Hoteles / Madrid, Spain	4,561 / —	27 / —
165 / 180	Sahid Group of Hotels / Jakarta, Indonesia	4,512* / 4,512	20* / 20
166 / 181	Gloria International Hotels Ltd. / Hong Kong, China	4,500* / 4,500	16* / 16
167 / 162	The Oberoi Group / New Delhi, India	4,449 / 4,884	32 / 33
168 / 190	Sandals Resorts International / Kingston, Jamaica	4,399 / 4,379	18 / 18
169 / 215	Marcus Hotels & Resorts / Milwaukee, Wis. USA	4,374 / 3,570	16 / 14
170 / 155	Benchmark Hospitality International / The Woodlands, Texas USA	4,372 / 5,198	18 / 31
171 / 198	Paramount Hotel Group / Fairfield, N.J. USA	4,369 / 4,082	32 / 32
172 / 223	Gran Caribe Grupo Hotelero / Havana, Cuba	4,334* / 3,397	22* / 18
173 / 151	Tarsadia Hotels / Newport Beach, Calif. USA	4,324 / 5,345	21 / 20
174 / 211	Orascom Hotels & Development / Cairo, Egypt	4,312* / 3,757	19* / 17
175 / 156	Othon Hotels SA / Rio de Janeiro, Brazil	4,288 / 5,187	41 / 46
176 / 194	Sunburst Hospitality Corp. / Silver Spring, Md. USA	4,225 / 4,198	27 / 30
177 / 186	Grand Hotels International / Singapore	4,222 / 4,437	23 / 26
178 / 202	Austria Trend Hotels & Resorts / Vienna, Austria	4,150 / 4,016	27 / 25
179 / 178	Stanford Hotels Corp. / San Francisco, Calif. USA	4,056 / 4,580	13 / 16
180 / 200	City Lodge Hotels Ltd. / Sandton, South Africa	4,051* / 4,052	37* / 37

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HOTELS' CORPORATE 300 RANKING

Rank 2006 / 2005	Company / Headquarters	Rooms 2006 / 2005	Hotels 2006 / 2005
181 / 182	AMResorts / Newtown Square, Pa. USA	4,048 / 4,500	9 / 10
182 / 209	Sandman Hotels & Inns / Vancouver, Canada	4,033 / 3,901	32 / 31
183 / 192	The Hotel Group / Edmonds, Wash. USA	4,005 / 4,309	30 / 32
184 / 206	Cooper Hotels / Memphis, Tenn. USA	3,948 / 3,945	21 / 21
185 / 197	Berjaya Hotels & Resorts / Kuala Lumpur, Malaysia	3,907* / 4,083	19* / 19
186 / 167	First Hospitality Group / Rosemont, Ill. USA	3,900 / 4,816	35 / 32
187 / 172	RockResorts International / Denver, Colo. USA	3,811 / 4,682	23 / 21
188 / 199	Quorum Hotels & Resorts / Dallas, Texas USA	3,780 / 4,080	13 / 14
189 / 187	Sun International / Sandton, South Africa	3,770 / 4,429	22 / 32
190 / 195	Waterford Hotel Group / Waterford, Conn. USA	3,734 / 4,159	26 / 29
191 / 213	Orient-Express Hotels Ltd. / London, England	3,694 / 3,662	39 / 39
192 / 144	Aqua Sol Hotels Ltd. / Ayla Napa, Cyprus	3,682* / 5,500	31* / 36
193 / 248	Lindner Hotels AG / Duesseldorf, Germany	3,662 / 2,826	24 / 20
194 / 204	Hoteles Islazul / Ciudad de La Habana, Cuba	3,649* / 3,992	47* / 47
195 / 184	Kerzner International Ltd. / Nassau, Bahamas	3,647 / 4,476	8 / 11
196 / 230	Mirvac Hotels & Resorts / Sydney, Australia	3,604 / 3,292	31 / 30
197 / 246	Wright Investment Properties / Cordova, Tenn. USA	3,602 / 2,914	22 / 18
198 / 227	Rim Hospitality / Modesto, Calif. USA	3,593 / 3,335	21 / 20
199 / 252	Joie de Vivre Hotel / San Francisco, Calif. USA	3,575 / 2,725	34 / 27
200 / 208	RIHGA (Rihga) Royal Hotels / Osaka, Japan	3,561* / 3,927	11* / 12
201 / 139	Prism Hotels & Resorts / Dallas, Texas USA	3,534 / 5,532	13 / 28
202 / 217	Hotel Lotte Co. Ltd. / Seoul, Korea	3,527* / 3,529	5* / 5
203 / 214	Daly Seven / Danville, Va. USA	3,521 / 3,612	36 / 38
204 / 231	Vagabond Franchise System / Los Angeles, Calif. USA	3,511 / 3,258	43 / 41
205 / 219	MOA Hospitality / Des Plaines, Ill. USA	3,500* / 3,500	42* / 42
206 / 218	B.F. Saul Co. / Bethesda, Md. USA	3,450 / 3,522	19 / 18
207 / 289	Integral Hospitality Solutions / Birmingham, Ala. USA	3,440 / 2,043	37 / 24
208 / 222	Hotel Equatorial Group / Kuala Lumpur, Malaysia	3,426 / 3,426	8 / 8
209 / 232	Dan Hotels Corp. Ltd. / Tel Aviv, Israel	3,420 / 3,238	13 / 12
210 / 267	Lane Hospitality / Northbrook, Ill. USA	3,407 / 2,353	22 / 15
211 / 229	Amari Hotels and Resorts / Bangkok, Thailand	3,378 / 3,321	15 / 15
212 / 224	Starhotels SpA / Florence, Italy	3,375 / 3,375	27 / 21
213 / 235	Commonwealth Hotels / Covington, Ky. USA	3,369 / 3,149	17 / 16
214 / 225	Imperial London Hotels Ltd. / London, England	3,355* / 3,355	6* / 6
215 / 239	Shaner Hotels / State College, Pa. USA	3,354* / 3,093	21* / 20
216 / 240	ZMC Hotels / Duluth, Minn. USA	3,353 / 3,078	34 / 29
217 / 265	Rendezvous Hotels (Australia) Pty Ltd. / Sydney, Australia	3,219 / 2,381	15 / 11
218 / 220	Meritus Hotels & Resorts / Singapore	3,200 / 3,472	6 / 7
219 / 253	Noble House Hotels & Resorts / Bellevue, Wash. USA	3,164 / 2,718	13 / 13
220 / 244	Orea Hotels / Prague, Czech Republic	3,135 / 2,984	35 / 30
221 / —	GreenTree Inns Hotel Management Group, Inc. / Shanghai, China	3,119 / —	22 / —
222 / 238	New Castle Hotels LLC / Shelton, Conn. USA	3,095 / 3,095	20 / 20
223 / 237	MMI Hotel Group / Flowood, Miss. USA	3,084 / 3,102	18 / 19
224 / 242	Marco Polo Hotel Group / Hong Kong, China	3,054* / 3,033	8* / 8
225 / 233	Peabody Hotel Group / Memphis, Tenn. USA	3,054 / 3,219	9 / 10
226 / 243	Allson Int'l Hotels & Resorts (Sunway Hotels) / Kuala Lumpur, Malaysia	3,032 / 3,032	13 / 13
227 / 241	Jumeirah Group / Dubai, United Arab Emirates	3,023 / 3,065	10 / 9
228 / 255	Trump Hotels & Casino Resorts / New York, N.Y. USA	2,922* / 2,608	4* / 5
229 / 236	SREE Hospitality Group / Charlotte, N.C. USA	2,897 / 3,136	27 / 29
230 / 261	Hospitality Management Corp. / Dallas, Texas USA	2,884 / 2,451	21 / 17
231 / 173	Thayer Lodging Group / Annapolis, Md. USA	2,881 / 4,657	14 / 17
232 / 250	Gouverneur Inc. / Montreal, Canada	2,800 / 2,800	13 / 13
233 / —	Trigild International Inc. / San Diego, Calif. USA	2,800 / —	19 / —
234 / 262	Gal-Tex Hotel Corp. (1859 Historic Hotels) / Galveston, Texas USA	2,785 / 2,450	13 / 10
235 / 234	Dedeman Hotels & Resorts International / Istanbul, Turkey	2,773 / 3,162	15 / 16
236 / 266	Centara Hotels & Resorts (formerly Central) / Bangkok, Thailand	2,758 / 2,355	11 / 11
237 / 101	Boykin Management Co. / Cleveland, Ohio USA	2,754 / 7,912	13 / 28
238 / 251	Morgans Hotel Group / New York, N.Y. USA	2,736 / 2,734	10 / 10
239 / 226	Albeck & Zehden Hotels / Berlin, Germany	2,712 / 3,347	13 / 17
240 / 249	The Dow Hotel Co., LLC / Seattle, Wash. USA	2,701 / 2,819	9 / 9

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HOTELS' CORPORATE 300 RANKING

Rank 2006 / 2005	Company / Headquarters	Rooms 2006 / 2005	Hotels 2006 / 2005
241 / 247	Imperial Hotels Group / Bangkok, Thailand	2,676 / 2,841	11 / 12
242 / 245	The Generation Companies / Durham, N.C. USA	2,650 / 2,978	22 / 24
243 / 254	Coakley & Williams Hotel Mgmt. Co. / Greenbelt, Md. USA	2,613 / 2,632	18 / 17
244 / 207	Swiss-Belhotel International / Hong Kong, China	2,607 / 3,938	23 / 24
245 / 256	Exel Inns of America / Madison, Wis. USA	2,597 / 2,597	24 / 24
246 / 259	JJW Hotels & Resorts / London, England	2,558 / 2,500	38 / 39
247 / —	Premier Resorts International / Park City, Utah USA	2,556 / —	24 / —
248 / 272	Newport Hospitality Group / Williamsburg, Va. USA	2,549 / 2,310	22 / 20
249 / 257	Premier Hotel Corp. / Atlanta, Ga. USA	2,538* / 2,538	22* / 22
250 / —	KSL Resorts / La Quinta, Calif. USA	2,535 / —	6 / —
251 / 275	Oak Hotels Inc. (was Oak Hospitality) / Hopewell Junction, N.Y. USA	2,528 / 2,278	13 / 12
252 / 293	Lodging Unlimited Inc. / Chicago, Ill. USA	2,500 / 1,980	13 / 16
253 / 260	The Peninsula Hotels / Hong Kong, China	2,466 / 2,467	8 / 7
254 / 212	Corus Hotels / Milton Keynes, England	2,457* / 3,750	28* / 41
255 / 263	H.I. Development Corp. / Tampa, Fla. USA	2,446* / 2,446	13* / 13
256 / —	Viva Hotels & Resorts / Mallorca, Spain	2,441* / —	11* / —
257 / 283	Leisure Hotels & Resorts / Leawood, Kan. USA	2,431 / 2,182	24 / 24
258 / 297	Serena Hotels / Nairobi, Kenya	2,430 / 1,843	28 / 21
259 / 277	Larkspur Hospitality / Larkspur, Calif. USA	2,411 / 2,253	20 / 18
260 / 278	Legacy Hotels & Resorts Int'l. Ltd. / Rivonia, South Africa	2,401 / 2,248	21 / 19
261 / 268	The North Central Group / Middleton, Wis. USA	2,376 / 2,342	19 / 19
262 / 273	Minor International (Royal Garden Resorts) / Bangkok, Thailand	2,358 / 2,299	15 / 14
263 / 228	Vista Host / Houston, Texas USA	2,357 / 3,331	20 / 28
264 / 291	Raymond Management Co. Inc. / Madison, Wis. USA	2,332* / 2,000	17* / 15
265 / 271	Bayview International Hotels & Resorts / Singapore	2,319* / 2,319	11* / 11
266 / 296	Castle Resorts & Hotels / Honolulu, Hawaii USA	2,300 / 1,900	21 / 24
267 / 279	Woodfin Suites Hotels / San Diego, Calif. USA	2,279 / 2,241	16 / 17
268 / 258	Stamford Hotels and Resorts / Rosebery, Australia	2,274 / 2,500	10 / 10
269 / 286	Denihan Hospitality Group (formerly Affinia) / New York, N.Y. USA	2,254 / 2,061	10 / 9
270 / 280	Campbell Lodging Inc. / Brea, Calif. USA	2,191 / 2,235	19 / 20
271 / —	Banyan Tree Hotels & Resorts / Singapore	2,189 / —	20 / —
272 / 282	Ayres Hotel Group / Costa Mesa, Calif. USA	2,177 / 2,183	16 / 16
273 / 285	HPL Hotels & Resorts / Singapore	2,127 / 2,097	8 / 8
274 / —	Helmsley Hotels / New York, N.Y. USA	2,102 / —	5 / —
275 / —	Reval Hotels / Tallinn, Estonia	2,062 / —	9 / —
276 / 274	HLC Hotels Inc. / Savannah, Ga. USA	2,057 / 2,294	21 / 23
277 / 288	Expotel Hospitality Services / Metairie, La. USA	2,054 / 2,044	10 / 10
278 / 276	Lucien Barriéré Hotels & Casinos / Paris, France	2,046 / 2,277	14 / 14
279 / —	Family Inns of America / Pigeon Forge, Tenn. USA	2,036* / —	18* / —
280 / 300	Lionstone Hotels & Resorts / Miami, Fla. USA	2,000 / 1,790	5 / 5
281 / 284	Tecton Hospitality / Miami, Fla. USA	2,000 / 2,150	20 / 20
282 / —	Capitol Hotel Group / Rockville, Md. USA	1,971* / —	8* / —
283 / 295	Associated Hotels / Chicago, Ill. USA	1,930 / 1,934	6 / 6
284 / —	Kor Hotel Group / Los Angeles, Calif. USA	1,894 / —	12 / —
285 / 298	Kelly Inns, Ltd. / Sioux Falls, S.D. USA	1,864 / 1,837	19 / 19
286 / —	Outrigger Lodging Services / Encino, Calif. USA	1,780 / —	12 / —
287 / —	Sarovar Hotels & Resorts / Mumbai, India	1,769* / —	28* / —
288 / —	Westmark Hotels / Seattle, Wash. USA	1,767 / —	10 / —
289 / —	Three Cities Group / Durban, South Africa	1,765* / —	30* / —
290 / 294	Zimsun Leisure Group (Zimbabwe Sun) / Harare, Zimbabwe	1,764* / 1,953	14* / 17
291 / —	InnSuites Hotels Inc. / Phoenix, Ariz. USA	1,757 / —	11 / —
292 / —	Coral Hospitality / Naples, Fla. USA	1,700 / —	11 / —
293 / —	The Olympia Companies / Portland, Maine USA	1,633 / —	14 / —
294 / 292	Federal Hotels International / Kuala Lumpur, Malaysia	1,633* / 1,983	4* / 5
295 / —	Rosewood Hotels / Dallas, Texas USA	1,619 / —	15 / —
296 / 287	Kokusai Kogyo Hotel Group / Tokyo, Japan	1,611* / 2,045	13* / 18
297 / 299	Furama Hotels Intl. Management / Singapore	1,572 / 1,799	5 / 5
298 / —	Hospitality Partners / Bethesda, Md. USA	1,556 / —	8 / —
299 / —	Focus Hospitality Services LLC / Valparaiso, Ind. USA	1,532 / —	19 / —
300 / —	India Tourism Development Corp. / New Delhi, India	1,530* / —	15* / —

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HOTELS' CORPORATE 300 RANKING

Top Companies By Number Of Hotels

Chain	Hotels	Chain	Hotels	Chain	Hotels	Chain	Hotels
Wyndham Hotel Group	6,473	Orbis SA	65*	Sandman Hotels & Inns	32	Cooper Hotels	21
Choice Hotels International	5,376	Atlantica Hotels International	60	The Silken Hotel Group	32	Ishin Hotels Group	20
Best Western International	4,164	Prince Hotels	60*	Paramount Hotel Group	32	Corinthia Hotels International	20
Accor	4,121	Red Lion Hotels Corp.	58	Kinseth Hospitality Companies	32	New Otani Co. Ltd.	20*
InterContinental Hotels Group (IHG)	3,741	Mövenpick Hotels & Resorts	58	Aqua Sol Hotels Ltd.	31*	Vista Host	20
Hilton Hotels Corp.	2,935	Tokyu Hotels	57*	Mirvac Hotels & Resorts	31	New Castle Hotels LLC	20
Marriott International	2,832	Danubius Hotels Group	56	Guangdong (Int'l) Hotel Management		Larkspur Hospitality	20
Carlson Hospitality Worldwide	945	Kempinski Hotels & Resorts	53	Holdings Ltd.	31	Tecton Hospitality	20
Starwood Hotels & Resorts Worldwide	871	BTG Jianguo Hotel Mgmt. Co., Ltd.	52*	The Hotel Group	30	Banyan Tree Hotels & Resorts	20
Société du Louvre	840	Outrigger Enterprises Group	51	Destination Hotels & Resorts	30	Pan Pacific Hotels	20
Global Hyatt Corp.	749	Hoteles Hesperia SA	51*	Pacifica Host Hotels	30	Sahid Group of Hotels	20*
Vantage Hospitality Group		LTI Int'l. Hotels (REWE TOURISTIK)	50*	Three Cities Group	30*	The North Central Group	19
(Americas Best Value Inn)	699	The Procaccianti Group	50	Windsor Hospitality Group	29	Focus Hospitality Services LLC	19
Extended Stay Hotels	681	Concord Hospitality Enterprises Co.	50	Regency Hotel Mgmt LLC (Ramkota)	29	Trigild International Inc.	19
LQ Management LLC		Shangri-La Hotels & Resorts	49	GF Management Inc.	29	Orascom Hotels & Development	19*
(was La Quinta Corp.)	582	Thistle Hotels plc	48*	Winegardner & Hammons Inc.	28	B.F. Saul Co.	19
Golden Tulip Hospitality/THL	512	APA Hotel Ltd.	48*	Corus Hotels	28*	Berjaya Hotels & Resorts	19*
Whitbread Hotel Co.		Hoteles Catalonia	48	Serena Hotels	28	Campbell Lodging Inc.	19
(Premier Travel Inn)	475	Walt Disney World Co.	47*	JHM Hotels	28	Kelly Inns, Ltd.	19
American Property Mgmt. Corp.	470	Hoteles Islazul	47*	Sarovar Hotels & Resorts	28*	Loews Hotels	18
Sol Meliá SA	407	Sage Hospitality Resources	47	HEI Hotels & Resorts	27	Sandals Resorts International	18
Westmont Hospitality Group	384	Maritim Hotels	46	Hunguest Hotels	27	Family Inns of America	18*
Tharaldson Enterprises	351	Jolly Hotels SpA	45*	Sunburst Hospitality Corp.	27	MGM Mirage	18
NH Hoteles SA	330	Hankyu-Hanshin-Daiichi Hotel Group	44*	Austria Trend Hotels & Resorts	27	Dusit Hotels & Resorts	18
Hospitality International	295	Jinling Hotels & Resorts Corp.	43	Vincci Hoteles	27	Benchmark Hospitality International	18
TUI AG/TUI Hotels & Resorts	279	Vagabond Franchise System	43	SREE Hospitality Group	27	Coakley & Williams Hotel Mgmt. Co.	18
Jin Jiang International Hotels	277	Shilo Management Corp.		Starhotels SpA	27	MMI Hotel Group	18
Rezidor Hotel Group	225	(formerly Shilo Inns)	42	Louis Hotels Ltd.	26	Raymond Management Co. Inc.	17*
Interstate Hotels & Resorts	223	Remington Hotel Corp.	42	Davidson Hotel Co.	26	Commonwealth Hotels	17
Royal Host Hotels & Resorts	220	IHG ANA Hotels Group Japan	42	Blue Tree Hotels & Resorts	26	Hotel Equities	16
AmericInn International LLC	214	Janus Hotels & Resorts	42	Meyer Jabara Hotels	26	Woodfin Suites Hotels	16
Romantik Hotels & Restaurants Int'l.	194	MOA Hospitality	42	ResortQuest Hawaii	26*	SuperClubs Super-Inclusive Resorts	16
America's Best Franchising	186	Othon Hotels SA	41	Horizon Hotels Ltd.	26	Gloria International Hotels Ltd.	16*
Husa Hotels Group	172*	Warwick International Hotels	41	Sonesta International Hotels Corp.	26	Marcus Hotels & Resorts	16
Longhouse Hospitality/Park		Ramada Jarvis Hotels	41*	Hostmark Hospitality Group	26	Ayres Hotel Group	16
Management Group	171	Pandox AB	41	Waterford Hotel Group	26	Kintetsu Hotel Systems (Miyako Hotels)	16
Budget Host International	152	Kimpton Hotel & Restaurant Group	40	Noble Investment Group	25	Hotel Equities (formerly Sivica	
Ringhotels	136	Alliance Hospitality Management LLC	40	Premier Resorts International	24	Hospitality)	16
Barcelo Hotels & Resorts	128	Stonebridge Companies	39	Lindner Hotels AG	24	India Tourism Development Corp.	15*
Fairmont Raffles Holdings Int'l.	123	Orient-Express Hotels Ltd.	39	Princess Hotels & Resorts	24	Amari Hotels and Resorts	15
Protea Hospitality Corp.	121	De Vere Group plc	39*	Hotel Okura Co., Ltd.	24*	Rosewood Hotels	15
Ocean Hospitalities	121	Sokotel Oy	38*	Richfield Hospitality	24	Rendezvous Hotels (Australia) Pty Ltd.	15
Drury Inns, Inc.	120*	Omni Hotels	38	Leisure Hotels & Resorts	24	Minor Int'l. (Royal Garden Resorts)	15
C.H.E. Group plc	113	CSM Lodging	37	Dolce International	24	Dedeman Hotels & Resorts Int'l.	15
White Lodging Services	112	Integral Hospitality Solutions	37	Camino Real Hotels & Resorts	24	IMIC Hotels	14
Millennium & Copthorne Hotels plc	111	City Lodge Hotels Ltd.	37*	Exel Inns of America	24	Thayer Lodging Group	14
Riu Hotels Group	109	Harrah's Entertainment	37*	Grand Hotels International	23	The Olympia Companies	14
Iberostar Hotels & Resorts	100	Daly Seven	36	Lopesan Hotels & Resorts	23	Lucien Barriéré Hotels & Casinos	14
Grupo Posadas	96	Dimension Development Co. Inc.	36	RockResorts International	23	Zimsun Leisure Group (Zimbabwe Sun)	14*
Paradores de Turismo	91	Washington Hotel Corp.	35*	Swiss-Belhotel International	23	Allson International Hotels & Resorts	
AC Hotels	84	Rydges Hotel Group	35*	Tianlun International Hotels	22	(Sunway Hotels)	13
Aztar/Columbia Sussex Corp.	83*	Gaviota S.A.	35*	Pacifica Hotel Co.	22	Stanford Hotels Corp.	13
Steigenberger Hotels AG	82	Jurys Doyle Hotel Group plc	35*	Gran Caribe Grupo Hotelero	22*	Albeck & Zehden Hotels	13
Pestana Hotels & Resorts	82	Orea Hotels	35	Premier Hotel Corp.	22*	Boyd Gaming Corp.	13
Club Mediterranée	80	First Hospitality Group	35	Cham Palaces & Hotels	22	Prism Hotels & Resorts	13
Southern Sun Hotels (Pty.) Ltd.	79	CUSA LLS (was Cornerstone		Lane Hospitality	22	Gal-Tex Hotel Corp.	
Settle Inn LLC/GuestHouse Int'l.	79	Hospitality Group)	35	GreenTree Inns Hotel Mgmt. Group Inc.	22	(1859 Historic Hotels)	13
ITC - Welcomgroup Hotels,		Grupo Cubanacan S.A.	34*	Sun International	22	Noble House Hotels & Resorts	13
Palaces and Resorts	79	Joie de Vivre Hotel	34	Wright Investment Properties	22	Charlestowne Hotels Inc.	13
Innkeepers Hospitality Inc.	78	Marshall Management	34	Newport Hospitality Group	22	Gouverneur Inc.	13
Sunroute Co. Ltd.	77*	HNA Hotels & Resorts	34	The Generation Companies	22	Lodging Unlimited Inc.	13
Taj Hotels, Resorts & Palaces	76	Domina Hotels & Resorts	34	Castle Resorts & Hotels	21	Oak Hotels Inc. (was Oak Hospitality)	13
Four Seasons Hotels & Resorts	73	ZMC Hotels	34	HLC Hotels Inc.	21	Boykin Management Co.	13
Occidental Hotels & Resorts	71	Driftwood Hospitality Management LLC	33	Tarsadia Hotels	21	Quorum Hotels & Resorts	13
Macdonald Hotels plc	69	Highgate Hotels	32	Rotana Hotel Management Corp. Ltd.	21	Kokusai Kogyo Hotel Group	13*
John Q. Hammons Hotels	68	Aramark Harrison Lodging	32	Hospitality Management Corp.	21	Creative Hotel Associates	13
Hospitality Alliance AG	68	The Oberoi Group	32	Legacy Hotels & Resorts Int'l. Ltd.	21	H.I. Development Corp.	13*
Eurostars Hotels (Hotusa Group)	68	CHIP REIT	32	Rim Hospitality	21	Dan Hotels Corp. Ltd.	13
Lodgian Inc.	68	Mandarin Oriental Hotel Group	32	ATAHOTELS	21*	Kor Hotel Group	12
JAL Hotels Company Ltd.	66	Fujita Kanko	32*	Shaner Hotels	21*	Outrigger Lodging Services	12

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HOTELS' CORPORATE 300 RANKING

The Largest Hotel Brands

Brand	Rooms	Brand	Rooms	Brand	Rooms	Brand	Rooms
Best Western	315,401	Homestead Studio Suites	16,879	Tulip Inn	6,023	Sandals	3,234
Holiday Inn Hotels & Resorts	260,470	Grand Hyatt	16,429	W Hotels	6,000	Allegro	3,208
Marriott Hotels & Resorts	187,404	Tryp	15,886	Copthorne	5,988	Meritus Mandarin	3,200
Hilton	172,605	Premiere Classe (Louvre)	15,137	Jameson Inn & Suites	5,966*	Queens Moat Houses	3,159
Days Inn	151,438	Tokyu	14,488*	Gaylord Hotels	5,798	Paladien	3,154
Holiday Inn Express/		Drury Inn & Suites	14,416*	Corinthia Hotels Intenational	5,786	Orea Exclusive/Classic/Tourist	3,135
Express by Holiday	143,582	Omni Hotels	14,384	Palace Resorts	5,644	SuperClubs Breezes Resorts	3,131
Hampton Inn/Suites	138,481	Rodeway Inn	14,168	Rydges Hotels & Resorts	5,584*	Ohana Hotels & Resorts	3,121
Sheraton Hotels & Resorts	135,900	Candlewood Suites	14,149	Budget Host Inn	5,497	GreenTree Inn	3,119
Super 8	126,175	Wingate by Wyndham	14,146	Outrigger Hotels & Resorts	5,488	Sun Suites	3,042
Comfort Inn	110,877	Mövenpick Hotels & Resorts	13,768	Louis Hotels	5,476	Atlantica	3,036
Ramada	105,986	Amerisuites	12,982	Country Hearth Inns & Suites	5,428	Marriott Executive Apartments	3,027
Courtyard by Marriott	105,526	Millennium	12,631	Chison Hotels	5,409	Hyatt Summerfield Suites	3,024
Motel 6	90,243	Kempinski	12,464	HNA	5,351	Jumeirah	3,023
Radisson Hotels & Resorts	90,080	TOP International	12,423	Guesthouse International	5,278	Regent International Hotels	2,860
Mercure	89,624	Baymont Inn & Suites	12,377	Robinson	5,180	Dusit Hotels & Resorts	2,850
Ibis	82,546	TownePlace Suites by Marriott	12,368	ARAMARK Harrison	5,178	Renezvous Hotels & Resorts	
Crowne Plaza Hotels & Resorts	75,632	Park Inn	12,367	Conrad	5,152	International	2,849
Quality	72,054	Kyriad/Kyriad Prestige	12,358	Scottish Inns	5,086	Tianlun Royal	2,842
Novotel	70,373	ANA Hotels	12,000	Warwick	5,044	Gouverneur	2,800
Hyatt Regency Hotels & Resorts	69,733	AmericInn	11,867	Miyako Hotels & Resorts	5,041	Dedeman Hotels & Resorts	2,773
La Quinta Inn/La Quinta Inn & Suites	61,570	Delta	11,724	Dolce International	5,028	Vail Resorts	2,731
Residence Inn by Marriott	61,286	Maritim	11,258	Camino Real	5,027	Crestwood Suites	2,716
Westin Hotels & Resorts	54,200	Staybridge Suites	10,953	Grecotel	4,920	Imperial Hotels	2,676
Econo Lodge	49,679	Extended Stay Deluxe	10,596	Adam's Mark	4,868	Sol Y Mar	2,664
InterContinental Hotels & Resorts	49,599	Marriott Vacation Club	10,512	Occidental Grand	4,858	Hotel JAL City	2,656
Renaissance Hotels & Resorts	48,226	APA Hotels	10,453*	Hunguest	4,783	Suitehotel	2,655
NH Hoteles	48,052	Washington Hotels	10,395*	Rotana	4,780	Oberoi Hotels & Resorts	2,609
Fairfield Inn by Marriott	46,589	Park Inn	10,174	Park Hyatt	4,743	Swiss-Belhotel	2,607
Americas Best Value Inn	45,672	Red Lion Hotels	9,917	Sonesta Hotels	4,677	The Peninsula	2,467
Embassy Suites	45,172	Steigenberger	9,533	Vincci	4,561	The Langham Hotel	2,435
Doubletree	45,119	St. Regis/Luxury Collection	9,500	Sahid Hotels	4,512*	Exel Inns of America	2,398
Howard Johnson	44,432	Jinling	9,451	Gloria Plaza Hotels, Inns & Resorts	4,500	Bayview Hotels	2,319*
Sofitel	43,380	Studio 6	9,385	InterCity	4,489	Atlantis (Kerzner)	2,317
Hilton Garden Inn	41,669	Sunroute	9,272*	Gran Caribe	4,434*	Nordotel	2,317
Extended Stay America	40,434	Taj Hotels Resorts and Palaces	9,200	Traders	4,417	Stamford	2,274
Travelodge	37,468	Princess Hotels	9,197*	Luxury Lifestyle Hotels (Meliá)	4,405	Banyan Tree	2,189
Riu Hotels	36,361	Thistle	8,925*	Crossland Economy Studios	4,400	Mainstay Suites	2,183
Red Roof Inn	36,339	Protea Hotels	8,798	Othon Hotels	4,288	Ayres	2,177
Radisson SAS	34,267	Hawthorn Inn & Suites	8,765	Pan Pacific	4,242	Helmsley Hotels	2,102*
Comfort Suites	33,976	AC Hotels/Selection	8,633	Fiesta Americana	4,226	Lucien Barriéré	2,046
Country Inns & Suites by Carlson	32,827	Ringhotels	8,200	Hotel Grand Central/Olympic/		ITC Hotels	2,017
Le Méridien Hotels & Resorts	32,800	Concorde	8,199	Continental/Chancellor	4,222	Raffles	2,011
Iberostar Hotels & Resorts	32,000	Occidental	8,153	Austria Trend Hotels & Resorts	4,150	Sunway Hotels & Resorts	2,005
Premier Travel Inn	31,000	Pestana Hotels & Resorts	8,145	Southern Sun Hotels & Resorts	4,074	Royal Princess Hotels & Resorts	1,985
Formula 1	29,267	B&B	7,988	Sandman Hotels, Inns & Suites	4,033	Bildeberg	1,855
Meliá	28,599	Suburban Extended Stay	7,984	Hyatt Place	3,794	Tianlun Regal	1,852
Etap	28,389	Fiesta Inn	7,880	The Waldorf=Astoria Collection	3,780	Guoman	1,821
Jin Jiang Inn	26,028	Red Carpet Inn	7,674	Sun International	3,770	Domina Inn	1,779
Jin Jiang	24,765	Swissôtel	7,571	Hilton Grand Vacations	3,740	Peabody Hotels	1,773
Sleep Inn	24,575	Loews	7,551	Pacific International	3,730	Westmark Hotels	1,767
Clarion	23,945	Guangdong	7,385	Garden Court by Southern Sun	3,714	Inn Suites Hotels & Suites	1,757
Campanile	23,922	Magic Life	7,203	Orient-Express	3,694	Reval Hotels	1,731
Barcelo	23,806	Park Plaza Hotels & Resorts	7,197	Rosen Hotels	3,676*	Kingsgate	1,720
Sol	23,035	Catalonia	7,145	Lindner Hotels & Resorts	3,662	City Lodge	1,685*
Scandic	22,808	America's Best Inns & Suites	6,967	ATAHOTELS	3,622*	Dan Hotels	1,670
Wyndham Hotels & Resorts	22,582	Okura	6,845*	Paradisus (Melia)	3,603	Centara	1,655
Fairmont	22,407	Romantik Hotels	6,758	StudioPLUS Deluxe Studios	3,551	Rosewood	1,619
Four Points by Sheraton	21,900	AmeriHost	6,745	Hotel Lotte	3,527*	Sebel Hotels & Residences	1,613
Prince Hotels	21,174*	Grupotel	6,734	Blue Tree Towers	3,525	Club Amigo	1,593
Homewood Suites by Hilton	21,141	Mandarin Oriental	6,720	Vagabond Inn	3,511	Furama Hotels	1,572
Golden Tulip	20,528	Jolly Hotels	6,700*	Hotel Equatorial	3,426	Signature Inn	1,566
Shangri-La Hotels	19,539	Cham Palaces & Hotels	6,630	Domina Hotels & Resorts	3,420	Langham Palace Hotel	1,545
Microtel	19,520	LTI	6,248	Hankyu	3,380*	Caesar Business	1,523
The Ritz-Carlton	19,406	ResortQuest	6,154*	Amari Hotels & Resorts	3,378	Blue Tree Park	1,496
Nikko Hotels International	18,120	New Otani	6,111*	Starhotels	3,375	Jaz Resorts	1,443
Springhill Suites by Marriott	17,808	Macdonald Hotels & Resorts	6,069	Imperial London	3,355*	Turin Hotels	1,415
Knights Inn	16,892	Iberotel	6,043	Dai-Ichi	3,280		

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Consortia Expand Reach, Offerings

Product differentiation, niche plays and diversified offerings are propelling the world's largest consortia groups to not only grow bigger but also to grow better. The focus for many is not about simply adding to the number of member hotels, but rather to grow by expanding their geographical reach. And in the process, these sales, marketing and reservations services companies are adding to their mix of offerings to provide more of a "one-stop shop" approach, on par with the leading chains.

For example, Great Hotels Organization, London, moved up significantly in this year's rankings by expanding its menu of services with its early 2006 introduction of G-rez, a proprietary new GDS and Internet reservations solution. Touting a more cost effective, user-friendly technology platform, G-rez has helped the organization double the size of its European member base. In the process, the company also added 1,000 member hotels in China—a main target for growth among consortia and chains alike. Later in the year the company also introduced a rewards program, Great Hotels Rewards, further adding to its arsenal of tools to help independents compete with the corporate chains.

Diversification of offerings also has been a focus for Leading Hotels of the World. "We've really have evolved from a consortia business structure to a growing concern. As a global brand we're competing with the name brands in the luxury market for both hotel product and for consumers," says Paul McManus, Leading's CEO. "We're becoming a more consumer-centric company—we want them to know what being a Leading destination means. On the hotel side, we've diversified into development, licensing and other business activities that are designed to work with owners and developers from inception. They are using our services to create that hotel product. Developers are getting more savvy and realize the can hook into a company like ours without having to put a luxury flag on it."

Beyond adding new services, growth-minded consortia are heavily focused on expanding into new regions and destinations. Leading opened new sales offices in Mumbai, Dubai and Shanghai last year. "We're about 50 destinations away from completing our global presence," McManus says. "Our focus is a geographic one."

David Maranzana, president of Epoque Hotels, which targets the boutique segment of independent hotels, also says growing by geography is more important than simply adding to its member roster. "Our goal is to have as many destinations as we can rather than as many hotels as we can. We want to add new destinations and have started to expand a little bit in Asia and Scandinavia, even South America," Maranzana says. "So far our strength has been mainly in Europe. So we still have a great growth opportunity in markets like Asia. We have a few properties in Tai Pei, Hong Kong, Bali, Bangkok, but there are plenty more destinations we want to be in."

With a heavy emphasis on its niche—the small, independent boutique hotel—Epoque, and consortia groups like it, are finding that the Internet truly is the great equalizer, and growth driver. The burgeoning company has invested heavily—predominately in sweat equity—in search optimization. The Internet accounts for 65% of bookings to its member hotels. "We are the reference in the market as far as boutique hotels in the world of the Internet. We're very strongly positioned and quite formidable in that category," Maranzana says. "The Web is a huge source for us. Others rely more on GDS—you take away the GDS, and they are in trouble. We don't rely on it." ♦

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HOTELS' CONSORTIA 25

Rank 2006 / 2005	Company / Headquarters	Rooms 2006 / 2005	Hotels 2006 / 2005
1 / 1	Utell/Unirez-Pegasus Solutions' Rep. Services / Dallas, Texas USA	1,323,898 / 1,161,467	9,348 / 7,684
2 / 2	SynXis Corp. / Southlake, Texas USA	835,000 / 808,920	8,000 / 6,741
3 / 3	Supranational Hotels / London, England	277,500 / 250,000	1,586 / 1,500
4 / 13	Great Hotels Organization / London, England	267,631 / 35,699	1,527 / 235
5 / 4	HOTUSA HOTELS / Barcelona, Spain	171,390 / 157,789	1,915 / 1,763
6 / 5	InnPoints Worldwide / Albuquerque, N.M. USA	165,000 / 154,418	1,739 / 1,367
7 / 6	Keytel S.A. / Barcelona, Spain	138,000 / 130,000	1,380 / 1,300
8 / 7	WORLDHOTELS / Frankfurt am Main, Germany	102,500 / 102,000	548 / 525
9 / 10	Preferred Hotel Group / Chicago, Ill. USA	80,275 / 66,670	375 / 316
10 / 8	Leading Hotels of the World / New York, N.Y. USA	77,000 / 83,000	432 / 430
11 / 9	Associated Luxury Hotels International / Orlando, FL USA	73,757 / 68,000	125 / 87
12 / 11	Logis de France / Paris, France	59,462* / 65,019	3,138* / 3,399
13 / 12	AHMI RES-Hotel (Thed International) / Paris, France	41,175* / 39,000	248* / 237
14 / 14	National Trust Historic Hotels of America / Washington, D.C. USA	36,640 / 34,014	209 / 209
15 / 15	Sceptre Hospitality Resources (SWAN) / Englewood, Colo. USA	23,147 / 23,147	159 / 159
16 / 17	Small Luxury Hotels of the World / Surrey, England	20,500 / 18,000	403 / 359
17 / 16	Luxe Worldwide Hotels / Los Angeles, Calif. USA	20,000 / 20,000	175 / 200
18 / 20	Epoque Hotels / Miami, Fla. USA	17,378 / 13,654	275 / 223
19 / 19	Minotel International / Lausanne, Switzerland	15,000 / 15,000	212 / 253
20 / 21	Chateaux & Hotels de France / Paris, France	13,000* / 13,412	538* / 540
21 / 18	ILA-Chateaux & Hotels de Charme / Brussels, Belgium	12,754 / 15,652	263 / 286
22 / 23	Design Hotels / Berlin, Germany	11,782 / 11,000	155 / 143
23 / 24	Relais & Chateaux / Paris, France	11,016 / 10,583	460 / 453
24 / 22	TCL SpA - Charming Hotels & Resorts / Rome, Italy	10,399 / 11,664	138 / 159
25 / —	Relais du Silence / Paris, France	6,231 / —	247 / —

*HOTELS estimate

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