

Special Report

TOP HOTEL COMPANIES

“We don’t have a lot of turnover, we have great operators.” SCOTT TARWATER, JOHN Q. HAMMONS HOTELS & RESORTS

H&MM’s 2009 Top U.S. Hotel Companies Survey

2009 RANK	2008 RANK	COMPANY NAME WEBSITE	TYPE OF COMPANY	GUESTROOMS IN THE U.S.	PROP. IN THE U.S.	GUESTROOMS WORLDWIDE	PROP. WORLDWIDE
1	2	Wyndham Hotel Group www.wyndhamworldwide.com	M, F	464,660 ⁽¹⁾	5,968 ⁽¹⁾	590,153 ⁽¹⁾	7,024 ⁽¹⁾
2	3	Marriott International www.marriott.com	M, F	459,090	2,823	560,012	3,187
3	4	Hilton Hotels Corp. www.hiltonfranchise.com	O, M, F	458,262	3,014	569,110	3,422
4	6	Choice Hotels International www.choicehotels.com	F	381,225	4,812	479,828	5,914
5	1	InterContinental Hotels Group www.ihg.com	O, M, F	374,925	2,973	621,696	4,222
6	7	Best Western International www.bestwestern.com	Mem.	170,554	2,078	308,248	4,061
7	8	Starwood Hotels & Resorts Worldwide www.starwoodhotels.com	O, M, F	153,153	454	294,050	966
8	5	Accor Hospitality www.accor-na.com	O, M, F	104,343	1,009 ⁽²⁾	478,975 ⁽²⁾	3,982
9	9	Carlson Hotels Worldwide www.carlson.com	O, F	83,364	689	156,691	1,048
10	10	Hyatt Hotels Corp. www.hyatt.com	O, M, F	83,260	297	118,172	402
11	13	LQ Management LLC www.lq.com	O, M, F	75,708	727	75,871	729
12	11	Westmont Hospitality Group www.whg.com	O, M, F	65,163	522	115,457	811
13	14	Vantage Hospitality Group www.vantagehospitality.com	Mem.	58,863	837	61,110	860
14	15	Interstate Hotels & Resorts www.ihrc.com	O, M	42,270	211	45,341	223
15	18	FelCor Lodging Trust www.felcor.com	O	24,000	83	25,000	85
16	22	Apple REIT Companies www.applereitcompanies.com	O	23,221	196	23,221	196
17	–	Pyramid Hotel Group www.pyramidadvisors.com	M	20,581	51	20,581	51
18	23	White Lodging Services Corp. www.whitelodging.com	O, M	20,029	142	20,029	142
19	26	John Q. Hammons Hotels & Resorts www.jqhhotels.com	O, M	19,530	80	19,530	80
20	–	Value Place www.valueplace.com	F	18,217	154	18,217	154
21	34	Americas Best Franchising www.americasbestfranchising.com	F	17,721	256	17,761	257
22	28	The Procaccianti Group www.proccgroup.com	O, M	15,025	57	15,025	57
23	30	Crestline Hotels & Resorts www.crestlinehotels.com	O, M	13,985	68	13,985	68
24	20	Omni Hotels www.omnihotels.com	O, F	13,894	36	14,565	39
25	21	Ocean Hospitality www.oceanhospitalities.com	O, M	13,117	88	20,354	133
26	31	Hospitality International www.hifranchise.com	F	12,593	275	12,797	280
27	36	AmericInn www.americinn.com	O, M, F	12,498	219	12,498	219
28	–	Island Hospitality Management www.islandhospitality.com	M	11,018	80	11,018	80
29	–	The Chartres Lodging Group, LLC www.chartreslodging.com	O, M	10,901	15	16,945	36
30	40	Davidson Hotel Co. www.davidsonhotels.com	O, M	10,822	39	10,822	39
31	37	Sage Hospitality www.sagehospitality.com	O, M	10,755	50	10,755	50
32	47	Aimbridge Hospitality www.aimbridgehospitality.com	O, M	9,994	51	10,293	52
33	–	GF Management www.gfhotels.com	O, M	9,555	62	9,555	62
34	53	Crescent Hotels & Resorts www.chrco.com	O, M	9,364	48	9,364	48
35	44	Remington www.remingtonhotels.com	M	8,599	49	8,599	49
36	41	HEI Hotels & Resorts www.heihotels.com	O, M	8,200	31	8,200	31
37	–	Noble Investment Group www.nobleinvestment.com	O, M	8,152	42	8,152	42
38	24	Four Seasons Hotels and Resorts www.fourseasons.com	M	7,785	28	19,000	82
39	38	Outrigger Hotels & Resorts www.outrigger.com	O, M	7,750	31	9,408	37
40	–	Hersha Hospitality Management www.hershahotels.com	O, M, F	7,748	66	7,748	66
41	49	Tishman Hotel & Realty LP www.tishmanhotels.com	O, M	7,474	11	7,474	11
42	54	Boomerang Hotels www.boomeranghotelsdevelopment.com	F	7,356	87	7,650	90
43	–	Fairmont Hotels & Resorts www.fairmont.com	M	7,327	16	24,000	56
44	51	Hostmark Hospitality Group www.hostmark.com	M	7,194	35	7,420	36
45	–	Prism Hotels & Resorts www.prismhotels.com	O, M, F	7,152	43	7,152	43
46	43	Lodgian www.lodgian.com	O, M	7,078	38	7,078	38
47	63	InterMountain Management, LLC www.intermtn.biz	O, M	7,061	74	7,061	74
48	57	Alliance Hospitality Management, LLC www.alliancehospitality.com	M	7,017	51	7,017	51
49	52	Destination Hotels & Resorts www.destinationhotels.com	O, M	6,664	33	6,664	33
50	55	Winegardner & Hammons www.whihotels.com	O, M	6,426	26	6,426	26
51	72	Marshall Hotels & Resorts www.marshallhotels.com	M	6,258	45	6,258	45
52	58	Horizon Hotels www.horizonhotels.com	M	6,050	28	6,050	28
53	61	The Summit Group www.thesummitgroupinc.com	O, M	5,967	63	5,967	63
54	59	JHM Hotels, LLC www.jhmhotels.com	O, M	5,867	36	6,073	37
55	56	Stonebridge Companies www.sbcos.com	O, M	5,815	41	5,815	41
56	75	Janus Hotels and Resorts www.janushotels.com	O, M, F	5,783	33	5,783	33

Special Report

■ "We continue to ... lay the groundwork to operate with more brands." **TIMOTHY O'CONNOR, BOOMERANG HOTELS**

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57	65	First Hospitality Group www.fhginc.com	O, M	5,764	38	5,764	38
58	56	Windsor Hospitality Group www.wcghotels.com	O, M	5,577	27	5,577	27
59	–	Concord Hospitality Enterprises Co. www.concordhotels.com	O, M	5,341	43	6,645	53
60	66	Budget Host International www.budgethost.com	F	5,276	146	5,276	146
61	67	Marcus Hotels & Resorts www.marcushotels.com	O, M, Mem.	5,146	20	5,146	20
62	60	Richfield Hospitality www.richfield.com	M	5,068	25	5,068	25
63	71	Larry Blumberg & Associates www.lbaproperties.com	M	5,025	56	5,025	56
64	74	Kineth Hotel Corp. www.kineth.com	O, M	4,956	38	4,956	38
65	42	Driftwood Hospitality Management www.driftwoodhospitality.com	O, M	4,840	19	5,390	22
66	–	Quorum Hotels & Resorts www.quorumhotels.com	M	4,836	19	4,836	19
67	79	Cooper Hotels www.cooperhotels.com	O	4,567	25	4,567	25
68	76	Meyer Jabara Hotels www.meyerjabarahotels.com	O, M	4,499	24	4,499	24
69	–	Sunburst Hospitality Corp. www.snbhotels.com	O, M	4,457	31	4,457	31
70	–	Aston Hotels & Resorts www.astonhotels.com	M	4,300	25	4,300	25
71	78	Buffalo Lodging Associates www.buffalolodging.com	O	4,200	38	4,400	39
72	–	Integral Hospitality Solutions www.integralhospitality.com	M	4,108	46	4,108	46
73	84	HP Hotels www.hp-hotels.com	O, M	4,050	38	4,050	38
74	73	Benchmark Hospitality International www.benchmarkhospitality.com	M	4,049	26	4,049	28
75	126	Trans Inns Management www.transinns.com	M	3,900	23	3,900	23
76	94	Coakley & Williams Hotel Management Co. www.cwhotels.com	O, M	3,863	24	3,863	24
77	81	The Hotel Group www.thehotelgroup.com	O, M	3,703	24	3,703	24
78	87	New Castle Hotels & Resorts www.newcastlehotels.com	F, M, O	3,694	22	4,435	28
79	77	Regency Hotel Management, LLC www.regency-mgmt.com	O, M	3,507	25	3,507	25
80	89	Waterford Hotel Group www.waterfordgroup.net	M	3,490	24	3,490	24
81	107	Hospitality Ventures Management, LLC www.hospitalityventures.com	O, M	3,204	20	3,204	20
82	–	Strand Development www.stranddevelopment.com	M	3,095	37	3,095	37
83	–	Mercury Hotels International www.mercuryhotelsinternational.com	Mem.	3,070	19	3,070	19
84	–	The Dow Hotel Co. www.dowhotelco.com	O, M	3,021	10	3,021	10
85	93	Denihan Hospitality Group www.denihan.com	O, M	2,985	12	2,985	12
86	119	Hospitality Management Corp. www.hospitalitymgt.com	M	2,942	16	2,942	16
87	110	Noble House Hotels & Resorts www.noblehousehotels.com	O, M	2,937	12	2,937	12
88	85	Lane Hospitality www.lanehospitality.com	O, M	2,871	18	2,871	18
89	–	Larkspur Hotels and Restaurants www.larkspurhotels.com	O, M	2,804	23	2,804	23
90	113	Lafayette Hotels www.8628000.com	O, M	2,796	29	2,796	29
91	115	Tecton Hospitality/Desires Hotels www.desireshotels.com	M	2,787	21	2,787	21
92	104	Vista Host www.vistahost.com	M	2,762	24	2,762	24
93	–	Raymond Management Co. www.raymondteam.com	O, M	2,754	20	2,754	20
94	103	Newport Hospitality Group www.nhghotels.com	M	2,680	23	2,680	23
95	155	Growth Properties Hospitality Management www.gpim.net	M	2,614	20	2,614	20
96	127	Hotel Equities www.hotelequities.com	O, M	2,553	27	2,553	27
97	111	Milestone Hospitality Management, LLC www.milestonehotels.com	O, M	2,552	15	2,552	15
98	–	Torgerson Properties www.torgersonproperties.com	O, M	2,502	26	2,502	26
99	109	Sun Development & Management Corp. www.sun-companies.com	O, M	2,464	25	2,464	25
100	120	Leisure Hotels www.leisurehotel.com	M	2,111	20	2,111	20
101	128	Commonwealth Hotels, LLC www.commonwealthhotels.com	O, M	2,088	17	2,088	17
102	–	LinGate Hospitality www.lingatehospitality.com	M	2,080	18	2,080	18
103	124	HLC Hotels www.hlchotels.com	O, M	2,069	22	2,069	22
104	–	Gemstone Hotels & Resorts www.gemstoneresorts.com	O, M	2,000	15	2,000	15
105	129	Expotel Hospitality Services, LLC www.expotel-usa.com	O, M	1,862	10	1,862	10
106	132	Oak Hotels www.oakhotels.com	M	1,858	13	1,858	13
107	138	Associated Hotels, LLC www.associatedhotelsllc.com	M	1,802	8	1,802	8
108	–	Colwen Hotel Management www.colwenhotels.com	O, M, F	1,801	16	1,801	16
109	106	Urigo Hotels, LP www.urgohotels.com	O, M	1,772	11	2,654	19
110	137	Good Hospitality Services www.goodhsi.com	O, M	1,720	20	1,720	20
111	–	Park Place Hospitality Group www.parkplacehg.com	O, M	1,700	12	1,700	12
112	158	Gulph Creek Hotels www.gulphcreekhotels.com	M	1,620	10	1,620	10
113	–	Outrigger Lodging Services www.outriggerlodging.net	M	1,584	11	1,584	11
114	136	InnSuites Boutique Hotel Collection www.innsuites.com	O, M, Mem.	1,582	11	1,582	11
115	–	Ardent Hotel Advisors www.ardenthotels.com	M	1,522	9	1,522	9
116	–	Sand Companies www.sandcompanies.com	O, M	1,480	18	1,480	18

Special Report

“The economy has affected us, ... but overall we’ve been stable with our hotels.” **RON MCCAULEY, PARKPLACE**

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117	—	Dora Brothers Hospitality www.dorahotels.com	O, M	1,459	13	1,459	13
118	—	Snyder Hotels www.snyderhotels.com	O, M	1,446	10	1,446	10
119	—	First Carolina Management www.1stcarolina.net	O, M	1,428	12	1,428	12
120	—	Grand Heritage Hotel Group www.grandheritage.com	O, M, F	1,400	9	2,300	12
121	—	Paramount Hotel Group www.paramounthotelgroup.com	O, M	1,373	8	1,373	8
122	145	IMIC Hotels www.imichotels.com	O, M	1,367	15	1,367	15
123	154	Stoney Creek Hospitality Corp. www.stoneycreekinn.com	O, M	1,366	11	1,366	11
124	147	Vesta Hospitality www.vestahospitality.com	M	1,328	11	1,328	11
125	—	Pyramid Hospitality and Development, LLC www.pyramidhospitality.com	O, M	1,322	11	1,322	11
126	182	Paragon Hotel Co. www.paragonhotelcompany.com	O, M	1,250	13	1,250	13
127	—	Hotel Investment Services www.his-corp.com	O, M, F	1,222	11	1,222	11
128	171	Schahet Hotels www.schahethotels.com	O	1,200	10	1,200	10
129	156	InnSight Hotel Management Group www.innsighthmg.com	M	1,137	12	1,137	12
130	159	Home-Towne Suites www.htshotel.com	O, M, Mem.	1,124	16	1,124	16
131	—	Rosewood Hotels & Resorts www.rosewoodhotels.com	M	1,112	9	2,059	18
132	64	Sonesta Collection Hotels. Resorts. Cruises www.sonesta.com	O, M, F	1,108	3	5,373	26
133	—	CUSA, LLC www.1cusa.com	M	1,100	11	1,100	11
134	—	Impact Properties www.impact-properties.com	O, M	1,087	8	1,087	8
135	163	Great Lakes Management Group www.glmghotels.com	M	1,083	14	1,083	14
136	173	Pinnacle Hotels USA www.pinnaclehotelsusa.com	O, M	1,063	7	1,063	7
137	164	Oakbrook Hotels www.oakbrookco.com	O	1,002	4	1,002	4
138	—	D&D Construction Services www.ddcs.net	O	1,000	3	1,000	3
139	134	Jackson Hospitality Services www.jacksonhospitality.com	O, M	953	13	953	13
140	—	BPR Properties www.bprproperties.com	O, M	952	10	952	10
141	167	The Hamister Group www.hamistergroup.com	O, M	935	10	935	10
142	188	GrandStay Hospitality, LLC www.grandstayhospitality.com	F	908	15	908	15
143	—	Swift Hospitality Group www.swifthospitality.com	O, M	890	11	890	11
144	98	The Hongkong and Shanghai Hotels, Limited (Owner & Operator of Peninsula Hotels) www.peninsula.com	O	868	4	2,874	9
145	183	Western States Lodging & Management www.wslm.biz	O, M	812	7	812	7
146	—	H & W Management www.hwhotels.com	O, M	800	9	800	9
147	186	Amerilodge Hospitality Group www.amerilodge.com	O	784	10	784	10
148	187	Coastal Hotel Group www.coastalhotels.com	M	773	5	773	5
149	—	Briad Group www.briad.com	O, M, F	763	7	763	7
150	—	Maximum Hospitality www.maximumhospitality.com	O, M	751	5	751	5
151	—	Image Hospitality www.imagehospitality.com	M	696	7	696	7
152	178	RDA Hotel Management Co. www.rdahotelmanagementco.com	M	693	5	693	5
153	—	EPH Management & Development www.ephmanagement.com	M	688	9	688	9
154	—	Venerts Hotel Management www.venerts.com	O, M	660	9	660	9
155	174	SharCon Hotel Management & Development Co. www.sharcon.com	O, M	658	5	658	5
156	—	RockResorts www.rockresorts.com	M	646	7	768	8
157	179	Dune Management Company www.duneresorts.com	M	603	10	603	10
158	—	LHS Companies www.lhscompanies.com	O	580	7	580	7
159	—	NYLO Hotels www.nylohotels.com	O, M, F	539	3	539	3
160	—	Fairbrook Hotels www.fairbrookhotels.com	O, M	487	6	487	6
161	131	Dora Hotel Co. www.dorahotelco.com	O, M	440	5	440	5
162	—	Kautilya Group www.kautilyagroup.com	O	421	4	421	4
163	—	Pride Management www.pmihotels.net	O, M	417	5	417	5
164	—	KeyLime Cove Indoor Waterpark Resort www.keylimecove.com	M	414	1	414	1
165	—	Obadon Hotels www.obadonhotels.com	O, M	393	3	393	3
166	—	Columbia Hospitality www.columbiahospitality.com	M	377	16	629	17
167	—	Lotus Hospitality www.lotushospitality.net	O, M	350	5	350	5
168	193	Infinity Hotel Group www.infinityhotelgroup.com	O, M	312	5	312	5
169	—	CHA Management www.chamanagement.com	M	300	3	300	3
170	—	Golden Hospitality Group, LLC www.goldenhospitalityllc.com	O, M	208	4	208	4
171	—	The Keating Hotel Group www.thekeating.com	O	35	1	35	1
172	—	Citilodgehotel www.citilodgehotel.com	O	0	0	74	2

Information in this survey was gathered from surveys completed online in July and August. Numbers are through May 31, 2009, unless otherwise noted. Companies were ranked according to the number of guestrooms in the portfolio in the United States. * O: ownership, M: management, F: Franchisor, Mem.: membership organization, NA: not answered or not available. Dash (—) indicates company was not ranked in the 2008 survey.
¹ as of 6/31/2009. ² as of 12/31/08.