



HOTEL



Horwath HTL™

*Hotel, Tourism and Leisure*

LATAM & Caribbean  
Hotels & Chains  
Report 2017



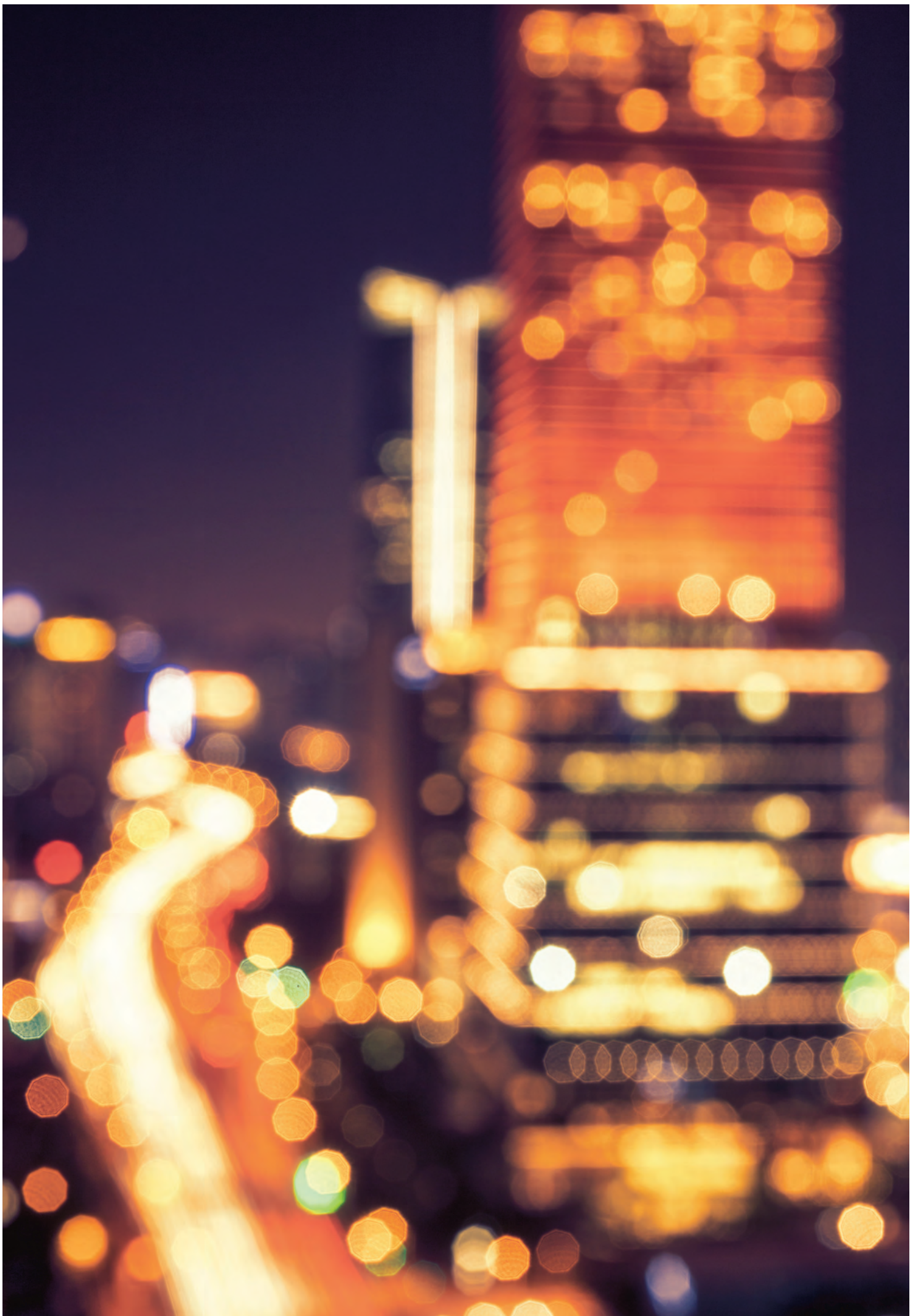
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consulting.

We are the industry choice;  
a global brand providing  
quality solutions for hotel,  
tourism & leisure projects.



# CONTENTS

7	Foreword
9	Introduction
10	Latin America & The Caribbean
17	Argentina
23	Brazil
29	Chile
35	Colombia
41	Dominican Republic
47	Ecuador
53	Mexico
59	Peru
	Other Countries
64	Bolivia
65	Costa Rica
66	Cuba
67	Panama
68	Paraguay
69	Uruguay



## FOREWORD

*“The goal behind this report was to try and accurately shed light on the current hotel situation and see how each market is evolving. Investors need transparency and brands need to know what the competitive landscape looks like.”*

A few years ago, our team in Rome decided to put together a report on the state of hotel chains in Italy, no easy task as you can imagine. What became clear as we investigated the market was that it was complicated and opaque, a labyrinth of family ownership and local brands many of whom were unheard of outside of their local city, let alone Italy itself.

The goal behind this report was to try and accurately shed light on the current hotel situation and see how each market is evolving. Investors need transparency and brands need to know what the competitive landscape looks like.

This Italian report has become respected and incredibly well received in the local market and we decided as a group to expand our scope into a global report, building on the database year by year to provide a comprehensive view of the branded versus independent hotel situation. We started with EMEA and are now ready to launch our LATAM and Caribbean report.

Some of this data exists elsewhere of course, there are a number of countries that have good amounts of data on their hospitality industry, some for sale and some free to access.

A surprising number of countries do not however, and we saw an opportunity to consolidate much of this data in one place to make it easier to have a holistic view of the market. This is our first attempt and we will continue to build on the information every year, making it more accurate and adding to the number of ways this data can be shown and looked at.

The most positive stat for our industry is how many of these brands are growing and expanding, a good indicator that the industry is in rude health and attracting significant levels of investment. Much of this makes for fascinating reading, we certainly hope you enjoy reading it as much as we enjoyed putting it together.

*James Chappell*  
Horwath HTL Global Business Director





## INTRODUCTION

*“We have compiled information on approximately 3,500 chain hotels located in Latin America & The Caribbean. This means more than 610,000 rooms, located in 690 cities and 46 countries. Almost all of the most important international hotel groups are present in Latin America & The Caribbean, but not in all countries. By 2016 Accor Hotels was the leading hotel chain in Latin America & The Caribbean with 49,326 rooms. This may seem like many hotels, but the region clearly has a huge tourist and hospitality potential that is still underdeveloped”*

Sergio Giorgetti, Project Director, Horwath HTL Argentina

For this report, we asked our offices to not just rely on available local data, but to create their own databases from scratch.

We started by considering the worldwide ranking of hotel chains, and we have done research on each one's presence in Latin America and the Caribbean. With all the information gathered, we prepared a database containing standard information such as: Name of Hotel, No. of Rooms, Address, Brand, Category, Hotel Chain, among others.

At the same time, we have compared the official information on hotel supply in each country, with our research and determined the penetration index of the hotel chains with respect to the general hotel supply of each country.

Finally, after gathering all of the information we were able to analyse it and determine which chains and hotel brands have more presence in each country, differentiating them between local and international brands. We have also been able to analyse which cities there is more chain hotel presence and classify them by type of destination.

For future editions, we hope to include more ownership details like business model or any pipeline coming into each country.

In order to standardize the data, we looked at the same KPIs (Key Process Indicators) across all countries using the same methodology.

We looked at the following KPIs:

- Total number of chain hotels
- Total number of chain rooms
- Average Number of Rooms from Chain Hotels
- Country hotels stock (overall supply)
- Country rooms stock (overall supply)
- Average Number of Rooms from overall hotel supply
- Chain penetration % by hotels
- Chain penetration % by rooms
- Total number of brands
- Domestic brands
- International brands



# Latin America & The Caribbean

KEY STATISTICS	2016
Total Number of Hotel Chains	156
<i>Latin American &amp; Caribbean Hotel Chains</i>	96
<i>U.S., European and Asian Hotel Chains</i>	60
Total Number of Hotel Brands	416
<i>Latin American &amp; Caribbean Hotel Brands</i>	224
<i>U.S., European and Asian Hotel Brands</i>	192
Chain Hotels	3,475
<i>Latin American &amp; Caribbean brands</i>	1,339
<i>U.S., European and Asian brands</i>	2,136
Chain Rooms	612,398
<i>Latin American &amp; Caribbean brands</i>	198,348
<i>U.S., European and Asian brands</i>	414,050
Average Number of Rooms per Chain Hotel	176
<i>Latin American &amp; Caribbean Hotel Chains</i>	148
<i>U.S., European and Asian Hotel Chains</i>	194

\*NOTE: The countries that are included in this report are: Anguilla, Antigua, Argentina, Aruba, Bahamas, Barbados, Belize, Bermuda, Bolivia, Brazil, Caribbean Netherlands, Chile, Colombia, Costa Rica, Cuba, Curacao, Ecuador, El Salvador, Guadalupe (French Antilles), Guatemala, French Guiana, Guyana, Haiti, Honduras, Grenada Island, Cayman Islands, Turks and Caicos Islands, British Virgin Islands, U.S. Virgin Islands, Jamaica, Martinique (French Antilles), Mexico, Nicaragua, Panama, Paraguay, Peru, Puerto Rico, Dominican Republic, Saint Barthelemy, St. Kitts and Nevis, Saint Lucia, St Maarten, Surinam, Trinidad and Tobago, Uruguay and Venezuela.

## Latin America & The Caribbean: Ranking of Hotel Chains & Brands by size

CHAINS		RANK BY ROOMS	
Rank	Top 10 Chain Groups	Hotels	Rooms
1	Accor Hotels	311	49,326
2	Marriott International	227	49,259
3	InterContinental Hotels Group	225	38,323
4	Wyndham Hotel Group	199	24,762
5	Grupo Posadas	145	23,102
6	Hilton Worldwide	115	22,576
7	Meliá Hotels International	54	22,082
8	RIU Hotels & Resorts	38	21,419
9	AM Resorts	50	18,481
10	Barceló Hotels & Resorts	48	15,151

BRANDS		RANK BY ROOMS	
Rank	Top 10 Chain Brands	Hotels	Rooms
1	ibis	141	20,664
2	Holiday Inn	82	12,767
3	Meliá	33	11,909
4	Holiday Inn Express	79	10,365
5	Hilton Hotels & Resorts	31	9,936
6	Sheraton Hotels & Resorts	36	9,548
7	Mercure	69	9,513
8	Fiesta Inn	66	9,403
9	Barceló Hotels	23	8,840
10	City Express	77	8,699

## Latin America & The Caribbean: Ranking of Hotel Brands by scale

BRANDS		RANK BY ROOMS	
Rank	Budget & Economy	Hotels	Rooms
1	ibis	141	20,664
2	ibis Budget	25	5,542
3	One	40	4,990
4	Intercity	26	3,668
5	Club Amigo	7	2,386
6	Nacional Inn	18	1,959
7	City Express Junior	16	1,771
8	ibis Styles	13	1,764
9	Hesperia	4	1,186
10	Plaza Inn Hotéis	12	1,076

BRANDS		RANK BY ROOMS	
Rank	Midscale & Upper Midscale	Hotels	Rooms
1	Meliá	33	11,909
2	Hilton Hotels & Resorts	31	9,936
3	Sheraton Hotels & Resorts	36	9,548
4	Marriott Hotels & Resorts	30	8,583
5	RIU ClassicHotels	15	8,513
6	Wyndham	38	7,677
7	Bahía Principe	10	6,819
8	Dreams Resorts & Spas	14	6,060
9	Iberostar Premium	13	5,946
10	Secrets Resorts & Spas	14	5,556

BRANDS		RANK BY ROOMS	
Rank	Upscale & Upper Upscale	Hotels	Rooms
1	Meliá	33	11,909
2	Hilton Hotels & Resorts	31	9,936
3	Sheraton Hotels & Resorts	36	9,548
4	Marriott Hotels & Resorts	30	8,583
5	RIU Classic hotels	15	8,513
6	Wyndham	38	7,677
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8	Dreams Resorts & Spas	14	6,060
9	Iberostar Premium	13	5,946
10	Secrets Resorts & Spas	14	5,556

BRANDS		RANK BY ROOMS	
Rank	Luxury	Hotels	Rooms
1	InterContinental Hotels & Resorts	25	6,796
2	RIU Palace Hotels	14	6,724
3	Paradisus	13	6,250
4	Palace Resorts	9	5,690
5	Luxury Bahía Principe	10	4,641
6	Iberostar Premium Gold	10	4,530
7	Sandals Resorts	15	4,062
8	JW Marriott	13	3,342
9	Royalton Luxury Resorts	6	2,415
10	Be Live Collection	3	2,359

## Latin America & The Caribbean: Ranking per scale & size

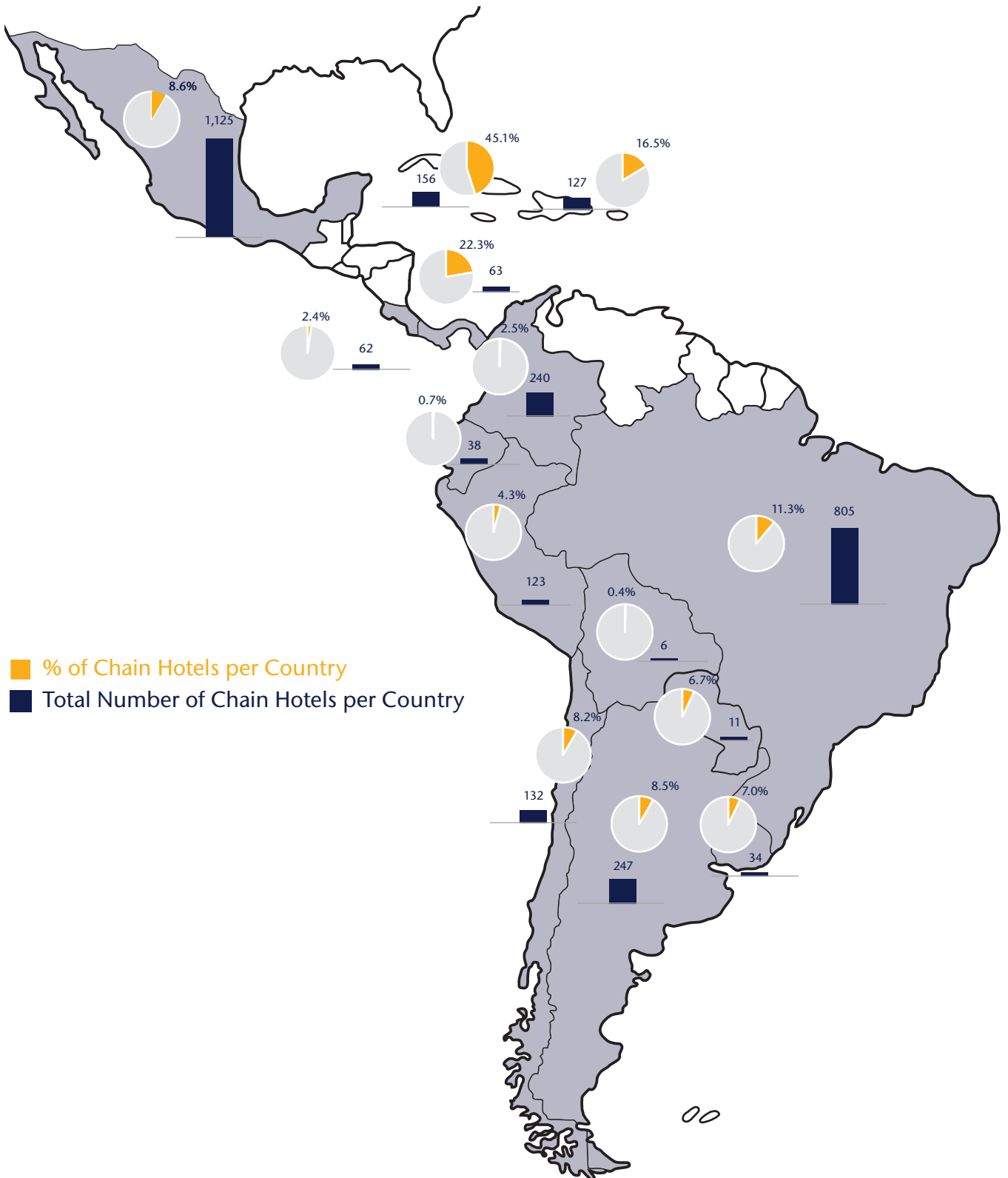
CHAINS HOTELS AND ROOMS	HOTELS	%	ROOMS	AVG SIZE
Budget & Economy	477	14%	58,047	122
Midscale & Upper Midscale	1,700	49%	221,516	130
Upscale & Upper Upscale	968	28%	251,221	260
Luxury	330	9%	81,614	247
<b>TOTAL</b>	<b>3,475</b>	<b>100%</b>	<b>612,398</b>	<b>176</b>

## Latin America & The Caribbean: Ranking by location

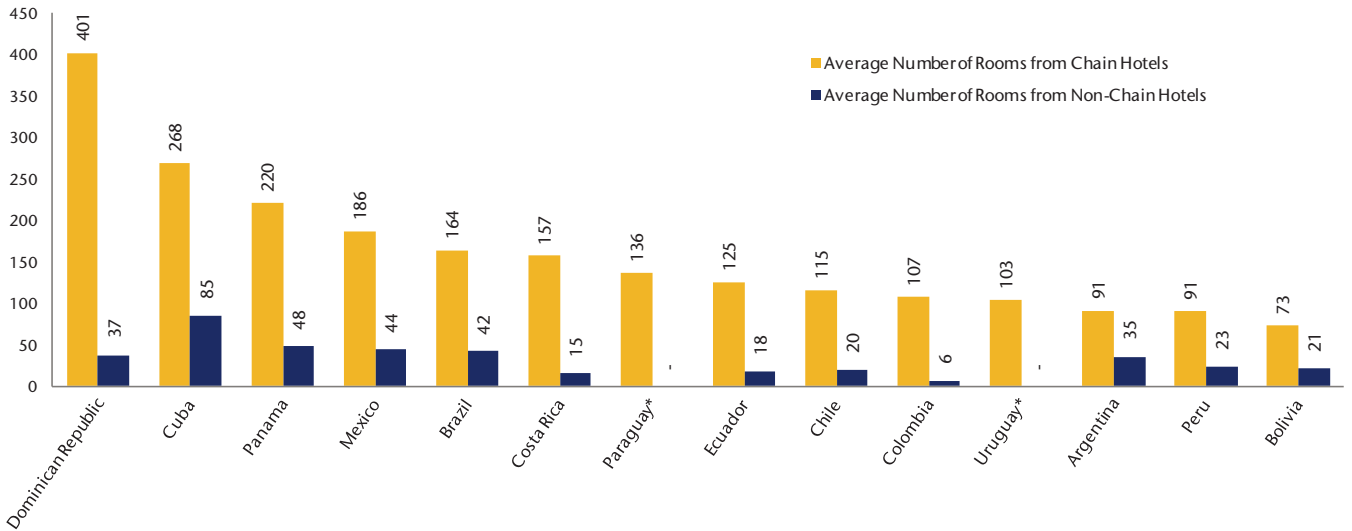
Rank	Location	Rooms 2016	Rank	Location	Hotels 2016
1	Punta Cana	33,652	1	São Paulo	137
2	São Paulo	27,238	2	Ciudad de México	116
3	Cancún	26,167	3	Río de Janeiro	97
4	Río de Janeiro	21,625	4	Ciudad de Bs.As.	96
5	Playa del Carmen	21,311	5	Bogotá	79
6	Ciudad de México	21,233	6	Playa del Carmen	77
7	Varadero	16,195	7	Cancún	70
8	Ciudad de Panamá	11,362	8	Punta Cana	68
9	Ciudad de Bs.As.	10,456	9	Santiago de Chile	67
10	Bogotá	9,379	10	Monterrey	51

## Latin America & The Caribbean: Ranking by destination type

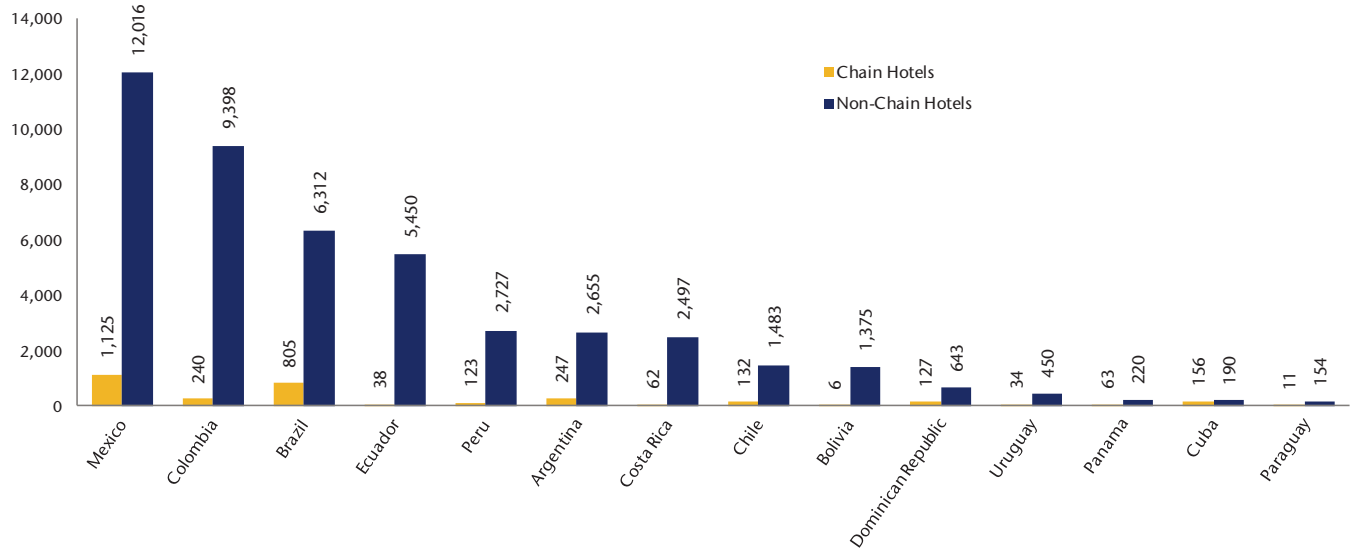
DESTINATION	TOTAL			
	HOTELS	%	ROOMS	%
Urban	1,942	56%	266,488	44%
Sun / Lake	1,315	38%	329,945	54%
Leisure / Wellness	181	5%	12,425	2%
Ski / Golf / Sports	37	1%	3,540	1%
<b>Total</b>	<b>3,475</b>	<b>100%</b>	<b>612,398</b>	<b>100%</b>



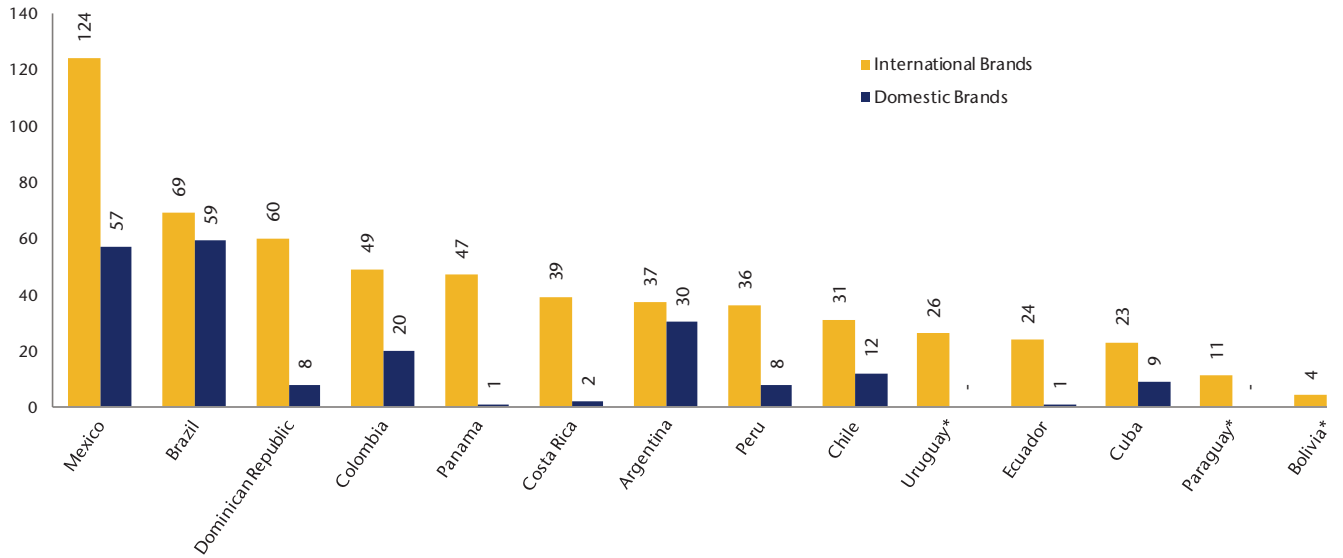
## Latin America & The Caribbean: Average Number of Rooms Chain v. Non-Chain



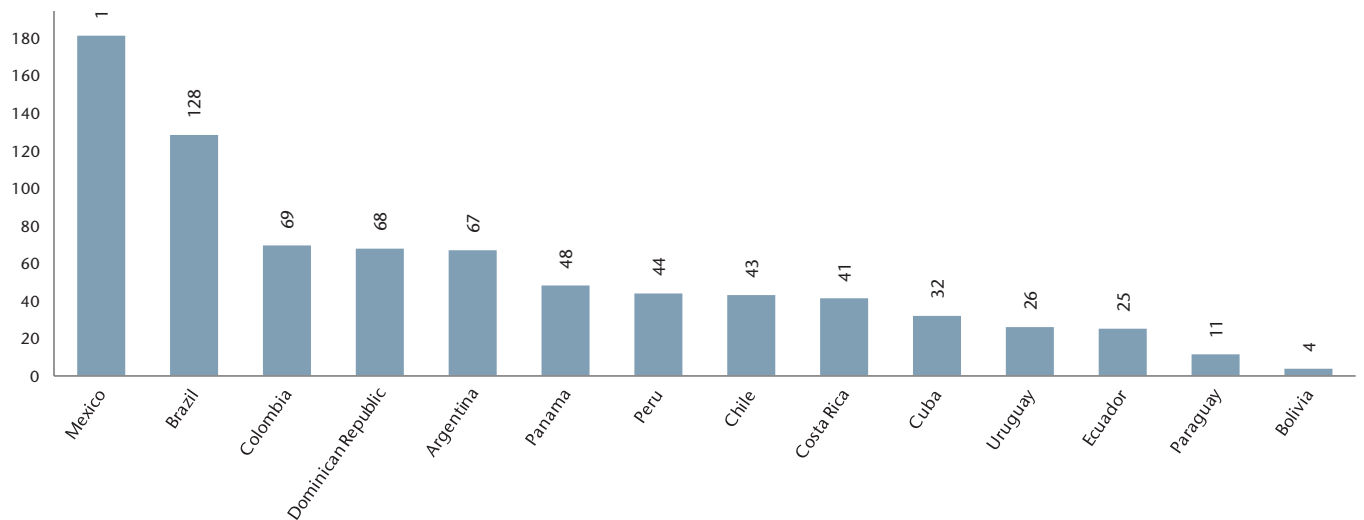
## Latin America & The Caribbean: Number of Chain Hotels v. Non-Chain Hotels

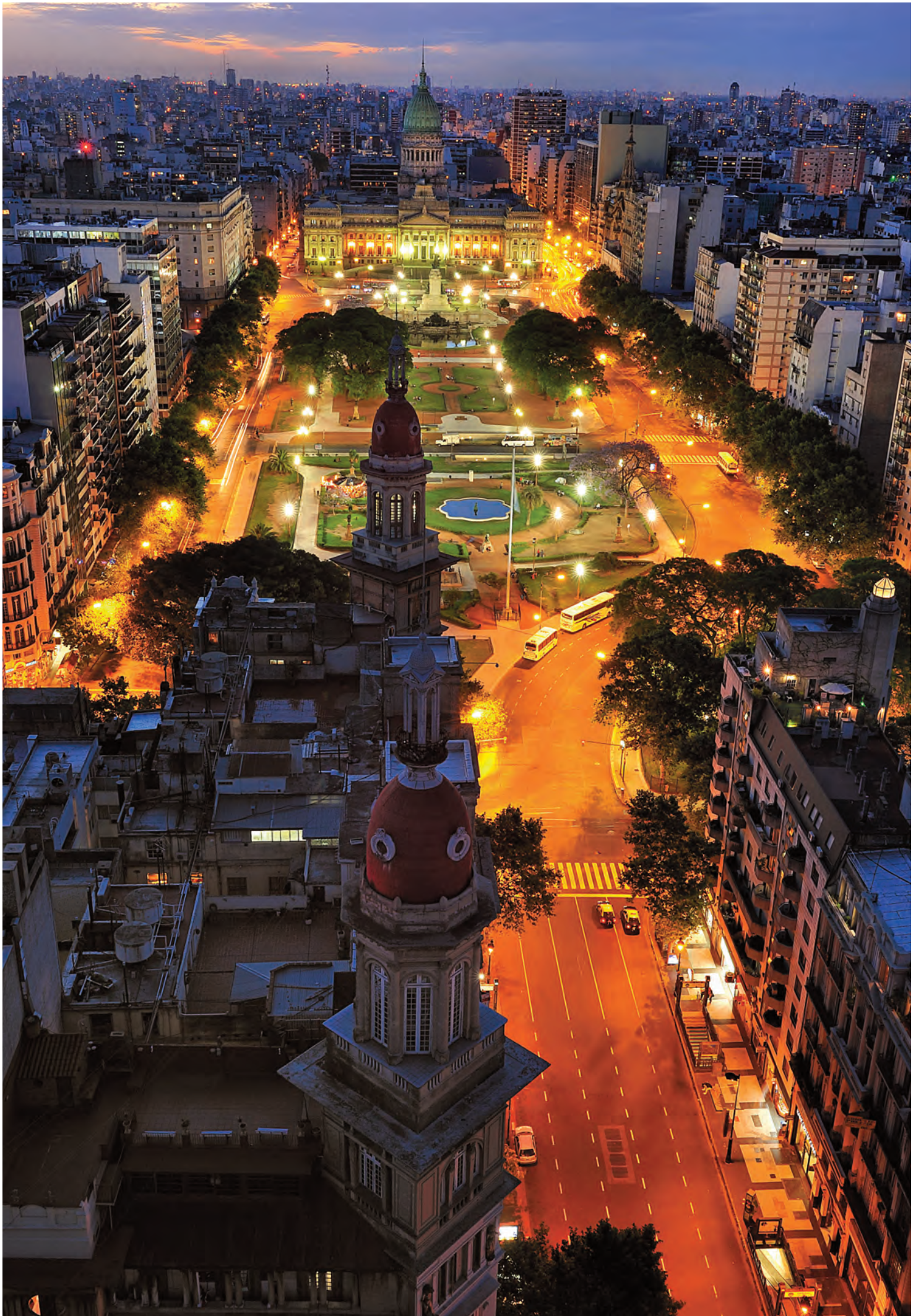


## Latin America & The Caribbean: Total International Brands v. Domestic Brands



## Latin America & The Caribbean: Total Number of Brands from Hotel Chains







# ARGENTINA

*“International hotel brands account for 11.6% of the rooms’ inventory in Argentina, and are concentrated mainly in Buenos Aires. Domestic chains show moderate growth, mainly in secondary markets and properties of under 100 rooms average. We therefore foresee an opportunity for international hotel brands, mainly within the budget, select service and mid-tier markets.*

*Development of new hotels or conversion of existing properties is limited due to the lack of bank financing and proof of this is that Hilton has announced the opening of a Hampton Inn in Bariloche that is being sold under the ‘condo-hotel’ system (rooms sold as single units to individual investors).”*

Carolina Spinelli, Business Director, Horwath HTL Argentina

<b>KEY STATISTICS</b>	<b>2016</b>
Chain Hotels	247
Chain Rooms	22,419
Average Number of Rooms from Chain Hotels	91
Country Hotels Stock (overall supply)*	2,902
Country Rooms Stock (overall supply)*	116,578
Average Number of Rooms from overall hotel supply	40
Chain penetration % by Hotels	8.5%
Chain penetration % by Rooms	19.2%
Total Number of Brands	67
Domestic Brands	30
International Brands	37

\*Source: INDEC (National Institute of Statistics and Censes)

## ARGENTINA: Ranking of Hotel Chains and Brands by size

CHAINS		RANK BY ROOMS	
Rank	Top 10 Chain Groups	Hotels	Rooms
1	Wyndham Hotel Group	53	3,496
2	Marriott International	12	2,324
3	NH Hoteles	15	2,212
4	Amérian Hoteles	21	1,878
5	Accor Hotels	11	1,485
6	InterContinental Hotels Group	7	1,148
7	Álvarez Argüelles	10	834
8	Alvear Hotels & Residences	4	819
9	AADESA Hotel Management	12	632
10	Hoteles Panamericano	3	628

BRANDS		RANK BY ROOMS	
Rank	Top 10 Chain Brands	Hotels	Rooms
1	Sheraton Hotels & Resorts	9	2,087
2	Howard Johnson	35	1,949
3	NH Hoteles	12	1,946
4	Amérian	18	1,572
5	Dazzler	8	775
6	HA Hoteles	6	569
7	Loi Suites	5	544
8	Hotusa Hotels	10	519
9	ibis	4	509
10	Tremun Hoteles	7	504

CHAINS		RANK BY ROOMS	
Rank	Top 10 Domestic Chain Groups	Hotels	Rooms
1	Amérian Hoteles	21	1,878
2	Álvarez Argüelles	10	834
3	Alvear Hotels & Residences	4	819
4	AADESA Hotel Management	12	632
5	Hoteles Panamericano	3	628
6	Loi Suites Hoteles	5	544
7	Tremun Hoteles	7	504
8	San Remo Hoteles Internacional	9	503
9	Grupo Solans	5	493
10	Unique Hotels	7	474

BRANDS		RANK BY ROOMS	
Rank	Top 10 Domestic Chain Brands	Hotels	Rooms
1	Amérian	18	1,572
2	HA Hoteles	6	569
3	Loi Suites	5	544
4	Tremun Hoteles	7	504
5	San Remo Hoteles	9	503
6	Solans Hoteles	5	493
7	Panamericano	2	475
8	Unique Hotels	7	474
9	Cyan Hoteles	6	468
10	Design Suites	5	314

CHAINS		RANK BY ROOMS	
Rank	Top 10 International Chain Groups	Hotels	Rooms
1	Wyndham Hotel Group	53	3,496
2	Marriott International	12	2,324
3	NH Hoteles	15	2,212
4	Accor Hotels	11	1,485
5	InterContinental Hotels Group	7	1,148
6	Hilton Worldwide	3	570
7	Grupo Hotusa	10	519
8	Hyatt Hotels	2	351
9	Exe Hotels	2	303
10	Meliá Hotels International	2	266

BRANDS		RANK BY ROOMS	
Rank	Top 10 International Chain Brands	Hotels	Rooms
1	Sheraton Hotels & Resorts	9	2,087
2	Howard Johnson	35	1,949
3	NH Hoteles	12	1,946
4	Dazzler	8	775
5	Hotusa Hotels	10	519
6	ibis	4	509
7	InterContinental Hotels & Resorts	2	489
8	Esplendor	7	456
9	Hilton Hotels & Resorts	1	417
10	Holiday Inn	3	368

**ARGENTINA: Ranking of Hotel Brands by scale** *(domestic & international)*

BRANDS		RANK BY ROOMS	
Rank	Budget & Economy	Hotels	Rooms
1	ibis	4	509
2	San Remo Hoteles	9	503
3	Mérit	3	306
4	Australis	4	233
5	Grand Crucero	3	129
6	Park Royal City	1	56
7	Tremun Hoteles	1	48
8	MyHotel	1	20
9	-	-	-
10	-	-	-

BRANDS		RANK BY ROOMS	
Rank	Midscale & Upper Midscale	Hotels	Rooms
1	Howard Johnson	35	1,949
2	NH Hoteles	12	1,946
3	Amérian	18	1,572
4	Dazzler	8	775
5	HA Hoteles	6	569
6	Hotusa Hotels	10	519
7	Solans Hoteles	5	493
8	Cyan Hoteles	6	468
9	Esplendor	7	456
10	Holiday Inn	3	368

BRANDS		RANK BY ROOMS	
Rank	Upscale & Upper Upscale	Hotels	Rooms
1	Sheraton Hotels & Resorts	9	2,087
2	Panamericano	2	475
3	Unique Hotels	7	474
4	Hilton Hotels & Resorts	1	417
5	Loi Suites	3	359
6	Exe Hotels	2	303
7	Plaza Hotel	1	283
8	NH Collection	3	266
9	Meliá	2	266
10	Tremun Hoteles	2	236

BRANDS		RANK BY ROOMS	
Rank	Luxury	Hotels	Rooms
1	InterContinental Hotels & Resorts	2	489
2	Park Hyatt	2	351
3	Sofitel Hotels & Resorts	2	300
4	Llao Llao Hotel	1	205
5	Alvear Palace	1	192
6	The Luxury Collection	1	180
7	Four Seasons	1	165
8	Relais & Châteaux	7	87
9	LVX	1	28
10	Grace	1	12

## ARGENTINA: Ranking per scale & size *(domestic & international)*

CHAINS HOTELS AND ROOMS	HOTELS	%	ROOMS	AVG SIZE	CHAIN HOTELS		CHAIN ROOMS	
					INTL.	DOM.	INTL.	DOM.
Budget & Economy	26	11%	1,804	69	5	21	565	1,239
Midscale & Upper Midscale	153	62%	11,951	78	85	68	7,130	4,821
Upscale & Upper Upscale	49	20%	6,655	136	26	23	4,169	2,486
Luxury	19	8%	2,009	106	17	2	1,612	397
<b>TOTAL</b>	<b>247</b>	<b>100%</b>	<b>22,419</b>	<b>91</b>	<b>133</b>	<b>114</b>	<b>13,476</b>	<b>8,943</b>

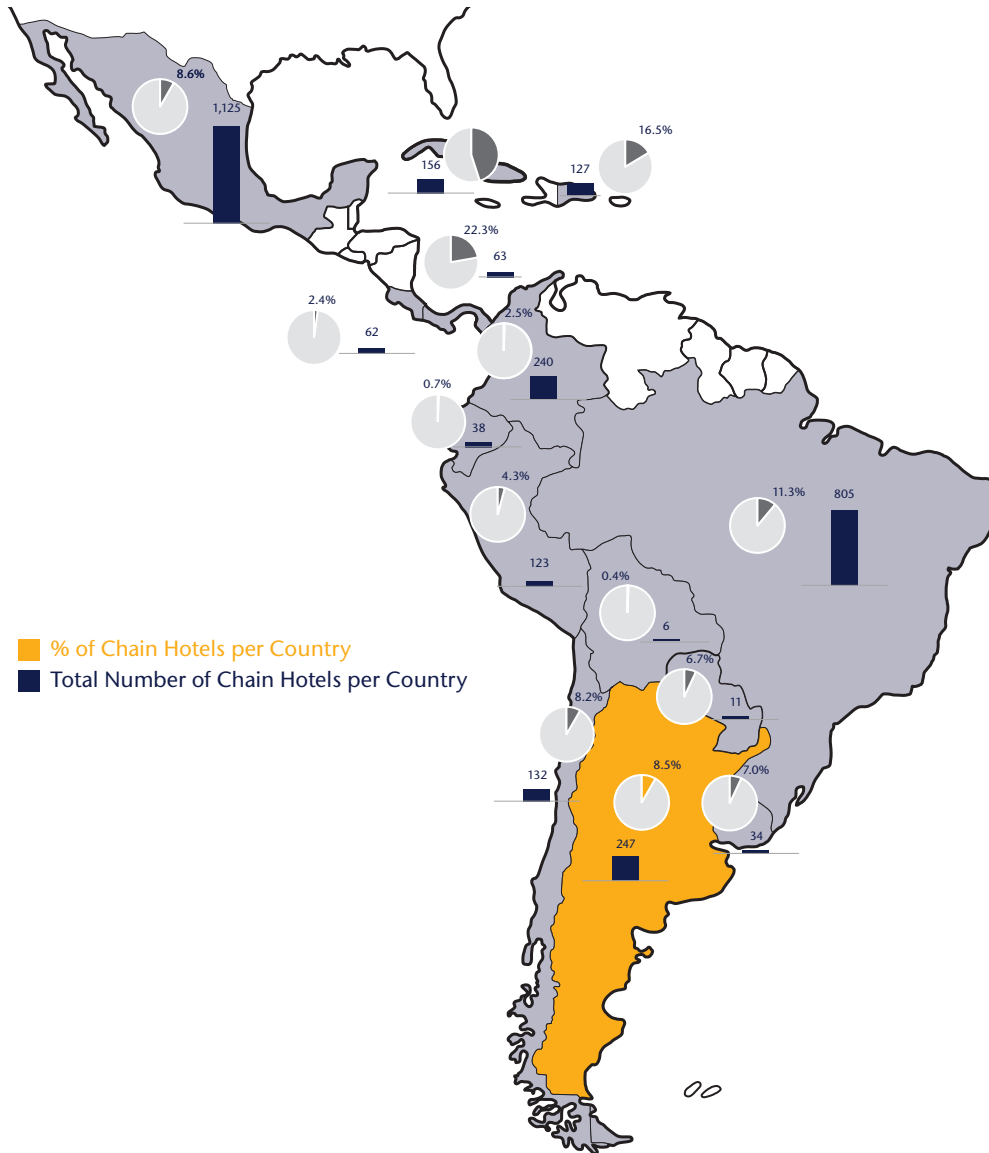
## ARGENTINA: Ranking of location *(domestic & international)*

Rank	Location	Rooms 2016	Rank	Location	Hotels 2016
1	Ciudad de Bs.As.	10,456	1	Ciudad de Bs.As.	96
2	Mar del Plata	1,396	2	El Calafate	13
3	Rosario	1,068	3	Rosario	10
4	Ciudad de Córdoba	908	4	Mar del Plata	10
5	Ciudad de Mendoza	811	5	Bariloche	8
6	Puerto Iguazú	801	6	Ciudad de Córdoba	8
7	Bariloche	645	7	Puerto Iguazú	7
8	El Calafate	614	8	Ciudad de Mendoza	6
9	S.Miguel de Tucumán	323	9	Ushuaia	5
10	Pilar	309	10	S.Miguel de Tucumán	4

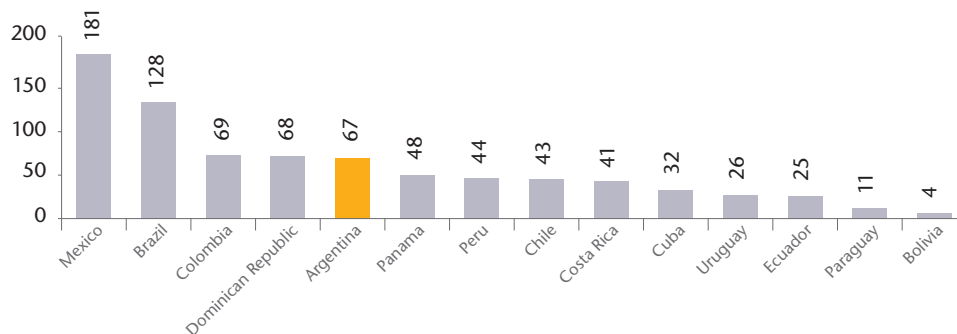
## ARGENTINA: Ranking of destination type *(domestic & international)*

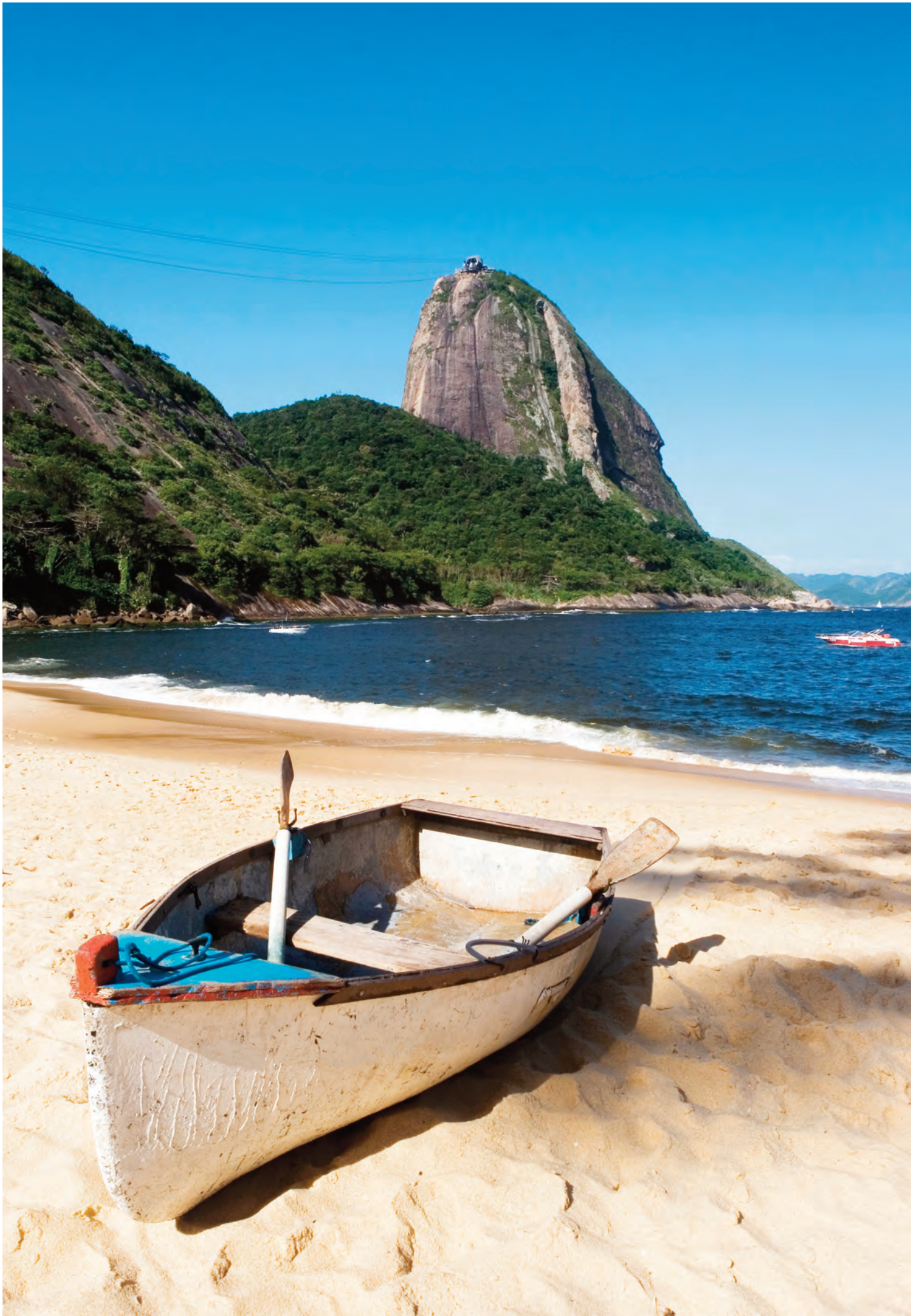
DESTINATION	TOTAL			
	HOTELS	%	ROOMS	%
Urban	153	62%	15,991	71%
Leisure / Wellness	59	24%	3,634	16%
Sun / Lake	28	11%	2,434	11%
Ski / Golf / Sports	7	3%	360	2%
<b>Total</b>	<b>247</b>	<b>100%</b>	<b>22,419</b>	<b>100%</b>

## ARGENTINA: Chain penetration



## ARGENTINA: Total number of Brands from Hotel Chains





# BRAZIL

*“The Brazilian hotel market shows an increase in the development of branded hotels in the main urban markets. Chain hotels in Brazil represent around 11% of total hotels and 33% of total rooms. In terms of locations, the chain hotels are mostly situated in Sao Paulo and Rio de Janeiro, followed by the main corporate cities in the country.*

*Chain participation in vacation resorts is still small compared with local brands. Accor is the clear leader with around 40 thousand rooms (which will increase after their recent acquisition of the BHG portfolio), followed by Choice (Atlantica) and Louvre (BHG). They are the most developed brands around the whole country, whereas the other brands are concentrated in key cities.*

*We can conclude than Brazil is quite a branded market. Considering the speed of development of chain hotels, this trend should continue.”*

Oswaldo Chudnobsky, Project Director, Horwath HTL

<b>KEY STATISTICS</b>	<b>2016</b>
Chain Hotels	805
Chain Rooms	131,727
Average Number of Rooms from Chain Hotels	164
Country Hotels Stock (overall supply)*	7,117
Country Rooms Stock (overall supply)*	393,970
Average Number of Rooms from overall hotel supply	55
Chain penetration % by Hotels	11.3%
Chain penetration % by Rooms	33.4%
Total Number of Brands	128
Domestic Brands	59
International Brands	69

\*Source: Ministério do Turismo de Brasil

## BRAZIL: Ranking of Hotel Chains & Brands by size

CHAINS		RANK BY ROOMS	
Rank	Top 10 Chain Groups	Hotels	Rooms
1	Accor Hotels	247	38,902
2	Choice Hotels International	59	8,279
3	Louvre Hotels	39	7,082
4	Nacional Inn Hotéis e Centros de Convenções	51	5,797
5	Wyndham Hotel Group	32	5,270
6	Marriott International	20	5,031
7	Windsor Hotels	15	4,377
8	Chieko Aoki Management	23	4,367
9	Intercity Hotels	31	4,128
10	Allia Hotels	37	4,061

BRANDS		RANK BY ROOMS	
Rank	Top 10 Chain Brands	Hotels	Rooms
1	ibis	111	16,231
2	Mercure	59	8,173
3	ibis Budget	25	5,542
4	Windsor Hotels	15	4,377
5	Golden Tulip	19	4,002
6	Quality	27	3,968
7	Intercity	25	3,594
8	Novotel	17	3,220
9	Blue Tree Premium	9	2,451
10	Comfort Inn	18	2,431

CHAINS		RANK BY ROOMS	
Rank	Top 10 Domestic Chain Groups	Hotels	Rooms
1	Nacional Inn Hotéis e Centros de Convenções	51	5,797
2	Windsor Hotels	15	4,377
3	Chieko Aoki Management	23	4,367
4	Intercity Hotels	31	4,128
5	Allia Hotels	37	4,061
6	Transamérica Hospitality Group	23	3,843
7	Slaviero Hotéis	26	3,322
8	Bourbon Hotéis & Resorts	15	2,975
9	Nobile Hotéis	18	2,848
10	GJP Hotels & Resorts	15	2,412

BRANDS		RANK BY ROOMS	
Rank	Top 10 Domestic Chain Brands	Hotels	Rooms
1	Windsor Hotels	15	4,377
2	Intercity	25	3,594
3	Blue Tree Premium	9	2,451
4	Promenade	17	2,330
5	Dan Inn	18	2,034
6	Nacional Inn	18	1,959
7	Bristol Hotels	18	1,880
8	Blue Tree Towers	11	1,538
9	Transamérica Executive	10	1,451
10	Prodigy Hotels & Resorts	9	1,438

CHAINS		RANK BY ROOMS	
Rank	Top 10 International Chain Groups	Hotels	Rooms
1	Accor Hotels	247	38,902
2	Choice Hotels International	59	8,279
3	Louvre Hotels	39	7,082
4	Wyndham Hotel Group	32	5,270
5	Marriott International	20	5,031
6	InterContinental Hotels Group	13	3,012
7	Meliá Hotels International	7	2,457
8	Vila Galé Hotéis	7	2,298
9	Grupo Hotusa	10	1,825
10	Best Western Hotels & Resorts	14	1,601

BRANDS		RANK BY ROOMS	
Rank	Top 10 International Chain Brands	Hotels	Rooms
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2	Mercure	59	8,173
3	ibis Budget	25	5,542
4	Golden Tulip	19	4,002
5	Quality	27	3,968
6	Novotel	17	3,220
7	Comfort Inn	18	2,431
8	Vila Galé Hotéis	7	2,298
9	Tulip Inn	18	2,216
10	Sheraton Hotels & Resorts	7	2,111



## BRAZIL: Ranking of Hotel Brands by scale *(domestic & international)*

BRANDS		RANK BY ROOMS	
Rank	Budget & Economy	Hotels	Rooms
1	ibis	111	16,231
2	ibis Budget	25	5,542
3	Intercity	25	3,594
4	Nacional Inn	18	1,959
5	ibis Styles	12	1,685
6	Plaza Inn Hotéis	12	1,076
7	Slaviero Slim	7	837
8	Beach Class By Nobile	5	707
9	Nobile Inn	3	674
10	Easy Hotels	4	561

BRANDS		RANK BY ROOMS	
Rank	Midscale & Upper Midscale	Hotels	Rooms
1	Mercure	59	8,173
2	Golden Tulip	19	4,002
3	Quality	27	3,968
4	Novotel	17	3,220
5	Comfort Inn	18	2,431
6	Promenade	17	2,330
7	Windsor Hoteis	8	2,327
8	Tulip Inn	18	2,216
9	Dan Inn	18	2,034
10	Holiday Inn	7	2,019

BRANDS		RANK BY ROOMS	
Rank	Upscale & Upper Upscale	Hotels	Rooms
1	Blue Tree Premium	9	2,451
2	Vila Galé Hotéis	7	2,298
3	Sheraton Hotels & Resorts	7	2,111
4	Meliá	6	2,044
5	Windsor Hoteis	5	1,760
6	Othon Palace	4	1,281
7	Golden Park	10	1,191
8	Pestana Hotels & Resorts	7	1,185
9	Radisson	6	968
10	Grand Mercure	4	964

BRANDS		RANK BY ROOMS	
Rank	Luxury	Hotels	Rooms
1	Sofitel Hotels & Resorts	4	1,025
2	Grand Hyatt	2	906
3	Iberostar Premium Gold	1	536
4	Tivoli Hotels & Resorts	2	504
5	Belmond Hotels	2	432
6	Gran Meliá	1	413
7	LVX	1	268
8	JW Marriott	1	245
9	InterContinental Hotels & Resorts	1	195
10	Iberostar The Grand Collection	1	73

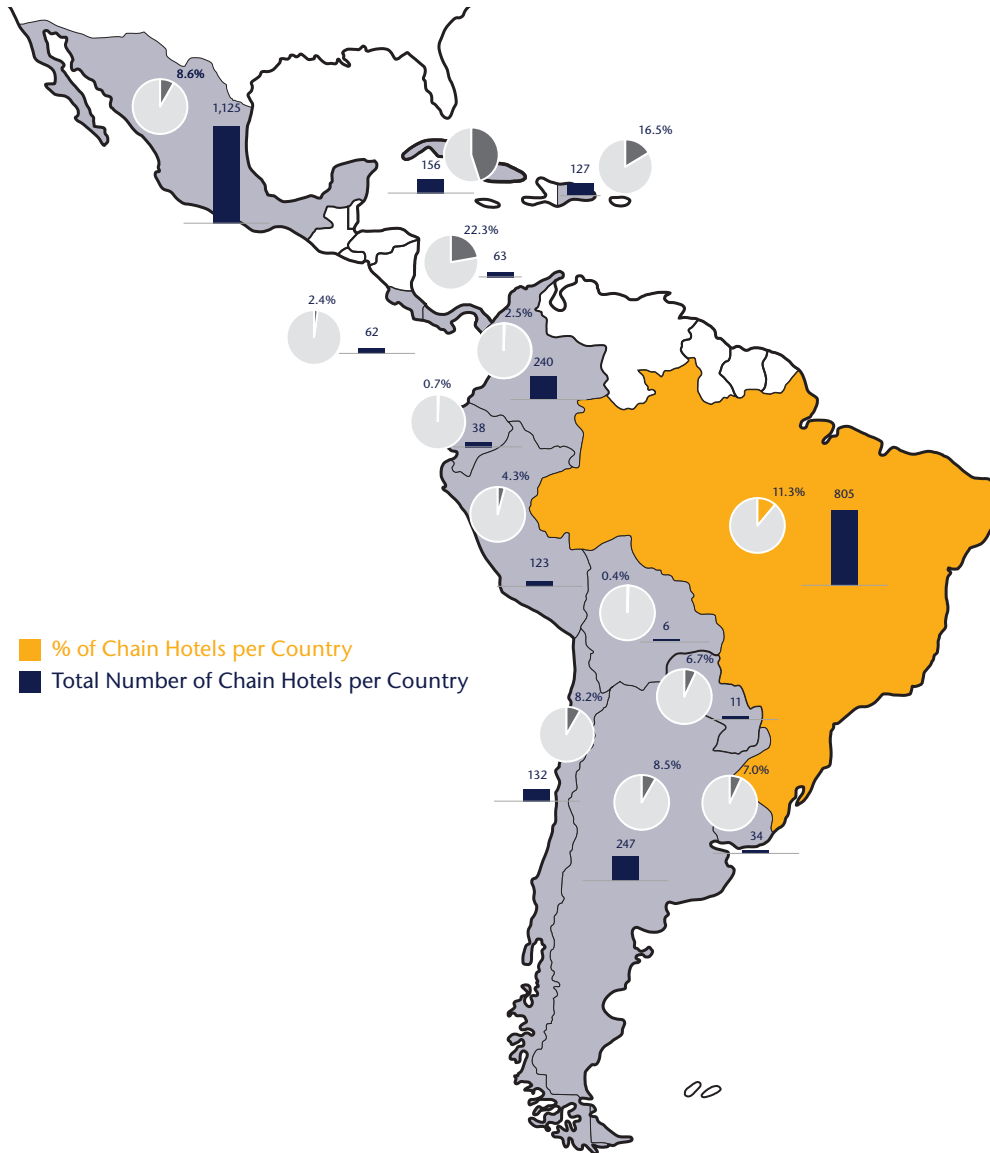
## BRAZIL: Ranking per scale & size *(domestic & international)*

CHAINS HOTELS AND ROOMS	HOTELS	%	ROOMS	AVG SIZE	CHAIN HOTELS		CHAIN ROOMS	
					INTL.	DOM.	INTL.	DOM.
Budget & Economy	258	32%	36,299	141	157	101	24,235	12,064
Midscale & Upper Midscale	414	51%	62,121	150	249	165	38,861	23,260
Upscale & Upper Upscale	115	14%	28,669	249	71	44	17,906	10,763
Luxury	18	2%	4,638	258	18	-	4,638	-
<b>TOTAL</b>	<b>805</b>	<b>100%</b>	<b>131,727</b>	<b>164</b>	<b>495</b>	<b>310</b>	<b>85,640</b>	<b>46,087</b>

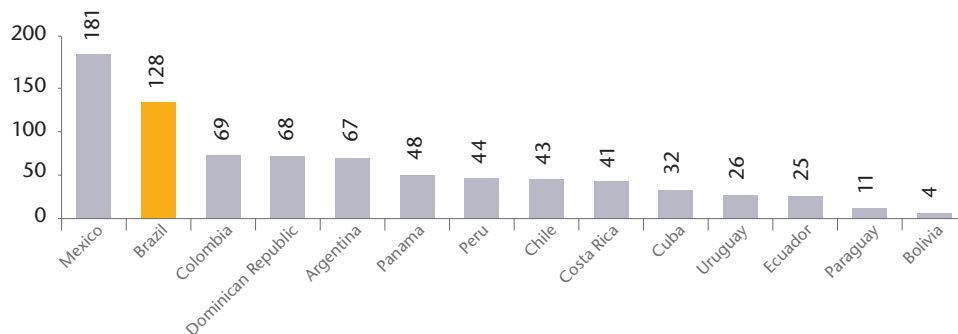
## BRAZIL: Ranking of location *(domestic & international)*

Rank	Location	Rooms 2016	Rank	Location	Hotels 2016
1	São Paulo	27,238	1	São Paulo	137
2	Río de Janeiro	21,625	2	Río de Janeiro	97
3	Belo Horizonte	6,391	3	Belo Horizonte	40
4	Recife	3,988	4	Curitiba	33
5	Curitiba	3,944	5	Recife	23
6	Salvador de Bahía	3,865	6	Porto Alegre	19
7	Brasília	3,441	7	Salvador de Bahía	19
8	Porto Alegre	2,600	8	Vitória	16
9	Manaus	2,494	9	João Pessoa	14
10	Vitória	2,397	10	Fortaleza	13

## BRAZIL: Chain penetration



## BRAZIL: Total number of Brands from Hotel Chains





# CHILE

*“Being the most stable and transparent market in the region, Chile’s hotel supply continues to grow, boosted by unparallel access to long term credit and favourable market conditions.*

*International brand penetration is high, particularly in the city of Santiago where there are more than 2,500 rooms in the pipeline, most of them affiliated to the leader hotel chains. These include a 253 room AC by Marriott scheduled to open in 2018, a 401 room Hilton Hotel expected in 2021, and the reconversion of the Grand Hyatt Santiago into a Mandarin Oriental Hotel - the first one in LATAM for the Asian luxury group.”*

Carolina Spinelli, Business Director, Horwath HTL Chile

<b>KEY STATISTICS</b>	<b>2016</b>
Chain Hotels	132
Chain Rooms	15,239
Average Number of Rooms from Chain Hotels	115
Country Hotels Stock (overall supply)*	1,615
Country Rooms Stock (overall supply)*	44,827
Average Number of Rooms from overall hotel supply	28
Chain penetration % by Hotels	8.2%
Chain penetration % by Rooms	34.0%
Total Number of Brands	43
Domestic Brands	12
International Brands	31

\*Source: SERNATUR (Chile's National Tourism Service)

## CHILE: Ranking of Hotel Chains & Brands by size

CHAINS		RANK BY ROOMS	
Rank	Top 10 Chain Groups	Hotels	Rooms
1	Diego de Almagro Hoteles	25	3,932
2	Marriott International	10	1,951
3	InterContinental Hotels Group	9	1,579
4	Accor Hotels	8	1,300
5	Atton Hoteles	4	884
6	Panamericana Hoteles	6	653
7	Grupo Hotusa	16	635
8	Carlson Rezidor Hotel Group	6	600
9	Hoteles Plaza El Bosque	3	543
10	NH Hoteles	4	499

BRANDS		RANK BY ROOMS	
Rank	Top 10 Chain Brands	Hotels	Rooms
1	Diego de Almagro	25	3,932
2	ibis	6	1,014
3	Atton	4	884
4	Holiday Inn Express	6	685
5	Panamericana Hoteles	6	653
6	Hotusa Hotels	16	635
7	Plaza El Bosque	3	543
8	Sheraton Hotels & Resorts	2	528
9	Radisson	4	409
10	InterContinental Hotels & Resorts	1	377

CHAINS		RANK BY ROOMS	
Rank	Top 10 Domestic Chain Groups	Hotels	Rooms
1	Diego de Almagro Hoteles	25	3,932
2	Atton Hoteles	4	884
3	Panamericana Hoteles	6	653
4	Hoteles Plaza El Bosque	3	543
5	Tierra Hotels	4	207
6	Noi Hotels	6	191
7	RQ Grupo Hotelero	5	178
8	explora Hoteles	3	129
9	Tremo Hoteles Boutique	5	73
10	VO Hoteles	2	42

BRANDS		RANK BY ROOMS	
Rank	Top 10 Domestic Chain Brands	Hotels	Rooms
1	Diego de Almagro	25	3,932
2	Atton	4	884
3	Panamericana Hoteles	6	653
4	Plaza El Bosque	3	543
5	Noi Hotels	6	191
6	RQ	5	178
7	explora	3	129
8	Ski Portillo Hotel	1	123
9	Tierra Hotels	3	84
10	Hotel Boutique Tremo	5	73

CHAINS		RANK BY ROOMS	
Rank	Top 10 International Chain Groups	Hotels	Rooms
1	Marriott International	10	1,951
2	InterContinental Hotels Group	9	1,579
3	Accor Hotels	8	1,300
4	Grupo Hotusa	16	635
5	Carlson Rezidor Hotel Group	6	600
6	NH Hoteles	4	499
7	Hilton Worldwide	3	490
8	Hyatt Hotels	2	470
9	Best Western Hotels & Resorts	3	420
10	Sonesta International Hotels	2	226

BRANDS		RANK BY ROOMS	
Rank	Top 10 International Chain Brands	Hotels	Rooms
1	ibis	6	1,014
2	Holiday Inn Express	6	685
3	Hotusa Hotels	16	635
4	Sheraton Hotels & Resorts	2	528
5	Radisson	4	409
6	InterContinental Hotels & Resorts	1	377
7	NH Hoteles	3	340
8	Grand Hyatt	1	310
9	Crowne Plaza Hotels & Resorts	1	293
10	Marriott Hotels & Resorts	1	280

## CHILE: Ranking of Hotel Brands by scale *(domestic & international)*

BRANDS		RANK BY ROOMS	
Rank	Budget & Economy	Hotels	Rooms
1	ibis	6	1,014
2	RQ	5	178
3	Hotel Boutique Tremo	5	73
4	VO Hoteles	2	42
5	-		
6	-		
7	-		
8	-		
9	-		
10	-		

BRANDS		RANK BY ROOMS	
Rank	Midscale & Upper Midscale	Hotels	Rooms
1	Diego de Almagro	25	3,932
2	Holiday Inn Express	6	685
3	Panamericana Hoteles	6	653
4	Hotusa Hotels	16	635
5	Plaza El Bosque	3	543
6	NH Hoteles	3	340
7	Hilton Garden Inn	2	267
8	Holiday Inn	1	224
9	Four Points by Sheraton	2	217
10	Courtyard by Marriott	1	205

BRANDS		RANK BY ROOMS	
Rank	Upscale & Upper Upscale	Hotels	Rooms
1	Atton	4	884
2	Sheraton Hotels & Resorts	2	528
3	Radisson	4	409
4	Crowne Plaza Hotels & Resorts	1	293
5	Marriott Hotels & Resorts	1	280
6	Best Western Premier	1	244
7	Sonesta Hotels & Resorts	2	226
8	DoubleTree by Hilton	1	223
9	Noi Hotels	6	191
10	Renaissance Hotels	1	181

BRANDS		RANK BY ROOMS	
Rank	Luxury	Hotels	Rooms
1	InterContinental Hotels & Resorts	1	377
2	Grand Hyatt	1	310
3	The Ritz-Carlton	1	205
4	W Hotels	1	196
5	The Luxury Collection	1	139
6	Awasi	2	24
7	Relais & Châteaux	2	22
8	-		
9	-		
10	-		

## CHILE: Ranking per scale & size *(domestic & international)*

CHAINS HOTELS AND ROOMS	HOTELS	%	ROOMS	AVG SIZE	CHAIN HOTELS		CHAIN ROOMS	
					INTL.	DOM.	INTL.	DOM.
Budget & Economy	18	14%	1,307	73	6	12	1,014	293
Midscale & Upper Midscale	73	55%	8,600	118	39	34	3,472	5,128
Upscale & Upper Upscale	32	24%	4,059	127	15	17	2,648	1,411
Luxury	9	7%	1,273	141	7	2	1,249	24
<b>TOTAL</b>	<b>132</b>	<b>100%</b>	<b>15,239</b>	<b>115</b>	<b>67</b>	<b>65</b>	<b>8,383</b>	<b>6,856</b>

## CHILE: Ranking of location type *(domestic & international)*

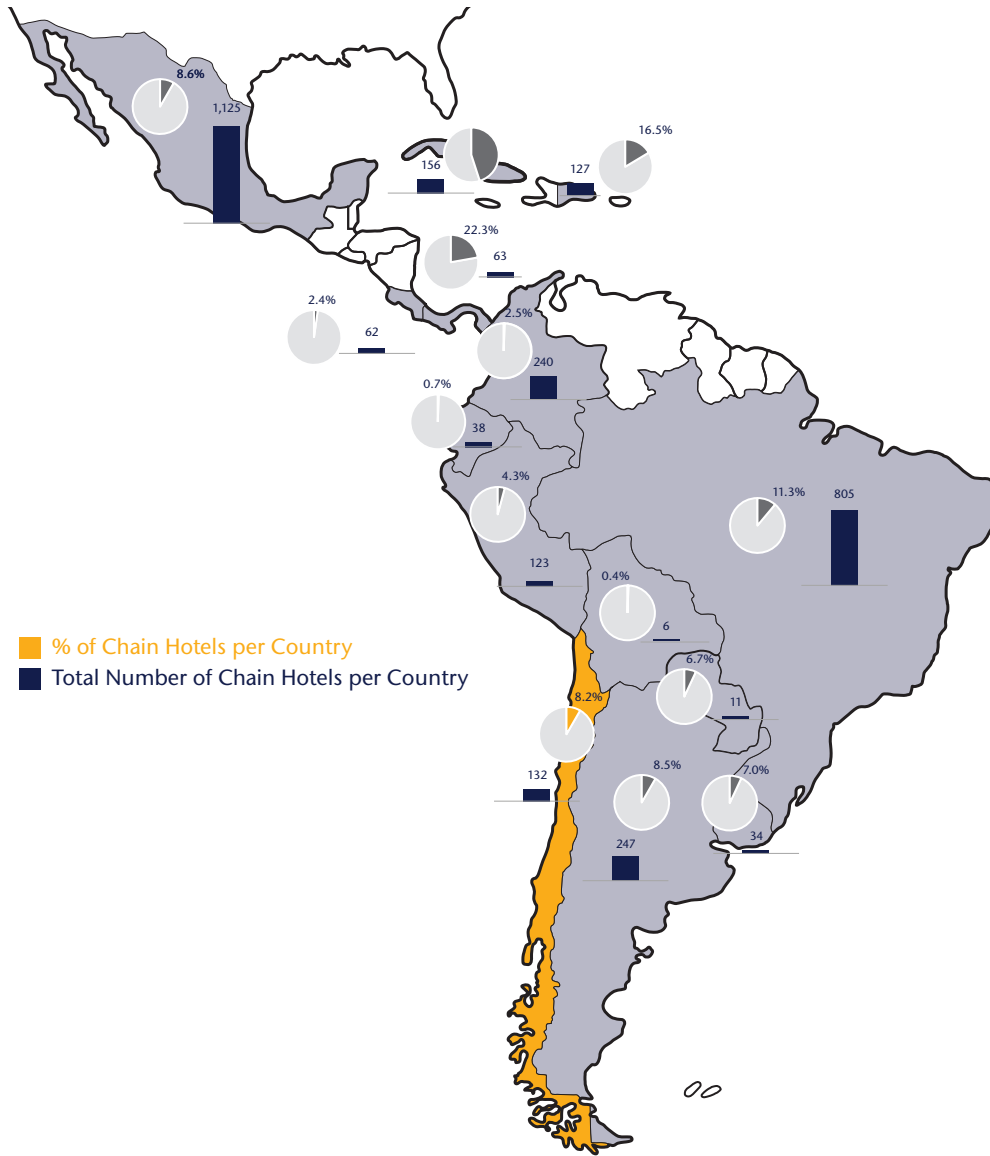
Rank	Location	Rooms 2016	Rank	Location	Hotels 2016
1	Santiago de Chile	8,453	1	Santiago de Chile	67
2	Concepción	846	2	Concepción	6
3	Antofagasta	651	3	Antofagasta	5
4	Iquique	503	4	San Pedro de Atacama	5
5	Viña del Mar	498	5	Iquique	4
6	Valparaíso	426	6	Torres del Paine	3
7	Calama	366	7	Valparaíso	3
8	Arica	280	8	Viña del Mar	3
9	Puerto Montt	276	9	Valparaíso	2
10	Punta Arenas	245	10	Calama	2

## CHILE: Ranking of destination type *(domestic & international)*

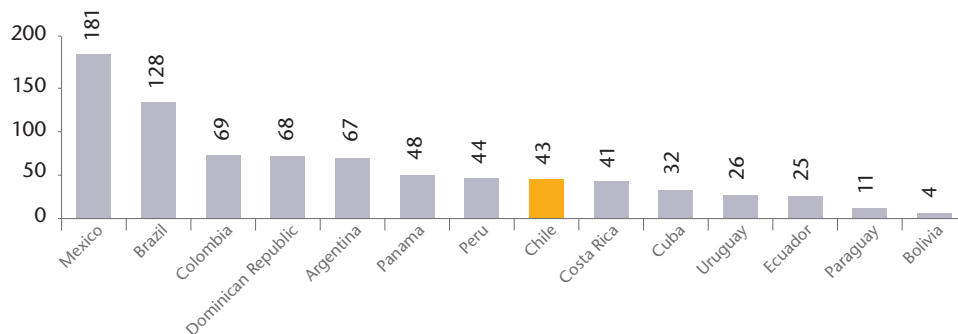
DESTINATION	TOTAL			
	HOTELS	%	ROOMS	%
Urban	91	69%	11,711	77%
Sun / Lake	26	20%	2,931	19%
Leisure / Wellness	9	7%	321	2%
Ski / Golf / Sports	6	5%	276	2%
<b>Total</b>	<b>132</b>	<b>100%</b>	<b>15,239</b>	<b>100%</b>



## CHILE: Chain penetration



## CHILE: Total number of Brands from Hotel Chains





# COLOMBIA

*“Colombia has a relatively high chain penetration index. The most important city is still Bogotá, but other cities like Medellín have gained more prominence in recent years and it is considered that this trend is going to continue in the near future. From the 69 brands currently represented, more than 70% are international.”*

Maria José Gutiérrez, Director, Horwath HTL Argentina

*“What makes the tourism sector important is the consolidation of viable businesses for different players with a unique objective, ‘to capture and retain guests’. Colombia has been following this goal by focussing on high levels of service. As a result, Colombia has a significant number of high quality and international chain hotels, which provide excellent service. Colombia has increased the number of foreign tourists year on year, due to incredible beaches and great mountains that cater for extreme sports. It is very important for the country to continue promoting tourism as a job-creating industry and to include technology in the process of retaining guests. It is also important to have operators and managers that create profitability to investors and deliver an excellent service.”*

Oscar Villarruel, Partner, Crowe Horwath Colombia

<b>KEY STATISTICS</b>	<b>2016</b>
Chain Hotels	240
Chain Rooms	25,697
Average Number of Rooms from Chain Hotels	107
Country Hotels Stock (overall supply)*	9,638
Country Rooms Stock (overall supply)*	84,803
Average Number of Rooms from overall hotel supply	9
Chain penetration % by Hotels	2.5%
Chain penetration % by Rooms	30.3%
Total Number of Brands	69
Domestic Brands	20
International Brands	49

\*Source: MINCIT (Ministry of Commerce, Industry and Tourism of Colombia)

## COLOMBIA: Ranking of Hotel Chains & Brands by size

CHAINS		RANK BY ROOMS	
Rank	Top 10 Chain Groups	Hotels	Rooms
1	Estelar Hoteles	25	2,704
2	InterContinental Hotels Group	13	2,202
3	Decameron Hotels & Resorts	18	2,170
4	Marriott International	12	1,981
5	Hilton Worldwide	13	1,793
6	NH Hoteles	15	1,700
7	Hoteles Dann	13	1,650
8	GHL Hoteles	17	1,591
9	Wyndham Hotel Group	11	1,402
10	Preferred Hotels & Resorts	7	1,264

BRANDS		RANK BY ROOMS	
Rank	Top 10 Chain Brands	Hotels	Rooms
1	Decameron	12	2,092
2	Estelar Prime	8	1,350
3	Dann Carlton Hoteles	7	1,134
4	Hotusa Hotels	20	1,053
5	Movich Hotels	7	913
6	NH Hoteles	8	892
7	InterContinental Hotels & Resorts	3	871
8	NH Collection	7	808
9	Hampton by Hilton	7	768
10	Holiday Inn Express	6	712

CHAINS		RANK BY ROOMS	
Rank	Top 10 Domestic Chain Groups	Hotels	Rooms
1	Estelar Hoteles	25	2,704
2	Decameron Hotels & Resorts	18	2,170
3	Hoteles Dann	13	1,650
4	GHL Hoteles	17	1,591
5	Movich Hotels	7	913
6	Hoteles MS	11	402
7	Bluedoors Aparment Boutique Hotels	5	309
8	Evoca Hoteles Boutique	13	225
9	-		
10	-		

BRANDS		RANK BY ROOMS	
Rank	Top 10 Domestic Chain Brands	Hotels	Rooms
1	Decameron	12	2,092
2	Estelar Prime	8	1,350
3	Dann Carlton Hoteles	7	1,134
4	Movich Hotels	7	913
5	Estelar Superior	7	625
6	GHL Relax	4	530
7	Dann Hoteles	6	516
8	GHL Collection	5	408
9	GHL Style	5	391
10	Bluedoors	5	309

CHAINS		RANK BY ROOMS	
Rank	Top 10 International Chain Groups	Hotels	Rooms
1	InterContinental Hotels Group	13	2,202
2	Marriott International	12	1,981
3	Hilton Worldwide	13	1,793
4	NH Hoteles	15	1,700
5	Wyndham Hotel Group	11	1,402
6	Preferred Hotels & Resorts	7	1,264
7	Grupo Hotusa	20	1,053
8	Accor Hotels	4	656
9	Sonesta International Hotels	5	645
10	Carlson Rezidor Hotel Group	4	613

BRANDS		RANK BY ROOMS	
Rank	Top 10 International Chain Brands	Hotels	Rooms
1	Hotusa Hotels	20	1,053
2	NH Hoteles	8	892
3	InterContinental Hotels & Resorts	3	871
4	NH Collection	7	808
5	Hampton by Hilton	7	768
6	Holiday Inn Express	6	712
7	Sonesta Hotels & Resorts	5	645
8	Holiday Inn	4	619
9	Hilton Hotels & Resorts	2	586
10	Four Points by Sheraton	4	547

## COLOMBIA: Ranking of Hotel Brands by scale *(domestic & international)*

BRANDS		RANK BY ROOMS	
Rank	Budget & Economy	Hotels	Rooms
1	ibis	2	432
2	Estelar Esencial	4	292
3	MS Superior	5	215
4	MS Plus	3	102
5	MS Confort	2	67
6	Estelar Apartamentos	1	22
7	-		
8	-		
9	-		
10	-		

BRANDS		RANK BY ROOMS	
Rank	Midscale & Upper Midscale	Hotels	Rooms
1	Hotusa Hotels	20	1,053
2	Movich Hotels	7	913
3	NH Hoteles	8	892
4	Hampton by Hilton	7	768
5	Holiday Inn Express	6	712
6	Estelar Superior	7	625
7	Holiday Inn	4	619
8	Four Points by Sheraton	4	547
9	TRYP by Wyndham	4	537
10	GHL Relax	4	530

BRANDS		RANK BY ROOMS	
Rank	Upscale & Upper Upscale	Hotels	Rooms
1	Decameron	12	2,092
2	Estelar Prime	8	1,350
3	Dann Carlton Hoteles	7	1,134
4	NH Collection	7	808
5	Sonesta Hotels & Resorts	5	645
6	Hilton Hotels & Resorts	2	586
7	Lifestyle	2	443
8	Radisson	2	432
9	Marriott Hotels & Resorts	2	409
10	GHL Collection	5	408

BRANDS		RANK BY ROOMS	
Rank	Luxury	Hotels	Rooms
1	InterContinental Hotels & Resorts	3	871
2	LVX	2	505
3	JW Marriott	1	264
4	Sofitel Hotels & Resorts	2	224
5	W Hotels	1	168
6	Four Seasons	2	126
7	Preferred Residences	2	113
8	Relais & Châteaux	1	12
9	-		
10	-		

## COLOMBIA: Ranking per scale & size *(domestic & international)*

CHAINS HOTELS AND ROOMS	HOTELS	%	ROOMS	AVG SIZE	CHAIN HOTELS		CHAIN ROOMS	
					INTL.	DOM.	INTL.	DOM.
Budget & Economy	17	7%	1,130	66	2	15	432	698
Midscale & Upper Midscale	115	48%	11,044	96	73	42	7,257	3,787
Upscale & Upper Upscale	94	39%	11,240	120	42	52	5,761	5,479
Luxury	14	6%	2,283	163	14	-	2,283	-
<b>TOTAL</b>	<b>240</b>	<b>100%</b>	<b>25,697</b>	<b>107</b>	<b>131</b>	<b>109</b>	<b>15,733</b>	<b>9,964</b>

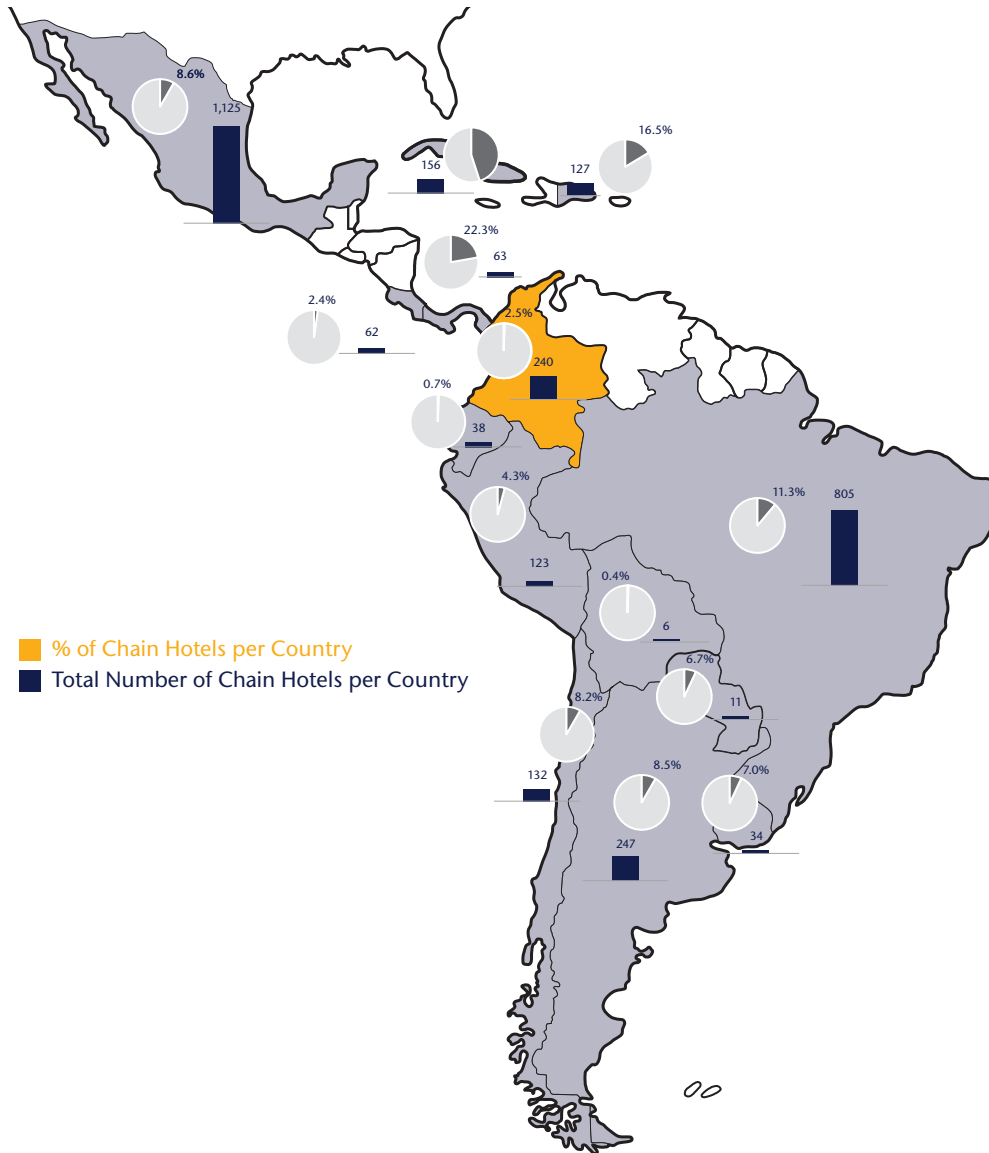
## COLOMBIA: Ranking of location *(domestic & international)*

Rank	Location	Rooms 2016	Rank	Location	Hotels 2016
1	Bogotá	9,379	1	Bogotá	79
2	Cartagena	4,627	2	Cartagena	47
3	Medellín	2,159	3	Cali	17
4	Barranquilla	1,850	4	Barranquilla	16
5	Cali	1,728	5	Medellín	16
6	Isla San Andrés	1,066	6	Isla San Andrés	7
7	Bucaramanga	626	7	Bucaramanga	7
8	Santa Marta	586	8	Santa Marta	5
9	Villavicencio	470	9	Isla Providencia	4
10	Pereira	429	10	Pereira	4

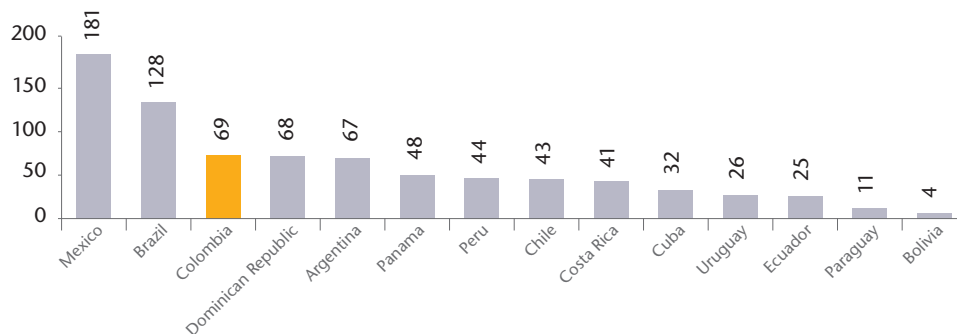
## COLOMBIA: Ranking of destination type *(domestic & international)*

DESTINATION	TOTAL			
	HOTELS	%	ROOMS	%
Urban	166	69%	17,513	68%
Leisure / Wellness	60	25%	7,282	28%
Sun / Lake	14	6%	902	4%
<b>Total</b>	<b>240</b>	<b>100%</b>	<b>25,697</b>	<b>100%</b>

## COLOMBIA: Chain penetration



## COLOMBIA: Total number of Brands from Hotel Chains







# DOMINICAN REPUBLIC

*“The Dominican Republic has the highest hotel room supply in the Caribbean with approximately 75,000 rooms. The penetration rate of branded hotel rooms is 68% of the total room stock. The brand affiliated hotel rooms are operated by 68 brands, of which 88% are international, while the remaining 12% corresponds to local brands”*

Sotero Peralta, Partner, Horwath HTL Dominican Republic

KEY STATISTICS	2016
Chain Hotels	127
Chain Rooms	50,960
Average Number of Rooms from Chain Hotels	401
Country Hotels Stock (overall supply)*	770
Country Rooms Stock (overall supply)*	74,981
Average Number of Rooms from overall hotel supply	97
Chain penetration % by Hotels	16.5%
Chain penetration % by Rooms	68.0%
Total Number of Brands	68
Domestic Brands	8
International Brands	60

*\*Source: National Statistics Office of Dominican Republic*

## DOMINICAN REPUBLIC: Ranking of Hotel Chains & Brands by size

CHAINS		RANK BY ROOMS	
Rank	Top 10 Chain Groups	Hotels	Rooms
1	Grupo Piñero	14	6,849
2	AM Resorts	14	6,750
3	RIU Hotels & Resorts	8	5,303
4	Be Live Hotels	6	3,377
5	Barceló Hotels & Resorts	9	3,218
6	Meliá Hotels International	6	3,118
7	Iberostar Hotels & Resorts	6	2,807
8	Catalonia Hotels & Resorts	6	2,682
9	Palladium Hotel Group	5	2,158
10	Hard Rock Hotels & Resorts	1	1,787

BRANDS		RANK BY ROOMS	
Rank	Top 10 Chain Brands	Hotels	Rooms
1	Bahía Principe	7	3,911
2	Luxury Bahía Principe	7	2,938
3	Catalonia	6	2,682
4	Be Live Collection	3	2,359
5	RIU Clubhotels	3	2,348
6	Dreams Resorts & Spas	4	2,267
7	Meliá	5	1,978
8	Iberostar Premium	4	1,937
9	Hard Rock Hotel	1	1,787
10	Princess Hotels & Resorts	4	1,743

CHAINS		RANK BY ROOMS	
Rank	Top 10 Domestic Chain Groups	Hotels	Rooms
1	Amsha Marina Hotels & Resorts	4	1,049
2	Hodelpa Hotels & Resorts	6	830
3	Coral Hotels & Resorts	1	416
4	Karisma Hotels & Resorts	1	208
5	-		
6	-		
7	-		
8	-		
9	-		
10	-		

BRANDS		RANK BY ROOMS	
Rank	Top 10 Domestic Chain Brands	Hotels	Rooms
1	Grand Paradise	2	668
2	Coral	1	416
3	Hodelpa Premium	3	310
4	Casa Marina	1	299
5	Hodelpa Resort	1	262
6	Hodelpa Grand	2	258
7	Nickelodeon Hotels	1	208
8	Select at Grand Paradise	1	82
9	-		
10	-		

CHAINS		RANK BY ROOMS	
Rank	Top 10 International Chain Groups	Hotels	Rooms
1	Grupo Piñero	14	6,849
2	AM Resorts	14	6,750
3	RIU Hotels & Resorts	8	5,303
4	Be Live Hotels	6	3,377
5	Barceló Hotels & Resorts	9	3,218
6	Meliá Hotels International	6	3,118
7	Iberostar Hotels & Resorts	6	2,807
8	Catalonia Hotels & Resorts	6	2,682
9	Palladium Hotel Group	5	2,158
10	Hard Rock Hotels & Resorts	1	1,787

BRANDS		RANK BY ROOMS	
Rank	Top 10 International Chain Brands	Hotels	Rooms
1	Bahía Principe	7	3,911
2	Luxury Bahía Principe	7	2,938
3	Catalonia	6	2,682
4	Be Live Collection	3	2,359
5	RIU Clubhotels	3	2,348
6	Dreams Resorts & Spas	4	2,267
7	Meliá	5	1,978
8	Iberostar Premium	4	1,937
9	Hard Rock Hotel	1	1,787
10	Princess Hotels & Resorts	4	1,743

## DOMINICAN REPUBLIC: Ranking of Hotel Brands by scale *(domestic & international)*

BRANDS		RANK BY ROOMS	
Rank	Budget & Economy	Hotels	Rooms
1	-		
2	-		
3	-		
4	-		
5	-		
6	-		
7	-		
8	-		
9	-		
10	-		

BRANDS		RANK BY ROOMS	
Rank	Midscale & Upper Midscale	Hotels	Rooms
1	Sunscape Resorts & Spas	3	1,494
2	Barceló Hotels	3	941
3	Coral	1	416
4	BelleVue Hotels & Resorts	1	365
5	Hodelpa Premium	3	310
6	Fiesta Hotels & Resorts	1	298
7	Hodelpa Grand	2	258
8	Holiday Inn	1	179
9	Courtyard by Marriott	1	143
10	Quality	1	124

BRANDS		RANK BY ROOMS	
Rank	Upscale & Upper Upscale	Hotels	Rooms
1	Bahía Principe	7	3,911
2	Catalonia	6	2,682
3	RIU Clubhotels	3	2,348
4	Dreams Resorts & Spas	4	2,267
5	Meliá	5	1,978
6	Iberostar Premium	4	1,937
7	Hard Rock Hotel	1	1,787
8	Princess Hotels & Resorts	4	1,743
9	Occidental Resorts	2	1,498
10	Palladium Hotels & Resorts	3	1,488

BRANDS		RANK BY ROOMS	
Rank	Luxury	Hotels	Rooms
1	Luxury Bahía Principe	7	2,938
2	Be Live Collection	3	2,359
3	RIU Palace Hotels	3	1,586
4	Paradisus	1	1,140
5	Breathless Resorts & Spas	1	750
6	Iberostar Premium Gold	1	598
7	Royalton Luxury Resorts	1	470
8	The Royal Suites By Palladium	1	372
9	Chic Resorts by Royalton	1	320
10	Royal Hideaway	1	298

**DOMINICAN REPUBLIC: Ranking per scale & size** *(domestic & international)*

CHAINS HOTELS AND ROOMS	HOTELS	%	ROOMS	AVG SIZE	CHAIN HOTELS		CHAIN ROOMS	
					INTL.	DOM.	INTL.	DOM.
Budget & Economy	-	-	-	-	-	-	-	-
Midscale & Upper Midscale	23	18%	5,014	218	17	6	4,030	984
Upscale & Upper Upscale	76	60%	34,166	450	70	6	32,647	1,519
Luxury	28	22%	11,780	421	28	-	11,780	-
<b>TOTAL</b>	<b>127</b>	<b>100%</b>	<b>50,960</b>	<b>401</b>	<b>115</b>	<b>12</b>	<b>48,457</b>	<b>2,503</b>

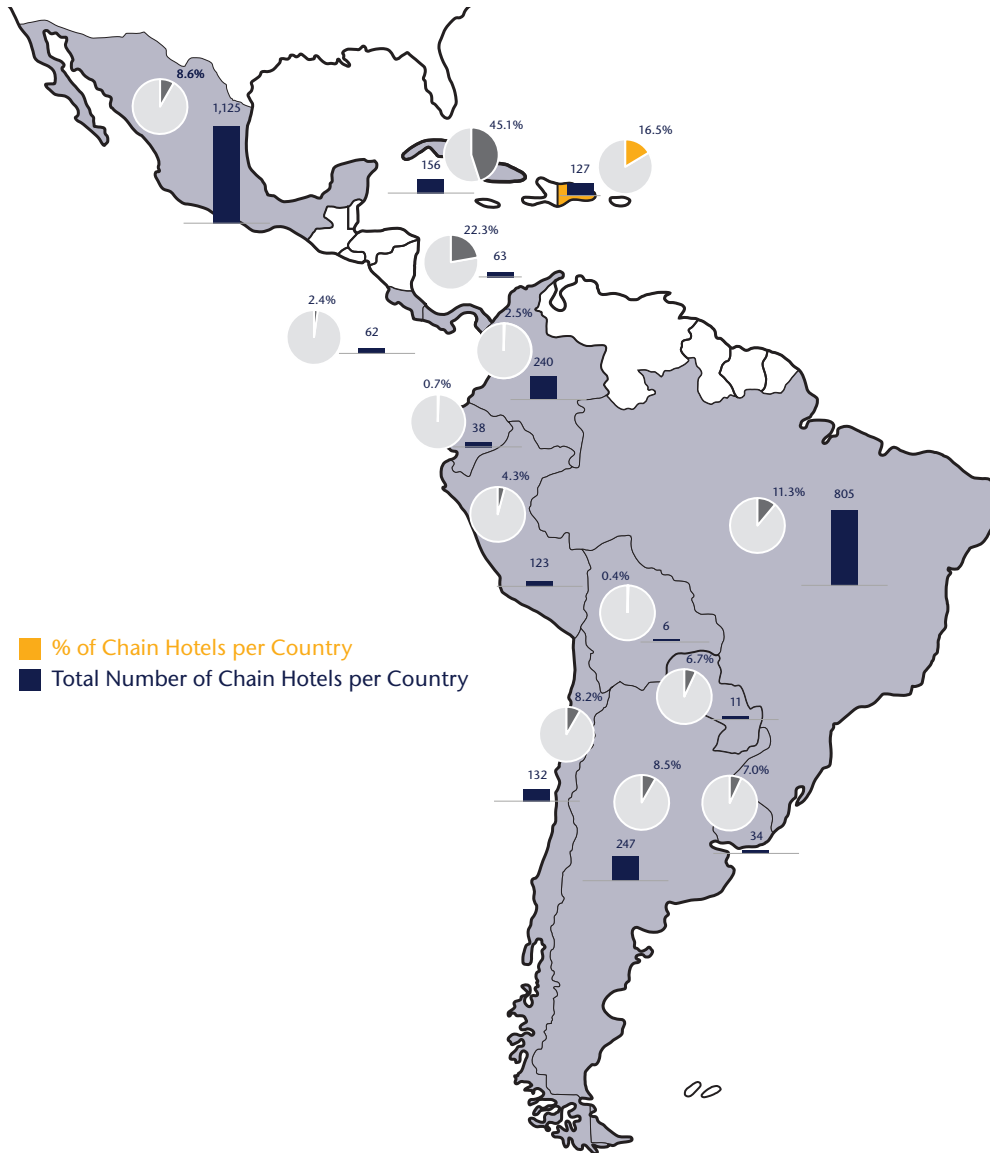
**DOMINICAN REPUBLIC: Ranking of location** *(domestic & international)*

Rank	Location	Rooms 2016	Rank	Location	Hotels 2016
1	Punta Cana	33,652	1	Punta Cana	68
2	Bayahibe	4,220	2	Santo Domingo	20
3	Santo Domingo	3,481	3	Puerto Plata	8
4	Puerto Plata	3,198	4	Bayahibe	8
5	Samana	1,462	5	Samana	5
6	Boca Chica	1,383	6	Boca Chica	4
7	La Romana	813	7	Juan Dolio	3
8	Juan Dolio	803	8	Santiago de los Caballeros 2	
9	Río San Juan	608	9	Las Galeras	2
10	Las Galeras	415	10	La Romana	2

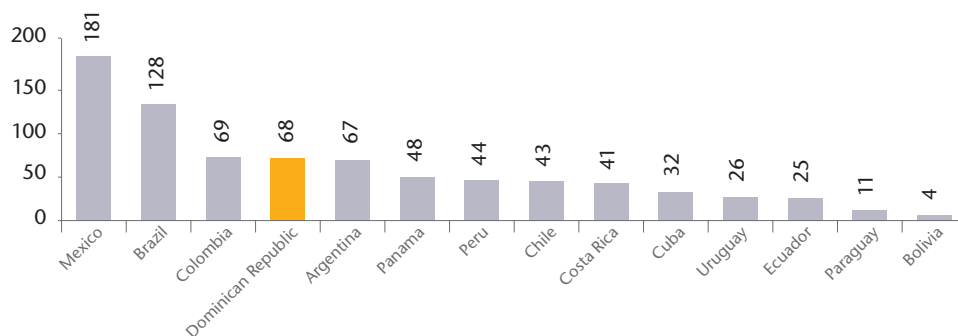
**DOMINICAN REPUBLIC: Ranking of destination type** *(domestic & international)*

DESTINATION	TOTAL			
	HOTELS	%	ROOMS	%
Sun / Lake	110	87%	47,854	94%
Urban	17	13%	3,106	6%
<b>Total</b>	<b>127</b>	<b>100%</b>	<b>50,960</b>	<b>100%</b>

## DOMINICAN REPUBLIC: Chain penetration



## DOMINICAN REPUBLIC: Total number of Brands from Hotel Chains





# ECUADOR

*“The overall room supply amounts to 100,000, of which only 5% are branded hotels. Ecuador has one of the lowest levels of chain penetration among the Latin American & Caribbean hotel markets.*

*International players, Marriott International, Hilton Worldwide and Wyndham Hotel Group lead the market, with a focus on the midscale and upscale segments. There are however, almost no domestic hotel chains.”*

Sergio Giorgetti, Director, Horwath HTL Argentina

<b>KEY STATISTICS</b>	<b>2016</b>
Chain Hotels	38
Chain Rooms	4,756
Average Number of Rooms from Chain Hotels	125
Country Hotels Stock (overall supply)*	5,488
Country Rooms Stock (overall supply)*	101,480
Average Number of Rooms from overall hotel supply	18
Chain penetration % by Hotels	0.7%
Chain penetration % by Rooms	4.7%
Total Number of Brands	25
Domestic Brands	1
International Brands	24

\*Source: MINTUR (Ministry of Tourism of Ecuador)

## ECUADOR: Ranking of Hotel Chains & Brands by size

CHAINS		RANK BY ROOMS	
Rank	Top 10 Chain Groups	Hotels	Rooms
1	Marriott International	4	704
2	Hilton Worldwide	3	644
3	Wyndham Hotel Group	5	600
4	Decameron Hotels & Resorts	2	479
5	Accor Hotels	2	424
6	Grupo Hotusa	5	417
7	Best Western Hotels & Resorts	3	348
8	InterContinental Hotels Group	2	263
9	Hoteles Dann	1	210
10	Cialcotel Cadena Hotelera	3	130

BRANDS		RANK BY ROOMS	
Rank	Top 10 Chain Brands	Hotels	Rooms
1	Hilton Hotels & Resorts	2	549
2	Royal Decameron	2	479
3	Hotusa Hotels	5	417
4	Wyndham	2	329
5	Sheraton Hotels & Resorts	2	303
6	Swissôtel Hotels & Resorts	1	277
7	Howard Johnson	3	271
8	JW Marriott	1	257
9	Dann Carlton Hoteles	1	210
10	Best Western Plus	1	185

CHAINS		RANK BY ROOMS	
Rank	Top 10 Domestic Chain Groups	Hotels	Rooms
1	Cialcotel Cadena Hotelera	3	130
2	-		
3	-		
4	-		
5	-		
6	-		
7	-		
8	-		
9	-		
10	-		

BRANDS		RANK BY ROOMS	
Rank	Top 10 Domestic Chain Brands	Hotels	Rooms
1	Cialcotel	3	130
2	-		
3	-		
4	-		
5	-		
6	-		
7	-		
8	-		
9	-		
10	-		

CHAINS		RANK BY ROOMS	
Rank	Top 10 International Chain Groups	Hotels	Rooms
1	Marriott International	4	704
2	Hilton Worldwide	3	644
3	Wyndham Hotel Group	5	600
4	Decameron Hotels & Resorts	2	479
5	Accor Hotels	2	424
6	Grupo Hotusa	5	417
7	Best Western Hotels & Resorts	3	348
8	InterContinental Hotels Group	2	263
9	Hoteles Dann	1	210
10	NH Hoteles	1	112

BRANDS		RANK BY ROOMS	
Rank	Top 10 International Chain Brands	Hotels	Rooms
1	Hilton Hotels & Resorts	2	549
2	Royal Decameron	2	479
3	Hotusa Hotels	5	417
4	Wyndham	2	329
5	Sheraton Hotels & Resorts	2	303
6	Swissôtel Hotels & Resorts	1	277
7	Howard Johnson	3	271
8	JW Marriott	1	257
9	Dann Carlton Hoteles	1	210
10	Best Western Plus	1	185



## ECUADOR: Ranking of Hotel Brands by scale *(domestic & international)*

BRANDS		RANK BY ROOMS	
Rank	Budget & Economy	Hotels	Rooms
1	Cialcotel	3	130
2	-		
3	-		
4	-		
5	-		
6	-		
7	-		
8	-		
9	-		
10	-		

BRANDS		RANK BY ROOMS	
Rank	Midscale & Upper Midscale	Hotels	Rooms
1	Hotusa Hotels	5	417
2	Howard Johnson	3	271
3	Best Western Plus	1	185
4	Best Western	2	163
5	Mercure	1	147
6	Courtyard by Marriott	1	144
7	Holiday Inn Express	1	141
8	Holiday Inn	1	122
9	Barceló Hotels	1	100
10	Hampton by Hilton	1	95

BRANDS		RANK BY ROOMS	
Rank	Upscale & Upper Upscale	Hotels	Rooms
1	Hilton Hotels & Resorts	2	549
2	Royal Decameron	2	479
3	Wyndham	2	329
4	Sheraton Hotels & Resorts	2	303
5	Swissôtel Hotels & Resorts	1	277
6	Dann Carlton	1	210
7	Sonesta Hotels & Resorts	1	112
8	NH Collection	1	112
9	Exe Hotels	1	94
10	Ascend Collection	1	37

BRANDS		RANK BY ROOMS	
Rank	Luxury	Hotels	Rooms
1	JW Marriott	1	257
2	-		
3	-		
4	-		
5	-		
6	-		
7	-		
8	-		
9	-		
10	-		

## ECUADOR: Ranking per scale & size *(domestic & international)*

CHAINS HOTELS AND ROOMS	HOTELS	%	ROOMS	AVG SIZE	CHAIN HOTELS		CHAIN ROOMS	
					INTL.	DOM.	INTL.	DOM.
Budget & Economy	3	8%	130	43	-	3	-	130
Midscale & Upper Midscale	18	47%	1,816	101	18	-	1,816	-
Upscale & Upper Upscale	16	42%	2,553	160	16	-	2,553	-
Luxury	1	3%	257	257	1	-	257	-
<b>TOTAL</b>	<b>38</b>	<b>100%</b>	<b>4,756</b>	<b>125</b>	<b>35</b>	<b>3</b>	<b>4,626</b>	<b>130</b>

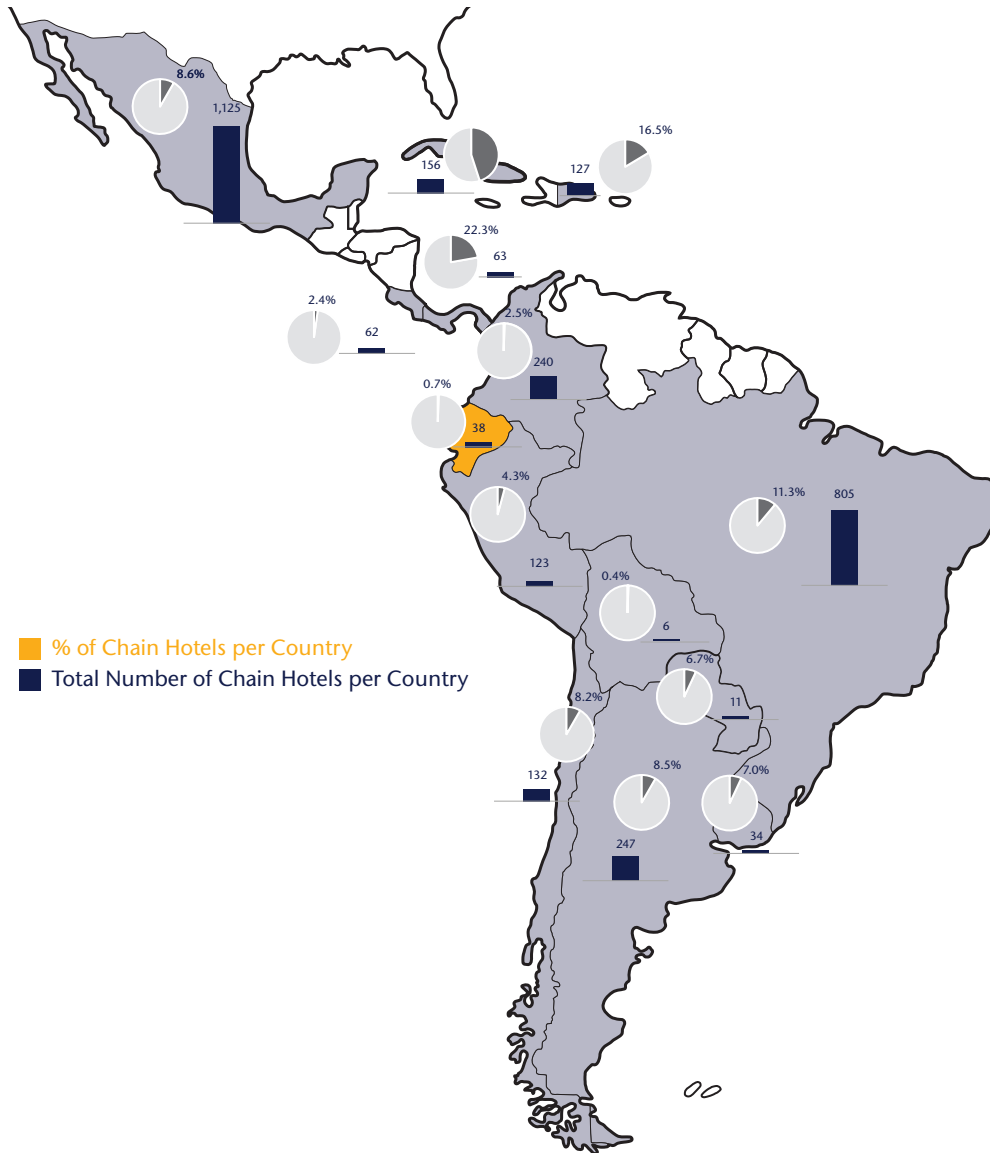
## ECUADOR: Ranking of location *(domestic & international)*

Rank	Location	Rooms 2016	Rank	Location	Hotels 2016
1	Quito	2,151	1	Quito	16
2	Guayaquil	1,618	2	Guayaquil	13
3	Mompiche	282	3	Mompiche	1
4	Santa Elena	197	4	Santa Elena	1
5	Manta	185	5	Manta	1
6	Salinas	100	6	Salinas	1
7	Loja	73	7	Loja	1
8	Baños	66	8	Baños	1
9	San Miguel de Salcedo	32	9	San Miguel de Salcedo	1
10	Atacames	31	10	Atacames	1

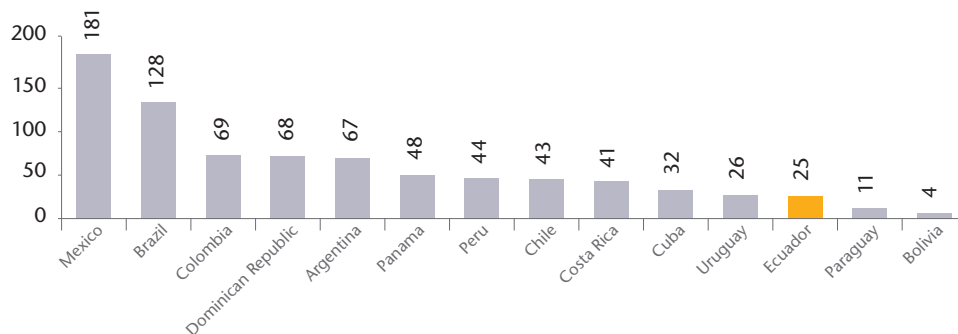
## ECUADOR: Ranking of destination type *(domestic & international)*

DESTINATION	TOTAL			
	HOTELS	%	ROOMS	%
Urban	29	76%	3,600	76%
Sun / Lake	8	21%	1,090	23%
Leisure / Wellness	1	3%	66	1%
<b>Total</b>	<b>38</b>	<b>100%</b>	<b>4,756</b>	<b>100%</b>

## ECUADOR: Chain penetration



## ECUADOR: Total number of Brands from Hotel Chains





# MEXICO

*“Mexico is the country with the highest presence of hotel chain brands in Latin America and the Caribbean, and it continues to expand its hotel supply. From the 181 brands currently represented, almost 70% are internationals. However, Grupo Posadas (a domestic hotel chain) is the leader of the Mexican market. Around 28% of the total hotel room supply is provided by chains, both domestic and international. This market sector is still growing, especially in top city destinations (Cancun, Playa del Carmen and Mexico City).”*

Maria José Gutiérrez, Managing Director, Horwath HTL Argentina

*“It will be interesting to track the all-inclusive brands and chains through this report in Mexico and the Caribbean during the next few years. As the industry continues to compete on the basis of scale - which companies will merge to achieve scale and which will be acquired by the industry giants?”*

*Several of these brands are expanding so quickly, it is difficult to tell if they are responding to customer demand or grooming their profiles to become more attractive acquisition targets.”*

Andrew Cohan, Managing Director, Horwath HTL

<b>KEY STATISTICS</b>	<b>2016</b>
Chain Hotels	1,125
Chain Rooms	209,030
Average Number of Rooms from Chain Hotels	186
Country Hotels Stock (overall supply)*	13,141
Country Rooms Stock (overall supply)*	736,512
Average Number of Rooms from overall hotel supply	56
Chain penetration % by Hotels	8.6%
Chain penetration % by Rooms	28.4%
Total Number of Brands	181
Domestic Brands	57
International Brands	124

*\*Source: SECTUR (Mexican Secretary of Tourism) / INEGI (National Institute of Statistics and Geography)*

## MEXICO: Ranking of Hotel Chains & Brands by size

CHAINS		RANK BY ROOMS	
Rank	Top 10 Chain Groups	Hotels	Rooms
1	Grupo Posadas	145	23,102
2	InterContinental Hotels Group	136	21,288
3	Marriott International	79	14,608
4	Cityexpress Hoteles	112	12,327
5	AM Resorts	28	9,647
6	RIU Hotels & Resorts	17	9,265
7	Hilton Worldwide	49	7,914
8	Barceló Hotels & Resorts	24	7,785
9	Grupo Real Turismo	40	6,638
10	Wyndham Hotel Group	42	6,274

BRANDS		RANK BY ROOMS	
Rank	Top 10 Chain Brands	Hotels	Rooms
1	Fiesta Inn	66	9,403
2	City Express	75	8,423
3	Holiday Inn	56	7,850
4	Holiday Inn Express	51	6,972
5	One	40	4,990
6	Palace Resorts	8	4,985
7	Barceló Hotels	10	4,490
8	RIU Classic hotels	8	4,446
9	Fiesta Americana	15	4,179
10	Hampton by Hilton	29	4,042

CHAINS		RANK BY ROOMS	
Rank	Top 10 Domestic Chain Groups	Hotels	Rooms
1	Grupo Posadas	145	23,102
2	Cityexpress Hoteles	112	12,327
3	Grupo Real Turismo	40	6,638
4	Grupo Vidanta	23	6,070
5	Palace Resorts	8	4,985
6	Hoteles Misión	44	4,025
7	Oasis Hoteles & Resorts	10	3,590
8	Krystal Hotels & Resorts	13	3,573
9	The Villa Group	9	2,571
10	Brisas Group	8	2,529

BRANDS		RANK BY ROOMS	
Rank	Top 10 Domestic Chain Brands	Hotels	Rooms
1	Fiesta Inn	66	9,403
2	City Express	75	8,423
3	One	40	4,990
4	Palace Resorts	8	4,985
5	Fiesta Americana	15	4,179
6	Camino Real	17	3,807
7	Misión	30	2,887
8	Grand Oasis Hotels	4	2,455
9	Grand Fiesta Americana	8	2,226
10	The Grand Mayan	5	2,181

CHAINS		RANK BY ROOMS	
Rank	Top 10 International Chain Groups	Hotels	Rooms
1	InterContinental Hotels Group	136	21,288
2	Marriott International	79	14,608
3	AM Resorts	28	9,647
4	RIU Hotels & Resorts	17	9,265
5	Hilton Worldwide	49	7,914
6	Barceló Hotels & Resorts	24	7,785
7	Wyndham Hotel Group	42	6,274
8	Best Western Hotels & Resorts	59	4,456
9	Hyatt Hotels	15	4,438
10	Iberostar Hotels & Resorts	10	3,874

BRANDS		RANK BY ROOMS	
Rank	Top 10 International Chain Brands	Hotels	Rooms
1	Holiday Inn	56	7,850
2	Holiday Inn Express	51	6,972
3	Barceló Hotels	10	4,490
4	RIU Classic hotels	8	4,446
5	Hampton by Hilton	29	4,042
6	Secrets Resorts & Spas	10	3,935
7	Dreams Resorts & Spas	8	3,043
8	RIU Palace Hotels	6	2,905
9	Marriott Hotels & Resorts	10	2,815
10	Courtyard by Marriott	15	2,648

**MEXICO: Ranking of Hotel Brands by scale** *(domestic & international)*

BRANDS		RANK BY ROOMS	
Rank	Budget & Economy	Hotels	Rooms
1	One	40	4,990
2	ibis	15	2,011
3	City Express Junior	16	1,771
4	Misión Express	11	919
5	Microtel by Wyndham	4	504
6	Wingate by Wyndham	1	176
7	Baymont Inn & Suites	1	118
8	The Explorean by Fiesta Americana	2	96
9	ibis Styles	1	79
10	-		

BRANDS		RANK BY ROOMS	
Rank	Midscale & Upper Midscale	Hotels	Rooms
1	Fiesta Inn	66	9,403
2	City Express	75	8,423
3	Holiday Inn	56	7,850
4	Holiday Inn Express	51	6,972
5	Barceló Hotels	10	4,490
6	Hampton by Hilton	29	4,042
7	Misión	30	2,887
8	Courtyard by Marriott	15	2,648
9	Best Western	39	2,331
10	Best Western Plus	19	2,028

BRANDS		RANK BY ROOMS	
Rank	Upscale & Upper Upscale	Hotels	Rooms
1	RIU Classic hotels	8	4,446
2	Fiesta Americana	15	4,179
3	Secrets Resorts & Spas	10	3,935
4	Camino Real	17	3,807
5	Dreams Resorts & Spas	8	3,043
6	Marriott Hotels & Resorts	10	2,815
7	Grand Oasis Hotels	4	2,455
8	Crowne Plaza Hotels & Resorts	11	2,433
9	Hilton Hotels & Resorts	8	2,272
10	Grand Fiesta Americana	8	2,226

BRANDS		RANK BY ROOMS	
Rank	Luxury	Hotels	Rooms
1	Palace Resorts	8	4,985
2	RIU Palace Hotels	6	2,905
3	Pueblo Bonito	8	2,036
4	InterContinental Hotels & Resorts	7	2,031
5	Iberostar Premium Gold	4	1,758
6	Hyatt Ziva	3	1,501
7	JW Marriott	4	1,280
8	Luxury Bahía Principe	2	1,178
9	Grand Velas	3	1,110
10	El Dorado Resorts	4	1,032

**MEXICO: Ranking per scale & size** (domestic & international)

CHAINS HOTELS AND ROOMS	HOTELS	%	ROOMS	AVG SIZE	CHAIN HOTELS		CHAIN ROOMS	
					INTL.	DOM.	INTL.	DOM.
Budget & Economy	91	8%	10,664	117	22	69	2,888	7,776
Midscale & Upper Midscale	610	54%	79,842	131	363	247	48,747	31,095
Upscale & Upper Upscale	310	28%	88,563	286	200	110	62,530	26,033
Luxury	114	10%	29,961	263	90	24	20,469	9,492
<b>TOTAL</b>	<b>1,125</b>	<b>100%</b>	<b>209,030</b>	<b>186</b>	<b>675</b>	<b>450</b>	<b>134,634</b>	<b>74,396</b>

**MEXICO: Ranking of location** (domestic & international)

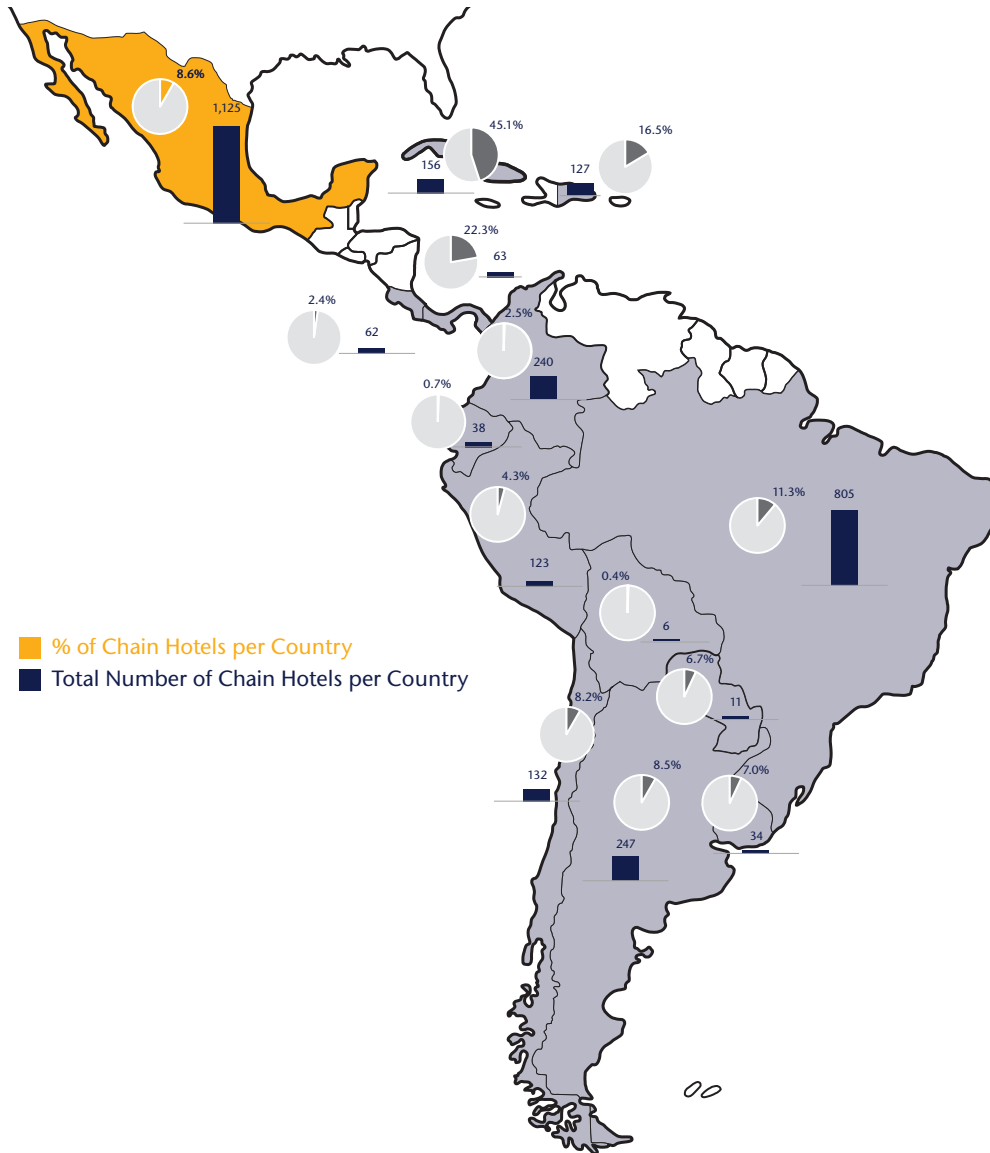
Rank	Location	Rooms 2016	Rank	Location	Hotels 2016
1	Cancún	26,167	1	Ciudad de México	116
2	Playa del Carmen	21,311	2	Playa del Carmen	77
3	Ciudad de México	21,233	3	Cancún	70
4	Monterrey	8,487	4	Monterrey	51
5	Guadalajara	7,194	5	Guadalajara	42
6	Cabo San Lucas	6,582	6	Santiago de Querétaro	35
7	Puerto Vallarta	6,315	7	Puebla	27
8	Solidaridad	5,944	8	Puerto Vallarta	26
9	Nuevo Vallarta	5,431	9	Cabo San Lucas	26
10	Mazatlán	4,948	10	Chihuahua	21

**MEXICO: Ranking of destination type** (domestic & international)

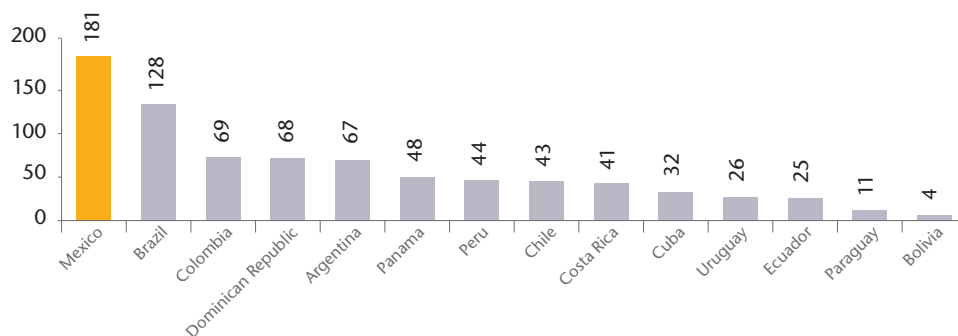
DESTINATION	TOTAL			
	HOTELS	%	ROOMS	%
Urban	681	61%	95,075	45%
Sun / Lake	411	37%	111,325	53%
Leisure / Wellness	24	2%	1,828	1%
Ski / Golf / Sports	9	1%	802	0%
<b>Total</b>	<b>1,125</b>	<b>100%</b>	<b>209,030</b>	<b>100%</b>



## MEXICO: Chain penetration



## MEXICO: Total number of Brands from Hotel Chains





# PERU

*“Peru has approximately 75,000 total rooms. It has a relatively low chain penetration index; 15% of all rooms supply. The brand affiliated hotel rooms are operated by 44 brands, of which 82% are international. In contrast to Mexico or Brazil, hotel brands are concentrated in a few number of cities: Lima and Cusco.*

*Peru has a very important tourist and hospitality potential that is not sufficiently developed.”*

Sergio Giorgetti, Director, Horwath HTL Argentina

<b>KEY STATISTICS</b>	<b>2016</b>
Chain Hotels	123
Chain Rooms	11,135
Average Number of Rooms from Chain Hotels	91
Country Hotels Stock (overall supply)*	2,850
Country Rooms Stock (overall supply)*	75,148
Average Number of Rooms from overall hotel supply	26
Chain penetration % by Hotels	4.3%
Chain penetration % by Rooms	14.8%
Total Number of Brands	44
Domestic Brands	8
International Brands	36

\*Source: MINCETUR (Ministry of Foreign Commerce and Tourism of Peru)

## PERU: Ranking of Hotel Chains & Brands by size

CHAINS		RANK BY ROOMS	
Rank	Top 10 Chain Groups	Hotels	Rooms
1	Casa Andina Hoteles	27	2,080
2	Marriott International	9	1,923
3	Wyndham Hotel Group	12	1,155
4	Accor Hotels	4	899
5	Hilton Worldwide	4	619
6	Decameron Hotels & Resorts	2	543
7	Sonesta International Hotels	6	469
8	Grupo Hotusa	11	378
9	Aranwa Hotels, Resorts & Spas	5	349
10	Belmond Luxury Hotels, Trains & River Cruises	6	340

BRANDS		RANK BY ROOMS	
Rank	Top 10 Chain Brands	Hotels	Rooms
1	Wyndham	8	800
2	Casa Andina Standard	14	775
3	Casa Andina Select	6	658
4	Casa Andina Premium	7	647
5	JW Marriott	2	453
6	The Luxury Collection	3	451
7	Sheraton Hotels & Resorts	1	431
8	Hotusa Hotels	11	378
9	Swissôtel Hotels & Resorts	1	345
10	Belmond Hotels	6	340

CHAINS		RANK BY ROOMS	
Rank	Top 10 Domestic Chain Groups	Hotels	Rooms
1	Casa Andina Hoteles	27	2,080
2	Aranwa Hotels, Resorts & Spas	5	349
3	Libertador Hotels, Resorts & Spas	4	338
4	Inkaterra Hotels	6	308
5	Tierra Viva Hoteles	9	275
6	-		
7	-		
8	-		
9	-		
10	-		

BRANDS		RANK BY ROOMS	
Rank	Top 10 Domestic Chain Brands	Hotels	Rooms
1	Casa Andina Standard	14	775
2	Casa Andina Select	6	658
3	Casa Andina Premium	7	647
4	Libertador	4	338
5	Aranwa Hotels	4	314
6	Inkaterra Hotels	6	308
7	Tierra Viva	9	275
8	Aranwa (independent)	1	35
9	-		
10	-		

CHAINS		RANK BY ROOMS	
Rank	Top 10 International Chain Groups	Hotels	Rooms
1	Marriott International	9	1,923
2	Wyndham Hotel Group	12	1,155
3	Accor Hotels	4	899
4	Hilton Worldwide	4	619
5	Decameron Hotels & Resorts	2	543
6	Sonesta International Hotels	6	469
7	Grupo Hotusa	11	378
8	Belmond Luxury Hotels, Trains & River Cruises	6	340
9	Atton Hoteles	1	252
10	Estelar Hoteles	3	248

BRANDS		RANK BY ROOMS	
Rank	Top 10 International Chain Brands	Hotels	Rooms
1	Wyndham	8	800
2	JW Marriott	2	453
3	The Luxury Collection	3	451
4	Sheraton Hotels & Resorts	1	431
5	Hotusa Hotels	11	378
6	Swissôtel Hotels & Resorts	1	345
7	Belmond Hotels	6	340
8	Royal Decameron	1	313
9	Novotel	2	307
10	Westin Hotels & Resorts	1	301

## PERU: Ranking of Hotel Brands by scale (domestic & international)

BRANDS		RANK BY ROOMS	
Rank	Budget & Economy	Hotels	Rooms
1	Casa Andina Standard	14	775
2	Tierra Viva	9	275
3	ibis	1	247
4	-		
5	-		
6	-		
7	-		
8	-		
9	-		
10	-		

BRANDS		RANK BY ROOMS	
Rank	Midscale & Upper Midscale	Hotels	Rooms
1	Casa Andina Select	6	658
2	Hotusa Hotels	11	378
3	Novotel	2	307
4	Sonesta Posadas del Inca	4	208
5	Estelar Superior	2	203
6	Ramada Worldwide	2	180
7	Courtyard by Marriott	1	154
8	Dazzler	1	140
9	Hilton Garden Inn	1	137
10	Four Points by Sheraton	1	133

BRANDS		RANK BY ROOMS	
Rank	Upscale & Upper Upscale	Hotels	Rooms
1	Wyndham	8	800
2	Casa Andina Premium	7	647
3	Sheraton Hotels & Resorts	1	431
4	Swissôtel Hotels & Resorts	1	345
5	Libertador	4	338
6	Aranwa Hotels	4	314
7	Royal Decameron	1	313
8	Westin Hotels & Resorts	1	301
9	DoubleTree by Hilton	2	275
10	Sonesta Hotels & Resorts	2	261

BRANDS		RANK BY ROOMS	
Rank	Luxury	Hotels	Rooms
1	JW Marriott	2	453
2	The Luxury Collection	3	451
3	Belmond Hotels	6	340
4	Relais & Châteaux	3	78
5	-		
6	-		
7	-		
8	-		
9	-		
10	-		

## PERU: Ranking per scale & size *(domestic & international)*

CHAINS HOTELS AND ROOMS	HOTELS	%	ROOMS	AVG SIZE	CHAIN HOTELS		CHAIN ROOMS	
					INTL.	DOM.	INTL.	DOM.
Budget & Economy	24	20%	1,297	54	1	23	247	1,050
Midscale & Upper Midscale	38	31%	2,894	76	31	7	2,106	788
Upscale & Upper Upscale	47	38%	5,622	120	26	21	4,110	1,512
Luxury	14	11%	1,322	94	14	-	1,322	-
<b>TOTAL</b>	<b>123</b>	<b>100%</b>	<b>11,135</b>	<b>91</b>	<b>72</b>	<b>51</b>	<b>7,785</b>	<b>3,350</b>

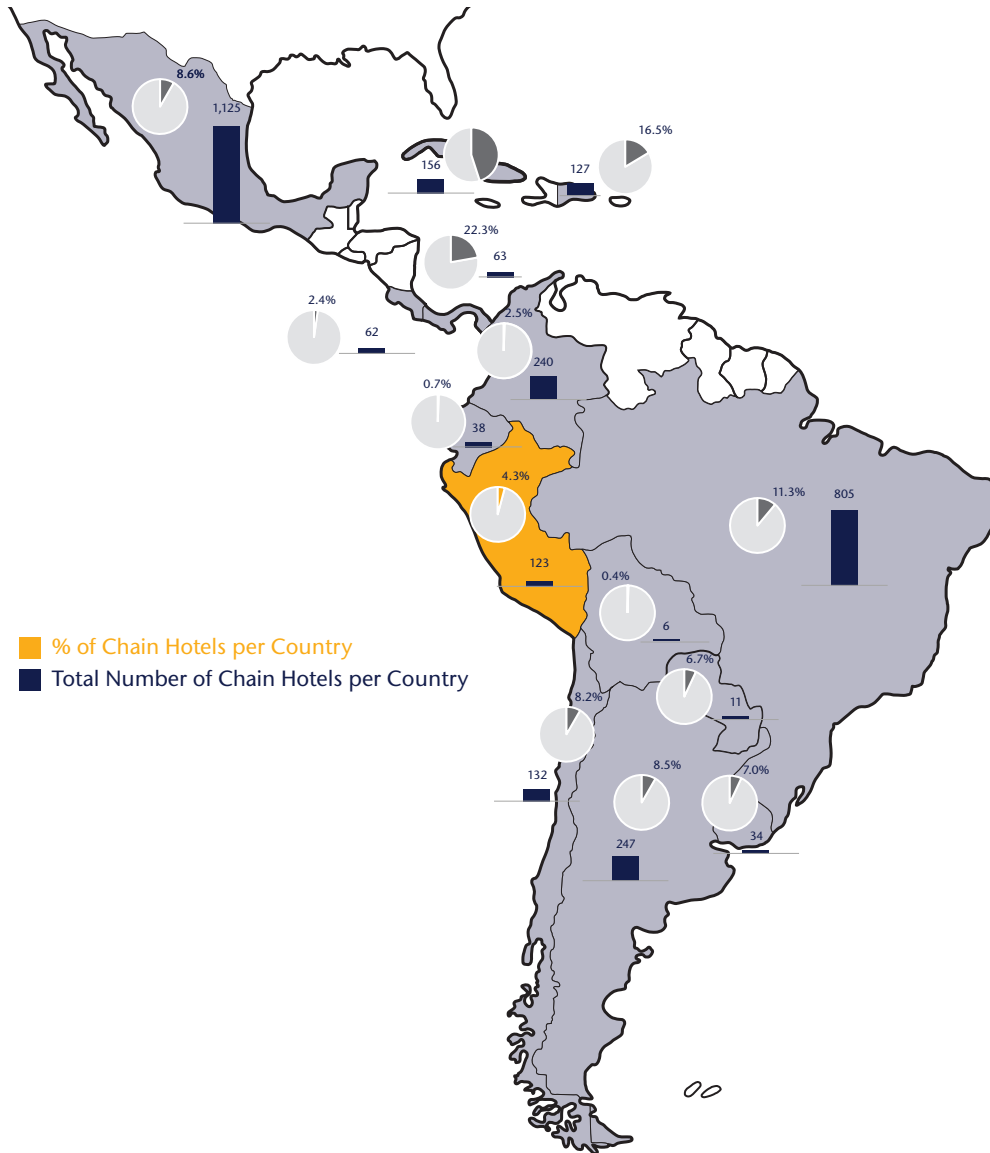
## PERU: Ranking of location *(domestic & international)*

Rank	Location	Rooms 2016	Rank	Location	Hotels 2016
1	Lima	4,995	1	Lima	37
2	Cusco	1,716	2	Cusco	27
3	Arequipa	367	3	Puno	6
4	Paracas	359	4	Arequipa	6
5	Urubamba	357	5	Urubamba	6
6	Trujillo	340	6	Machu Picchu	5
7	Puno	336	7	Trujillo	3
8	Punta Sal	313	8	Paracas	3
9	Machu Picchu	238	9	Piura	3
10	Santa Clara	230	10	Tumbes	2

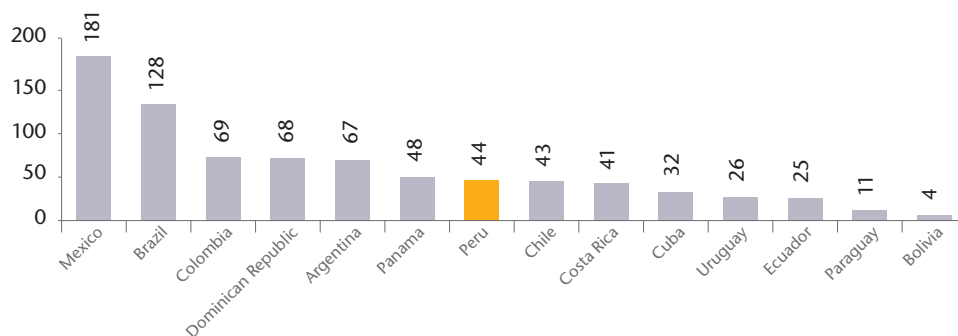
## PERU: Ranking of destination type *(domestic & international)*

DESTINATION	TOTAL			
	HOTELS	%	ROOMS	%
Urban	82	67%	7,482	67%
Leisure / Wellness	21	17%	1,258	11%
Sun / Lake	17	14%	2,062	19%
Ski / Golf / Sports	3	2%	333	3%
<b>Total</b>	<b>123</b>	<b>100%</b>	<b>11,135</b>	<b>100%</b>

## PERU: Chain penetration



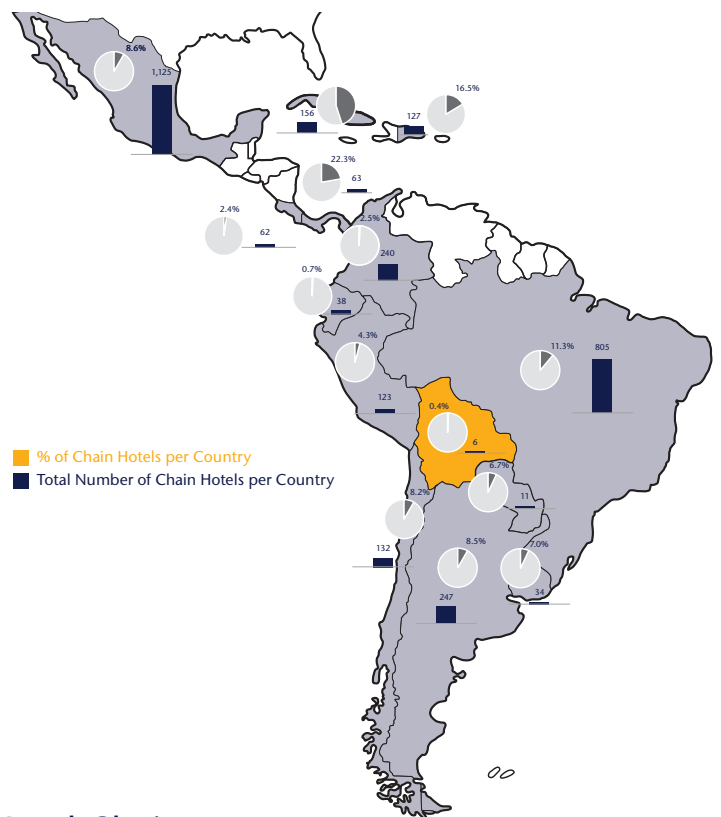
## PERU: Total number of Brands from Hotel Chains



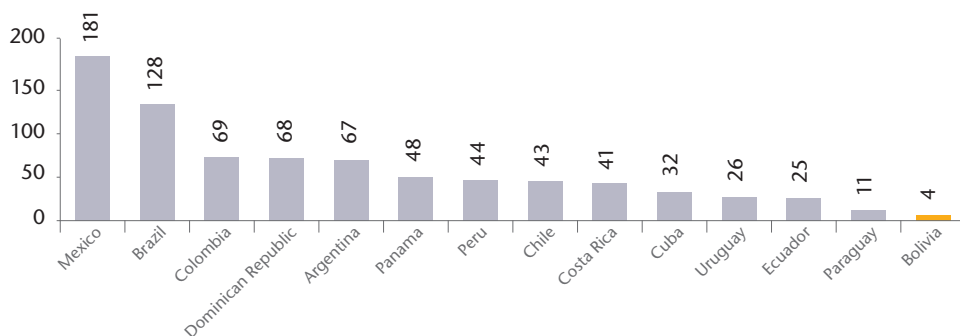
## BOLIVIA: Ranking of Hotel Chains & Brands by size

CHAINS		RANK BY ROOMS	
Rank	Top 10 Chain Groups	Hotels	Rooms
1	Carlson Rezidor Hotel Group	1	210
2	Preferred Hotels & Resorts	1	110
3	Hilton Worldwide	1	72
4	Tayka Hoteles Ecológicos Comunitarios	3	43
5	-	-	-
6	-	-	-
7	-	-	-
8	-	-	-
9	-	-	-
10	-	-	-

BRANDS		RANK BY ROOMS	
Rank	Top 10 Chain Brands	Hotels	Rooms
1	Radisson	1	210
2	Connect	1	110
3	Hampton by Hilton	1	72
4	Hoteles Tayka	3	43
5	-	-	-
6	-	-	-
7	-	-	-
8	-	-	-
9	-	-	-
10	-	-	-



## BOLIVIA: Total number of Brands from Hotel Chains

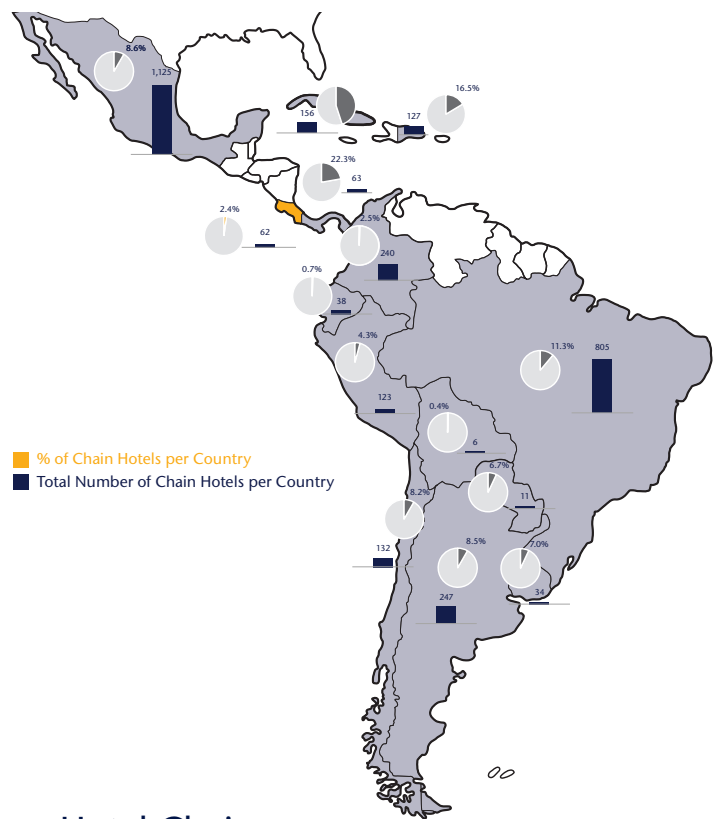




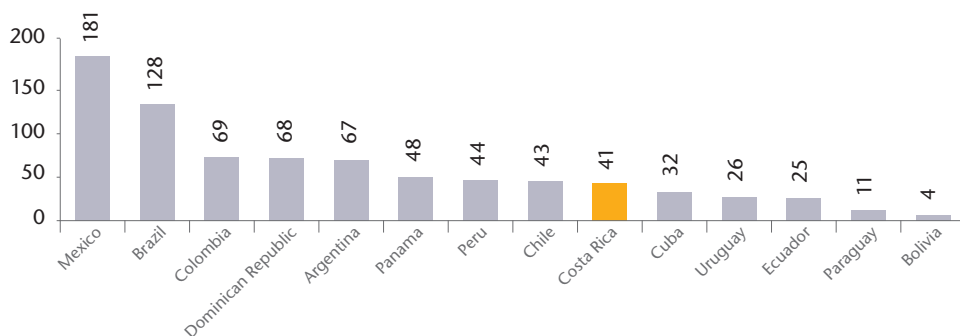
## COSTA RICA: Ranking of Hotel Chains & Brands by size

CHAINS		RANK BY ROOMS	
Rank	Top 10 Chain Groups	Hotels	Rooms
1	Marriott International	11	2,035
2	RIU Hotels & Resorts	2	1,239
3	InterContinental Hotels Group	6	1,090
4	Barceló Hotels & Resorts	4	1,023
5	Hilton Worldwide	5	921
6	Wyndham Hotel Group	4	549
7	Best Western Hotels & Resorts	5	525
8	AM Resorts	1	447
9	Carlson Rezidor Hotel Group	3	419
10	Grupo Hotusa	6	304

BRANDS		RANK BY ROOMS	
Rank	Top 10 Chain Brands	Hotels	Rooms
1	RIU Classic hotels	1	701
2	Barceló Hotels	2	656
3	RIU Palace Hotels	1	538
4	DoubleTree by Hilton	2	537
5	Best Western	5	525
6	Marriott Hotels & Resorts	2	500
7	Dreams Resorts & Spas	1	447
8	Westin Hotels & Resorts	1	406
9	Occidental Resorts	2	367
10	Holiday Inn	2	360



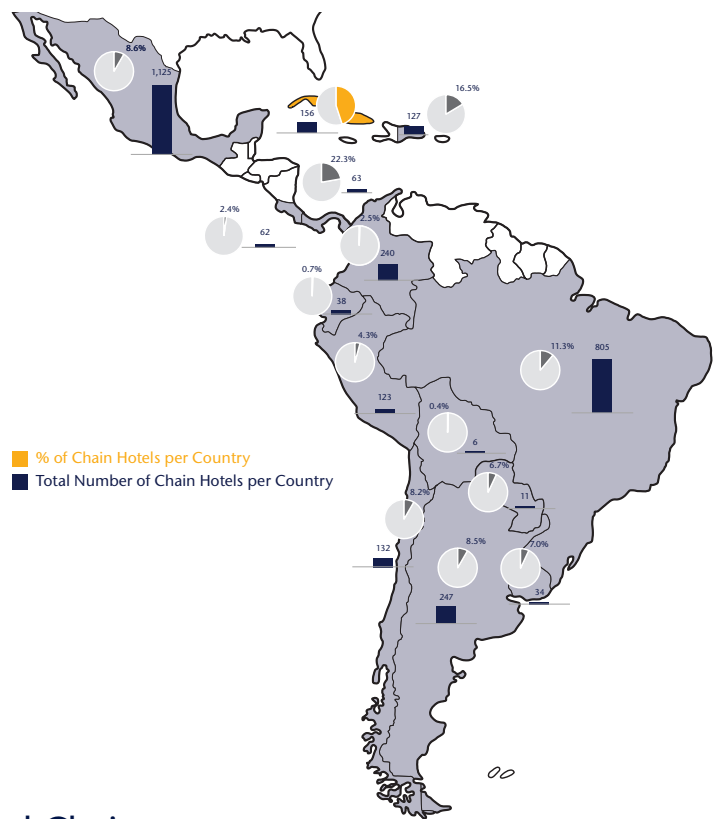
## COSTA RICA: Total number of Brands from Hotel Chains



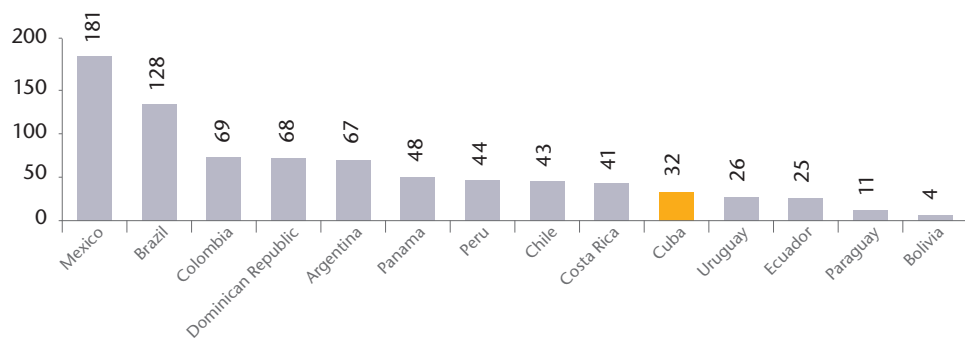
## CUBA: Ranking of Hotel Chains & Brands by size

CHAINS		RANK BY ROOMS	
Rank	Top 10 Chain Groups	Hotels	Rooms
1	Meliá Hotels International	23	10,921
2	Grupo Cubanacan	62	8,418
3	Blue Diamond Hotels & Resorts	14	6,131
4	Iberostar Hotels & Resorts	12	4,626
5	Gran Caribe Grupo Hotelero	26	4,550
6	Hoteles H10	4	2,007
7	Barceló Hotels & Resorts	2	1,241
8	Accor Hotels	3	1,071
9	Be Live Hotels	4	949
10	Al Andalus Management Hotels	2	510

BRANDS		RANK BY ROOMS	
Rank	Top 10 Chain Brands	Hotels	Rooms
1	Meliá	12	5,254
2	Memories Resorts & Spa	9	4,350
3	Paradisus	7	3,485
4	Cubanacan	22	3,187
5	Club Amigo	7	2,386
6	Gran Caribe	11	2,120
7	Iberostar	6	2,062
8	Sol Hotels & Resorts	3	1,932
9	Brisas	6	1,910
10	Ocean by H10 Hotels	3	1,690



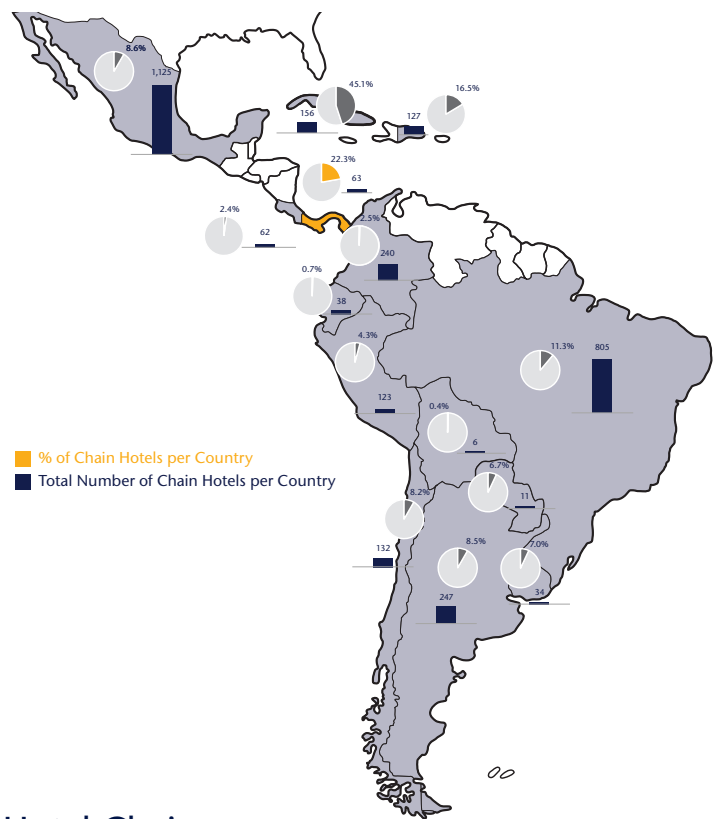
## CUBA: Total number of Brands from Hotel Chains



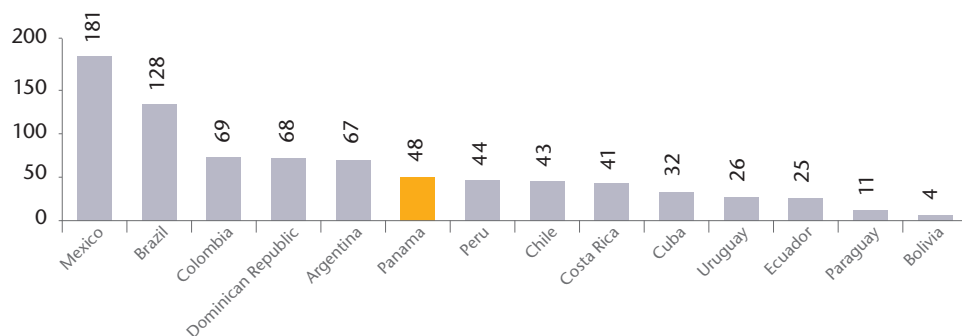
## PANAMA: Ranking of Hotel Chains & Brands by size

CHAINS		RANK BY ROOMS	
Rank	Top 10 Chain Groups	Hotels	Rooms
1	Marriott International	13	3,367
2	Hard Rock Hotels & Resorts	1	1,463
3	RIU Hotels & Resorts	2	1,217
4	Hilton Worldwide	5	968
5	Decameron Hotels & Resorts	1	852
6	InterContinental Hotels Group	5	812
7	Carlson Rezidor Hotel Group	5	781
8	Wyndham Hotel Group	6	774
9	Faranda Hotels	4	663
10	Preferred Hotels & Resorts	2	635

BRANDS		RANK BY ROOMS	
Rank	Top 10 Chain Brands	Hotels	Rooms
1	Hard Rock Hotel	1	1,463
2	Royal Decameron	1	852
3	Westin Hotels & Resorts	2	829
4	Sheraton Hotels & Resorts	2	649
5	RIU Plaza Hotels	1	644
6	RIU Classic hotels	1	573
7	Radisson	3	445
8	Autograph Collection Hotels	1	391
9	Faranda Hotels	2	391
10	Marriott Hotels & Resorts	1	389



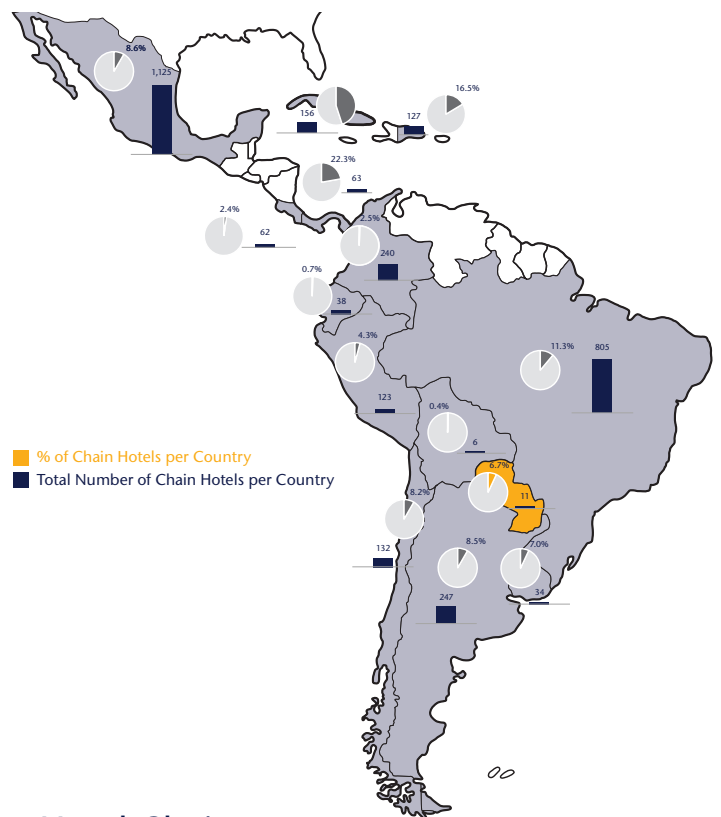
## PANAMA: Total number of Brands from Hotel Chains



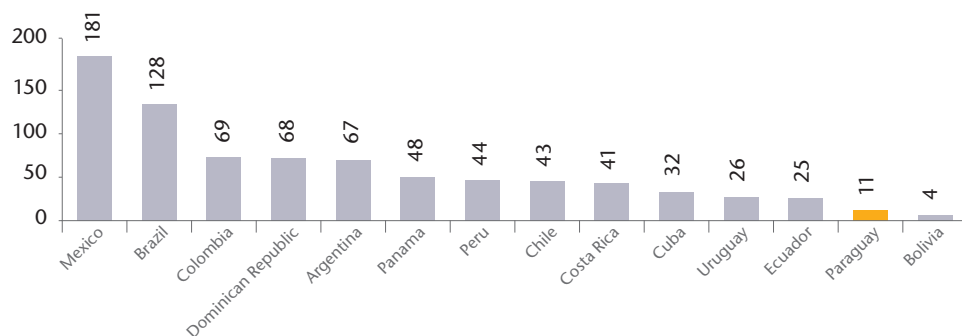
## PARAGUAY: Ranking of Hotel Chains & Brands by size

CHAINS		RANK BY ROOMS	
Rank	Top 10 Chain Groups	Hotels	Rooms
1	Wyndham Hotel Group	2	364
2	Bourbon Hotéis & Resorts	2	284
3	Nobile Hotéis	1	260
4	Marriott International	2	238
5	Preferred Hotels & Resorts	2	155
6	Accor Hotels	1	120
7	InterContinental Hotels Group	1	74
8	-	-	-
9	-	-	-
10	-	-	-

BRANDS		RANK BY ROOMS	
Rank	Top 10 Chain Brands	Hotels	Rooms
1	Dazzler	1	280
2	Gran Nobile	1	260
3	Bourbon Convention Hotel	1	168
4	ibis	1	120
5	Aloft Hotels	1	120
6	Connect	1	119
7	Sheraton Hotels & Resorts	1	118
8	Rio Hotel By Bourbon	1	116
9	Howard Johnson	1	84
10	Crowne Plaza Hotels & Resorts	1	74



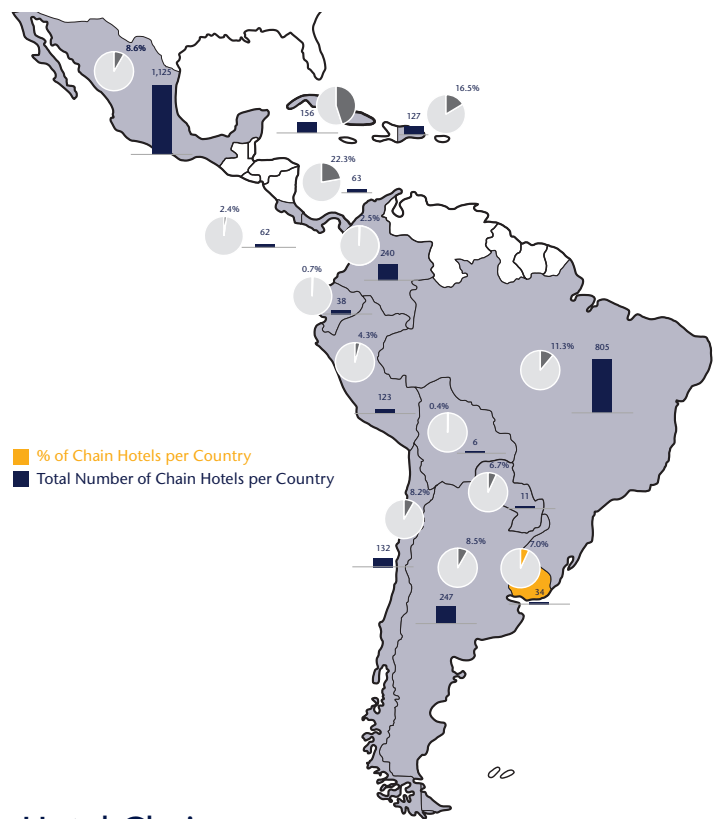
## PARAGUAY: Total number of Brands from Hotel Chains



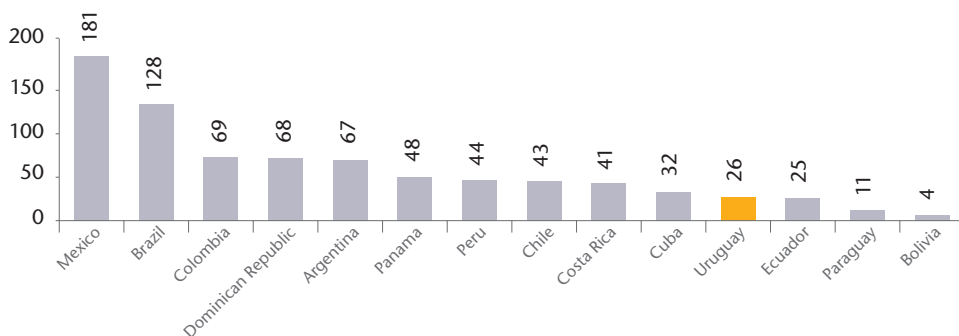
## URUGUAY: Ranking of Hotel Chains & Brands by size

CHAINS		RANK BY ROOMS	
Rank	Top 10 Chain Groups	Hotels	Rooms
1	Wyndham Hotel Group	7	648
2	Hilton Worldwide	2	462
3	Marriott International	3	446
4	Grupo Solanas	2	325
5	Carlson Rezidor Hotel Group	2	307
6	Accor Hotels	3	257
7	Hyatt Hotels	2	222
8	Grupo Hotusa	3	219
9	NH Hoteles	1	136
10	InterContinental Hotels Group	1	134

BRANDS		RANK BY ROOMS	
Rank	Top 10 Chain Brands	Hotels	Rooms
1	Solanas Vacation	2	325
2	Sheraton Hotels & Resorts	2	311
3	Dazzler	2	310
4	Radisson	2	307
5	Conrad Hotels & Resorts	1	294
6	Hotusa Hotels	3	219
7	Hyatt Centric	1	178
8	Hilton Garden Inn	1	168
9	NH Hoteles	1	136
10	Four Points by Sheraton	1	135



## URUGUAY: Total number of Brands from Hotel Chains



## HORWATH HTL LATAM:

The Horwath HTL LATAM team consists of experts from across the whole region. The team has a strong partnership with the Horwath HTL US offices via the Miami office, which gives them access to both inbound and outbound clients who wish to invest and build in the region.

The LATAM offices are strongly supported by the local accounting partner, Crowe Horwath International, the worlds 9th largest financial services brand.

### ARGENTINA

Av. Hipólito Yrigoyen 434  
2°Piso, Buenos Aires  
C1086AAF  
Argentina  
Tel: +54 11 5295 3700

### DOMINICAN REPUBLIC

Max Henriquez Ureña No. 37  
Ensanche Piantini  
Santo Domingo  
Dominican Republic  
Tel: +1 809 541 6565

### MIAMI

1815 Purdy Avenue,  
Miami Beach  
Florida 33139  
USA  
Tel: +1 305 606 2898



**Carolina Spinelli**  
Director  
Argentina



**Sergio Giorgetti**  
Director  
Argentina



**Maria Jose Gutierrez**  
Director  
Argentina



**Sotero Peralta**  
Managing Director  
Dominican Republic




**Andrew Cohan**  
Managing Director  
Miami

**NOTES:**

## Further Information

For further information, please contact one of the team via:  
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Report Produced: October 2017.

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For extracts of this report, please contact:  
[jchappell@horwathhtl.com](mailto:jchappell@horwathhtl.com)

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