It was more than luck that built the Outrigger Hotels dynasty in Hawaii. It was the determination, bravado and foresight of an indefatigable couple, Roy and Estelle Kelley.



hen Roy and Estelle Kelley came to Hawaii on September 13, 1929, they could not have foreseen the incredible impact they would have on the then-fledgling visitor industry. In 1947, the architect-turned-developer and his wife built their first hotel, a low-budget property that rented out rooms for \$7.50 a day. The Islander stood out like a sore

thumb among much ritzier Waikiki digs like the Royal Hawaiian, Moana and Halekulani hotels. But over the course of the next 40 years, the Kelley formula for success would revolve around renting affordable accommodations on a high-demand and often overbooked basis.

Today, the family's \$212 million Outrigger Hotels Hawaii owns or manages 23 properties and employs 2,800 workers. It is the largest hotel chain in the