



... -
:
... - . .
-
-
1,
,
, -
, -
2 (,)
-
50-
Hilton, Marriott Hyatt.
" 90-
"3,

¹ Go, Fr., Pine, R. Globalization Strategy in Hospitality Industry. London: Roultedge,1995, . 368.
²
³ Conractor, F., Kundu, S. Franchising versus company-run operations: Modal choice in the global Hotel Sector. // Journal of International Marketing, Vol. 6, 2, 1998, . 236.

✓O

✓O

✓A

✓
 ✓
 ✓
 ✓

1.1.

, , -
 , . , , -
 , - , -
 , -
 , *Hilton*, 1949 , 4. -
 , *Hilton* -
 , -
 , 70- 5. 1970 -
 22 , 1975 - 182⁶. -
 -

⁴ Charles, A. Bell. Agreements with Chained – Hotel Companies. // The Cornell H.R.A. Quarterly, February 1998, . 28.

⁵ , . . . : , 2010, . 423.

⁶ Go, Fr, R. Pine. . . . , . 203.

- , -
 - , -
 () -
 , -
 1.1 , , , , -
 , 50% -
 -2 , , - ,

1.1

2010

1.	Marriott International	1 005
2.	Extended Stay Hotels	683
3.	Westmont Hospitality Group	666
4.	InterContinental Hotel Group	639
5.	Accor SA	576
6.	Hilton Worldwide	569
7.	Starwood Hotels & Resorts Worldwide	463
8.	Home Inns & Hotels Management	364
9.	Whitbread	351
10.	NH Hotels	301

: www.hotelsmag.com (03.09.2011).

2009 , , 800 ,
 12 000 ,
 10 ⁸.

⁸ www.ahla.com (09.2011).

Faint, mostly illegible text from a document scan. Some visible words include "9.", "10.", "11.", "12.", "13.", "Dunning, J., S. Kundu.", "Economics of Business", "Vol. 8", "2001", ". 175.", ". 222.", "Kim, K., M. Olsen.", "International Journal of Hospitality Management", "3,1999", "p. 285-308.", "Johson, C., M. Vanetti.", "Annals of tourism research", "Vol. 32", "4, 2005", ". 1078.", and "(".

⁹ (.
¹⁰ : Kim, K., M. Olsen. Determinants of successful acquisition processes in the U.S. lodging industry. // International Journal of Hospitality Management, 3,1999, p. 285-308.
¹¹ Johson, C., M. Vanetti. Locational strategies of international hotel chains. // Annals of tourism research, Vol. 32, 4, 2005, . 1078.
¹² Dunning, J., S. Kundu. The eclectic paradigm of international production. // International journal of the Economics of Business, Vol. 8, 2, 2001, . 175.
¹³ , 222.

14.

() (),

15,

16

17

18.

¹⁴ **Lashley, C., A. Morrison.** Franchising Hospitality Services. Oxford: Butterworth-Heinemann, 2000, p. 11.

¹⁵ **Giotar, J. P. L., M. Balfet, E. Leroux.** Management du tourisme: territoires, offres et strategies. Pearson Edition France, 2012, . 112.

¹⁷ **Cunill, O.** The growth Strategies of Hotel Chains. New York: Haworth Hospitality Press, 2006, . 127.

¹⁹ **Turner, M. J., Ch. Guiding.** Hotel Management Contracts and Deficiencies in Owner-Operator Capital Expenditures Goal Congruency. // Journal of Hospitality & Tourism Research, Vol. 43, 4, 2010, . 481.

²⁰ 422.

²¹ **Butler, J., R. Braun.** The HMA Handbook. L.A.: Global Hospitality Group, 2012, . 73.

²² **De Ross, J.** Hotel Management Contracts- Past and Present. // Cornell Hospitality Quarterly, Vol. 51, 1, 2010, . 68.

²³ **Dimou, I., J. Chen.** The choice between management contracts and franchise agreements in the corporate development of international hotel firm. // Journal of Marketing Channels, 10, 2003, . 33.

²⁴ : , 2010, . 115.

²⁵ **Butler, J., R. Braun.** , 34.

, , , . - -

, , . - -

, . - -

✓ : - -

() - -

✓ , , - -

✓ . - -

✓ , - -

✓ , - -

, . - -

, - -

(), - -

• - -

, - -

, . - -

, . - -

1.2. - -

, - -

. - -

• - -

, , : - -

²⁶ **Brewer, W.** Franchisees and Shareholders: the next wave of hotel litigation. // Cornell Hotel and Restaurant Administration Quarterly, Vol. 44, 3, 2003, . 77.

0

0

0

0

0

0

0

0

(200)²⁷,

)²⁸

²⁷ Cunill, O. . . . 129.
²⁸ De Ross, J. . . . 69.

, , , . -
 -
 , , , - -
 , - .
 , - .
 - , -
 80- , -
 , -
 , . -
 , , , , , -
 , , , , , -
 , , , , , -
 : -
1.2

*Aloft Starwood Hotels & Resort Indigo InterContinental*²⁹.

✓	-	✓	-
✓	-	✓	-
✓	-	✓	, -
✓	-	✓	, -
✓	-	✓	, -
✓	, -	✓	, -

²⁹ Butler, J., R. Braun. . . . 34.

✓	,	✓	()
✓	,	✓	,
			-
✓	,	✓	-
✓	,	✓	-
✓	,	✓	-
✓	,	✓	-
✓	,	✓	-
✓	,	✓	-
✓	,	✓	-
✓	,	✓	-

,

-

,

,

30,

”

()

, 2-3%³¹

³⁰ Rushmore, St. 2011 US Hotel franchising Fee Guide (www.hvs.com, 03.2012).

³¹ Olsen, M. et al. . , . 135.

10%

1.3

	%	%
	2.7	3.3
	1.8	6.9
	1.5	7.3

: Center for Hospitality Research of Cornell University, 2006.

“

32

33

34

35

”

”

(

)

³² Eyster, J., J. De Ross. The Negotiation and Administration of Hotel Management Contracts. London: Pearson Custom Publishing, 2009, . 7.

³³

³⁴ Armistead, M., M. Marusik. Evaluating a Deal in the Hospitality Industry. // Journal of Retail & Leisure Property, 5, 2006, . 198.

³⁵ // HoReMag, , 2006.

3

36

37

38

39

³⁶ Knowles, T. et al. *The Globalisation of Tourism and Hospitality*. London: Thompson Learning, 2004, . 27.

³⁷ . Beals, P., G. Denton. The curen balance of power in North American hotel management contracts. / *Journal of Retail & Leisure Property*, 4, 2005, . 130.

³⁸ Berger, J. Applying Performance Tests in Hotel management Agreements. // *Cornell Hotel and Restaurants Administration Quarterly*, Vol. 38, 2, 1997, . 25.

³⁹ Eyster, J., J. De Ross. . . . 8.

40,

2003–2005

Marriott,

41.

O

”42

⁴⁰ Brewer, W. 116.

⁴¹ .

⁴² Butler, J., R. Braun. 92.

*Park Hyatt, St. Regis, Four Seasons, Mandarin*⁴³

Ritz Carlton,

2.1.

2010

„

”⁴⁴

2000-

⁴³ Butler, J., R. Braun. . . . 114.

⁴⁴ De Ross, J. . . . 69.

Hotels , (), IHG, Marriot, Choice -
 :
2.1

○ ,	○ ,
○ , -	○ ()
○ ,	○ ,
○ ,	○ ,
○ ,	○ ,
○ , ;	○ ,
○ ,	○ ,
○ ,	○ ,
○ , -	○ , -
○ , -	○ , -
○ , -	○ , -

○	-	○
	,	
○		○
○	,	○
		,
		,
		,

-
-

2.2

○		○	-
○	,	○	,
○		-	
46,		○	
○		○	,
○		,	
		○	

⁴⁶ Siebert, M. Franchise vs. Company Operations: a Complex Issue (www.HotelsNewsNow.com, 09.09.2011).

<p>○ ” ” -</p> <p>○ - ;</p> <p>○ ,</p> <p>○ , , ,</p> <p>○ , - ,</p> <p>○ ,</p> <p>○ , ,</p> <p>○ ,</p> <p>○ ;</p> <p>○ ,</p> <p>○ , ,</p> <p>○ , ,</p>	<p>○</p> <p>○</p> <p>○ ,</p> <p>○ ,</p> <p>○ .</p> <p>○ , ,</p> <p>○ , ,</p> <p>○ ,</p> <p>○ ,</p> <p>○ ,</p>
---	---

50-60%).

2.2.

“47

5 15 48.

49,

⁴⁷ Olsen, M. et al. Strategic Management in the Hospitality Industry. Prentice Hall, 2008, p. 65.

⁴⁸ Eisenbaum, M., S. Perret. Hotels Fee Guide 2010 (www.hvs.com, 06.09.2011).

⁴⁹ www.hotelinteractive.com (05.09.2011).

50.

51.

52.

(,)

(,)

⁵⁰ www.hotelsinternational.com (13.04. 2009).

⁵¹ De Ross, J. 68.

⁵²

53

54

55

56

57

58

59

60

61

62

63

64

65

66

67

68

69

70

71

72

73

74

75

76

77

78

79

80

81

82

83

84

85

86

87

88

89

90

91

92

93

94

95

96

97

98

99

100

⁵³ THEEXPERTS, 3, 2012, .13 (www.thexperts.bg, 05.06. 2012).

⁵⁴ Olsen, M. et al.164.

90-
90%⁵⁶
90%⁵⁶

⁵⁵ Cunill, O. 129.
⁵⁶ Armistead, M., M. Marusik. 199.
⁵⁷ Beals, P., G. Denton. 132.
⁵⁸ Butler, J., R. Braun. 78.

⁵⁹ . Cunill, O. . . . 130.

3.1.

⁶⁰ De Ross, J. 70.

1985 ,

Sheraton,

1989 .
New Otani,

⁶¹.

2000

⁶¹ . . .

: , 1998, . 202.

. , ,
 ,
 .
 2008 . 10 , 2000 . ,
 ,
 (“ ”
 ,
). 2010 .,
 , 2% ,
 ,
 .
 ,
 “ — ”,
 ,
 ,
 .

3.2

2011

			(%)	(%)
1 2	2 615	94 032	69,2	33,2
3	868	90 685	23,0	32,0
4 5	293	98 534	7,8	34,8
	3 776	283 241	100	100

:
 .
 ,
 , 1 2 ,
 , ,
 ,

2011 .⁶² (47% 57%) 4- 5-
 20% 9,7% - 1 2 33% 33,7% 3- -
 .., 47% 57% 2011

3.3

2001–2010

	2005	2006	2007	2008	2009	2010
	1 063	1370	1 526	1 646	1 646	1 671
	1 048	1 370	1 503	1 620	1 619	1 643
	15	20	23	26	27	28
	83	155	150	149	147	146
	106	185	176	175	173	172
	91	140	131	129	127	125
	95	163	156	158	157	159
	92	118	116	115	113	112
	611	690	638	620	610	631
	720	780	737	546	630	645
	2 843	3 601	3 603	3 538	3 603	3 662

: , 2011.

() 46% , -
 , -
 , ...

⁶²

3.4

2005–2010 . (.)

	2005	2006	2007	2008	2009	2010	2012 . (%)
	90,6	95,6	118,6	128,9	131,3	134,2	87,4
	6,4	13,5	17,9	18,1	18,7	19,3	12,6
	97,0	109,2	136,5	147,0	150,0	153,5	100

: , 2011.

SME,

(10% 2010 .⁶³,

SME

90%,

⁶³ Travel Accomodation in Bulgaria, march 2011 (www.euromonitor.international).

, -
 , -
 , -
 , -
 , -
 , 2% -
 , -
 - *Sheraton – 1, Hilton – 2,*
Radisson – 1, Holiday Inn – 1; Kempinski – 2 . . ,
 , /
 (, ,),
 ,
 (,),
 , -
 .

3.5

			-
			-
			-

			-
			-
			-
			-
			-

19- , - -
 -
 (9 10 -
), . -
 -
 . -
 , -
 , -
 .

3.6

2012

			()	(.)	
Kempinski	Kempinski	Kempinski Hotel Zografski	5	421	
		Kempinski Grand Arena	5	159	
Starwood Hotels & Resorts	Sheraton Hotels & Resorts	Sheraton Sofia Hotel Balkan	5	184	
Hilton Worldwide	Hilton Hotels & Resorts	Hilton Sofia	5	245	
Carlson Rezidor Hotel Group	Radisson Blu	Radisson Blu Park Hotel	5	142	
	Park Inn by Radisson	Park inn by Radisson Sofia	4	77	
Melia Hotels International	Melia Hotels & Resorts Sol Hotels	Melia Grand	5	727	
		Hermitage	4	128	
		Sol Marina Palace	4	338	
		Sol Nessebar Mare	4	283	
		Sol Nessebar	5	318	
		Sol Nessebar	4	460	

		Bay Sol Nessebar Palace Sol Luna Bay			
RIU Hotels & Resorts	RIU	RIU Helios Palace RIU Helios Bay RIU Pravetz Resort RIU Dolce Vita	4 4 4 4	362 286 242 291	

- : -
- - 64 -
- 4 663 , 3,4%
- , .
- -56% 4- 5-
- , , -
- , . 56%
- (), ,
- 6 8 , , -
- -

64

(www.nsi.bg)

(www.euromonitor-international.com).

	<i>Hilton International</i>	-
	2012	-
	<i>Carlson,</i>	-
<i>Rezidor</i>		-
	<i>Hilton, Sheraton,</i>	-
<i>Radisson Blu, Park Inn,</i>		-
<i>Melia RIU,</i>		-
<i>Kempinski,</i>		-
		-
		-
•		-
	<i>(Sheraton Sofia Hotel Balkan),</i>	-
	<i>(Melia Grand Hermitage),</i>	-
	<i>(Hilton), (Kempinski),</i>	-

3.2.



13



:

■

■

■

).

■

■

,

■

■

■

■

■

■

,

■

,

■

■

■

(2%)

4- 5- 1 2015 - 87,4%⁶⁵
40 % () 4- 5-

)

Radisson Park Inn

Hilton,

1. , . . : , 2010.
2. , . : , 2010.
3. , . : , 1998.
4. , „ . : , 2010.
5. – „ ”. // HoReMag, , 2006.
6. **Armistead, M., M. Marusik.** Evaluating a Deal in the Hospitality Industry. // Journal of Retail & Leisure Property, 5, 2006.
7. **Beals, P., G. Denton.** The current balance of power in North American hotel management contracts. // Journal of Retail & Leisure Property, 4, 2005.
8. **Berger, J.** Applying Performance Tests in Hotel Management Agreements. // Cornell Hotel and Restaurants Administration Quarterly, Vol.38, 2, 1997.
9. **Brewer, W.** Franchisees and Shareholders: the next wave of hotel litigation. // Cornell Hotel and Restaurant Administration Quarterly, Vol. 44, 3, 2003.
10. **Butler, J., R. Braun.** The HMA Handbook. L.A.: Global Hospitality Group, 2012.
11. **Charles, A. Bell.** Agreements with Chained – Hotel Companies. // Cornell Hotel and Restaurant Administration Quarterly. February, 1998.
12. **Contractor, F., S. Kundu.** Franchising versus company-run operations: Modal choice in the global Hotel Sector. // Journal of International Marketing, Vol. 6, 2, 1998.
13. **Cunill, O.** The growth Strategies of Hotel Chains. NewYork: Haworth Hospitality Press, 2006.
14. **De Ross, J.** Hotel Management Contracts-Past and Present. Cornell Hospitality Quarterly, Vol. 51, 1, 2010.
15. **Dimou, I., J. Chen.** The choice between management contracts and franchise agreements in the corporate development of international hotel firm. // Journal of Marketing Channels, 10, 2003.
16. **Dunning, J., S. Kundu.** The eclectic paradigm of international production. // International Journal of the Economics of Business, Vol. 8, 2, 2001.
17. **Eisenbaum, M., S. Perret.** Hotels Fee Guide. (2010) www.hvs.com.
18. **Eyster, J., J. De Ross.** The Negotiation and Administration of Hotel Management Contracts. London: Pearson Custom Publishing, 2009.

19. **Giotar, J. P. L., M. Balfet, E. Leroux.** Management du tourisme: territoires, offres et strategies. Pearson Edition France, 2012.
20. **Go, Fr., R. Pine.** Globalization Strategy in Hospitality Industry, London: Roulledge, 1995.
21. **Johson, C., M. Vanetti.** Locational strategies of international hotel chains. // Annals of Tourism Research, Vol. 32, 4, 2005.
22. **Kim, K., M. Olsen.** Determinants of Successful Acquisition Processes in the U.S. Lodging Industry. // International Journal of Hospitality Management, 3, 1999.
23. **Knowles, T. et al.** The Globalisation of Tourism and Hospitality. London: Thompson Learning, 2004
24. **Lashley, C., A. Morrison.** Franchising Hospitality Services. Oxford: Butterworth-Heinemann, 2000.
25. **Olsen M. et al.** Strategic Management in the Hospitality Industry. Prentice Hall, 2008.
26. **Rushmore, St.** 2011 US Hotel franchising Fee Guide (www.hvs.com).
27. **Siebert, M.** Franchise vs Company Operations: a Complex Issue (www.HotelsNewsNow.com).
28. **Turner, M. J., Ch. Guilding.** Hotel Management Contracts and Deficiencies in Owner-Operator Capital Expenditures Goal Congruency. // Journal of Hospitality & Tourism Research, Vol. 34, 4, 2010.
29. THEEXPERTS, 3, 2012 (www.thexperts.bg).
30. www.ahla.com
31. www.euromonitor-international.com
32. www.hotelinteractive.com
33. www.hotelsmag.com
34. www.nsi.bg

**MANAGEMENT CONTRACTS IN THE HOTEL INDUSTRY
AND THEIR APPLICATION IN BULGARIA**

Prof. Dr Tanya Dabeva

Abstract

The main goal of the study is to define the nature and systematize the peculiarities of management contracts in the hotel industry and on that basis to reveal some opportunities for their use in the Bulgarian hotel industry. In accordance with the goal that has been set in the study there is drawn the author's definition of management contracts in the hotel industry, there are revealed their structure and characteristics. Given is an assessment of the positions, advantages and disadvantages of contracting parties, defined are the contemporary changes in management contracts. There are analyzed and assessed by degree of influence the specific conditions for the use of management contracts in the Bulgarian hotel industry. On that basis and on the basis of a study of the use of the contracts under study by Bulgarian hospitality companies, there are assessed the strengths and weaknesses of the analysed practice and are outlined some opportunities for expanding the use of management contracts in the Bulgarian hotel industry.

MANAGEMENTVERTRÄGE UND DEREN ANWENDUNG IN DER BULGARISCHEN HOTELLERIE

Prof. Dr. Tanya Dabeva

Zusammenfassung

Das Hauptanliegen dieser Studie ist die Definition des Wesens und Systematisierung der Besonderheiten von Managementverträgen in der Hotellerie und darauf aufbauend die Darlegung gewisser Möglichkeiten ihrer Anwendung in der bulgarischen Hotellerie. Im Zusammenhang mit diesem Ziel wird in der Studie die Definition des Autors über die Managementverträge in der Hotellerie dargelegt sowie deren Aufbau und Besonderheiten behandelt. Die Rollen, die Vorteile und Nachteile der Vertragsseiten werden bewertet sowie die spätesten Neuerungen auf diesem Gebiet definiert. Je nach dem Grad ihrer Wirksamkeit werden spezifische Bedingungen der Anwendung von Managementverträgen in der bulgarischen Hotellerie analysiert und bewertet. Auf dieser Grundlage und aufgrund einer Untersuchung der Anwendung dieser Verträge durch bulgarische Hotelunternehmen werden deren starke und nicht so starke Seiten in der Praxis dargelegt sowie einige Möglichkeiten für die Erweiterung ihrer Anwendung umrissen.

	7
	9
1.1.	9
1.2.	15
	23
2.1.	23
2.2.	28
	33
3.1.	33
3.2.	43
	46
	47
	48
	49
	49