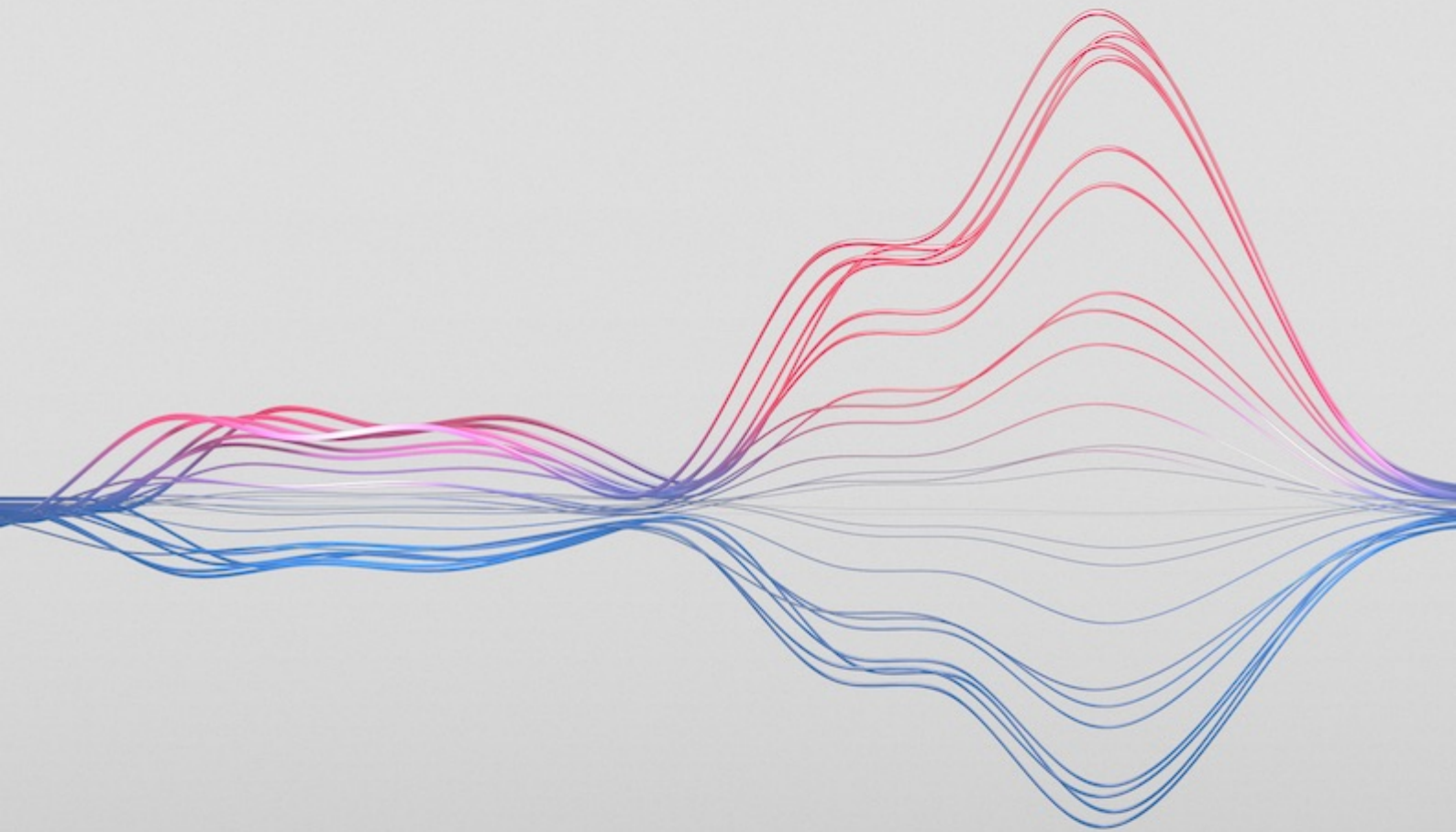
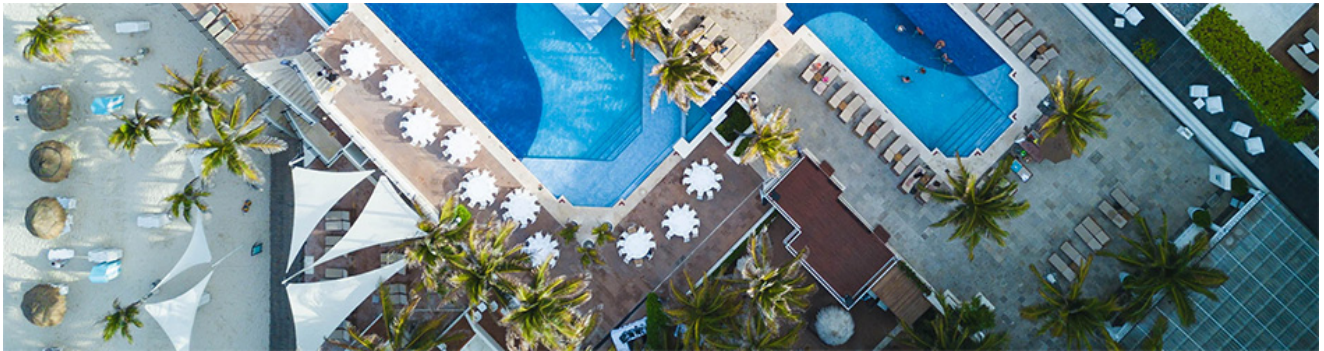


RUSSIA

Hotel Management Agreements



Introduction



One cannot discuss the evolution of hotel management agreements (HMAs) without first talking about the separation of hotel ownership and hotel operations; a transformation of the major chains' business models, more commonly known as an "asset light" strategy. Today the form taken by hotel operators in HMAs is an important factor in the effective working of the market in hotel investment. DLA Piper's Hospitality and Leisure Sector Group has negotiated HMAs for a myriad of different clients across the H&L landscape (owners, investors, operators (both branded and white label) and lenders) in all of the world's key jurisdictions.

Many consider hotel management agreements to be borne out of a modified lease for the Hong Kong Hilton back in 1963, and the main terms included in it underpin most HMAs to this day. All major chains today have, to one degree or another, expanded nationally and internationally through a combination of franchise and management, and all have their own "form" or template agreements. In summary, over the last few years, we have found that trends that started as a result of the financial crisis of the last decade have continued to develop. In many markets the advent of recession made operators more risk averse. Traditionally HMAs were a means to limit operators' exposure to fixed rental payments when revenues were dropping. In less developed markets, even with a degree of economic recovery, operators have continued to use HMAs in this way. In more developed markets, such as Spain and the United Kingdom, we have seen increased complexity in agreements, a symptom of owners becoming more knowledgeable and seeking more control and input on the operation of their hotel, although owners continue to take the lion's share of commercial risk in developments.

Another important factor, as with any real estate investment, is the attitude of those who are providing the money, be it equity or debt. Leases were the traditional mainstay of hotel developments and indeed Germany remains a country where hotel deals are commonly based around leases. However, as investors have started to see the increased returns from ownership, the boom in arrangements like ground leases and other market changes is essential to have an understanding of investors and be able to work with them in a scenario of increasingly complex legal arrangements.

Key contacts



Matt Duncombe

Partner, Global Co-Chair,
Hospitality and Leisure

DLA Piper UK LLP

T +44 113 369 2948

matt.duncombe@dlapiper.com

[View bio](#)



Jo Owen

Partner, Global Co-Chair,
Hospitality and Leisure

DLA Piper UK LLP

T +44 207 796 6293

jo.owen@dlapiper.com

[View bio](#)



Harriet Lipkin

US Co-Chair, Hospitality and
Leisure

DLA Piper LLP (US)

T +1 202 799 4250

harriet.lipkin@dlapiper.com

[View bio](#)



Bradley Levy

US Co-Chair, Hospitality and
Leisure

DLA Piper LLP (US)

T +1 312 368 4093

bradley.levy@dlapiper.com

[View bio](#)

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