EST. BERLIN

HOSPITALITY ADVISORY & MANAGEMENT COMPANY PROFILE

KENNEDY & ASSOCIATES

Senior hotel expertise, engaged only when you need it: bespoke advisory for owners and operators, branded or independent.

Robert K. Kennedy · Managing Principal

30+ YEARS

€1B VALUATION

12 COUNTRIES

ABOUT

Senior expertise, without the fixed cost of a full-time hire

More than thirty years in finance, operations, M&A and asset management, as operator (IHG), as owner and investor (Katara Hospitality) and as adviser, now available to any owner or operator who needs that calibre of thinking without carrying it on the payroll. Robert K. Kennedy leads every engagement personally. Where a project calls for expertise beyond his own, he brings in Associates, senior specialists engaged only for the workstream that needs them.

The result: clients get the calibre of leadership normally reserved for a Managing Director or CFO, sized and costed to the assignment, not carried as permanent overhead.

30+	€1B	101	€20M
YEARS AT SENIOR LEVEL	GROUP VALUATION LED	HOTELS ACQUIRED & INTEGRATED	EBITDA SAVINGS DELIVERED

How an engagement works

Diagnose
Assess the current position against market and brand standard, and agree the scope.

Mobilise
Bring in Associate expertise for the specific workstreams the assignment requires.

Deliver
Execute against a defined set of deliverables and timeline, set out in a Statement of Work.

Sustain
Embed governance and reporting so the gains hold after the engagement ends.



PHILOSOPHY

"We believe in acting as an extension to your business."

ADVISORY FOCUS

Senior expertise, six disciplines deep

No project needs all six at once. Each engagement draws on exactly what it calls for, scaled to the assignment and delivered through the Associate model described opposite.

1

Transformation

Turnaround diagnostics & portfolio segmentation (retain / turnaround / exit)

M&A integration playbooks & corporate restructuring

2

Operations

Operational audits against market & brand benchmark

Centralised operating model design across multi-property groups

3

Asset Management

Owner-side performance review against budget, brand standard & market

Capital planning, capex prioritisation & financing structure

Operator & management agreement negotiation and review

Pre-opening oversight for new-build & repositioned assets

4

Corporate & Operations Finance

Financial governance frameworks & reporting discipline

Treasury, cash pooling & balance-sheet optimisation

5

Digitalisation

PMS / ERP selection & rollout, reporting automation

Digital payments & guest-service platform integration, see page 5

6

Brand Development

Brand identity & positioning, naming through to launch

For hotels and for gastronomy concepts, see following pages

ADVISORY EXPERIENCE SPANS EVERY TIER, ECONOMY TO LUXURY

ECONOMY	MIDSCALE	UPPER MIDSCALE	UPSCALE	UPPER UPSCALE	LUXURY
ibis budget	ibis Styles	Holiday Inn Express	Crowne Plaza	Hilton	InterContinental
Centro Hotels	Ramada	Holiday Inn	Dorint	Kimpton	Conrad
	Vienna House	Mercure	Novotel	Pullman	Raffles
	Vienna House Easy	Adagio	Hilton Garden Inn	Mövenpick	The Peninsula
		IntercityHotel	Hyatt House	Steigenberger	Park Hyatt
				Sheraton	Kempinski
					Fairmont
					Six Senses

INDEPENDENT HOTELS

Head-office strength, without the head office

Branded hotels lean on a head office for standards, revenue management, purchasing, finance and senior judgement. Independent owners and operators usually go without, or carry the cost of full-time hires to fill the gap. Kennedy & Associates gives independent hotels that same C-level support, engaged only when it is needed and sized to the hotel, not to a chain.

1

Operating standards

SOPs and service standards to replace brand standards

Quality audits to keep them in place

2

Revenue & distribution

Revenue management, channel mix and direct-booking strategy

Without the cost of a brand's central team

3

Purchasing

Group purchasing and supplier terms negotiated through the Kennedy & Associates network

4

Finance & reporting

Budgets, reporting packs and controls set up to an institutional standard

5

Brand, soft brand or franchise

Independent advice on whether to join a brand, soft brand or franchise

Negotiation of the franchise or management agreement

6

Interim management

Interim general manager or senior management cover through a transition

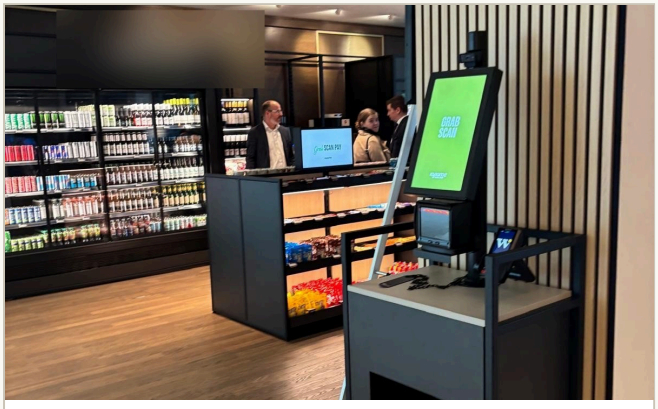
WHY IT MATTERS

Independent hotels compete with branded neighbours that draw on a head office for every one of these disciplines. Kennedy & Associates closes that gap for owners and operators who want to keep their independence, and advises those weighing a brand on the decision and the agreement.

GASTRONOMY & CONCEPT DEVELOPMENT

Proprietary concepts, built for hotels

Two hospitality concepts developed under Robert's leadership and built for hotels. The Larder is a 24/7, fully-automated “grab and go” concept; The Pass turns an existing kitchen into a delivery-only ghost kitchen. Both are available to licence, franchise, or for Kennedy & Associates to manage on an owner's behalf.



The Larder™

WHAT YOU NEED, ANYTIME

THE LEVER
Turns lobby or street-front space into round-the-clock retail revenue, with no added floor payroll.

24/7 automated grab-and-go retail for hotel lobbies and street-facing locations: self-checkout, cashless, ATM and hot food, with no staff needed on the floor.

Single format: Pro (35m²+, with guest seating), street-facing.

24/7	35m²+	0
CASHLESS	PRO FORMAT	FLOOR STAFF



The Pass

Delivery-only, from the kitchen already in place.

THE LEVER
Earns delivery revenue from a kitchen and team the hotel already pays for.

Delivery-only, run entirely from the hotel's existing back-of-house kitchen and staff. **For food brands and suppliers,** it doubles as a ready-made delivery channel through hotel kitchens, using the kitchen staff already in place.

Up to two craving concepts per property, picked to match guest demographics and what the kitchen already cooks. More than two means extra training and new equipment, which the model is built to avoid.

1	2	0
KITCHEN TEAM	CONCEPTS, MAX	NEW FOOTPRINT

FOR FOOD BRANDS AND SUPPLIERS
The Pass is a ready-made delivery channel through hotel kitchens, using the kitchen and staff already in place.

Ask for the Brand Portfolio document for the full sales case on each concept, including photography and format specifications.

TRACK RECORD, CASE STUDY 1

Strategic repositioning, asset management

A 340-key upper-upscale hotel, institutional ownership, Berlin.

SITUATION

The asset was underperforming against its competitive set: a traditional MICE and exhibition-led hotel in a submarket where conference demand alone could no longer support premium positioning or rates. Ownership was weighing a long-term repositioning against continuing under the existing brand and format.

THE CORE SHIFT

Kennedy & Associates' recommendation centred on one strategic pivot: away from a conference-and-exhibition identity and towards a lifestyle hotel that also functions as a neighbourhood hub, open to guests and locals alike, not just delegates passing through.





Illustrative concept renders, not photography of the actual asset.

CASE STUDY 1, THE APPROACH

Three moves, one neighbourhood hub

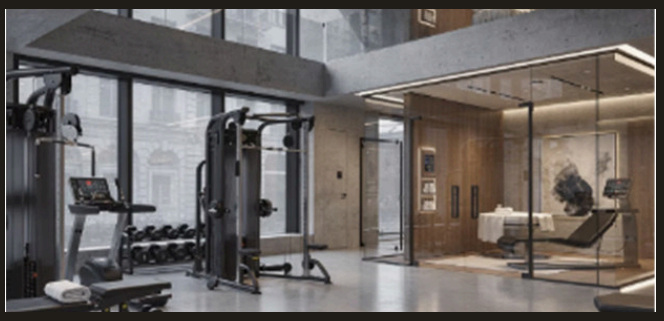


A FOOD COURT, NOT A RESTAURANT

The ground floor reimagined as a curated food hall of several small, independently-flavoured F&B concepts under one roof, spanning breakfast through late bar, designed to give locals a reason to walk in off the street, not just guests staying upstairs.

A PREMIUM WELLNESS DESTINATION

A full floor reimagined as a wellness and spa destination, positioned to draw a local membership base as well as guests, turning under-used back-of-house space into a recurring, non-room revenue line.



BREAKFAST, REDEFINED

The traditional hotel breakfast buffet replaced with an all-day deli format, open to the street, so the first meal of the day becomes a revenue-generating destination rather than a fixed cost buried in the room rate.

RECOMMENDATION

A phased repositioning, including a defined closure period for the physical transformation, was recommended to ownership as the basis for an investment decision, supported by the full financial case built during the engagement.

Engagement anonymised at ownership's request. Scope and approach shown are representative of the actual work delivered; financial detail, brand recommendation and identifying specifics have been withheld.

TRACK RECORD, PRIOR EXECUTIVE EXPERIENCE

Acquisitions, integration & restructuring

Revo Hospitality Group, Berlin: around 260 hotels in 146 cities across 12 countries; €1.4B budgeted revenue for 2026; more than 500 legal entities.

SITUATION

Robert joined in February 2024 to run group finance. Working for a founder whose background is real estate rather than hotels, he was soon running the business day to day as well, as Managing Director (Geschäftsführer) and Deputy CEO. The group was growing through acquisition faster than the organisation designed to run it.

ACQUISITIONS AND INTEGRATION

Acquisitions: negotiated and structured three deals adding 101 hotels: Centro Hotels (30 hotels, with head office), 11 Steigenberger and IntercityHotel properties from WHI, and H-Hotels (60 hotels, with central operations). Negotiated the brand agreement with Wyndham Hotels & Resorts to co-brand the H-Hotels portfolio.

Integration: folded the acquired businesses into six regional business units so each region owned its own results. Closed the legacy offices in Vienna, Stuttgart and Hamburg and removed 170 duplicated roles. Designed a finance shared-services model and led selection of a new group accounting platform.

Valuation: led the group valuation with external advisers and auditors, with financial and operational reviews of every hotel. Baker Tilly certified it at €1B.

STRUCTURE AND RESTRUCTURING

IPO preparation: renamed the group from HR Group to Revo Hospitality Group, converted it from a GmbH to an NV, moved its seat from Berlin to Amsterdam, set up a BV & Co. KG operating company and started the move from HGB to IFRS. Led the Ernst & Young transfer pricing study for the split into operating (OpCo), property (PropCo) and brand royalty (RoyCo) companies.

Restructuring: when seasonal cash pressure hit, recommended a court-supervised restructuring in self-administration (Eigenverwaltung, similar to debtor-in-possession), which kept management in charge, and appointed GT Restructuring to run the process in Germany and Austria.

101
hotels added through three acquisitions

€20M
EBITDA savings from removing 170 duplicated roles

€1B
group valuation, certified by Baker Tilly

Drawn from Robert's executive role at Revo Hospitality Group (February 2024 to July 2026), not a Kennedy & Associates client engagement. Figures are rounded.

LEADERSHIP

Robert K. Kennedy



More than 30 years in finance, operations, M&A and asset management, on every side of the table: as operator (IHG), as owner and investor (Katara Hospitality, the hotel arm of the Qatar Investment Authority) and as adviser to developers, investors and start-ups. Most recently Managing Director and Deputy CEO of Revo Hospitality Group. Robert leads every Kennedy & Associates engagement personally.

CAREER HIGHLIGHTS

Revo Hospitality Group, Berlin, 2024 to 2026. Managing Director (Geschäftsführer); Deputy CEO, Group Operations; Managing Director: Strategy. Around 260 hotels in 12 countries. Negotiated three acquisitions adding 101 hotels and the Wyndham co-branding of H-Hotels; led the €1B group valuation certified by Baker Tilly; removed 170 duplicated roles for around €20M of EBITDA; led IPO preparation (GmbH to NV, HGB to IFRS, Ernst & Young transfer pricing); recommended and set up a court-supervised restructuring in self-administration. Led the repositioning strategy for the Grandhotel Belvédère, Davos, as an alpine luxury and longevity resort; owner's representative for the proposed ELLE Palma conversion; set up RevConLab, the origin of The Larder and The Pass; led the team building the group's in-house ERP.

Katara Hospitality (Qatar Investment Authority), 2015 to 2019. Corporate Director: Finance & Administration, International Division; Co-Managing Director, Katara Hospitality Switzerland AG. More than 30 hotels and 130 legal entities. Executed the acquisition of The Plaza New York (2018) and asset managed it, the InterContinental Amstel Amsterdam and the Carlton Cannes; governance, finance and pre-opening finance for Bürgenstock Resort Lake Lucerne (opened 2017); cut the volume of inter-company loans on the balance sheet by over 60% and set up group cash pooling; brought in Sun cloud accounting with IFRS reporting, Infor ERP and a data warehouse.

Evolution Hospitality Consultants, London, 2013 to 2015 and 2019 to 2024. Founder and Managing Director. Asset management and pre-opening for the Park Hyatt St Kitts and Kempinski Dominica; owner's representative on the conversion of the InterContinental London Westminster to Conrad London St James; pre-opening and asset management of the Hilton London Bankside; deal structure and valuation for BodyHoliday in the Algarve; CFO support to growth businesses.

IHG, 1997 to 2013. VP Finance Europe; VP Operations Russia & CIS; Interim COO Europe. 45 hotels in Europe with a $1.4bn annual budget. Developed the Board-approved strategy to grow to 100 hotels in Russia and the CIS, set up the IHG Academy and a Management Service Centre, and devised the modular "Lego" rooms (built in Germany, shipped by train) to beat winter construction delays. Led IHG's team in three ICC arbitrations with Neue Dorint, all won; part of the team that sold six InterContinental hotels to Morgan Stanley Real Estate Fund; led the global rollout of the IPlan budgeting module.

Earlier career, 1990 to 2005. IHG finance roles in Frankfurt, Madrid, Tel Aviv and Sydney, including the openings of the David InterContinental and The Grace Hotel; Southern Pacific Hotels and Radisson in Australia.

Fellow, HOSPA · London Business School, Corporate Finance Modular Programme (executive education) · English (native), Hungarian (advanced), Spanish and Hebrew (basic), German (studying).

GET IN TOUCH

Let's discuss your next engagement.

Robert K. Kennedy · Managing Principal

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SCAN TO
SAVE CONTACT