KENNEDY & ASSOCIATES
HOSPITALITY ADVISORY & MANAGEMENT

Capability Statement

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

Kennedy & Associates draws on a network of senior Associates who bring specialised expertise on a project basis, outsourced C-level capability instead of permanent overhead.

30+ Years' experience	**101** Hotels acquired, three deals	**€1B** Group valuation led	**€20M** EBITDA savings delivered

Advisory focus

Transformation Turnaround, restructuring and change programmes.	**Operations** Hands-on operational review and improvement.
Asset Management Owner-side oversight of hotel real estate performance.	**Corporate & Operations Finance** Financial control, reporting and capital structure.
Digitalisation Technology and digital transformation for hospitality.	**Brand Development** Hotel and F&B brands, from naming to launch.

The Associate model, for branded and independent hotels

Clients engage Kennedy & Associates and its network of Associates project by project, for as long as needed and no longer. Independent hotels get the C-level support a brand head office would give them: operating standards, revenue and distribution, purchasing, finance and reporting, brand or franchise decisions, and interim management.

Career highlights

- Managing Director (Geschäftsführer) and Deputy CEO, Revo Hospitality Group, 2024 to 2026 (c.260 hotels, 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 c.€20M EBITDA; led IPO preparation and a court-supervised restructuring.
- Katara Hospitality (Qatar Investment Authority), Corporate Director: Finance & Administration, 2015 to 2019: acquisition of The Plaza New York; asset management of the InterContinental Amstel and the Carlton Cannes; Bürgenstock Resort pre-opening; inter-company loan volume cut 60%+.
- IHG, 1997 to 2013: VP Finance Europe, VP Operations Russia & CIS, Interim COO Europe (45 hotels, $1.4bn budget); Board-approved strategy for 100 hotels in Russia/CIS; three ICC arbitrations won; global IPlan rollout; modular "Lego" rooms.
- Founded Evolution Hospitality Consultants (2013 to 2015, 2019 to 2024): Park Hyatt St Kitts, Kempinski Dominica, Hilton London Bankside, Conrad London St James conversion and BodyHoliday Algarve. Fellow, HOSPA; London Business School, Corporate Finance Modular Programme.

Robert K. Kennedy, Managing Principal

Full career history, client references and a detailed CV are available on request.



Scan to save contact

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