

# Keo Consulting

Transform your hotel performance.

*From audit to action. Measurable results.*

## FRENCH HOTEL MARKET — KEY FIGURES 2025

<b>100M+</b> international visitors World's #1 tourist destination	<b>81%</b> of hotels are independent 16,610 hotels · 661,000 rooms	<b>2,7 Md€</b> invested in hotels 2024 · +28% vs 2023	<b>85 €</b> <sup>RevPAR</sup> revenue per available room France 2025 · +2% vs 2024
--	--	---	--

Sources: INSEE, In Extenso TCH, BNP Paribas RE, Altelis 2025/2026

## CONTEXTE & ENJEUX SECTORIELS

<b>-1 100</b> closures since 2019 Unoptimised properties disappear. Market consolidation benefits the best performers. (INSEE)	<b>23%</b> OTA commission — independents Vs 12% for chains. OTAs capture 40% of bookings. (Coach Omnium 2024)	<b>+1 pt OTA</b> = +14% revenue Each additional Booking score point generates +6 to +14% additional revenue. (Cornell University)
---	---	---

## NOS FORMATS D'INTERVENTION

<b>FORMAT 01</b> <b>Audit diagnostic</b> One-off engagement · Fixed fee <b>From €2,900</b> 2 à 3 jours on site · Plan d'action ROI	<b>FORMAT 02</b> <b>Accompagnement mensuel</b> Retainer · 3-month minimum <b>From €2,200/month</b> 3 à 4 jours/mois · Pilotage KPI mensuel	<b>FORMAT 03</b> <b>Mission projet</b> Defined scope · On request <b>On request</b> Ouvertures · Restructuration · Cession
--	--	--

## THE TEAM — TWO EXPERTISES, ONE OBJECTIVE

### Kelvin Ogbomo

Co-founder · Operations

Oetker Collection · Dorchester · Maison Pariente

€12M in projects 2026 · 350 keys · 9.2 OTA M+1

### Henry Pemot

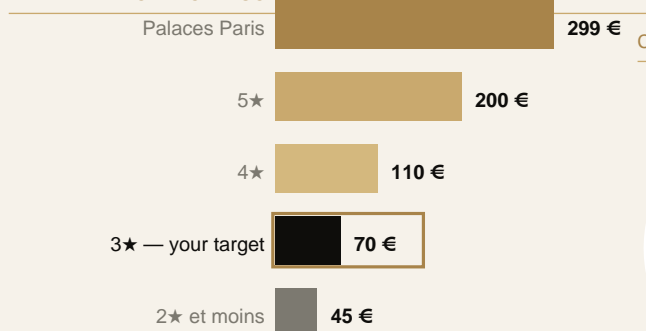
Co-founder · Finance

Deloitte (3 ans) · EY Senior Manager (6 ans) · Phummy Consulting

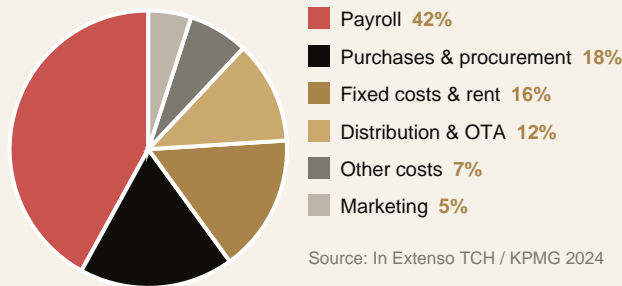
€50M+ restructurings · 9 years in top advisory firms

# What the market says — and what it means for you.

## REVPAR BY HOTEL CATEGORY — FRANCE 2025

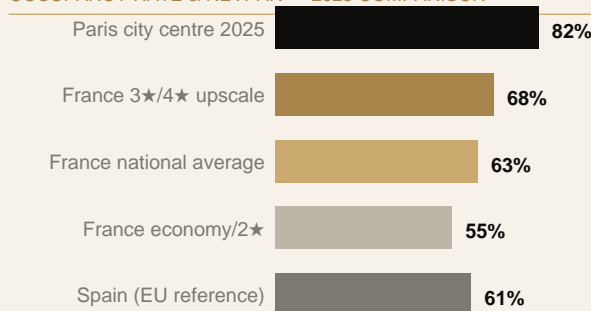


## COST BREAKDOWN — AVERAGE INDEPENDENT HOTEL



Source: In Extenso TCH, STR Global, BNP Paribas RE — 2025

## OCCUPANCY RATE & REVPAR — 2025 COMPARISON



Source: In Extenso TCH, INSEE, STR Europe — 2025

## STUDIES & DATA — WHAT RESEARCH PROVES

- +14% de revenus**  
par +1 pt de note OTA  
Cornell University Hotel School
- +12 pts de GOP**  
dans les hôtels avec SOP structurées  
MKG Consulting / Cornell CHR
- +25% de profitabilité**  
si fidélisation client +5%  
Bain & Company / Harvard Business School
- 18% de réservations**

## COMMISSIONS OTA — L'ÉCART INDÉPENDANTS VS CHAÎNES

Property type	Avg OTA commission	OTA booking share	Margin impact
Independent hotel	23%	45 – 55%	-8 to -12 GOP pts
Hotel chain	12%	25 – 35%	-4 to -6 GOP pts
Hotel with direct booking opt.	< 15%	< 30%	-2 to -4 GOP pts
Keo Consulting target	< 15%	< 30%	→ +4 to +8 GOP pts

Source: Coach Omnium 2024, KPMG IHF, In Extenso TCH

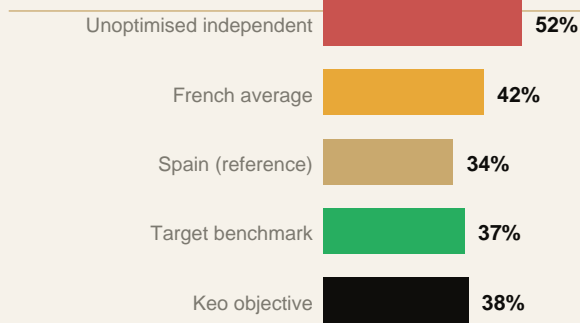
# Four levers. Measurable results from the first month.

TABLEAU DE BORD — RATIOS DE RÉFÉRENCE SECTORIELS 2025

Indicator	Underperforming hotel	French average	Premium benchmark	Keo objective
GOP (Gross result)	< 12%	15 – 20%	25 – 35%	→ +8 to +15 pts
Payroll / Revenue	> 50%	40 – 45%	35 – 40%	→ ≤ 38%
Occupancy rate	< 55%	61 – 63%	66 – 72%	→ +5 pts min.
OTA score (Booking)	< 7.8	8.0 – 8.4	> 8.6	→ > 8.7
3★ Average RevPAR	< 55 €	70 €	80 – 90 €	→ +15 to +25%
OTA commission	> 25%	20 – 23%	< 18%	→ < 15%

Sources: KPMG IHF 2024, In Extenso TCH, STR Global, MKG Consulting, Coach Omnium 2024

## PAYROLL RATIO — INTERNATIONAL COMPARISON



Source: KPMG IHF 2024, STR Europe, Keo Consulting benchmark

### WHAT THIS MEANS IN PRACTICE

■ **50% payroll ratio**

In France, payroll averages 40–45%. A property at 50% loses 5–10 margin points unnecessarily.

■ **Every OTA point counts**

Moving from 8.0 to 8.5 on Booking generates +6 to +14% revenue on average. Source: Cornell University.

■ **SOPs structure the margin**

Hotels with documented operational processes show +12 GOP pts on average. Source: MKG Consulting.

■ **Direct distribution**

Reducing OTA share by 5% can represent 2–4 additional GOP pts on a 40-room hotel.

*"What most consultants do in 6 months, we do in 6 weeks.*

*Because one of us has lived it in the field, the other knows exactly which P&L line to look at."*

*Kelvin Ogbomo & Henry Pemot — co-founders Keo Consulting*

# Three formats adapted to your situation.

<p>FORMAT 01</p> <h2>Diagnostic Audit</h2> <p>One-off engagement · Fixed fee</p> <ul style="list-style-type: none"> <li>• Full operational analysis</li> <li>• Financial analysis &amp; detailed P&amp;L</li> <li>• Identification des quick wins</li> <li>• Plan d'action priorisé par ROI</li> <li>• Verbal debrief + written report</li> </ul> <hr/> <p><b>From €2,900</b> 2 to 3 days on-site <b>+8 to +15 GOP pts target</b></p>	<p>FORMAT 02</p> <h2>Monthly Retainer</h2> <p>Retainer · 3-month minimum</p> <ul style="list-style-type: none"> <li>• Regular on-site presence</li> <li>• Operational process &amp; SOP</li> <li>• Monthly KPI tracking (GOP, RevPAR)</li> <li>• Cost &amp; procurement management</li> <li>• Monthly performance report</li> </ul> <hr/> <p><b>From €2,200/month</b> 3 to 4 combined days/month <b>Direct access to Kelvin &amp; Henry</b></p>	<p>FORMAT 03</p> <h2>Project Assignment</h2> <p>Defined scope · On request</p> <ul style="list-style-type: none"> <li>• Hotel opening (end-to-end)</li> <li>• Category repositioning</li> <li>• Financial restructuring</li> <li>• Preparation for sale</li> <li>• Final closing report</li> </ul> <hr/> <p><b>On request</b> Timelines defined upfront <b>Contractual deliverables</b></p>
---	---	---

## HOW IT WORKS — FROM REQUEST TO RESULTS

<p><b>1 First call</b> 30 min · phone or video · no commitment <b>Reply in 48h</b></p>	<p><b>2 Proposal</b> Detailed quote · scope · deliverables <b>Within 5 business days</b></p>	<p><b>3 On-site start</b> Full immersion · operations, figures, teams <b>D+10 after sign-off</b></p>	<p><b>4 Measurable results</b> ROI-prioritised recommendations · action plan <b>From month one</b></p>
--	--	--	--

## CONTACT US

Website: [keoconsult.fr](http://keoconsult.fr)  
 Email: [keocslt@gmail.com](mailto:keocslt@gmail.com)  
 Phone: **+33 7 69 71 88 55**  
 Paris & **major French cities**  
 1st consultation: **No commitment**