

RONALD N. GORODESKY

HOSPITALITY LITIGATION CONSULTANT & EXPERT WITNESS

Professional services provided through Restaurant Advisory Services, Inc.

Newtown Square, Pennsylvania | 610-329-9575 | rgorodesky@refinedhospitality.com | rongorodesky.com

Professional Profile

Hospitality executive, owner, developer, operator, consultant, and expert witness with more than 40 years of industry experience and more than 30 years providing litigation support. Retained in more than 150 matters involving restaurants, hotels, private clubs, food-and-beverage operations, event facilities, and other hospitality businesses. Has provided deposition, hearing, and trial testimony in over a dozen matters.

Litigation and Financial-Forensics Experience

Engagements have included the preparation and evaluation of economic-damages analyses, lost-profit calculations, financial projections, feasibility studies, operational assessments, market studies, cash-flow analyses, and valuation-related analyses. Matters have involved commercial and ownership disputes, bankruptcies, condemnations, franchise and management relationships, insurance-related claims, and other disputes in which hospitality operations or financial performance were at issue.

Analysis combines financial data with direct hospitality operating knowledge. Assignments may include evaluating historical results, revenue patterns, pricing, customer demand, capacity and utilization, labor and product costs, fixed and variable expenses, competitive conditions, and market trends. Particular attention is given to testing assumptions and distinguishing losses associated with the event at issue from losses attributable to market conditions, competition, capitalization, operating decisions, or management performance.

Principal Areas of Expertise

- Economic damages, lost profits, cash flow, and financial-performance analysis
- Restaurant, hotel, food-and-beverage, private-club, and event-facility operations
- Commercial, ownership, partnership, franchise, and management disputes
- Operational standards, management performance, internal controls, theft, and mismanagement
- Market analysis, feasibility, concept evaluation, financial projections, and development economics
- Condemnation, bankruptcy, insurance-related, and valuation-related hospitality matters

Expert-Witness Approach

Independence and intellectual honesty are central to each engagement. Matters are evaluated carefully before acceptance. Conclusions are developed from the available evidence and supportable methodologies, with unsupported assumptions and weaknesses identified directly. The objective is clear, understandable analysis that can withstand scrutiny by counsel, courts, and other decision-makers.

A detailed testimony history is maintained separately and is available upon request.

Professional Experience

Restaurant Advisory Services, Inc. | Founder and President | Newtown Square, Pennsylvania

1990-Present

- Founded the hospitality consulting and litigation-support firm in 1990; Refined Hospitality was later established as a registered DBA.
- Retained in more than 150 hospitality-related matters and provided deposition, hearing, and trial testimony in over a dozen matters.
- Directed market studies, feasibility studies, financial projections, damages analyses, operational reviews, and expert-witness engagements.
- Provided concept development, transaction advisory, interim management, and performance-improvement services for hotels and restaurants.

Revolution Woodfire Grille and The Boat House | Restaurant Owner and Operator | Lambertville, New Jersey

Current

- Maintains active ownership and operating responsibility for a full-service restaurant and adjacent cocktail bar.
- Current operating involvement informs analysis of labor, technology, food and beverage costs, service, safety, marketing, management, and financial performance.

Refined Hospitality | Founder and Chief Executive Officer | Newtown Square, Pennsylvania

Beginning 2012

- Led hospitality businesses employing more than 800 people across hotels, restaurants, private clubs, event facilities, and spas, with aggregate profit-and-loss responsibility exceeding \$40 million.
- Conceived, developed, positioned, and operated award-winning boutique hotels and related food-and-beverage, private-club, event, and spa concepts.
- Directed development, operations, branding, financial performance, capital planning, and relationships with ownership groups and investors.

InnSite Hospitality Properties | Chief Executive Officer and Licensed Real Estate Broker | Pennsylvania and Florida

2001-Present

- Advises buyers, sellers, tenants, and landlords in hotel and restaurant transactions, development opportunities, leases, and strategic real-estate matters.
- Provides hospitality-specific market insight, valuation considerations, and transaction analysis.

Centerton Country Club | Agent for the Receiver | Pittsgrove, New Jersey

2011-2017

- Appointed agent for the receiver in July 2011, with responsibility for Centerton Country Club's clubhouse and hospitality operations, excluding the golf course.
- Operated the business throughout the receivership until acquiring the property and operating business in late 2017.

The Grove at Centerton | Owner and Managing Partner | Pittsgrove, New Jersey

2017-2024

- Acquired the Centerton Country Club property and operating business in 2017.
- Conceived and led the comprehensive repositioning and rebranding of the property as The Grove at Centerton.
- Directed a complete redesign and approximately \$5 million capital investment in the property.
- Led operations, sales, and marketing initiatives that quadrupled annual revenue before selling the property in 2024.

Laventhol & Horwath | Hotel and Food-and-Beverage Consultant | Philadelphia, Pennsylvania

1984-1990

- Directed hotel and food-and-beverage consulting assignments involving market analysis, feasibility, financial projections, operations, development, and litigation support.

Warwick Hotel | Food and Beverage Manager | Philadelphia, Pennsylvania

1981-1984

Marriott Hotels | Food and Beverage Manager | Dallas, Texas

1979-1981

Selected Hospitality Development and Operating Experience

- The Reeds at Shelter Haven - conceived the hotel project and planned future expansions; established its market positioning; developed all hotel, food-and-beverage, event, and spa concepts; coordinated the architects, designers, and other professionals who brought the project to life; and led the property to exceed ownership's operational and financial objectives.
- River House at Odette's - conceived and directed the hotel, food-and-beverage program, design, branding, and private-club concept, including Roof.
- Centerton Country Club / The Grove at Centerton - agent for the receiver (2011-2017), followed by acquisition, rebranding, complete redesign, approximately \$5 million capital investment, revenue growth, and disposition (2017-2024).
- Revolution Woodfire Grille and The Boat House - current restaurant and bar ownership and operations.
- Hospitality concepts developed or managed have received best-in-class recognition, including top rankings in Travel + Leisure and Condé Nast publications.

Teaching and Academic Service

- Taught a senior-level course in Hospitality Entrepreneurship for more than ten years in Penn State's hospitality-management program.
- Guest instructor for Penn State hospitality-management programs.
- Former member, Entrepreneurship Advisory Committee, Penn State School of Hospitality Management.
- Former member, Advisory Board, Penn State Great Valley.

Education

Bachelor of Science, Hotel, Restaurant and Institutional Management, The Pennsylvania State University, 1979

Professional Licenses

- Licensed Real Estate Broker - Pennsylvania
- Licensed Real Estate Broker - Florida

Professional Affiliations and Industry Service

- National Restaurant Association
- New Jersey Restaurant Association
- Penn State Hotel & Restaurant Society
- Former director, Philadelphia-Delaware Valley Restaurant Association; served multiple terms
- Collected and analyzed restaurant operating data for The RAS Report, Pennsylvania's annual restaurant statistical report

Selected Recognition

- Penn State Hotel & Restaurant Society - Alumni of the Year, 2022
- Featured on the October 2020 cover of Lodging magazine for leadership and innovation in luxury hospitality development.