PRE-OPENING · REPOSITIONING · PORTFOLIO GROWTH

Anastasia Dubrovskaya



Interim & Fractional Brand & Commercial Director for hotels and flexible spaces.

I work with owners, developers, operators and hotel groups — taking hospitality projects from concept to stable operations.

I have spent 20+ years on both sides of hospitality: as an operator scaling a hotel chain and a flex-office brand, and as an investor representative structuring deals for a family office. I work comfortably with owners, operators and hotel groups — and know what each side needs from the other.

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When I'm brought in

- A new hotel, serviced-apartment or co-living project is opening and needs a concept, a brand and a commercial plan.
- A property is underperforming and needs repositioning to lift ADR, direct revenue and value.
- The commercial or marketing lead has left and senior cover is needed now.
- An operator or hotel group is adding properties, and every new location must launch to the same standard.

Formats

01 Interim Director — **Full-time, on site, 3–9 months**
Brand, sales, marketing and partners run from inside your team until the permanent hire is in place.

02 Fractional Brand & Commercial Director (CMO / CCO) — **1–2 days a week, hybrid**
Senior direction and ownership of the commercial function without a full-time C-level salary.

03 Opening & Repositioning Mandate — **Defined scope, 8–16 weeks**
Concept, brand standards, guest journey, go-to-market plan, operator and partner selection.

Terms on request.

Track record

Chief Commercial Officer, GOST Hotel Management **(2006–2012)**
Part of the management team that grew the chain from 5 to 25 hotels in 12 cities in Russia and Europe; built central sales, coordinated 7 local sales departments, led a team of 25; commercial planning for openings and rebranding.

Director of Strategic Development, T-Development, family office **(2012–present)**
Started the investment business in Germany and Latvia; 10+ transactions, ~€100M project volume;

management agreements with developers; negotiated a co-branded hotel network with Accor (MGallery), LOI signed.

Director of Brand Development, CODE flex offices · UAE / Russia **(2020–2024)**
Brand, playbook and go-to-market across multiple locations and new-site openings; worked directly with ownership.

Fractional Marketing Director, Serviced apartments · co-living **(2020–present)**
Positioning, direct booking and guest journey for serviced apartments in Berlin / Potsdam; own co-living project with fully remote guest service.

Education & languages

- MBA International Hospitality Management, Glion
- MSc Project Management, Lancaster University
- BSc Economics and Management, LSE External Programme

English C1 · Russian native · German B1/B2

Markets

Based in Berlin. Mandates across Germany and DACH, the UAE, Cyprus, Georgia, Armenia, Kazakhstan and Uzbekistan. Projects in English, Russian or German.

Studio 6S — my team

Behind every mandate is Studio 6S — a team of production, design and partner specialists who deliver what I set up. Signature programmes we run for hotels and flexible spaces: Living Art, Community Loop, Wow Moment Map, Share & Check-in.