WEDNESDAY, 11 NOVEMBER 2026

Stakeholder Perspectives: Creating Value Through Branded Residences

SPEAKERS

Antony Doucet
Chief Experience Officer
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Yasmine I. Shihata
Founder & CEO
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Jack Cloke
Development Manager
Accor One Living

Ibrahim El Missiri
Group CEO
Somabay

OVERVIEW

This closing panel at FHS Egypt 2026 brought together a developer, two operators, and a media moderator to examine how branded residences create multi-stakeholder value across Egypt and the broader MENA region. Against the backdrop of a reported 33% average global price premium commanded by branded residences, speakers explored how the asset class has evolved well beyond a logo affixed to a building, becoming a vehicle for lifestyle delivery, foreign investment attraction, and financial feasibility for hospitality projects. The conversation surfaced Egypt's significant pipeline potential alongside its very real legal and governance challenges, particularly around ownership structures, escrow protection, and service-charge collection. Panelists converged on the view that long-term success depends on aligning brand DNA with developer and destination identity, engaging buyers from the point of sale rather than at handover, and placing genuine trust in experienced operators to deliver on the promises made.

KEY THEMES

- Evolution of branded residences from logo-led sales tools to full lifestyle and experience platforms
- Egypt's untapped pipeline potential versus persistent legal and governance hurdles
- Importance of brand-developer DNA alignment and audience targeting
- Early and continuous buyer engagement as a community-building and ambassador strategy
- Role of operators in long-term delivery, governance, and resident satisfaction
- Attracting foreign investment through internationally recognised hospitality brands

TAKEAWAYS

- Understand your 'why' before entering the branded residence space — copying competitors without a clear strategic rationale leads to mismatched products and unmet expectations.
- Match brand prestige to project quality: placing a luxury brand on a non-luxury development, or vice versa, undermines credibility with buyers and partners alike.
- Start the brand experience at the point of sale, not at handover — pop-up dinners, brand immersion trips, and early community events turn buyers into project ambassadors who drive referral sales.
- Egypt's legal framework around hotel-home ownership, escrow laws, and service-charge collection must be resolved before the branded residence pipeline can mature safely; developers should work with specialist legal counsel and not treat this lightly.

- Appoint a dedicated community and culture manager to sustain programming, events, and lifestyle delivery post-opening — lifestyle promises made at sales must be operationally resourced.
- Partnering with an established international brand accelerates foreign buyer interest and trust in markets like Egypt where buyers from outside may be unfamiliar with local developers.

QUOTES

> *"Branded residence used to be a logo on top of a building to sell a premium. But now buyers are — and also brands are asking more than just the logo on top of the building."*
> **— Antony Doucet, Chief Experience Officer, Kerten Hospitality**

> *"Before we used to talk about return on investments per square meters. Now we're talking about how much emotions per square meter we can put, because especially in the region, emotions is something very important. And if you can touch the emotions, you can touch the wallets, maybe easier."*
> **— Antony Doucet, Chief Experience Officer, Kerten Hospitality**

> *"With the power of those brands, they are able to attract people from all over the world who would like to come and have a property in Egypt ... So you bring the brand credibility and the quality which they have experienced elsewhere around the world, and now you're telling them, okay, that's what you're gonna get."*
> **— Ibrahim El Missiri, Group CEO, Somabay**

> *"We need better protection of escrow laws, better abilities to collect service charges to ensure that the guest experiences we've spoken about can be offered to buyers in the way it's promised when they're being sold that."*
> **— Jack Cloke, Development Manager, Accor One Living**

> *"I hear a lot of people talking about community and sustainability and lifestyle, but once the place [opens], there's no one really to carry that piece. And in our properties, we have one person called community and cultural manager, and that person is in charge of bringing to life that piece, nurturing that piece, and doing event programming throughout the year."*
> **— Antony Doucet, Chief Experience Officer, Kerten Hospitality**