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The Hospitality Effect: Transforming Residential into Lifestyle Destinations

SPEAKERS

Ben Baseley-Walker
Founder & Managing Partner
Andart Global

Miltos Bosinis
Chief Executive Officer
H&H

OVERVIEW

This session at FHS World 2026 explored how residential developers are embedding hospitality thinking into their projects to create genuine lifestyle destinations and community hubs, rather than simply delivering bricks and mortar. Miltos Bosinis of H&H shared the company's strategic mandate to introduce best-in-class hospitality brands — including Rosewood and Four Seasons — to the Dubai market, arguing that the sophistication of today's UAE resident is on par with major global cities. The conversation, moderated by Ben Baseley-Walker of Andart Global, examined how intentional design choices — art spaces, wellness amenities, paddle clubs, community pavilions — are being used across both standalone projects and large master-plan communities to bring people together. A recurring insight was that personalisation in hospitality is trending away from formal, scripted service toward warmer, more intuitive engagement that makes residents feel genuinely at home.

KEY THEMES

- Hospitality-led residential development
- Community-building through design and amenity
- Personalisation and informal, lifestyle-oriented service
- Bringing ultra-luxury international brands to Dubai
- Evolution of the Dubai resident's sophistication and expectations
- Master-plan vs standalone projects as community-forming assets

TAKEAWAYS

- Residential developers should embed hospitality thinking from the outset — every project, whether standalone or master-plan, should be designed around how people come together as a community.
- Personalisation is the new luxury: residents want staff who know their preferences and act on them naturally, not formal, overbearing service rituals performed for their own sake.
- Dubai's resident base has reached a level of sophistication equivalent to major global cities, meaning international lifestyle and hospitality trends are directly applicable to the local market.
- Wellness and shared social spaces (art pavilions, paddle courts, clubs) are not amenity add-ons but strategic tools for fostering community cohesion.

- Developers should think less about gold-plated finishes and more about programming and community infrastructure — 'less gold, more community' as a guiding design philosophy.
- Bringing hospitality brands to a market that have never operated there before is itself a differentiator and a signal of long-term market confidence.

QUOTES

"The Dubai crowd, if you want, is not dissimilar anymore to the international. So what people want internationally is the same people... This is the same thing that people want here because the level of sophistication of the Dubai or UAE average resident is similar to the level of sophistication of anywhere in the big cities."

— **Miltos Bosinis, Chief Executive Officer, H&H**

"H and H mandate, if you want, our goal, our mission is to introduce the best in class in hospitality in anything we do."

— **Miltos Bosinis, Chief Executive Officer, H&H**