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From Concept to Value Creation: The Branded Residences Playbook

SPEAKERS

Daniel von Barloewen
Senior Vice President, Global
Mixed-Use Development - Accor...
Accor

Richard Stevens
Group CEO
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OVERVIEW

This session at FHS World 2026, framed as a branded residences playbook, brought together Daniel von Barloewen of Accor and moderator Richard Stevens of Sectorlight for a fireside-style conversation on how branded residences create and sustain value across their full lifecycle. The discussion moved through the entire value chain — from understanding buyer psychographics and embedding brand DNA into design, through the critical but often neglected sales journey experience, and into long-term operational stewardship via HOA governance, reserve planning, and service charge management. The conversation was grounded in real Accor examples, including Hyde Residences Dubai Hills as a standalone branded residential case study, and explored how clustering shared services and co-locating complementary uses can make the standalone model financially viable. The session closed by looking ahead to emerging formats including built-to-rent, branded office, and whole master communities as the next frontier for the branded residences segment.

KEY THEMES

- Full lifecycle value creation and sustaining premiums beyond sell-out
- Psychographic buyer profiling as the foundation of every project decision
- Embedding brand DNA across design, amenities, sales journey, and handover
- Standalone branded residences: viability through clustering and shared services
- HOA governance, reserve management, and long-term operational standards
- Emerging formats: built-to-rent, branded offices, and master communities

TAKEAWAYS

- Define the buyer profile — nationality, age, purchase motivation, and intended use — before any other project decision, as this determines everything from amenity mix to service charge levels and brand tier selection.
- Brand DNA must be present at every touchpoint from the first brochure to handover; a misaligned sales journey (e.g. a casual email reply when selling an ultra-luxury product) undermines the entire brand premium and damages developer returns.
- Standalone branded residences can be made financially viable by co-locating or clustering F&B, private member clubs, branded offices, or nearby hotel assets to share engineering, finance, security, and talent costs and keep service charges sustainable.

- Operators should audit branded residence properties annually — exactly as hotels are audited — and involve HOA boards heavily in renovation and repurposing decisions, because residents can vote to remove an underperforming operator.
- Reserve funding for common area renovation must be planned from the outset so that residential spaces can be brought back to brand standards over time, directly protecting the property's ability to trade at a premium in the secondary market.
- The secondary market is the next major proving ground for branded residences; sustained operational quality post-handover is what converts a badge into a genuine long-term asset premium.

QUOTES

"A branded residence will succeed and succeed for the buyer over the long term as much as for the developer over the short term if the DNA of the brand is brought in at every single stage of the process."

— **Daniel von Barloewen, Senior Vice President, Global Mixed-Use Development - Accor One Living, Accor**

"We are ultimately custodians of two things: custodians of their real estate assets and custodians of their experience, both at the property, but also across our global benefits program for our residents owners."

— **Daniel von Barloewen, Senior Vice President, Global Mixed-Use Development - Accor One Living, Accor**

"The single biggest investment any of us can make in our life is the real estate that we choose to buy. And when someone buys a branded residence, they are making a significant financial commitment to a brand which they personally identify with."

— **Daniel von Barloewen, Senior Vice President, Global Mixed-Use Development - Accor One Living, Accor**

"70% of luxury hotels now include a branded residential component because it's an essential component of the cap stack."

— **Daniel von Barloewen, Senior Vice President, Global Mixed-Use Development - Accor One Living, Accor**