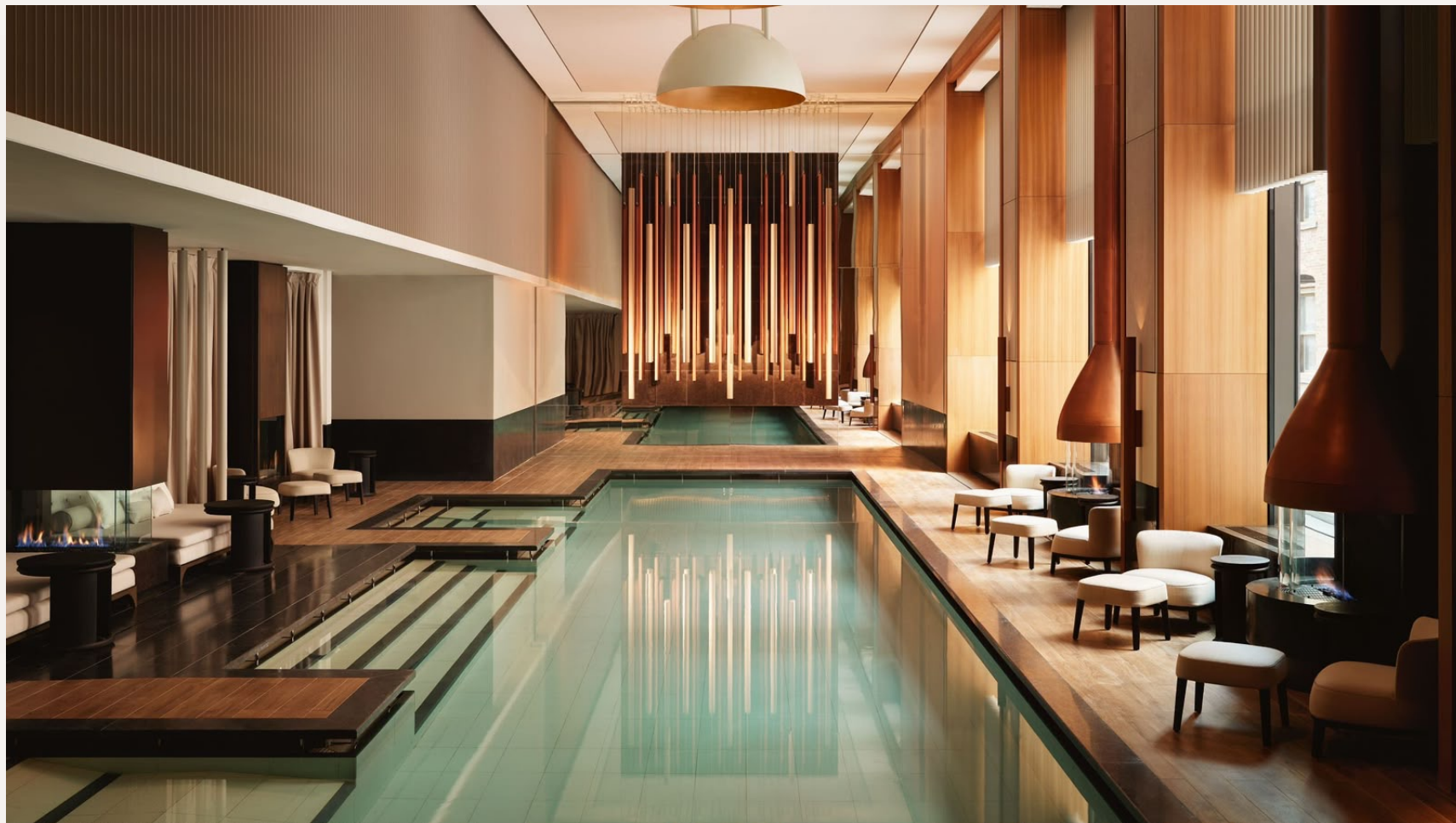




Designing Luxury Hospitality That Endures.



3 SQUARE METERS DESIGN SERVICES LLC

DUBAI, UNITED ARAB EMIRATES

WWW.3SQMT.COM

01

—

Company Profile

3 Square Meters LLC is an independent international hospitality development advisory practice.

With more than three decades of international leadership, the practice advises developers, investors, hotel operators and family offices on creating world-class hospitality assets that unite commercial performance, operational excellence and enduring design quality.



“The real success lies in orchestrating context, culture, constraints, possibilities and human experience into a place that guests instinctively want to return to and discover again.”

02

—

Leadership

HAKAN OZKASIKCI, MSc.Arch.

FOUNDER & CHIEF EXECUTIVE OFFICER

Hakan Ozkasikci is an internationally recognized hospitality development advisor, architect, and design executive with more than 30 years of experience delivering some of the world's most prestigious luxury hospitality, branded residential, and mixed-use developments across 36 countries on four continents.

Before founding 3 Square Meters, Hakan held senior leadership positions with Kerzner International, Aman, and InterContinental Hotels Group, where he led design and technical teams responsible for projects exceeding USD 5 billion in value.

Today, through 3 Square Meters, he advises investors, developers, hotel operators, and family offices on creating exceptional hospitality assets that align commercial objectives, operational performance, brand positioning, and design excellence to maximize long-term value.



36

COUNTRIES



4

CONTINENTS



30+

YEARS OF
EXPERIENCE

5B+

USD PROJECTS
DELIVERED

“

Bridging vision and execution
to create hospitality assets
that endure.

PREVIOUS LEADERSHIP ROLES

Executive Vice President
Global Design & Technical Services
Kerzner International

Group Corporate Director
Design, Construction & Technical Services
Aman

Director of Architecture
InterContinental Hotels Group
(EMEA & CIS)

03

— Core Advisory Expertise

- Hospitality Design & Development Strategy
- Master Planning & Destination Development
- Luxury Hotels & Resorts
- Branded Residential Developments
- Ultra-Luxury Private Estates & Private Islands
- Design Governance & Technical Services
- Brand Standards & Design Compliance
- Development Due Diligence & Feasibility
- Design & Development Management
- Owner Representation
- Value Engineering & CAPEX Strategy
- Operational Efficiency & Back-of-House Optimization
- Sustainability & Asset Enhancement



“Innovation paves the way for evolution.
Continuous innovation secures progress, and design
innovation is one of the strongest drivers of
sustainability.”

04

—

Notable Completed Projects

AMERICAS

Aman New York
One&Only Moonlight Basin
One&Only Mandarin
Amangiri Camp Sarika

EUROPE / MIDDLE EAST

Atlantis The Royal
One&Only One Za'abeel
Bab Al Shams
One&Only Aesthesis
One&Only Kea Island

ASIA

Aman Kyoto
Aman Residences Tokyo
Amangyungyun Shanghai
Janu Tokyo

+ Numerous branded and unbranded luxury resorts, private residences and destinations worldwide.



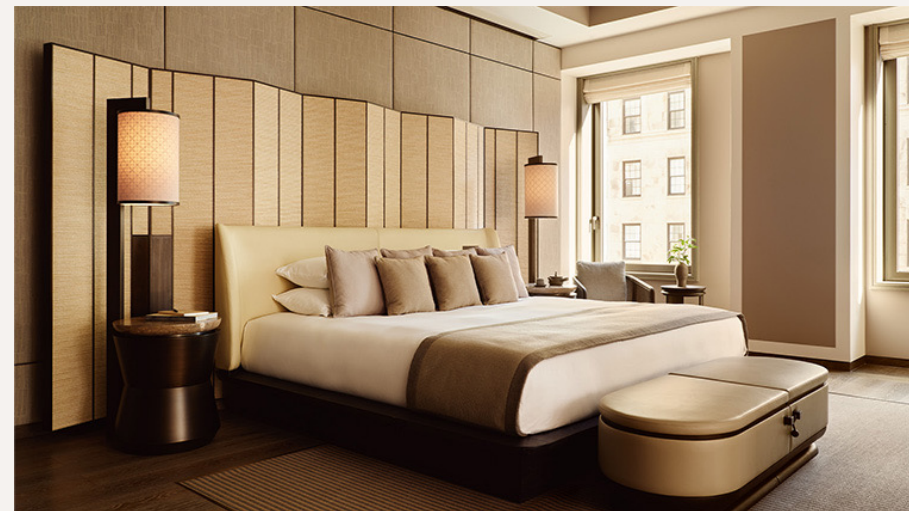
“The greatest opportunity for hospitality lies in minimizing resource consumption while maximizing the guest’s personal comfort through intelligent design and technology.”

05

—

Visuals & Scope

- Aman New York_NY_USA | *Denniston Architects*
- Executive Oversight
Brand Technical Services Governance
Design Review
Development & Delivery

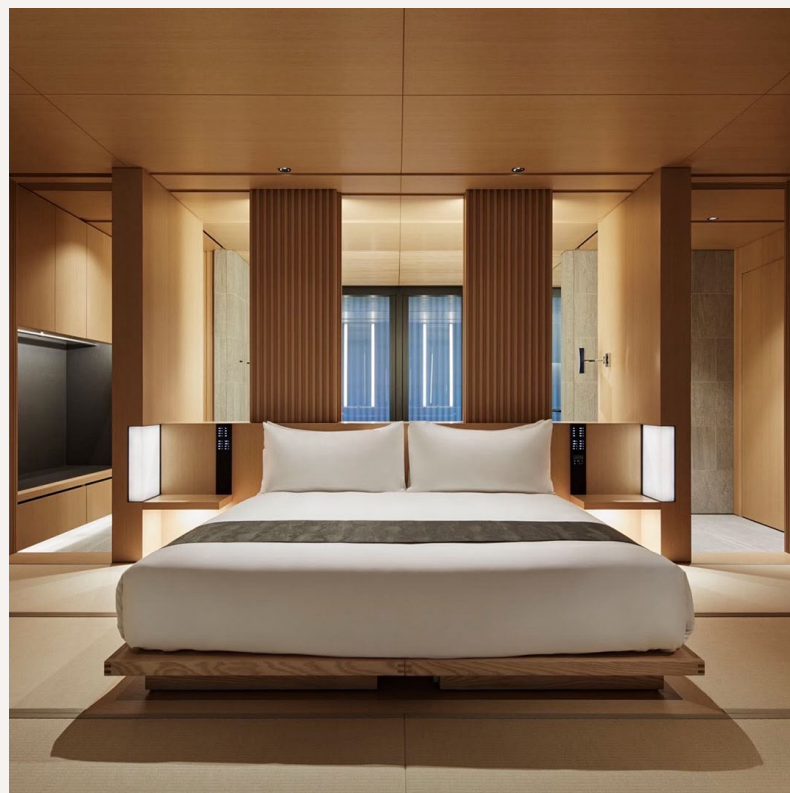
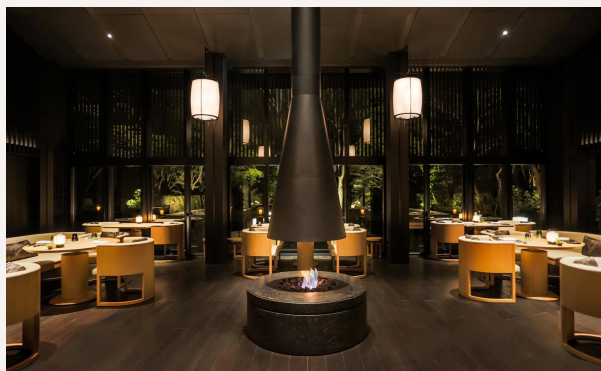


06

—

Visuals & Scope

- Aman Kyoto_Japan | *Kerry Hill Architects*
- Brand Technical Services Governance / Design Review / Development & Delivery

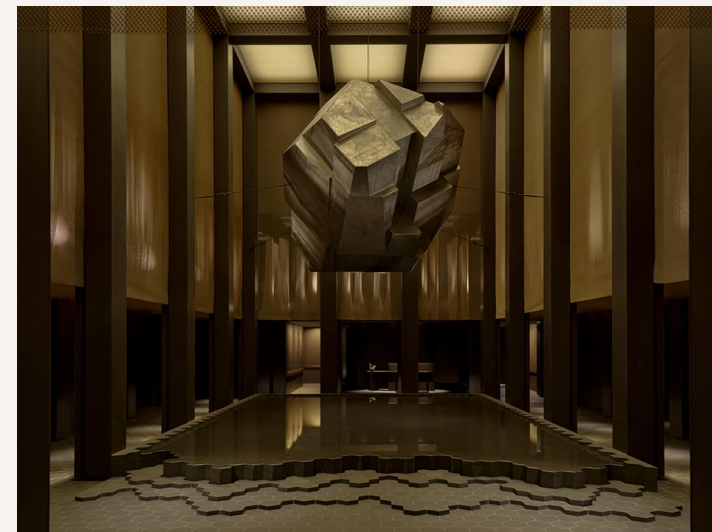
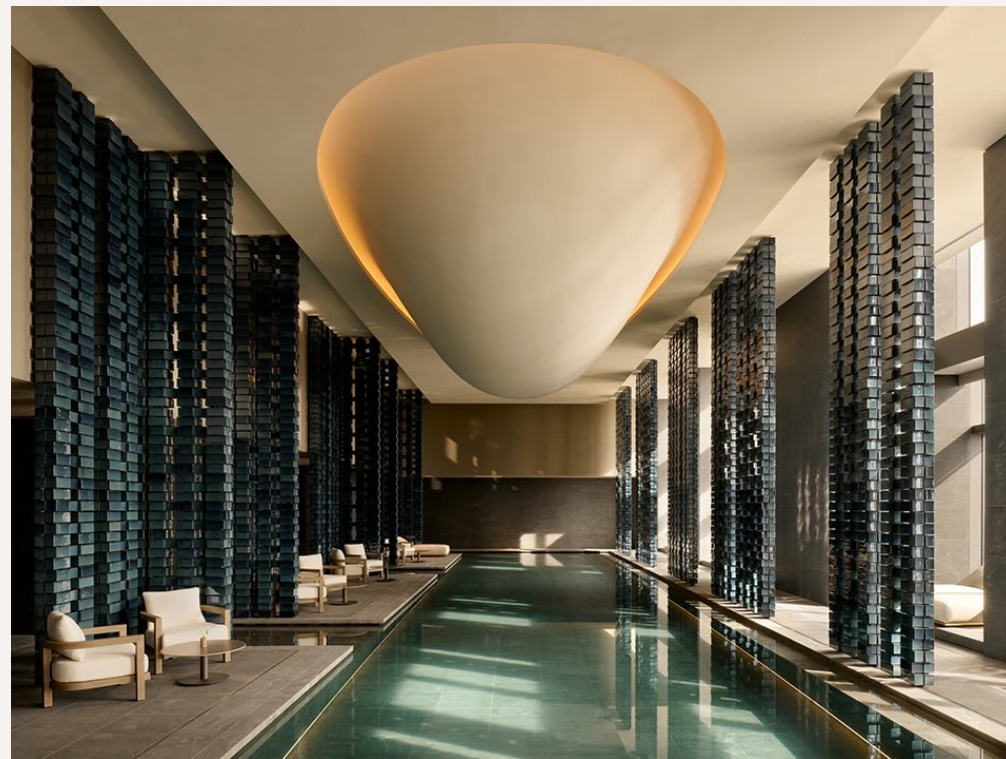


07

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Visuals & Scope

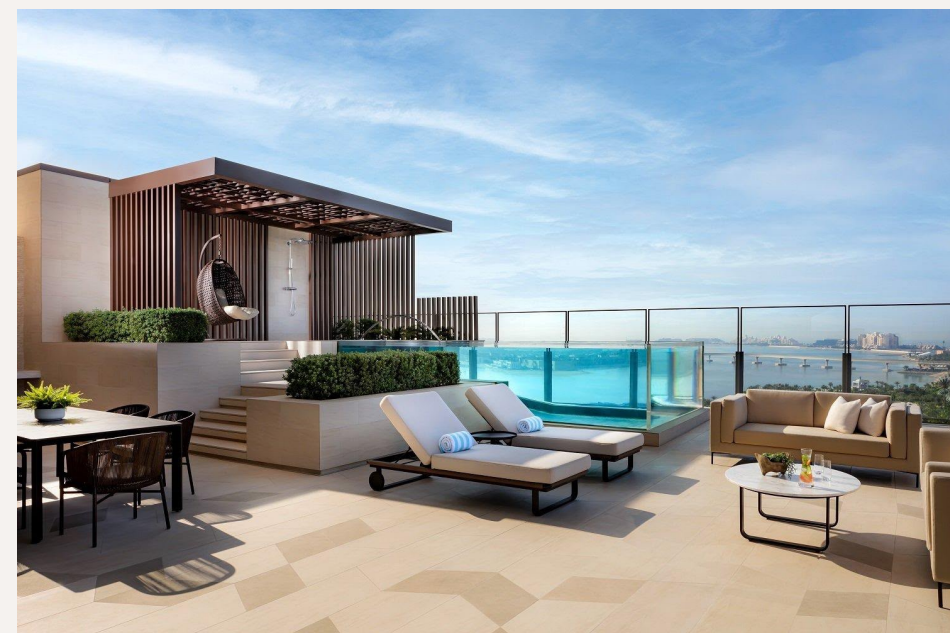
- Aman Residences_Tokyo_Japan | *Yabu Pushelberg*
- Brand Technical Services Governance / Design Review / Development & Delivery



08

Visuals & Scope

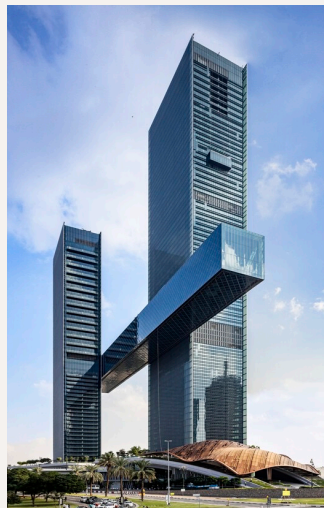
- Atlantis The Royal_Dubai_UAE | KPF & GA
- Brand Technical Services Governance / Design Review / Development & Delivery



09

Visuals & Scope

- One&Only One Za'abeel _Dubai_UAE | Denniston
- Brand Technical Services Governance / Design & Delivery support



10

Visuals & Scope

- Bab Al Shams_Dubai_UAE | *LW & Delfina Design*
- Brand Technical Services Governance / Design Review / Development & Delivery



11

Visuals & Scope

- One&Only Moonlight Basin_Montana, USA | *Olson Kundig*
- Brand Technical Services Governance / Design Review / Development & Delivery



12

Visuals & Scope

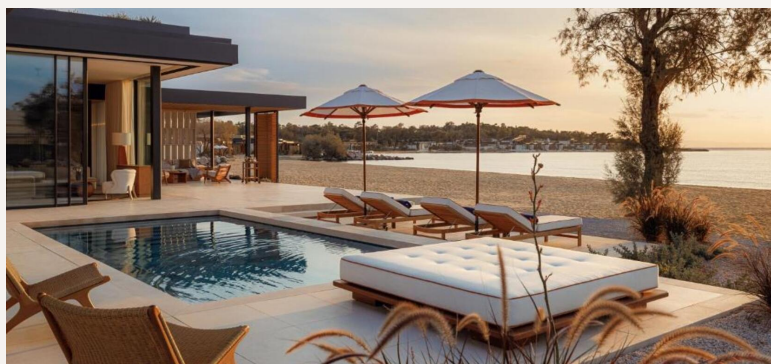
- One&Only Mandarin_Mexico | Rick Joy & Studio Caban
- Brand Technical Services Governance / Design Review / Development & Delivery



13

Visuals & Scope

- One&Only Aesthesis_Athens_Greece | *K Studio & Muza Lab*
- Brand Technical Services Governance / Design Review / Development & Delivery

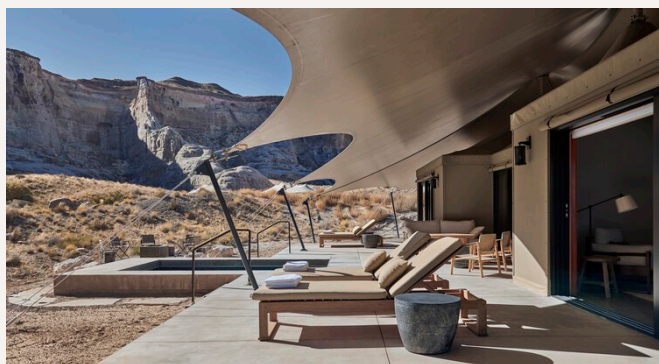


14

—

Visuals & Scope

- Amangiri Camp Sarika_Utah_USA | Selldorf Architects & Luxury Frontiers
- Brand Technical Services Governance / Design Review / Development & Delivery

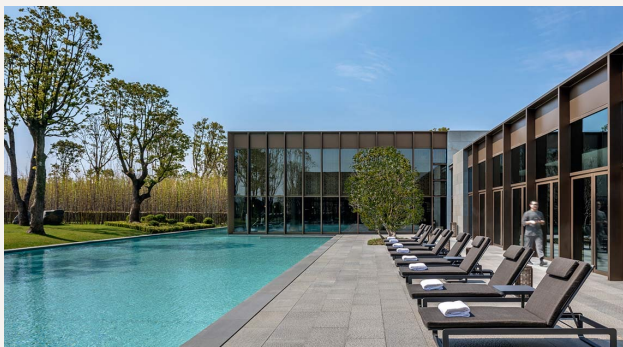


15

Visuals & Scope

- Aman Yangyun_Shanghai_China | *Kerry Hill Architects*

- Brand Technical Services Governance / Design Review / Development & Delivery



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Visuals & Scope

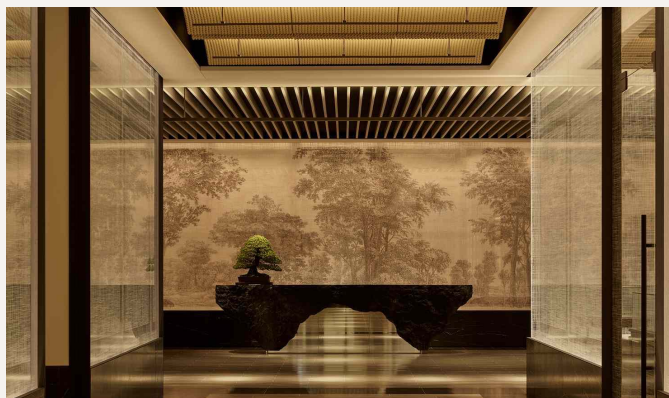
- One&Only Kea Island_Athens_Greece | *John Heah*
- Brand Technical Services Governance / Design Review / Development & Delivery



17

Visuals & Scope

- JANU Tokyo_Japan | *Denniston Architects*
- Brand Technical Services Governance / Design Review / Development & Delivery



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Media

- Hospitality Design
July 2023

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Country: USA
Circulation: 24,875
Readership: 69,650
Ad Value: \$41,400
1 July 2023



storytellers

From brand ambassadors to community builders, meet 16 creative and innovative thinkers driven by a desire to craft experiences and spaces that are both beautiful and meaningful

- the community builder **phoebe yee** 092
- the curator **hakan ozkasikci** 096
- the connoisseur **nicole hollis** 100
- the tastemaker **sam bakhshandehpour** 104
- the new guard **jimmie drummond** 108
- the strategist **ryan crown** 110
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TERRA BY YOD GROUP
p. 118

By ALIA AKKAM, TATE GUINNESSON, KATIE KERVIN, ALISSA PONCHIONE, and STACY SHOEMAKER RAUEN

See more at hospitalitydesign.com

hospitalitydesign.com July 2023 091

the curator

Hakan Ozkasikci

Executive Vice President of Global Design + Technical Services
Kerzner International

Born and raised in Istanbul, Hakan Ozkasikci's hospitality journey invited the executive vice president of global design and technical services at Kerzner International to dig deep into the mechanics and emotion behind design. With 17 years of experience working on projects across 36 countries, Ozkasikci cut his teeth at InterContinental Hotels Group (IHG) and Aman before joining Kerzner International four years ago. In that time, he's been integral to growing the company's portfolio, notably with the launch of the SIRO Hotel Collection—an immersive fitness, wellbeing, and health brand that will make its debut at One Za'abeel in Dubai at the end of the year. It joins a long list of Kerzner properties that reflect the company's luxury-first ethos, including the Atlantis the Royal in Dubai, which sprung to life with its unusual but captivating architecture; the Rare Finds collection, a diverse group of resorts that celebrate their locations via "authentic and soulful experiences," he says; and One&Only, the high-end resorts brand where sustainability is top of mind. Here, Ozkasikci shares how his past influenced his flourishing career.

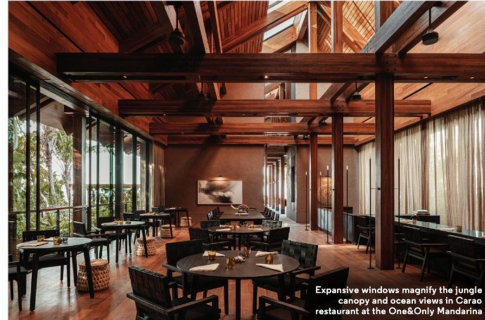
Alma, at the Studio Rick Joy-designed One&Only Mandarin in Mexico, invites guests to lounge poolside

Photos by BRANDON BARRÉ, NATELEE COOKS, and courtesy of KERZNER INTERNATIONAL

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Media

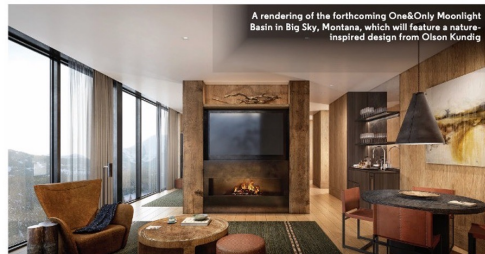
- Hospitality Design
July 2023



Expansive windows magnify the jungle canopy and ocean views in Carro restaurant at the One&Only Mandarin



Clusters of wooden guestrooms and suites surround the main lodge at the One&Only Nyungwe House in Rwanda



A rendering of the forthcoming One&Only Moonlight Basin in Big Sky, Montana, which will feature a nature-inspired design from Olson Kundig

Tell us more about your background.
I was immersed in an equilibrium of different cultures at a young age, where I had to comprehend the terms of coexistence from the remains of different eras. I understood later that it was a blessing to witness the mastery of [16th-century Ottoman architect] Mimar Sinan in creating impressive venues and innovative structures that defy the constraints of traditional building materials. I could not resist the urge to practice design in the actual environment, and I paused my studies for a couple of years yearning to understand what it meant to build what I thought I was designing. That caused a commotion in the family, but I started roaming the country designing and building exhibition stands. After an eventful three years, I decided to go back to school and graduate. The field training paid off, and I managed to pull it off in one year. I carried on with my master's degree with a focus on sustainability in hospitality design, and I had a three-year academic career at Mimar Sinan University while I continued practicing. My formative years in architecture and design were full of travel, but my foundation was laid in Istanbul.

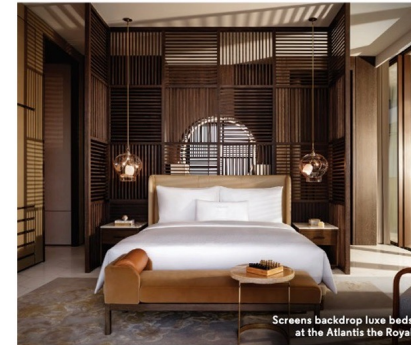
When did you know design was your calling?
I recall modifying my toys, playing with the geometry of the cutlery we had at home, which drove my mum mad. My father was a contractor, and he would take me to building sites on the weekends [to help me] understand what he did. I was intrigued by those mystical people who held blueprints in front of them, looking at empty plots to discuss how they would build what they saw on paper. I would snatch those projects from my father's office, desperately trying to read the secrets they held. I would try hard and imagine how the results could be durable, functional, and beautiful. I cannot describe the shock I had at the library of Mimar Sinan University during my first week of architectural education some three decades ago when I picked a dusty copy of *On Architecture* by the Roman architect and engineer Vitruvius to read that the founding principles of architecture are described as 'firmitas, utilitas, venustas', which translate as firmness, usefulness, and beauty. It was a moment of pure gratitude.

hospitalitydesign.com July 2023 **097**

the curator



A skybridge and stepped terraces characterize Kohn Pedersen Fox's distinctive architecture for the Atlantis the Royal in Dubai



Screens backdrop luxe beds at the Atlantis the Royal



A private infinity pool wraps the terrace of the Panoramic penthouse at the Atlantis the Royal, with interiors by GA Group and Sybille de Margerie



Designed by Gilles & Boissier, Tao Group Hospitality's Ling Ling at the Atlantis the Royal brings together oak, marble, and greenery

What drew you to hospitality?

During my second year at the university, [I was] on a trip with my family, and we stayed in a small, unassuming hotel that felt like home. I got curious there. I saw how complicated the backstage is and how similar the design principles of hospitals, cruise ships, and hotels are, as well as how grand the responsibility of being the designer of these spaces can get. I would skip classes and visit hotels, places of worship, hospitals—anywhere people are meant to feel comfortable away from home. In time, it became an obsession to find the best practitioners in the world of hospitality design and try to learn from their designs if not directly from them.

You worked for both IHG and Aman.**What did you learn that you have applied now at Kerzner?**

My time with IHG was like a fine-tuning program of my personal experience as I learned how a brand can bring order to chaos. I learned the common threads of various brands under one umbrella and understood that branding was not confined by star ratings. When I moved to Aman, I was ready to take on the challenge of being the custodian of design for a brand I had always admired. I had to adapt to the reality of how different and difficult it was to be free of the confines of brand standards, while designing an ultra-luxury experience. Our brands at Kerzner International have

extreme differences and similarities. I employ my upbringing at IHG and Aman to help design properties that are efficient and innovative, contextually relevant but unexpected, and uncompromising in terms of their quality and caliber. Most of all, they should enrich the lives of guests while providing them with unforgettable experiences [so they will] come back and explore all over again.

Describe your approach to sustainability.

Sustainability has become a focal point when considering the design of our resorts. One&Only Mandarin in Mexico was built around the unique topography of the land, allowing nature to take centerstage and

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Media

- International Hotel Design December 2023

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Country: UK
Circulation: 10,000
Ad Value: \$22,900
December 2023



HAKAN OZKASIKCI

EXECUTIVE VICE PRESIDENT OF DESIGN & TECHNICAL SERVICES, KERZNER INTERNATIONAL

Guided by innovative thinking and uncompromising principles, Kerzner's visionary shares their take on sustainable design models for luxury hospitality

Words: Jess Miles | Images: Courtesy of Kerzner International



AT A GLANCE

Portfolio brands:

Atlantis Resorts
 One&Only
 Rare Finds
 SIRO

Latest openings:

One&Only Portofino, May 2021
 Atlantis The Royal, February 2023
 Rare Finds Bab Al Sham, February 2023

Project pipeline:

One&Only Aesthesis, winter 2023
 One&Only Kea Island, spring 2024
 One&Only One Zabeel, Q1 2024
 SIRO Boka Place, Q1 2024

[kerzner.com](https://www.kerzner.com)

If you didn't hear about the opening of Atlantis The Royal this year, where have you been? Potentially the most talked about hotel of 2023, the new iconic landmark of Dubai is the brainchild of lesser talked about, Kerzner International. Working quietly behind the scenes since

1993 and letting their brands bask in the limelight, Kerzner International is behind not only the ultra-luxe Atlantis resorts, but also One&Only, Rare Finds, and their latest venture, SIRO. With unique and innovative offerings that go beyond passing trends, the brands within the portfolio have solidified Kerzner's standing as a leading developer and operator of destination resorts on a global scale.

Behind any successful enterprise, are the people that lead the way. And in Kerzner's case, are those who they define as the 'vanguards of modern hospitality.' One of those vanguards is Hakan Ozkasikci, the mastermind behind the local, sustainable design of new Kerzner destinations. Accumulating over 25 years of experience around the globe specialising in architecture, interior design, branding, conversion, and sustainability, Hakan formerly spearheaded design and development initiatives for Intercontinental Hotels Group in Europe. Subsequently, he joined Aman, where he managed the design of the brand's renowned locations, all the while preserving their innate beauty.

Adding to his already impressive credentials, Hakan's career took off with a master's degree from Mimar Sinan Fine Arts University, focusing on

sustainable design models for the hospitality industry. In an industry often accused of dragging its feet, eco-centric solutions have been a cornerstone of his work from the outset. Rightly so. Hakan has established himself as a thought leader in the realm of sustainable luxury hospitality design. In conversation with SPACE, he offers his insights on the subject and shares how Kerzner is embracing a transforming industry.

In the 20 years since your master's degree, what is one key way in which the industry has progressed to enable sustainable practices?

The industry's progress has facilitated the fusion of fundamental sustainability principles with cutting-edge technology while preserving the essence of vernacular design.

In the field, notable figures like Norman Foster, Richard Rogers, and Nicholas Grimshaw emerged as pioneers in technology-infused sustainability. They utilised cutting-edge advancements to attain remarkable levels of energy efficiency and generation. Monitoring and enhancing building performance became a standard practice, while the advent of digitalisation introduced sophisticated building management systems that efficiently oversee energy consumption and byproduct handling.

Hotels, serving a global clientele, have embraced this approach as a conscientious and pragmatic strategy. It achieves a seamless integration of cultural heritage preservation with the necessity for operational efficiency, marking a significant leap forward in the pursuit of sustainability within the hospitality sector. ▶

Media

- International Hotel Design December 2023

HEAD SPACE | VISIONARIES



How does Kerzner adapt with the increasingly urgent social and environmental pressures on the travel and hospitality industries when it comes to design?

Sustainability, for Kerzner, is a comprehensive and holistic discipline. It involves considering all aspects from the outset, utilising by-products in favour of operational efficiency, and actively contributing to the local communities and environments where their properties are situated. This commitment is not only evident in existing Kerzner properties but also sets the standard for future developments under the Kerzner brand.

We place sustainability at the forefront of our approach to resort design. This commitment is exemplified in the careful and considerate design of properties such as One&Only Mandarin, where the natural topography of the land takes precedence. Instead of altering the landscape, the resort wholeheartedly embraces its striking natural setting, safeguarding the invaluable surroundings. Through careful, low-density planning in collaboration with botanical experts, the historical and ecological importance of the land is dutifully preserved. The choice of construction materials further reflects this ethos, with clay, wood, precious metal, and stone sourced locally, grounding the resort villas in the authentic spirit of the Cora and Huichol cultures.

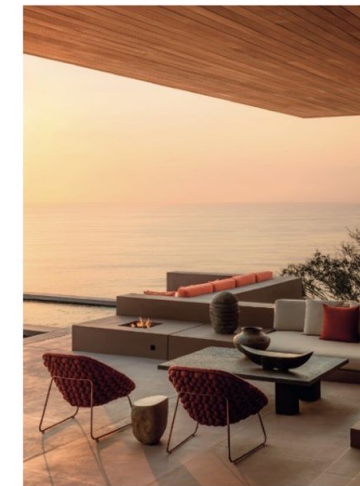
This considerate approach is mirrored at other Kerzner establishments, like One&Only Nyungwe House nestled on a functioning tea plantation, and One&Only Gorilla's Nest, providing an up-close opportunity to observe endangered mountain gorillas in their native environment.

Are there different sustainability standards you look to achieve for each brand? For example, how does an Atlantis resort compare to a One&Only? Atlantis resorts are characterised by their monumental scale and transformative impact on their immediate environments. Atlantis The Royal, which opened in Dubai in February 2023, for instance, goes above and beyond in redefining the Atlantis brand with an infusion of ultra-luxury. The design ethos revolves around thematic styling, employing elements like fluid forms, carefully curated artwork, strategic lighting, and a deliberate composition of materials. The sheer volume of Atlantis resorts capitalises on the element of surprise, ensuring there's always something new to discover in every corner.

On the other hand, One&Only Resorts embody a more intimate and harmonious integration with their natural surroundings. The design philosophy emphasises a thoughtful approach that allows nature to take centre stage, preserving the precious environment. Careful

VISIONARIES | HEAD SPACE

Pictured on both pages, One&Only Mandarin takes design cues from the natural typography of the landscape and culture it sits within.



consideration is given to low-density planning and the use of local materials, grounding the properties in the authentic spirit of local cultures. Sustainability, in this context, is approached as a holistic discipline, encompassing all aspects from the outset and aiming to contribute positively to the locations they inhabit.

Both Atlantis and One&Only resorts are committed to sustainability. Their approaches differ significantly due to the distinct characteristics and environments they operate within, but each brand's sustainability standards are aligned with their unique brand identities and the expectations of their respective clientele.

'Luxury' and 'sustainability' can often be at odds with one another. How do you decide where to compromise, and what are non-negotiables?

Balancing 'luxury' and sustainability is a nuanced endeavour, and indeed, there can be moments where they seem at odds. In our approach, the decision-making process hinges on a thorough understanding of the distinct brand identities and environments in which our properties operate.

'Being in sync' is an individual choice for everyone in terms of their preferences, and luxury feels a lot better when it is responsible.

AI technology is pushing the boundaries of design. In what ways can AI be harnessed to aid hospitality design for sustainable outcomes?

This is the topic of the moment! AI can play a significant role in designing spaces, enhancing sustainability credentials, and implementing new-age technology in hotels. For example, it can help with energy efficiency optimization by analysing patterns of energy consumption and suggest adjustments to lighting, heating, and cooling systems for optimal energy efficiency. This is especially useful with design for new projects such as SIRO, our newest hospitality brand where every SIRO guest room is designed as a 'Recovery Cocoon' for guests with the latest technology in place to improve physical and mental recovery, mitigate jet lag, enhance mood and ensure restorative sleep.

The Middle East is known for industry-innovating design, and Atlantis The Royal must have been the ultimate playground for designers. What was the most ambitious aspect of that project?

Atlantis The Royal brings a new generation of distinctive luxury resort to Dubai. Created by a deluxe team of design and architecture visionaries, the most ambitious aspect of the project was integrating 406,000 square metres of built-up area to span over six towers that



22

Media

- Baumeister
November 2023



Gibt es im Ultraluxusbereich nur eine sehr geringe Fehlertoleranz?

Auch fernab der Orient Express-Route fokussieren sich diverse neue und luxuriöse Hotel- und Gastrokonzepte auf die Kombination der Themen „Nachhaltigkeit“ und „modernes Design“. Der Ansatz der außergewöhnlichen One&Only Resorts sticht dabei jedoch besonders hervor. Der türkische Architekt Hakan Ozkasikci gilt als das Mastermind hinter der Designsprache.

23

Media

- Baumeister
November 2023

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Frage

Hakan Ozkasikci

Der türkische Architekt ist Executive Vice President of Design & Technical Services bei dem internationalen Projektentwickler und Betreiber von Ultraluxusprojekten Kerzner International. Er verantwortet damit die Gesamtausrichtung aller neuen und laufenden Projekte von Kerzner International. Hakan Ozkasikci studierte Architektur in Istanbul und verfügt über mehr als 25 Jahre Berufserfahrung im Hospitality-Luxus-Segment und war in über 36 Ländern tätig. Seine Spezialgebiete sind Innenarchitektur, Design und Prozessmanagement sowie Innovation und Nachhaltigkeit.



FOTO: ONE&ONLY RESORTS

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Für diese Ausgabe erhielten wir die Gelegenheit, mit Hakan Ozkasikci über seine Arbeit zu sprechen. Dabei lernten wir: Die Arbeit in zwei Ländern hat ihn besonders geprägt – und warum der Science-Fiction-Actionfilm „Snowpiercer“ durchaus Relevanz für seine Arbeit hat.

BAUMEISTER: Hakan, Du bist das Mastermind hinter dem Design der One&Only-Resorts. Was macht die kreative Arbeit an den neuen Projekten von Kerzner International so spannend für Dich?

HAKAN OZKASIKCI: Gestalte mir zunächst zu sagen, dass ich mich sehr geehrt fühle, für diese bekannte Marke zu arbeiten. Der Reiz des Entdeckens ist für mich die Hauptmotivation. Bei jedem Projekt gibt es einen roten Faden, nach dem man Ausschau halten muss, standardisierte „opening moves“, um den Prozess einzuleiten, multidisziplinäre Koordinationsprozesse, die auf das Endprodukt ausgerichtet sind, die üblichen „user's manual“-Schritte ... Aber wenn die Systeme in Bewegung sind und alles in Gang kommt, beginnt sich der wahre Inhalt für das Auge, welches das Unsichtbare sucht, zu entfalten. Hier beginnt die Aufregung, denn es gibt eine verborgene Interaktion zwischen den Möglichkeiten, den Zwängen, den Vorschriften, dem Kontext, dem Ort, der Kultur, dem Stil, den Vorlieben und dem Geschmack. Die Art und Weise, wie man baut, ist Ausdruck des Gleichgewichts zwischen all diesen Faktoren, und der wirkliche Erfolg liegt in der sinnvollen Orchestrierung all dieser Begriffe, die eine un-

erklärliche und dennoch angenehme Qualität schaffen, die man durch die Gestaltung des Ortes wahrnehmen kann. Bei der Gestaltung ist es das Hauptziel, den Gästen dieses verlockende Gefühl zu vermitteln, damit sie wiederkommen und mehr entdecken wollen. Mein Hauptziel bei jedem Projekt ist es, dieses ultimative Ziel zu erreichen und gleichzeitig zu vermeiden, dass „mehr vom Gleichen“ geschaffen wird. Unsere Projekte bei Kerzner bieten immer eine inhärente Herausforderung, um diese versteckten Schichten zu finden, die zu einzigartigen Ergebnissen führen, und ich bin ganz begeistert davon.

8: Das merkt und hört man. Wo kommt Deiner Meinung nach die Designinnovation am besten zur Geltung?

H O: Sobald ein Designer beschließt, die Komfortzone der üblichen Akzeptanz zu verlassen, kommt das Leben für eine Weile zum Stillstand. Hier bieten die typischen Entscheidungen andere und potenziell ungewöhnliche Lösungen. Ein innovatives Design ebnet den Weg für eine Evolution, und je mehr die entsprechenden Prinzipien in verschiedenen Kulturen und an verschiedenen Orten in Aktion gesehen werden,

desto greifbarer wird diese Innovation. Dieses Prinzip gilt für alle Designdisziplinen sowie für die Kunst, und die Technologie setzt die Grenzen durch die Verwendung von Materialien, Haltbarkeit, Zusammensetzung usw. Das Design von Fahrzeugen ist das perfekte Beispiel, das ich hier anführen kann, da Innovation durch alle Epochen hindurch spürbar ist und die Motivation immer darin besteht, weiter und höher zu kommen, schneller zu fahren, leichter zu sein und weniger zu verbrauchen. Nachhaltigkeit ist heute die Hauptmotivation beim Bauen, und Designinnovation ist ein Schlüsselfaktor für Nachhaltigkeit. Ständige Innovation sichert die Evolution. Fortschritt wird zur Norm, und das Design „Kaizen“ ist das Storyboard dafür, wie wir unser Leben verändern.

8: Aber stehen die Themen Komfort, minimalistisches Design und Luxus nicht allzu oft im Widerspruch zueinander? Wie bewegt man sich im Spannungsfeld zwischen Luxus und Minimalismus?

H O: Die Antwort auf diese Frage kann unterschiedlich ausfallen, je nachdem, was man unter Komfort versteht. Ich erinnere mich, dass ich einen Artikel über innovativen Komfort

Interview Tobias Hager

WEITER

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 - Chair-MEA 2025 & 2026
 - Global Judging Panel Member_2025

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AHEAD
AWARDS FOR HOSPITALITY
EXPERIENCE AND DESIGN

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How We Create Value



Protect the Vision

Maintain design and brand integrity from concept through delivery.

Protect the Investment

Identify technical, operational and commercial risks before they become expensive.

Protect the Experience

Ensure architecture, interiors, engineering and operations converge around the guest.

Protect the Asset

Make decisions with lifecycle performance, adaptability and long-term value in mind.

“We shape outcomes.”

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