

A Family Of Celebrated Hotels

An Interview with Philip Morris, Vice President, Commercial, Dorchester Collection

EDITORS' NOTE Philip Morris is the Vice President, Commercial of Dorchester Collection. He was promoted to this role in May 2022, and his responsibilities include leading the brand's commercial strategy, focusing on business development, long-term value creation, and driving brand equity. Prior to this role, Morris held various revenue management positions within the industry, including director of revenue management at Waldorf Astoria New York and regional director of revenue management at Hilton Worldwide. Morris earned a Higher National Diploma in hotel/motel administration/management from the University of Wales, Cardiff.



Philip Morris

COMPANY BRIEF Dorchester Collection (dorchestercollection.com) is the mark of distinction reserved for the world's most extraordinary hotels and residences. Each unique property is chosen for its unmatched character and cultural significance, offering Dorchester Collection's remarkable guests a way of life that is legendary, sophisticated, and meaningful. Dorchester Collection's curated constellation of properties includes 45 Park Lane and The Dorchester in London, Coworth Park in Ascot, Le Meurice and Hôtel Plaza Athénée in Paris, Hotel Principe di Savoia in Milan, Hotel Eden in Rome, The Lana in Dubai, The Beverly Hills Hotel, and Hotel Bel-Air in Los Angeles. Luxury residences include Mayfair Park Residences, London; and AVA at Palm Jumeirah, One at Palm Jumeirah, The Lana Residences, ORLA, ORLA Infinity, Vela, Vela Viento, and The Alba Residences, all in Dubai, UAE.

Will you highlight the history of Dorchester Collection?

Dorchester Collection's story began in 2007 with The Dorchester in London, a hotel that set a new standard for elegance and service. Over time, this vision grew into a family of the world's most celebrated hotels. From Paris to Los Angeles, Rome to Dubai, every property reflects the spirit of its city while carrying the same quiet confidence, artistry, and warmth that have defined the Collection since the very beginning. It is a history built not just on buildings, but on the moments and memories created within them.

How do you describe Dorchester Collection's mission?

Our mission is to preserve and progress the legendary way of life our guests experience in our hotels and residences. We aim to meet practical and emotional needs, creating places where extraordinary individuals feel instinctively at home. Every property we choose has a rare beauty, singular character and is designed to create a wonderful sense of belonging. It's crucial that each place is totally embedded in its own unique spirit and

that we're never just replicating the formulaic luxury experience. For us, luxury is something deeply personal and lasting, offering an experience that stays in the heart.

Will you provide an overview of the Dorchester Collection portfolio?

Dorchester Collection is the mark of distinction for the world's most remarkable hotels and residences. We currently oversee The Dorchester and 45 Park Lane in London; Coworth Park in Ascot; Hotel Plaza Athénée and Le Meurice in Paris; Hotel Eden in Rome; The Beverly Hills Hotel and Hotel Bel-Air in Los Angeles; and Principe di Savoia in Milan. Our more recent additions include The Lana in Dubai, with a second Dubai

hotel on the way, and our upcoming debut in Tokyo in 2028. Every property is selected for its ability to bring something exceptional to our global constellation of cultural touchpoints, in locations where our guests want to be.

Where do you see the greatest opportunities for growth for Dorchester Collection?

Our growth is intentional and strategic. We focus on creating impact through every new opening and by entering markets where we can elevate the standard of luxury hospitality. Growth also includes deepening the emotional connection with our guests through residences, partnerships, and experiences that reflect their way of life. Residences now play an important role in our future. We call them Dorchester Collection's answer for our guests who never want to leave.

How do you define the characteristics of a true luxury hospitality experience?

True luxury lives in the heart, in the feelings. It's the sensation of being understood before you've spoken, of being seen without needing to explain yourself. Luxury, to me, is about creating space for whatever our guests need to do. They live life at a high frequency. Their time is precious, and their expectations are intuitive. The best hospitality quietly removes friction from their day, so life can flow with grace. This even



The Beverly Hills Hotel, Los Angeles (above) The Dorchester, London (opposite page)

comes down to considering things like how and when we service rooms. People are using their bedrooms for more and more facets of their lives now, and no one wants a housekeeper arriving with the Hoover when they're on a Zoom call.

What has made the hospitality industry so special for you?

I have always believed in the human side of business, and hospitality celebrates that every day. It brings together people from across the world, inspires creative problem-solving, and allows us to shape moments that hold real meaning. The attention, care, and precision required to achieve excellence make it incredibly

rewarding, especially when guests share that we have made a difference in their stay.

How do you describe your management style?

Leadership is a privilege. I believe in earning trust by leading from the front and taking the time to understand my team, their strengths, preferred ways of working, and what inspires them. I want them to feel supported, empowered, and confident to think creatively. We share a clear vision, and my role is to ensure everyone understands their contribution while encouraging them to find their own path to success. I create an environment where we challenge one another constructively,

celebrate achievements, and genuinely enjoy our work. The feedback I value most is when my team say they feel heard, encouraged, and able to grow both personally and professionally.

What advice do you offer to young people interested in pursuing a career in the hospitality industry?

Stay curious and stay human. This is an industry that rewards those who listen, learn, and lead with heart. Take the time to understand not just the operations, but the culture, the people, the craft of service. And remember, in luxury hospitality, the most impactful voice is always the most thoughtful one. ●

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