



The H3 management system for sustainable real estate development: UNO Apartments case study (Marinilla, Colombia)

El sistema de gestión H3 para el desarrollo inmobiliario sostenible: estudio de caso UNO Apartamentos (Marinilla, Colombia)

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Abstract

The contemporary urban structure increasingly demands management systems that extend beyond economic profitability to incorporate social, cultural, and experiential dimensions. In response, the H3 Management System (Humans, Habitat & Hospitality) was developed as a tripolar framework that integrates human experience, territorial identity, and hospitality into real estate development. This article analyzes the H3 system as an emerging management approach capable of generating triple-impact outcomes—economic, human, and cultural—while offering replicable methodological guidance. The study adopts an applied, descriptive case study methodology, examining the implementation of H3 in the UNO Apartments project in Marinilla, Colombia. Data were collected from multiple sources, including archival documents, structured observations, and semi-structured interviews with users, and triangulated across the system's phases: prospective diagnosis, purpose-driven design, hospitality integration, execution, and impact control. Methodological rigor was ensured through data triangulation, explanation-building, and the use of a case study protocol. The findings indicate that: (i) territorial narratives enhance symbolic value and strengthen community legitimacy; (ii) anchor emotions create coherence between strategic intent, architectural design, and user experience; (iii) hospitality embedded in design and operations fosters social acceptance and a sense of belonging; (iv) experiential differentiation translates into superior commercial performance, evidenced by a sales velocity seven times higher than the local market average; and (v) continuous monitoring enables organizational learning and methodological replicability. While reliance on a single case limits statistical generalization, the study supports analytical generalization and proposes theoretical propositions suitable for testing through multi-case and quantitative research designs. Overall, the H3 system demonstrates that profitability, human well-being, and cultural resonance can coexist within real estate development, positioning H3 not only as a management method but as a development philosophy oriented toward purpose, identity, and sustainable value creation.

Keywords: Sustainable business models, Experiential value creation, Place attachment, Narrative-based management, Transformative hospitality, Urban resilience, Community legitimacy.

Resumen

La estructura urbana contemporánea exige cada vez más sistemas de gestión que trasciendan la rentabilidad económica e incorporen dimensiones sociales, culturales y experienciales. En respuesta, se desarrolló el Sistema de Gestión H3 (Humanos, Hábitat y Hospitalidad) como un marco tripolar que integra la experiencia humana, la identidad territorial y la hospitalidad en el desarrollo inmobiliario. Este artículo analiza el sistema H3 como un enfoque de gestión emergente capaz de generar resultados de triple impacto —económico, humano y cultural—, a la vez que ofrece una guía metodológica replicable. El estudio adopta una metodología de estudio de caso descriptiva aplicada, examinando la implementación de H3 en el proyecto Apartamentos UNO en Marinilla, Colombia. Los datos se recopilieron de diversas fuentes, incluyendo documentos de archivo, observaciones estructuradas y entrevistas semiestructuradas con usuarios, y se triangularon a lo largo de las fases del sistema: diagnóstico prospectivo, diseño con propósito, integración de la hospitalidad, ejecución y control de impacto. El rigor metodológico se garantizó mediante la triangulación de datos, la construcción de explicaciones y el uso de un protocolo de estudio de caso. Los hallazgos indican que: (i) las narrativas territoriales potencian el valor simbólico y fortalecen la legitimidad de la comunidad; (ii) las emociones de anclaje crean coherencia entre la intención estratégica, el diseño arquitectónico y la experiencia del usuario; (iii) la hospitalidad integrada en el diseño y las operaciones fomenta la aceptación social y el sentido de pertenencia; (iv) la diferenciación experiencial se traduce en un rendimiento comercial superior, evidenciado por una velocidad de ventas siete veces superior al promedio del mercado local; y (v) el monitoreo continuo permite el aprendizaje organizacional y la replicabilidad metodológica. Si bien la dependencia de un solo caso limita la generalización estadística, el estudio respalda la generalización analítica y propone proposiciones teóricas adecuadas para su prueba mediante diseños de investigación multicaso y cuantitativos. En general, el sistema H3 demuestra que la rentabilidad, el bienestar humano y la resonancia cultural pueden coexistir dentro del desarrollo inmobiliario, posicionando a H3 no solo como un método de gestión, sino como una filosofía de desarrollo orientada hacia el propósito, la identidad y la creación de valor sostenible.

Palabras clave: Modelos de negocio sostenibles, Creación de valor experiencial, Apego al lugar, Gestión basada en la narrativa, Hospitalidad transformadora, Resiliencia urbana, Legitimidad comunitaria.

INTRODUCTION

In recent decades, real estate and hotel management have shifted from an exclusive focus on financial profitability to adopting systems that incorporate social, cultural, and environmental dimensions (Porter & Kramer, 2011; Freeman, 2010). This transition responds to the growing demand for sustainable business practices that generate shared value while meeting the needs of investors, communities, and end users. In this context, there is a growing need for management systems that go beyond operational efficiency to integrate human experience, territorial identity, and hospitality as strategic links for value creation (de Wilde & Coley, 2012).

In this regard, how can a system based on humans, habitat, and hospitality contribute to the triple impact (economic, human, and cultural) in real estate projects? In this respect, the H3 (Humans, Habitat & Hospitality) management system represents an original proposal designed to address this gap. Its foundation lies in the tripolar integration of three dimensions that are often treated in isolation: people, the physical and cultural environment, and the experience of hospitality. Unlike conventional systems that prioritise only productivity and return on investment, H3 articulates emotional narratives, territorial diagnostics, and hospitality protocols to produce real estate projects with a triple impact: economic, human, and cultural. Furthermore, the integration of the foundational narrative, hospitality, and prospective diagnostics allows for the generation of community legitimacy and commercial differentiation in the real estate sector.

The case of Apartamentos UNO in Marinilla (Antioquia, Colombia) illustrates the practical application of this system. The implementation of H3 led to community legitimacy, commercial differentiation, and a sales velocity well above the local market average, empirically validating its ability to generate profitability alongside social and cultural integration. These findings are consistent with research highlighting the role of sustainable innovation in the built environment as a driver of competitive advantage (van der Heijden, 2016; Farrelly, 2018).

Therefore, this article aims to analyse the H3 system as a contribution to the literature on business and project management. Through the UNO Apartments case study, it seeks to describe how the combination of narrative tools, prospective diagnostics, and emotion-based management can be developed into a replicable methodology for sustainable, goal-oriented real estate development.

LITERATURE REVIEW

Sustainability as a strategic value in the real estate sector

Empirical evidence shows that sustainability in urban structures is not only a regulatory or reputational requirement, but also an economic driver. Office buildings associated with what are known as “green” buildings tend to command higher rental and sale premiums compared to conventional properties, indicating

that integrating environmental performance translates into a market advantage (Eichholtz et al., 2010).

This perspective aligns with H3's assertion of achieving profitability through differentiation, as the system emphasises value creation by incorporating emotional, cultural, and territorial narratives, rather than focusing solely on technical compliance. At the same time, organisational and institutional perspectives explain how companies internalise sustainability, showing that ESG pressures, stakeholder expectations, and internal capabilities shape sustainable action in the real estate sector (Nyoni et al., 2023). In this sense, lines of research on market outcomes and organisational facilitators provide theoretical support for H3 as a structured and replicable management system.

From a human perspective, recent research in hospitality has evolved from transactional services to transformative experiences, to improve the well-being not only of customers, but also of employees and communities (Gallan et al., 2021). At the same time, studies highlight how digitised guest experiences can intensify emotional immersion and loyalty (Youssofi et al., 2024). Researchers in tourism and hospitality are increasingly using service design to orchestrate networks of actors and touchpoints in destination ecosystems (Gao et al., 2022). These findings reinforce two central elements of the H3 system: (I) emotion as the central axis of design, and (II) hospitality as a relational system that encompasses the entire project life cycle.

In terms of habitat, the literature on urban structure shows a strong association between neighbourhood characteristics (walkability, mixed use, density, services) and outcomes such as attachment to place and residential satisfaction (Narayan, 2019; Carmona, 2019). Social interaction and walkability are key mediators in strengthening neighbourhood attachment (van den Berg et al., 2022). Furthermore, neighbourhood attachment, combined with urban structure characteristics, shapes pedestrian behaviour and contributes to life satisfaction (Chan & Li, 2022). Systematic reviews confirm that improvements in walkability positively affect health and the economy at the urban scale (Westenhöfer et al., 2023). These ideas coincide with the methodological emphasis of hypothesis H3 on prospective territorial diagnosis and its commitment to human-scale design and walkable streets.

In terms of hospitality, from the perspectives of spatial planning and brand development, place identity is increasingly constructed through cultural narratives that integrate key actors and spatial strategies (Grenni et al., 2020; Rosenbaum & Massiah, 2007). Furthermore, research on place branding highlights the potential of decentralised narratives, in which multiple authors (citizens, businesses, public actors) co-create authentic and legitimate place identities (Björner & Aronsson, 2022; Karatepe & Uludag, 2008; Kavaratzis & Hatch, 2013). These findings validate H3's tools, such as the fundamental narrative and the inverted narrative, which precede architectural plans and serve as infrastructure that guides the project's coherence.

Finally, the literature reviewed corroborates the fundamental pillars of H3 and its methodological sequence: (I) prospective diagnosis based on territorial and cultural analysis; (II) design based on a purpose guided by an anchor emotion; (III) integration of hospitality as a cross-cutting relational system; and (IV) execution and impact control that links market performance with human and cultural outcomes. In this sense, H3 functions as an integrative platform that translates consolidated academic knowledge into a replicable management methodology for purposeful real estate and hotel development.

H3 System: Approaches to Sustainability

Considering the current challenges facing the real estate sector from a sustainable perspective, the H3 system is conceived as a response that integrates financial, operational, and sustainability perspectives, valuing human meaning, conscious space design, and the creation of meaningful experiences. In this sense, the design and implementation of the H3 system is configured in phases that give meaning to this purpose, following the following route:

1. Project purpose: For the H3 system, the real estate project does not begin with the design of plans, but with a prospective diagnosis of the human and physical environment, interpreting meanings, values, conflicts, and opportunities in what we call territorial DNA. This information is then translated into a design strategy based on guiding questions such as: What is the project's intention? What experience do we want to generate? This allows us to obtain a straightforward narrative, validated by all participating actors, and to configure an aligned architectural project.

2. H3 tripolar structure: In line with the above, the H3 system considers that each decision must be analysed through three fundamental dimensions: Humans, Habitat, and Hospitality, which are the pillars of the system and act as strategic filters and evaluation frameworks. In this sense, the implementation of the system must strive to balance human experience, the relationship with the environment, and the creation of a welcoming atmosphere. As shown in Fig 1.

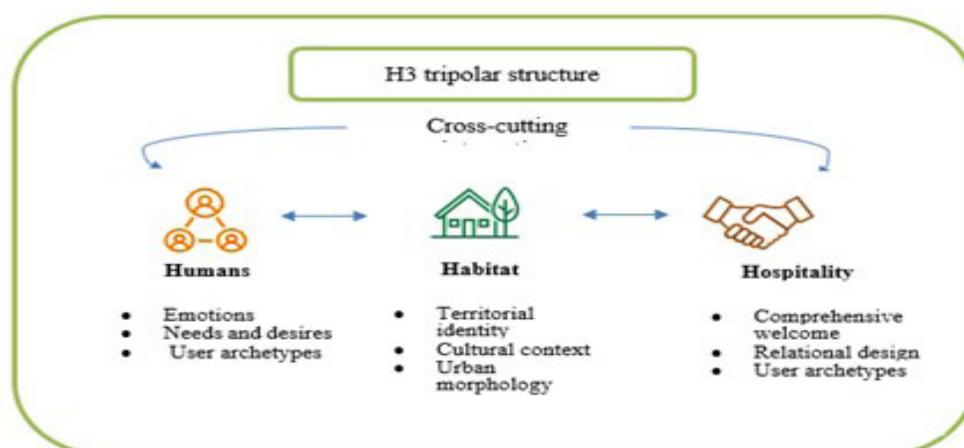


Fig 1. Tripolar structure of H3. Source: Own elaboration.

3. H3 operating principles: To activate the tripolar structure of H3, operating principles must be included that serve as a basis for sustaining the development of the design and are conceived from the perspective of people, habitat, and hospitality. **Fig 2** shows the H3 operating principles.

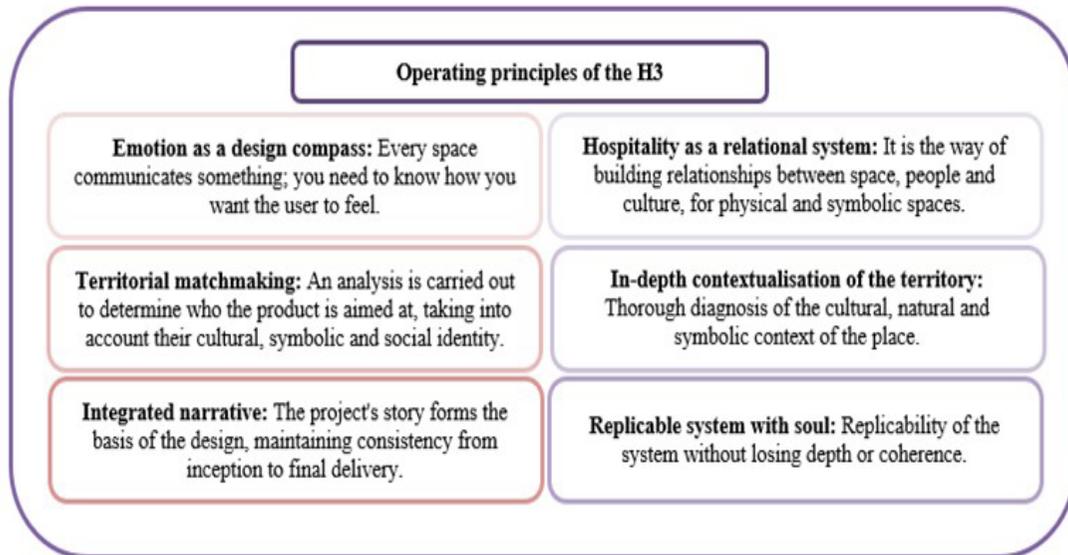


Fig 2. Operating principles of H3. Source: Own elaboration.

4. H3 implementation stages: Implementing the H3 system requires a comprehensive understanding of the territory, the developer's purpose, and the desired experience. Its successful application depends on a sequence of phases that ensure consistency and depth. As is showed in the **Fig 3**.

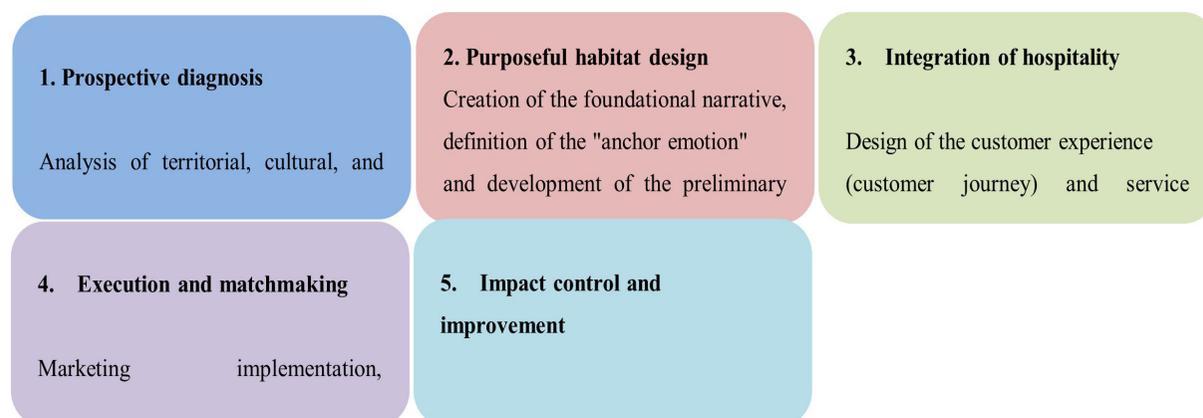


Fig 3. Stages of H3 implementation. Source: Own elaboration.

METHODOLOGY

This study follows a qualitative, descriptive methodology, using a case study (Yin, 2017). The case study approach is appropriate when the objective is to explore how and why a phenomenon develops in authentic contexts and when the boundaries between the phenomenon and the context are not clearly evident.

The phenomenon analysed is the H3 (Humans, Habitat & Hospitality) Management System, a management framework for real estate projects that integrates economic, human, and cultural dimensions. The choice of a single case is justified because the H3 system is an emerging methodological proposal, and Apartamentos UNO (Marinilla, Colombia) offers information on the system over four and a half years.

Case information

The case selected for the study is UNO Apartments, which is associated with an intentional sampling strategy, given that this case met three criteria: (I) Relevance: the H3 methodology was fully implemented. (II) Temporal depth: sufficient duration (4.5 years) to evaluate results over time. (III) Diversity of results: availability of both financial indicators (sales, ROI) and qualitative evidence (community legitimacy, user experience). This selection improves analytical generalisation (Eisenhardt, 1989), allowing for theoretical knowledge rather than statistical generalisation.

Information gathering

To ensure methodological rigour and enable analytical generalisation, we collected evidence from multiple sources over an extended period, obtaining a case database (protocols, instruments, raw data, coded results). This multi-source strategy supports construct validity through triangulation and traceability (Jick, 1979; Yin, 2017). In the context of H3, the UNO Apartments case provides access to documentary, empirical, and market data throughout all phases of the system, such as prospective diagnosis, goal-oriented design, hospitality integration, execution/adaptation, and impact monitoring, all of which are explicitly documented in the system's roadmap and implementation tools.

Fieldwork was conducted between August 2022 and June 2023, coinciding with the post-delivery phase of the UNO Apartments project. Data collection was carried out through three sources: documentary records, structured observations, and semi-structured interviews.

Phase 1: Documentary evidence (technical and market records): The main project documentation (internal reports, design summaries, architectural plans, commercial forecast results) and financial and market records (sales books, price per square metre, sales curves, return on investment calculations) were compiled. These sources provide dated and chronological, non-reactive evidence and allow for comparison of patterns between theoretical mechanisms and observed results (Yin, 2017). In the case of UNO, archival evidence includes phase-by-phase actions/results (such as the creation of the Willow District narrative; the design of family-centred archetypes; walkable urban design) and commercial outcomes (e.g., sales velocity $\approx 7\times$ the local average; projected profit $> \pounds 15$ million with an initial investment of $\sim \pounds 1$

million), which we verified against contemporary market benchmarks documented in the case materials. Archival triangulation reinforces construct validity by linking constructs (e.g., narrative coherence, emotional anchoring, hospitality touchpoints) to observable design and market artefacts.

Phase 2: Structured non-participatory observations (environmental and experiential audits): Systematic site observations were conducted using a checklist derived from H3 validation indicators (e.g., clarity of core narrative; perceptibility of core emotion; respectful dialogue with physical/cultural context; hospitality in details; community building; ripple effect in the territory; commercial success based on differentiation). Observations were scheduled on different days and at different times to capture variations in usage, and field notes were supplemented with georeferenced photographs and annotations of the layout. The use of theory-based indicators is consistent with pattern comparison and enhances internal validity by specifying a priori what should be observed if H3 mechanisms are at work (Yin, 2017). The observation template and acceptance criteria were directly linked to the published signals and the system's phased logic.

Phase 3: Interviews (stakeholder perspectives): To capture lived experience and social legitimation, a total of N = 15 interviews were conducted with customers and residents who participated in the purchasing or habitability process. The guides were based on concepts from the theoretical framework (e.g., attachment to place, hospitality experience, narrative coherence) and the operational principles of H3.

Participants had diverse profiles, including early buyers, families, and current residents. Interviews continued until thematic saturation (Guest, Bunce & Johnson, 2006), lasted an average of 42 minutes, and were conducted in person.

Member checking was used to support key interpretations and reduce misrepresentations, thereby reinforcing credibility (Birt, Scott, Cavers, Campbell & Walter, 2016). This information is one of the fundamental pillars of the H3 system, as it provides insight into individuals' perspectives and expectations to inform the design of the ideal proposal.

Phase 4: Data management, coding, and reliability procedures: All materials (documents, observation files, transcripts, survey datasets) were recorded in a database to ensure reliability and enable an audit trail (Yin, 2017). Qualitative data were coded twice by trained researchers using a hybrid scheme: deductive codes from the H3 phases/indicators and theory (e.g., anchoring emotion, narrative coherence, hospitality touchpoints, attachment to place) and inductive codes for emerging patterns. We assessed inter-coder reliability on a stratified 20% subsample and discussed discrepancies until consensus was reached, following best practices for reporting qualitative reliability with a Cohen's coefficient of $k=0.56$ (O'Connor & Joffe, 2020).

Phase 5: Triangulation and structuring: Finally, triangulation was performed between sources (documents, observations, interviews) and over time, aligning the evidence with the sequence of phase H3 (diagnosis → intentional design → hospitality

→ execution/fitness → impact control). Triangulation of sources addresses single-method bias (Jick, 1979), while temporal triangulation improves internal validity by examining whether changes in market experience/legitimacy/performance follow interventions consistent with the phase documented by the system.

Table 1. Triangulation matrix

Question / Analytical Proposition	Documentary Source	On-site observation	Interviews with Customers/Users	Purpose of Triangulation
Q1. Prospective diagnosis and territorial narrative strengthen community legitimacy.	Internal diagnostic reports, “Distrito Sauce” narrative, territorial strategy documents.	Evidence of community acceptance, absence of resistance, and visual integration with surroundings.	Perception of territorial coherence, local pride, and identification with the project.	Confirm consistency between narrative, design, and community perception.
P2. The guiding emotion anchors the coherence between design, architecture, and user experience.	Design briefs; purpose matrix; anchor emotion definitions.	Presence of family spaces, children’s areas, and design focused on wellbeing.	Stories about reasons for purchase, family pride, perception of well-being, and safety.	Verify whether the design truly responds to the user’s motivations and emotions.
P3. Integrated hospitality as a relational system promotes acceptance and belonging.	Hospitality strategy; H3 principles; validation indicators.	Walkability, meeting areas, and social behaviour in shared spaces.	Testimonials about coexistence, interaction with neighbours, and feeling welcome.	Align the experience with the principles of hospitality and welcome.
Q4. Differentiation based on narrative and experience explains superior commercial performance.	Sales data, projections, commercial reports (speed ×7).	Observation of perceived quality, spatial appeal, and territorial activation.	Reasons for purchase: differentiation, perceived value, narrative consistency.	Relate emotional/narrative drivers to market behaviour.
P5. The implementation of the H3 methodological cycle generates learning and replicability.	H3 phase documents, internal assessments, lessons learnt.	Evidence of operational adjustments, subsequent improvements, and use of indicators.	Satisfaction assessments and perception of alignment between promise and delivery.	Confirm that the system functions as a replicable and adaptable methodology.

Source: Prepared internally.

RESULTS

The first stage of H3’s implementation consisted of a prospective diagnosis of Marinilla, known locally as “the Sparta of Colombia”. Through a combination of territorial analysis and prospective commercial evaluation, the development team identified latent dynamics that positioned Marinilla as a potential strategic urban

centre. Based on this diagnostic stage, the concept of “Distrito Sauce” was developed, which changed the perception of what was initially undifferentiated and cheap land to a perspective of territory with narrative potential and symbolic capital.

This result coincides with the literature on place branding and cultural narratives, which shows that a coherent territorial story reinforces legitimacy and creates value beyond physical attributes (Grenni et al., 2020; Björner & Aronsson, 2022). In the case of the UNO structure, the narrative served as a strategic foundation, allowing the project to be perceived not as an imposition but as a natural extension of local identity.

On the other hand, the design phase addressed principle H3 of designing with a purpose. To this end, the identified anchor emotion was “pride in the family’s future,” which ultimately guided architectural, narrative, and commercial decisions. In this phase, details given in the interviews were considered, for example, E1: “I am pregnant and find it difficult to get out and move around easily from my car because the parking spaces are usually narrow,” so measures were integrated for 2.50 parking spaces, which are wider than the standard size; E2: “From my experience as a parenting specialist, I believe that in order for children to be creative, they need to be able to experience the world through their own eyes, to be free to experience it.” For this reason, all of UNO’s common areas are spacious but also enclosed, allowing children to explore, be in contact with nature, and feel free, but always within safety limits and with access to parental supervision.

This gave rise to shared spaces (playgrounds, creativity areas, community areas) explicitly designed as tools for children’s development, thus integrating the narrative into the built environment. In this sense, the ideal buyer archetype was defined as families with children, whose main motivation was long-term well-being.

Evidence confirms that the emotional anchor served as a design filter, producing coherence between strategic intent, architectural form, and user experience. The results are consistent with findings on transformative hospitality services, in which service design driven by emotional and experiential goals generates greater user attachment and satisfaction (Gallan et al., 2021; Ali et al., 2016).

Furthermore, H3 focused on integrating hospitality as a relational system, emphasising hospitality beyond service encounters and integrating it into urban design, operations, and cultural integration. At UNO, hospitality translated into walkable streets, open public areas, and accessible green spaces, combined with relational practices such as creative meetings with neighbours and local leaders.

As a result, the project achieved genuine acceptance and legitimacy within the community, with no reported resistance during planning and implementation. This empirical result corroborates H3’s premise that hospitality fosters social licence to operate, reducing conflicts and strengthening relational capital. It is also consistent with research linking walkability and place attachment (van den Berg et al., 2022; Chan & Li, 2022), as the physical design fostered social interaction and a sense of belonging.

During the implementation phase, the concept of pairing was addressed, which involves ensuring alignment among the product, location, and user archetype. To this end, the commercial strategy focused on a narrative of a better future for children, which was consistently reinforced in the design, communication, and sales processes. Thus, to ensure fidelity to the system, an H3 framework custodian was appointed to oversee consistency between the narrative and daily operations.

The commercial results of this activity influenced the speed of sales, which was seven times higher than the local market average, the complete absorption of units in a short time, and the activation of the surrounding area as a new economic and residential centre. These results support the notion of an ‘ecological and experiential premium’ (Eichholtz et al., 2010), whereby differentiation based on sustainability and experience enables projects to achieve greater value and faster adoption.

In the final stage, a monitoring framework was established with indicators of pride, emotional perception, and community attachment. The implementation of H3 at UNO provided information to strengthen the H3 methodology. In particular, the projected financial return exceeded £15 million with an initial investment of approximately £1 million, while qualitative feedback confirmed a strong alignment between narrative, design, and lived experience. Importantly, the community itself became a source of continuous learning and feedback, reinforcing H3’s principle of replicability with authenticity.

Taken together, these results demonstrate that H3 successfully integrates financial performance, human experience, and cultural legitimacy, confirming its value as a tripolar management framework and validating the proposals presented in the methodology.

DISCUSSION

The results of implementing the H3 system in the case of UNO apartments provide solid evidence supporting the coherence of the H3 management system, illustrating how a structure based on people, habitat, and hospitality can simultaneously deliver financial performance, human well-being, and cultural legitimacy.

In particular, the prospective diagnosis and the creation of the Sauce district narrative confirmed that territorial storytelling is not only a marketing tool but also a strategic basis for the project’s design and legitimacy. This finding is consistent with research on place branding and cultural narratives, which emphasises the role of storytelling in integrating spatial planning with local identities (Grenni et al., 2020; Björner & Aronsson, 2022; Mehmood, 2016; Williams, 2006). By incorporating local symbolism as one of the project’s foundations, H3 demonstrated that narrative coherence reduces resistance and reinforces community legitimacy.

The results also showed that defining an anchoring emotion, in this case pride in the family’s future, provided coherence between design, architecture, and user experience. This supports the proposal that emotion can serve as a guide for design, in line with findings in transformative hospitality services, where emotional and

experiential goals lead to greater user well-being and attachment (Gallan et al., 2021). Importantly, H3 demonstrates that emotions can serve as operational criteria for decision-making, not just as outcomes, thus extending the literature on service design (Gao et al., 2022; Williams, 2006) to the field of property management.

On the other hand, the integration of hospitality into the UNO through walkable streets, public spaces, and community participation led to legitimacy and social acceptance, with no opposition reported. These results are consistent with studies on walkability and place attachment, which show that human-scale design encourages social interaction and a sense of belonging (van den Berg et al., 2022; Chan & Li, 2022). H3's contribution lies in extending the concept of hospitality beyond service encounters to include spatial, cultural, and relational dimensions, positioning hospitality as a cross-cutting principle in business management.

Furthermore, the UNO business case reveals the market advantages generated by differentiation through sustainability and experience. These results support the existence of an experiential premium, comparable to the green premium identified in sustainable office markets (Eichholtz et al., 2010). H3 extends this line of research by demonstrating that emotional narratives and the integration of hospitality can achieve similar market advantages, suggesting new avenues for competitive differentiation in the real estate sector.

Similarly, the implementation at UNO enabled the incorporation of monitoring tools (perceptions, pride, attachment), demonstrating that the system institutionalises a continuous learning process, in line with the demands of adaptive and resilient governance in urban sustainability (Nyoni et al., 2023). This not only validates the system's internal coherence but also highlights its potential for replication and international scalability, provided that adaptations respect local territorial identities.

CONCLUSION

This study addresses the H3 (Humans, Habitat & Hospitality) management system as an emerging framework for sustainable and purposeful real estate management. Based on the case of the UNO Apartments in Marinilla, Colombia, the results demonstrate that H3 integrates three traditionally fragmented dimensions—human experience, territorial identity, and hospitality—into a coherent methodology that produces measurable economic, social, and cultural outcomes.

The results showed that forward-looking territorial narratives enhance legitimacy and symbolic value; that goal-oriented, emotion-based design fosters coherence among strategy, architecture, and user experience; that hospitality, as a cross-cutting relational principle, generates social acceptance and a sense of belonging; and that differentiation through experiential value translates into superior commercial performance. Furthermore, the system's commitment to continuous learning positions H3 as a replicable and adaptable system, capable of guiding projects in diverse contexts while remaining sensitive to local identities.

From a theoretical perspective, H3 contributes to the business and management literature by offering a tripolar framework that integrates concepts of sustainability, service design, place branding, and hospitality into an integrated methodology for the built environment. In practice, it provides managers and developers with a structured set of tools, including reverse storytelling, pairing, and anchor emotions, that enable differentiation, reduce conflict, and create long-term value.

In practice, the system provides a structured pathway to reduce conflicts, achieve differentiation, and align strategic purpose with sustainable value creation. H3 introduces a tripolar management system that implements narratives, emotions, and hospitality as design and business tools, pushing the boundaries of sustainability, service design, and place branding in the built environment.

However, the fact that the study is based on a single case limits statistical generalisation. Future research should replicate and test the propositional claims derived here through comparative multiple-case studies and quantitative designs, thereby strengthening the external validity of the H3 system. Similarly, cross-cultural applications also represent a promising avenue, as the system's reliance on universal emotions and narratives suggests scalability, while its emphasis on territorial authenticity requires careful adaptation.

In conclusion, H3 offers a management system that represents a development philosophy in which profitability, human well-being, and cultural resonance coexist. In a world where urban expansion often neglects identity and experience, the H3 system offers a viable path for organisations seeking to align their strategic purpose with sustainable, human-centred value creation.

CREDIT AUTHORSHIP CONTRIBUTION STATEMENT

Arroyave Palacio: Conceptualization, methodology, validation, analysis, research, editing, visualization, writing original.

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The work was the result of work carried out at the company called H3, as part of the development of its own management system.

DECLARATION OF COMPETING INTEREST

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