The Cotton Way

Home away from home. Institutions, not trends.

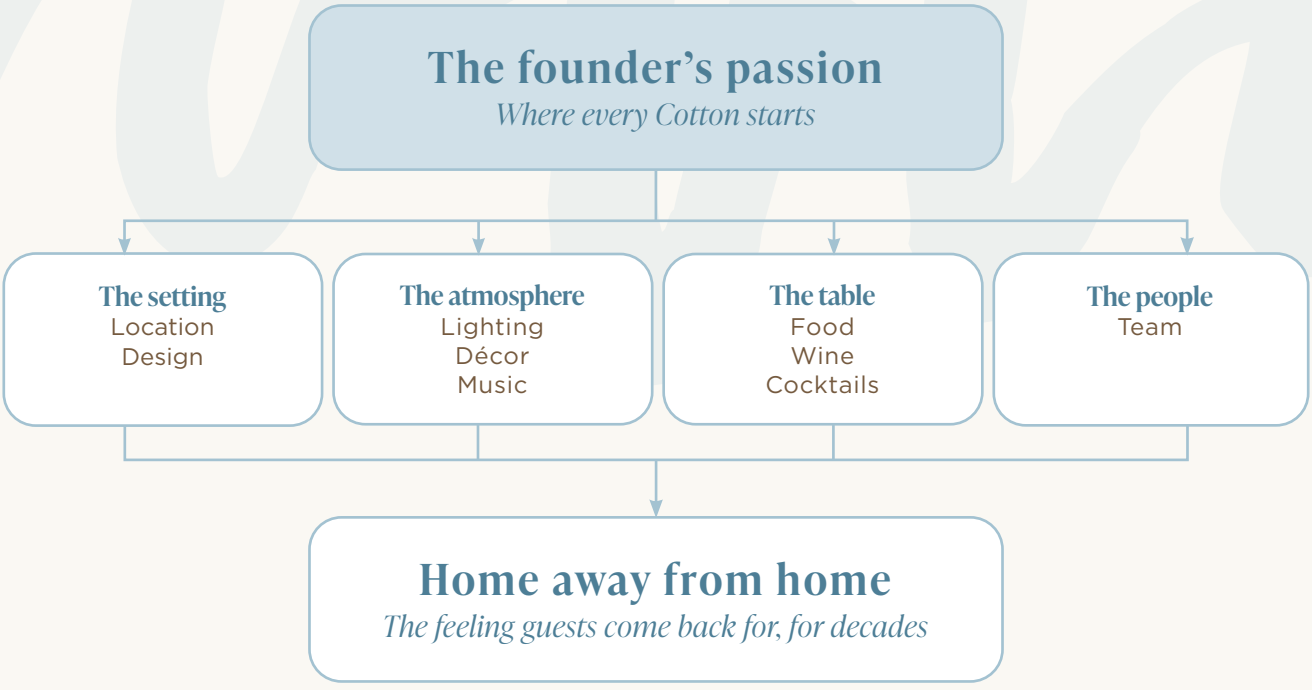
Cotton exists to make people feel at home far from home. Not for one summer, but for decades. We are not building a hip brand that burns bright and fades. We are building places people return to with their children, the way families have returned to the great houses of Saint-Tropez, Paris and St. Moritz for generations.

Since we started planning Cotton Beach Club in 2013, the standard has not changed. Every new Cotton has to deliver at that same level, or it does not open.

What makes a Cotton

There is no single secret. A Cotton works when many ingredients are right at the same time, and it starts with passion.

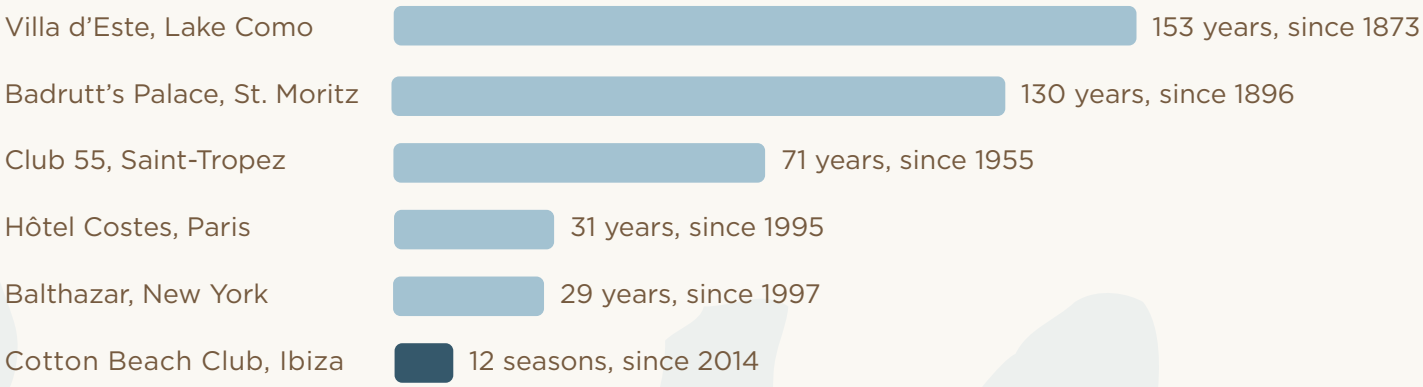
Every Cotton starts with passion and ends with a feeling of home



Built to last

We measure Cotton against places that have outlived every trend around them, including L'Avenue in Paris. Their guests come back for the same feeling, year after year. That is the only benchmark that matters to us.

The places Cotton measures itself against have lasted decades



Years since opening, as of 2026

What we take from Ian Schrager

From Studio 54 to Morgans, the hotel widely seen as the first boutique hotel, to EDITION with Marriott, Ian Schrager showed that hospitality is something guests feel, not something they inspect. Three lessons guide Cotton:

- **The feeling is the product.** Guests forget the thread count. They remember the light at sunset, the music, and who greeted them by name.
- **A place should feel alive.** The best rooms are social. Design, lighting and music turn a venue into a stage where guests are part of the show.
- **The vision can travel, if the standard travels with it.** Schrager kept the creative vision while partners brought the capital. Cotton grows the same way: the brand and the standard stay with us, the funding is raised at each venue.

Institution, not hip

Large venture-backed groups can outspend us. They cannot out-care us. We compete by staying exactly what Cotton has been since 2013.

	A hip brand	A Cotton institution
Lifespan	Two or three seasons	Decades
Guests	Chase the next opening	Return with their families
Growth	Fast roll-out, same box everywhere	One venue at a time, each true to its place
Money	Venture capital, pressure to scale	Funded venue by venue, standard first
Who leads	The investors	The founder's passion

Every new Cotton, in Zakynthos, St. Moritz or London, is judged by one question: will people still be coming back in twenty years?

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