

Selected project case studies



The Lagoons, Dubai

Client: Sama Dubai

Task

Determine and measure retail, entertainment and eating out requirements for a 'city' of 300,000 residents and workers.

What we did

- Evaluated Dubai retail market and shopping centre provision
- Established behaviour and needs of Dubai office workers, residents and tourists
- Brand positioning to differentiate the scheme

Result

The Lagoons is currently under construction. Our work has been incorporated into the overall retail, entertainment and food and beverage strategy for the development, to the extent that both the size and location of the primary retail offer has been reviewed and amended.



Mina al Arab, Ras al Khaimah (UAE)

Client: RAK Properties

Task

To define the type and amount of retail, food and beverage and entertainment space for an upmarket waterfront hotel and residential development.

What we did

- Detailed research amongst potential users – local residents, tourists, residential investors
- Analysis of likely behaviour, including estimated 'leakage' to Dubai
- Financial feasibility model across a number of development options

Result

Mina al Arab is currently under construction. The retail strategy developed by Pragma is being implemented, with a unique pedestrianised retail and food offer surrounding a harbour area, appealing to both tourists and the local population.

Selection of commercial spaces clients

UK

- Capital Shopping Centres
- CB Richard Ellis
- Donaldsons
- Forth Ports
- Hermes
- Network Rail
- Newcastle City Council
- Redevo
- Spacia
- Standard Life
- Teesland IOG
- Wates

Europe

- Fraport
- Freeport
- Hochtief
- Pender Ville

Middle East

- Al Qudra
- Dubai Pearl
- Nakheel
- Omniyat Properties
- QCVP
- RAK Properties
- Sama Dubai
- Securities House

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Property situations we have advised on

UK

- Bristol Airport
- Canary Wharf
- Castlepoint
- Covent Garden Market
- Harlequin Centre
- Hounds Hill
- Lakeside
- London Luton Airport
- Ocean Terminal
- Princes Square
- University of Bath
- Whiteleys
- 18 major UK railway stations

Europe

- Berlin Brandenburg Airport
- Bourgas and Varna Airports (Bulgaria)
- Budapest Ferihegy Airport
- Excalibur City (Czech Republic)
- Malta International Airport
- Pendergardens (Malta)
- Rome Fiumicino Airport
- Wien Mitte (Austria)
- Zurich Airport

Middle East

- Abu Dhabi International Airport
- Aspire Zone (Qatar)
- Cultural Village (Qatar)
- DICM (Dubai)
- Doha International Airport
- Dubai Opera House
- Dubai Pearl (Dubai)
- Dubai Towers Jeddah (Saudi Arabia)
- Hala Community Centres (Abu Dhabi)
- Mina al Arab (Ras al Khaimah)
- Muscat International Airport
- Nakheel Tower (Dubai)
- Opus (Dubai)
- The Lagoons (Dubai)

Worldwide

- Delhi International Airport
- Kuala Lumpur International Airport
- Mumbai International Airport
- Nassau Airport (Bahamas)



Consulting Services for Property Owners, Investors and Developers

Strengths

- Leading consultancy specialising in developing retail and consumer strategies
- Established over 20 years
- International experience in over 30 countries
- A unique approach combining detailed market/consumer analysis and business plan forecasting with retail masterplanning and design
- Whatever your development, Pragma will enable you to understand and quantify your customers, plan and position your development, optimise space, and estimate revenues/returns on investment

Sectors

- Property and commercial spaces
- Retail/entertainment
- Leisure/hotels/resorts
- Shopping centres
- Travel and airports
- Mixed-use developments

Skills

- Market analysis and insight
- Retail audits and gap analysis
- Customer insight
- Competitor analysis
- Original customer behaviour/requirements research (qualitative and quantitative)
- Customer satisfaction research/tracking
- Customer segmentation analysis
- Footfall and space supportable requirements
- Business plan forecasting
- Concept generation, testing, and analysis
- Retail/commercial space planning
- Retail design and wayfinding



Princes Square Shopping Centre, UK
Client: Redevco

Task

Evaluation of future required tenant positioning and marketing strategy.

What we did

- Customer exit surveys
- Customer and non-customer focus groups
- Competitor positioning audits

Result

We clearly identified current user profiles and behaviour at the centre, and established reasons for non-use.

Our work has helped Redevco to put in place a new tenant mix strategy and has also fed into new marketing and advertising initiatives.



Whiteleys Shopping Centre, UK
Client: Standard Life

Task

Tenant mix and centre positioning concept testing and recommended strategy.

What we did

- Understood views of current tenants
- Assessment of competitive market alternatives for catchment area residents
- Assessment of shopping behaviour and attitudes of current users
- Developed positioning concepts and tested with customers/catchment residents

Result

Recommended a concept positioning and tenant mix strategy to Standard Life for the future positioning of Whiteleys to enable it to compete with the West End/White City developments.

This work is now being implemented with the successful opening of a new gastronomy concept at the centre.



Canary Wharf, UK
Client: Canary Wharf

Task

To undertake a feasibility study and develop a strategy for the retail development of a mixed-use office, leisure, retail and residential scheme. We were subsequently asked to review and recommend options for expansion of the retailing space.

What we did

- Worked with Canary Wharf at the initial stages of the project's development
- Developed the retail strategy for a 50,000 sq m shopping centre based on research with tenants and the local catchment
- Developed a gravity model to understand comparable attraction levels to the scheme
- Defined tenant mix, catchment area, projected revenue and rental models

Result

The retail strategy has since been implemented and expanded upon to create one of London's leading retail offers, with appeal to office workers, local residents and visitors.



Pendergardens, Malta
Client: Pender Ville

Task

To develop a strategic commercial and branding direction for the Pendergardens development – a mixed-use scheme (residential, shops and offices) in St Julian's, Malta.

What we did

- Detailed audit of retail, food and beverage and entertainment in Malta
- Reviewed the market for retailing in Malta
- Conducted qualitative research into the requirements of residents and tourists

Result

Developed a full space utilisation and customer demand model which allowed Pender Ville to specifically focus the tenant mix to the target customer base. The Pendergardens development is now under construction.