CHRIS HAYWARD / FREELANCE · PROJECTS · CONTRACTS · CONSULTING

**Commercial Experience Masterplanning** | Experience masterplanner and designer

RETAIL · CONVENTION & EXHIBITION (COEX / MICE) · AVIATION · SPORTS & ENTERTAINMENT · MIXED-USE & TOD

# Making commercial assets work harder.

## I find and release hidden value.

I work with owners, investors, developers and operators to discover new sources of return, unlock value from existing assets and shape what should be built, not simply what can be built. I connect customer behaviour, place and culture with commercial strategy, built form, digital experiences and operations.

**Available for defined assignments, freelance projects, contracts and consulting partnerships.**

### WHAT YOU CAN COMMISSION

#### Customer, visitor and market intelligence

Fieldwork, interviews, observation, accompanied journeys, market and competitor research, behavioural archetypes, catchment and demand insights.

#### Commercial opportunity & asset strategy

Identify underused space, underserved audiences, new uses and income opportunities. Develop and test destination propositions, commercial concepts and investment options.

#### Experience masterplanning & design

Experience visions, signature experiences, place identity, journeys, design principles and masterplan briefs across built form, digital, services and operations.

#### Retail, COEX & destination programming

Investigate visitor and tenant needs, use occasions, programme mix, attractions, events and year-round activation. Shape reasons to visit, stay, spend and return.

#### Performance, feasibility & value protection

Diagnose friction and value leakage. Test customer desirability, operational feasibility and commercial viability; inform prioritisation and design trade-offs.

#### Project and bid delivery

Hands-on research, concept development, workshops, briefs, reports and pitches; work directly with asset owners or as part of an architectural or advisory team.

#### Start with one asset or opportunity

A focused review of demand, space, offer and operations, with opportunities prioritised for further testing and investment.

### THE COMMERCIAL LOGIC

#### Demand before design

Establish who the asset serves, what they value and why they would visit before the design is fixed.

#### Create value, capture value

Connect experience, brand, programme and tenant mix with spend, conversion, yield and repeat visits.

#### Make every day count

Make space, offers and operations productive throughout the day, week and year, not just on event days.

#### Protect commercial intent

Protect the customer proposition and revenue logic through design, cost and operational decisions.

### What design anthropology adds

I investigate what makes places meaningful, useful and desirable in real life. Rigorous ethnographic research, commercial thinking and AI-enabled analysis give investment and design decisions a sound evidentiary basis.

### Complementary commercial expertise

I work independently and with James Smith Consulting, combining experience strategy with commercial and destination expertise.

### Professional foundations

**Master of Design (Design Anthropology)**, Swinburne; anthropology degrees, UQ; executive education in innovation and foresight; MIT Professional Education (No-Code AI & ML).

# Passenger experience into commercial opportunity

VINCI Airports, Charles de Gaulle and Orly | Populous

### The investment question

For an airport acquisition bid, I designed and conducted passenger research to understand how journeys, confidence, comfort and reasons for travel influence behaviour. Ticket class alone could not explain passengers' choices, including where they spent time and money.

### From evidence to design

With architecture and commercial colleagues, I translated findings into nine behavioural archetypes, experience principles, current and future experience maps and a roadmap of concepts. The work linked space, services and operations to potential commercial opportunities.

The bid team gained a practical, evidence-based foundation for assessing opportunities and prioritising experience concepts before investment.

**Passenger research · Asset value · Experience strategy · Concept roadmap**

---

POPULOUS / MAKKASAN, BANGKOK

### One experience across a complex development

Developed the Experience Master Vision and Plan for a major transport-oriented development. It gave architecture, engineering and planning teams a shared reference across transport, COEX, hotels, retail and public space.

**TOD · COEX · Experience masterplanning**

FJORD / QIC RETAIL

### More reasons to visit and return

As Research Lead, I investigated shopping, dining, entertainment and social visits through nine shop-alongs, interviews and 60+ hours of observation. Research informed journeys, experience principles and co-creation; the team refined 300+ ideas into 11 concepts.

**Retail · Behaviour · Physical + digital**

POPULOUS / OUE, JURONG LAKE, SINGAPORE

### Destination strategy before design

Developed research and experience strategy for a proposed tourism destination. Visitor insight, leisure and entertainment gap analysis and stakeholder workshops informed a distinctive experience proposition and recommendations for the destination mix.

**Destination proposition · Demand · Concept development**

POPULOUS / MELBOURNE AIRPORT

### A shared direction for the traveller experience

Developed traveller typologies, handbook content and training materials connecting the passenger experience with design and operational choices. The work supported consistent decisions across disciplines and future airport development.

**Aviation · Experience strategy · Design guidance**

---

## Put an asset, brief or commercial opportunity in front of me.

Commission a discrete assignment, bring me into your project team or engage me for an experience-led strategic review. I make sure ideas, products, services and experiences survive contact with real people and real organisations.

cfhayward@gmail.com | +61 418 158 399
chris-hayward.com | linkedin.com/in/cfhayward
Brisbane-based · Australia and international · Remote, hybrid or on-site