



hudson howells

strategic management consultants



2019

Hudson Howells - Contact Details

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Hudson Howells has worked extensively with the South Australian government, local government and the private sector on industrial development, commercial development, retail development and residential development projects in both metropolitan and regional locations.

Specialist areas include:

- Market research including psychographic market segmentation, project branding and positioning.
- Marketing strategy development including brand strategy.
- Marketing planning.
- Economic impact assessments.
- Financial assessments and feasibility studies.
- Business planning.

Hudson Howells - Professional Profile

Hudson Howells is a strategic management consulting firm based in South Australia. Established in 1993, Hudson Howells has developed considerable expertise in the property development sector. This section provides an overview of relevant experience and expertise together with organisational details.

Phill Hudson and Neil Howells established Hudson Howells in 1993. Over the past ten years, Hudson Howells has specialised in the property development sector, primarily in residential development projects in South Australia with some work also being undertaken in Queensland and the Northern Territory. Most of South Australia's leading property developers are Hudson Howells' clients.

Phill is a member of the Institute of Management Consultants and Neil is a member of the Urban Development Institute of Australia and the Australian Market and Social Research Society. Neil is also a member of the State Government's Supply of Goods and Services Industry Participation Advisory Panel for the Office of the Industry Advocate and a member of the Urban Development Institute of Australia's Infill Development/Urban Renewal Committee.

Hudson Howells provides specialist, highly personalised assistance to government and large corporate clients in five core service areas:

- Strategic Planning and Business Planning
- Economic and Industry Development
- Marketing Planning and Market Research
- Export Market Development
- Customer Relationship Management

Hudson Howells operates internationally with extensive 'in-country' experience in the following countries:

- | | | |
|-------------|---------------|-----------------|
| • Australia | • Indonesia | • Unites States |
| • China | • Hong Kong | • Thailand |
| • Malaysia | • Taiwan | • South Korea |
| • Singapore | • Japan | • New Zealand |
| • India | • Philippines | • Timor Leste |

Since 2005 Hudson Howells has worked on many of Renewal SA's development projects including:

- Playford Alive.
- Port Adelaide.
- Aldinga.

Hudson Howells - Professional Profile

- Lochiel Park.
- Northgate and Lightsview.
- Riverbank.
- Norwood (Caroma site).

Hudson Howells is also fortunate in having most of Adelaide's leading developers as clients including:

- Adelaide Airport Limited – Adelaide and Parafield Airport Developments
- Adelaide City Council and Hindmarsh – Ergo Apartments Adelaide
- Adelaide Development Company – Blackwood Park, Flagstaff Pines and Hallet Cove
- Australian Property Projects – Kingfisher Lakes, Hervey Bay Queensland
- AV Jennings – Northgate, Flagstaff Hill, Seaford Meadows, Andrews Farm, Blakeview, Pathways Murray Bridge, River Breeze Goolwa North and Eyre (Penfield)
- Eureka Developments - Bridgeport Hotel Market Demand and Feasibility Assessment
- Burke Urban – Newenham Mount Barker, Gifford Hill and Newbridge (Murray Bridge)
- Cedar Woods – Glenside redevelopment project
- City of Onkaparinga
- Club Fleurieu – Community Lifestyle Centre Development
- Commercial & General – WEST and recently worked on the successful bid team with the John Holland Group on the RFP for the redevelopment of the current RAH site
- CIC Australia – Northgate Stage 3 (Lightsview) and Lyons (NT)
- DAMAT – Golden Grove Mixed use Development
- Gold Coast Airport – Masterplan Economic Impact
- Horizon at Normanville – Market Demand and Feasibility Assessment
- Global Intertrade – 200 East Terrace (market research and feasibility assessment)
- Hickinbotham Group – Roseworthy, Two Wells, Allenby Gardens, Ridley, Seaford Meadows, Dry Creek, Moana, Evanston Gardens and Strathalbyn.
- Housing SA – Noarlunga Centre (affordable housing)
- Lukin Corporation – Lukin Quays Development
- Nora Creina – Golf and Resort Development
- Seppeltsfield – Masterplan Development
- Sleaford Cove - Tourism Accommodation and Residential Development Feasibility Study
- Streaky Bay Group - Tourism Accommodation and Residential Development Pre-Feasibility Study
- Urban Pacific – Promenade, Northgate and Westwood
- Summit Health – Mount Barker Super Clinic Development
- The Marina Hindmarsh Island – Resort and Convention Centre Feasibility Study
- Walker Corporation – Riverlea, Buckland Park (economic impact assessment)

Hudson Howells - Professional Profile

Retirement Sector

Hudson Howells' interest and involvement in the retirement sector dates back to the mid to late 80s when Neil was a member of the project team that developed the strategy for, and then implemented, Coop Retirement Services (CRS) for what was to become Adelaide Bank. The rationale for CRS was to complement a complete lifecycle approach to the delivery of financial services with CRS picking up pre-retirement through to high dependency care. At the time it was planned there would be a full range of services which included superannuation products, home care services (cleaning, gardening, nursing, etc.), independent living units, respite care and high dependency care as well as the provision of non-prescription products such as vitamins and minerals and mobility aids. This 'full service' approach was never realised with the activity being limited to retirement villages.

Hudson Howells also undertook work for Masonic Homes with a focus on its proposed 60 villa retirement village in Durack (Darwin). Three studies were undertaken:

- Preliminary market analysis utilising ABS Census data and Northern Territory Government Population Projections plus interviews with representatives of relevant organisations.
- Review of the Northern Territory Housing Preferences Study (also undertaken by Hudson Howells).
- Telephone Survey of the Darwin Retiree Market with findings providing valuable insights for the marketing strategy to support the development and sale of independent living units (ILUs) at The Heights, Durack

Hudson Howells is an active member, sponsor and strong supporter of the Urban Development Institute of Australia (SA). Our advice and opinion is frequently sought by the UDIA in relation to residential property issues.

The range of services we provide to the industry goes well beyond market research. We are involved in marketing strategy development including project branding and positioning, market planning, community engagement strategy development, economic impact assessments, economic development strategies and feasibility studies.

Hudson Howells - Specialisation

Market Research

Type of Research	Typical Applications
Desk Research	Collation, analysis and interpretation of data gathered from secondary sources eg internet, ABS, existing reports and publications. Useful for developing a demographic and socio-economic profile of a particular area.
Market Depth Analysis	An analysis utilising secondary research data to examine sales patterns of residential property within a given catchment area over the past ten years. This information details the type and numbers of dwellings sold (low, medium and high density), the location of that dwelling by suburb and the price per sqm. This information can then be used to estimate the market depth to determine realistic sales projections.
Telephone Survey	Primary research undertaken where information is gathered by telephone interviews. Useful for developing a more up-to-date demographic and socio-economic profile than may be available from secondary sources. Can also be used to provide an estimate of demand for a new development.
Segmentation Study & Brand Analysis	Primary research undertaken where information is gathered by telephone interviews. Extremely useful for providing a rich understanding of potential purchasers for a development including estimate of demand by market segment, allotment and housing preferences, budgets, capacity to pay, etc. Provides an excellent foundation for brand and positioning strategy development.
Depth Interviews	Primary research undertaken where information is gathered by telephone or face-to-face interviews. Useful for in-depth exploration of particular issues. For example, real estate agents familiar with a particular area might be interviewed to better understand the demand for investment property.
Focus Groups	Primary research undertaken where information is gathered during discussions with small groups of people. Useful for in-depth exploration of particular issues. Excellent tool for evaluation of master plan concepts, housing design concepts, brand concepts, pricing strategies, etc.
Post-Purchase Research	Primary research undertaken where information is gathered after a development has been launched. Useful for understanding how effective the sales and marketing of a development has been. Typically both purchasers and non-purchasers (previously registered interest) are surveyed. Local builders can also be surveyed. Assistance can be provided with developing and implementing effective sales management systems.

Hudson Howells - Specialisation

Community Consultation

Type of Consultation	Typical Applications
Community Consultation	Consultation undertaken with communities which will be, or are being, impacted on by a development. Consultation is undertaken in many ways including meetings, forums, mail-out, online, etc. Information is gathered and analysed to prioritise critical issues that need to be managed.

Supply and Demand Analysis

Type of Analysis	Typical Applications
Land Supply and Demand Balance	Assessment of demand trends via published and unpublished data and analysis of available supply against that demand via survey of existing land holders and development proposals.

Economic Impact

Type of Assessment	Typical Applications
Economic Impact Assessment	<p>Analysis of the level of economic activity associated with a project, activity or economic stimulus, including economic modelling of the data. Using the data and economic modelling, estimates can be made of:</p> <ul style="list-style-type: none"> • The total jobs, wages paid and expenditure of companies associated with the project. • Induced (or multiplier) economic impacts associated with this direct impact, measured in terms of total jobs created and contribution to Gross State Product (salaries, wages and profits).

Financial Modelling

Type of Modelling	Typical Applications
Council Cost and Rate Revenue Modelling	Assessment of the financial impacts on Councils of major development projects including the estimation of 'shadow' impacts on rate revenue.
Feasibility Studies	Feasibility studies for major property development projects including financial modelling to estimate potential rates of return incorporating a range of scenarios.
Benefit/Cost Assessment	Assessment of the community benefits/costs associated with major development projects.