



FUNDAMENTAL
CONSULTANCY

PROJECT CASE STUDY

SILANG, CAVITE, PHILIPPINES / 2015-2021

From raw land to the Philippines' first true outlet mall.

Acienda Designer Outlet



One engagement. From development to operations.

Jayden Lewis / Lead Retail Consultant & Project Manager
Cathay Land Inc. / November 2015 - December 2021



THE ASSIGNMENT

A destination, a business and the team to run it.

From November 2015 to the end of 2021, Jayden Lewis served as lead retail consultant and project manager to Cathay Land, helping transform an undeveloped site into Acienda Designer Outlet.

His involvement connected design oversight, tenant strategy, leasing, recruitment, operating systems and launch delivery, with continued support beyond opening.

6 years

Development through operations

1st

True outlet mall in the Philippines

90%

Recruited management team retained at exit

RM165M

Project budget stated by Jayden Lewis

CLIENT

Cathay Land Inc.

LOCATION

Silang, Cavite, Philippines

PARTNERSHIP

Cathay Land and Freeport Retail

This case study presents Jayden Lewis's experience delivered through his work with Freeport Retail, and the experience he brings to clients through Fundamental Consultancy.



01 / THE STARTING POINT

Land. Ambition. A new retail proposition.

When Jayden joined in November 2015, the site was undeveloped land. Cathay Land's ambition was to introduce a dedicated international outlet destination to the Philippines.

Along Aguinaldo Highway in Silang, near Tagaytay, Acienda would bring year-round branded discounts together with dining, open-air streets and distinctive architecture. The aim was to make outlet shopping a day out.



The starting point: undeveloped land.



The project promise, before construction.

The property, the retailers and the operating business needed to develop together. The design had to support trading, the tenant mix had to give customers a reason to visit, and the management team needed the systems and confidence to run the centre.

Jayden's role was to connect these requirements throughout the project.



02 / DESIGN & DELIVERY

Keeping retail at the centre of development.



Acienda taking shape during construction, September 2018.

Acting as a central link between Cathay Land and specialist consultants, Jayden brought a retail perspective to design and construction discussions. He worked with architects to review and revise plans, focusing on retail functionality and shopper flow.

Alongside construction management, he represented the project's retail requirements and monitored progress against delivery timeframes. Monthly audits and reporting kept the client informed and connected technical progress with commercial objectives.

That continuity helped keep the long-term use of the asset in view: how shoppers would move through it, how retailers would trade and how the centre would be managed after opening.



03 / TENANT STRATEGY & LEASING

Creating a compelling reason to make the journey.

Acienda's positioning depended on the quality and balance of its retail offer. Jayden mapped categories and prospective brands to establish a mix of international and local tenants across fashion, footwear, sportswear, accessories and complementary food and beverage uses.

He sourced prospective tenants and worked with the legal team to progress tenancy agreements and coordinate operational timelines. Each occupier needed to contribute to a coherent customer proposition: recognised brands, credible outlet value and enough variety to make the visit worthwhile.



A Crocs store opening at Acienda.

From tenant strategy to store opening.

Leasing brought the development vision into the customer experience, one occupier at a time.

The 2019 leasing kit positioned Acienda around year-round outlet value, brand partnerships, promotions and events that supported the wider destination.



04 / OPERATING FOUNDATIONS

Build the organisation. Support the people.

Preparing the property for opening also meant preparing the business that would run it. Jayden established financial and operational workflows for the management office, including rent collection systems and standard operating procedures.

Developed alongside the physical project, these processes connected the commitments made during leasing with the work required to manage an operating outlet mall.

Recruitment across the operation

Jayden built the management structure from the ground up and recruited the team across facilities, maintenance, marketing and leasing. He coached the Centre Manager and provided senior support as the organisation moved from development and opening into everyday operations.

The objective was to leave Cathay Land with a team capable of carrying the business forward. Recruitment, clear responsibilities, working procedures and leadership support were integral parts of the assignment.

90%

of the management team Jayden recruited remained in place at the end of his engagement in 2021.



05 / LAUNCH & ONGOING SUPPORT

Opening day was a milestone, not the finish.

Jayden developed the marketing strategy through the grand opening and managed major events through the first anniversary. Acienda opened in 2018, bringing the destination, its retail offer, management team and customer experience together.

The work continued beyond launch. Store openings, campaigns and events helped develop the offer and gave shoppers new reasons to return. The first-anniversary Acienda Fest combined live music, food and family activities.



Acienda's windmill plaza and shoppers.

Jayden's engagement continued through December 2021, providing continuity as the project moved from development into operations.



First-anniversary press coverage, December 2019.



THE OUTCOME

From development site to operating destination.



The completed shopping environment at Acienda Designer Outlet.

By the conclusion of Jayden's engagement in December 2021, the undeveloped site had become an operating outlet destination with a distinctive identity, a retail offer and an established management organisation.

His contribution spanned design, project coordination, tenant mix, leasing, management procedures, recruitment, coaching and launch delivery. The physical transformation is visible in the project photographs; the organisational continuity is reflected in the team retained at his exit.

Together, they demonstrate the breadth of the assignment: helping Cathay Land move from land and ambition to a functioning retail destination.



BRING THIS EXPERIENCE TO YOUR PROJECT

One accountable lead. A connected approach.

Retail developments bring together disciplines that must work towards the same commercial outcome. Design decisions affect leasing. Tenant requirements affect delivery. Recruitment and operating procedures shape how the completed asset is managed.

Acienda demonstrates Jayden's ability to work across those connections and remain involved as a project moves from concept into operation. For developers and landowners, that provides a practical point of coordination: someone who understands the retail proposition, can work with specialist teams and can help build the operating organisation.

Have a site or retail project in mind?

Speak with Jayden Lewis about turning your development plans into a retail destination, with the tenant strategy, team and operating foundations to support it.

DISCUSS YOUR PROJECT

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PROJECT RECORD & SOURCES

The evidence behind the story.

Personal project experience. Responsibilities, engagement dates, budget and team retention are supplied by Jayden Lewis. This report follows his November 2015 - December 2021 dates and defines 90% retention as the recruited management team still in place at his exit.

Original project brief. Cathay Land Acienda Project Spec, supplied by Jayden Lewis. The narrative reflects the updated dates and scope provided for this case study.

Contemporaneous project material. Acienda V3 Leasing Kit 2019, 20 pages. This identifies the project as the first true outlet mall in the Philippines and records its location, retail proposition and marketing activity. Historical footfall figures are not presented as current performance.

Budget basis. RM165 million is the project budget confirmed by Jayden Lewis for this case study.

Photography. Project, construction, store-opening and press images supplied by Jayden Lewis for this case study. The early site photographs and press clipping are reproduced as archival material.

Attribution. The assignment was delivered through Jayden Lewis's work with Freeport Retail in partnership with Cathay Land. It is presented as the professional experience he brings to Fundamental Consultancy.

PROJECT IDENTITY



Prepared for Fundamental Consultancy
Project period: November 2015 - December 2021