

CASE STUDY

ABU DHABI ENTERTAINMENT
شركة أبوظبي للترفيه

مدينة زايد الرياضية
ZAYED SPORTS CITY

OVERVIEW

Thirty years after opening in 1979, Zayed Sports City had become an underutilized sports venue with tremendous opportunity. The 1.2 million sqm Abu Dhabi property achieved annual footfall of 500,000 across five anchor sports and 60 community and international events in 2010. Still, many people were unaware that the site was open to the public and few knew the scope of its offerings.

Tasked with reigniting the iconic venue, Abu Dhabi Entertainment Company (ADEC Management) took responsibility for oversight in April 2010. Critical strategies were applied to all areas of facility operations in order to maximize the potential of the property. By 2013, the site won gold for the Best Sports & Recreation Venue in the MENA region; propelled by a mega-event year, in 2019 it welcomed a staggering 1.7 million visitors to participate 32 sports and 515 events.



OBJECTIVES

With the site's income was outpaced by its expenditures, the ADEC Management team was called upon to create a profitable venue while maintaining, and indeed building on, its decades-long history.

STRATEGY

Following comprehensive review, a number of cost saving and revenue generating strategies were identified and implemented. These were plotted along immediate, short-term, and long-term timelines, and they continue to evolve to meet changing demands of the sport and recreation landscape.

EXECUTION

Building Brand

By 2010, Zayed Sports City's landmark was long outdated and had not reflected the complex's broad scope for many years. Representing football only, the logo limited opportunities to leverage the strength of ZSC's diverse offerings. A new visual identity, updated vision, reinforced mission and engagement-based approach have guided the successes of the brand in the most recent decade.

Establishing B2B Partnerships

The huge potential for business relationships between companies and the national sporting complex had been untapped for many years. ADEC Management implemented a number of channels to connect businesses to the ZSC community. Among them are robust options for commercial partnerships, advertising space, tenancy and employee wellness offerings.

Programme Development

ADEC Management's in-house team is tasked with creating and executing a wide range of projects that drive footfall, deepen loyalty and serve community needs. Some of these, such as Zayed Sports Academy, StepZSC and ZSC Kids Holiday Camp, are wholly owned. Others have been created as partnerships to help local businesses build connections to the community. These include through recurring and one-off events such as the OMO Carnival, Mubadala Tennis in Schools and Abu Dhabi Tennis League.

Expanding the Sports Reputation

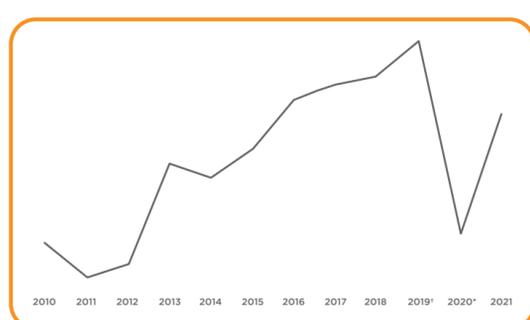
Research and insights indicated that the property was associated overwhelmingly with football events despite having three other sport centres. To shift this perspective, ADEC Management constructed and modernized facilities to increase efficiency and desirability; negotiated contracts with reputable brands for service and product delivery; created movement-based community programming to attract new participants; and implemented strategic marcomms focused on an inclusive legacy.



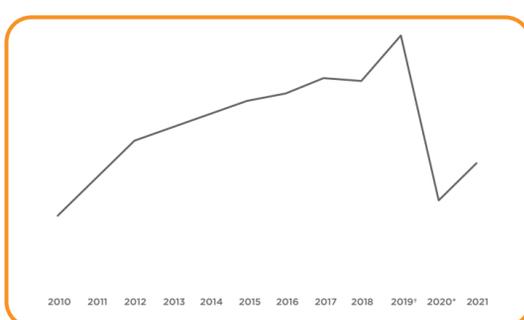
OUTCOMES

7X BEST SPORTS & RECREATION FACILITY IN MENA REGION

PERFORMANCE TREND



FOOTFALL TREND



* MEGA-EVENT YEAR INCLUDING AFC ASIAN CUP, SPECIAL OLYMPICS WORLD GAMES AND POPE FRANCIS HOLY MASS | * COVID-19 PANDEMIC

MAJOR PROJECTS



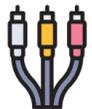
CUSTOMER AMENITIES REFURBISHMENTS



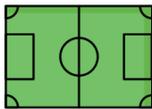
12,831m2 TENANCY SPACE CONSTRUCTION



MEP UPGRADES & INSTALLATIONS



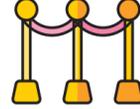
COMPLETE IT INFRASTRUCTURE BUILD



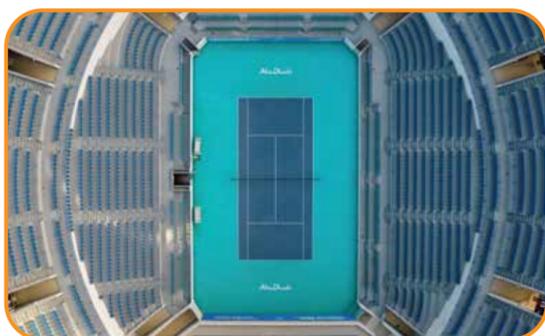
UPGRADED PLAYING SURFACES



NEW IT DATA CENTER



97,837m² ADDED NEW SPORT & EVENT SPACE



EVENTS



COMMERCIAL PARTNERS

