

# CASE STUDY

**ABU DHABI ENTERTAINMENT**  
شركة أبوظبي للترفيه

مدينة زايد الرياضية  
**ZAYED SPORTS CITY**

## OVERVIEW

After 30 years of operation, Zayed Sports City was identified as an underutilized sports venue with tremendous potential. In 2010, the 1.2M m<sup>2</sup> property in Abu Dhabi welcomed annual footfall of 500,000 to participate in 5 sports and 60 community and international events. It was widely unknown by the local community, and few individuals realized that the site was open to the public.

Tasked with reigniting the iconic venue, Abu Dhabi Entertainment Company (ADEC) was took responsibility for management and operations in 2010. Critical strategies were applied to all areas of facilities and operations in order to maximize the potential of the property. By 2013, the site was recognized as the Best Sports & Recreation Venue in the MENA region; in 2019 it welcomed a staggering 1.7M visitors to attend 32 sports and 515 events.



## OBJECTIVES

With site's income was outpaced by its expenditures, the ADEC team was solicited to create a profitable venue while maintaining and building on the legacy of its 30 year history.

## STRATEGY

Following comprehensive review, a number of cost savings and revenue generating strategies would be 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

Zayed Sports City was using a long outdated landmark which had not reflected the scope of the complex for many years. The football focus led the other existing venues to feel disjointed, which in turn limited opportunities to leverage the strength of a broad-scope brand. A new logo, updated vision, strengthened mission and community responsive approach have guided the successes that have been experienced in the most recent decade.

### Establishing B2B Partnerships

As the national sporting complex, there was huge potential for business relationships that had been untapped until ADEC arrived. The team pursues a number of areas where businesses connect to the ZSC community including commercial partnerships, advertising space, tenancy and employee wellness offerings.

### Programme Development

ADEC has established an in-house team to create and execute a wide range of programming that bring community members to the property. A number of these, such as Zayed Sports Academy and Kids Holiday Camp, are have been created independently to meet the needs of residents. There are also a number that have been made as partnerships to help local businesses build connections to the community with recurring or one-off events, such as StepZSC, OMO Carnival, and Mubadala Tennis in Schools.

### Expanding the Sports Reputation

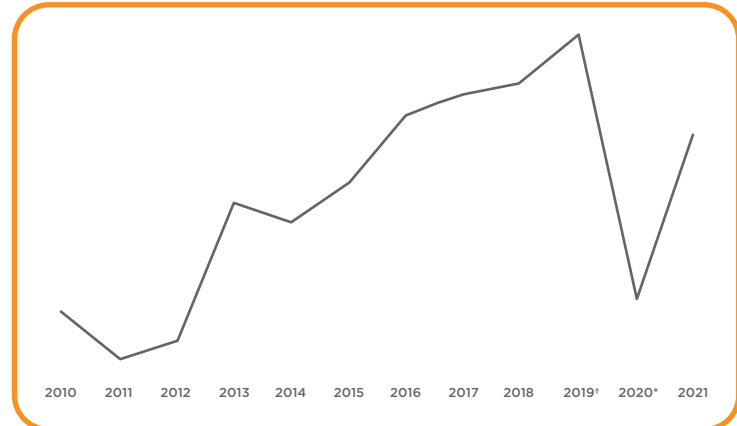
Community insights indicated that the property was associated with football events (mainly attended by men) despite having three other sport centres in operation. This perception required shifting, and the plans of ADEC included constructing or modernizing facilities to increase efficiency and capacity; negotiating contracts with reputable brands for service and product delivery; creating movement-based community programming to attract new participants; and communicating the inclusive legacy of the property.



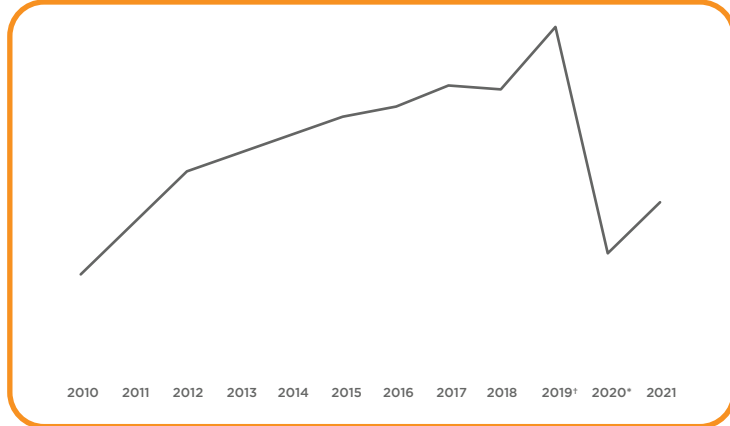
## OUTCOMES

**7X** BEST SPORTS & RECREATION FACILITY IN MENA REGION

### PERFORMANCE

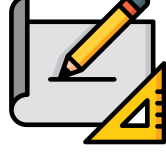


### FOOTFALL



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

## MAJOR PROJECTS



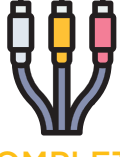
CUSTOMER AMENITIES REFURBISHMENTS



12,831m<sup>2</sup> TENANCY SPACE CONSTRUCTION



MEP UPGRADES & INSTALLATIONS



COMPLETE IT INFRASTRUCTURE BUILD



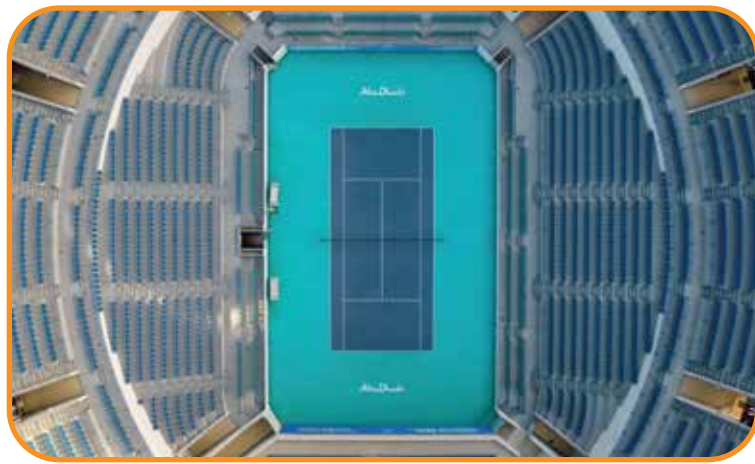
UPGRADED PLAYING SURFACES



NEW IT DATA CENTER



97,837m<sup>2</sup> ADDED NEW SPORT & EVENT SPACE



## PAST EVENTS



## COMMERCIAL PARTNERS

