

## **MAJID AL FUTTAIM: TRANSFORMING CUSTOMER EXPERIENCES IN SHOPPING MALL**

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**Key words:** *Retail Management, Shopping Mall, Customer Centricity, Branding , Innovation, United Arab Emirates.*

### **SYNOPSIS**

Majid Al Futtaim (MAF) had the vision to change the face of shopping, entertainment, leisure and created great moments for everyone, every day since it was founded in 1992. Since 1995 establishment of “City Center”, Deira in Dubai the retail landscape of the region underwent a change. The group had grown into one of the United Arab Emirates’ (UAE) most respected and successful businesses spanning over 15 international markets, employing more than 34,000 people. It took pride in being the pioneer of creating the retail landscape, leading innovation and enhancing customer experiences<sup>1</sup>. The case exemplifies the journey of MAF as a pioneer in idea generation and innovation in the Shopping Mall industry in the UAE <sup>2</sup>.

### **INTRODUCTION**

*“Several large scale projects are currently under construction in both existing and new markets. Significant opportunities lie ahead as our brands continue to provide innovative experiences to customers. Dubai remains the core of our business and we are expanding our presence in Egypt, Saudi Arabia and Oman, in addition to looking to establish a foothold in Africa and Eurasia”* Alain Bejjani, Chief Executive Officer, Majid Al Futtaim.<sup>3</sup>

MAF (Majid Al Futtaim) created real time experiences for its customers in the retail industry since it was founded in 1992. The first shopping experience was created in 1995 with City Center Deira in Dubai<sup>4</sup>. Since then the face of shopping was being transformed along with entertainment and leisure as tools facilitating and creating greater moments of shopping experience for the consumers across the Middle East, Africa and Asia. MAF in the year 2017, owned 21 shopping malls and 12 hotels in the region. Alain Bejjani, Chief Executive Officer, Majid Al Futtaim spoke in the Opinion column of “Startup” in 15<sup>th</sup> July 2017 Dubai, UAE, about the unleashing innovation in the Middle East and North Africa (MENA) region<sup>5</sup>. He also reinforced the need for MAF to pioneer in idea creation and innovation. Having said that,

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Alain Bejjani, further stressed the need to learn from customer experiences to in order innovate in the field of mall management in the region by creating and sustaining unique experiences in the future times to come and satisfy the emerging needs of its target market.<sup>6</sup>

MAF expanded into 15 international markets, with employed manpower of more than 34,000 people. The group had the first mover advantage in being innovators in the shopping mall industry and created a successful retail landscape<sup>7</sup>. A total of 25 percent market share was decided to be doubled in retail space of Dubai by 2020. The company created transformation in the customer shopping experiences, which were unique. A total investment of AED<sup>8</sup> 30 billion by the year 2026 was planned in the retail industry in UAE (United Arab Emirates)<sup>9</sup>. Having said this, he clearly focused on the road ahead based on innovation and customer centricity.

### **MAJID AL FUTTAIM PROPERTIES**

The shopping mall brands under MAF were Mall of the Emirates, City Center malls, My City Center neighborhood centers, and four community malls<sup>10</sup>. They operated in 13 markets across the Middle East and North Africa, by owning 17 shopping centers. MAF held the exclusive rights to the Carrefour franchise (hypermarket<sup>11</sup>) in 38 markets across the Middle East, Africa and Asia. Through Carrefour franchise, they operated in 15 countries with more than 210 outlets<sup>12</sup>. Within their shopping malls in the region, they operated 318 Vox Cinema screens and 32 Magic Planet (an indoor fun themed entertainment venue) family entertainment centers. They also operated indoor leisure and entertainment facilities such as Ski Dubai and iFly Dubai within their shopping malls.<sup>13</sup> MAF had significant presence in GCC (Gulf Cooperation Council) countries such as the UAE, Bahrain, Oman, Saudi Arabia and Lebanon.<sup>14</sup>

City Center Deira was opened as the family entertainment destination multiplex facilities in the UAE. Egypt and Armenia had the first Carrefour store. City Center Muscat was the first City Center mall in Oman. Various Fashion international brands such as Abercrombie & Fitch, Hollister, and Juicy Couture were opened along with Waterpark in City Center in Bahrain. City Center Beirut was inaugurated as the leisure and entertainment center in Lebanon.

### **MALLS IN DUBAI**

The mall industry in Dubai flourished as a new concept with a lot of reinvention. Malls are not considered as a destination for shopping malls but became popular for entertainment and leisure hubs for the consumer. Malls in the UAE grew larger with innovative offerings. UAE's retail landscape was expected to grow at a rate of 3 per cent in 2017 and reached a value of Dh.196 billion.<sup>15</sup>

### **CITY CENTER BRAND OF MALLS**

In the year 2015, MAF's City Center brand of malls celebrated 20<sup>th</sup> anniversary<sup>1617</sup>. In UAE, there were currently seven City Center malls and six City Center malls in rest of the Middle east region. The City Center malls were large in scale with variety of retail stores of popular international brands and included eating options from fine dining to fast food. Further it included

lots of entertainment facilities for the families. MAF's own brand of cinema halls, VOX Cinemas was part of all the City Center malls. MAF consciously developed Magic Planet, a brand for play area for children and family in most of the City Center malls. All the City Center malls have Carrefour as MAF's French brand of hypermarket as the primary anchor store. The City Center malls provide facilities that match up to international standards<sup>18</sup>.

The first City Center brand of malls was City Center Deira, located in Deira, Dubai that was started in 1995. City Center Deira was considered to be one of the world's most successful malls being the first City Center brand of mall in the region. 370 internationally known brands offered variety of fashion, lifestyle and electronics stores in this City Center along with Carrefour hypermarket. Consumers were provided with entertainment facilities like the Cinemas and a Magic Planet for Children. A fitness center facility was a favored spot for many visiting Pullman Dubai Deira City Center Hotel<sup>19</sup>.

Various City Center brand of malls were started in different parts of UAE, Sharjah, Ajman, Fujairah, Mirdif, Shindaga, Me'aisem. Muscat, Bahrain, Alexandria, Qurum, Maadi and Beirut (see Exhibit 1). City Center Sharjah was opened in 2001 and had 11.4 million visitors' same year with more than 100 international brands. City Center Sharjah offered a retail mix of lifestyle, electronic and convenience-oriented stores such as Carrefour hypermarket, Hennes & Mauritz (H&M), British Home Store (BHS), Sun & Sand Sports, and Splash. Entertainment in the mall had dining outlets and Magic Planet. The mall required AED 250 million to introduce new retail and leisure space, including a multi-screen Vox Cinemas<sup>20</sup>

City Center Ajman was opened in 1998 was the largest shopping and entertainment destination with 10.5 million visitors yearly. Its offerings included consumer promotions, value for money and convenience for the shoppers. The mall consisted of international and local brands along with Carrefour hypermarket, VOX Cinemas and a Magic Planet along with various dining outlets to which enhanced the mall's image based on lifestyle offerings and value-oriented retail mix<sup>21</sup>.

City Center Fujairah was opened in 2012 and developed an image of providing premium lifestyle shopping products. In the same year it had 3.3 million visitors to whom the customer value was offered which included the Carrefour hypermarket, fashion products, lifestyle, electronics, and home furnishings. The mall consisted of international and local brands along with Carrefour hypermarket, VOX Cinemas and a Magic Planet along with various dining outlets. In 2013, City Center Fujairah the won marketing excellence award and the malls building was recognized as environmentally sustainable.<sup>22</sup>

City Center Bahrain was opened in 2008 and evolved as the largest shopping, leisure and entertainment destination in Bahrain. Same year it had 14.6 million visitors. It offered a retail mix of more than 340 exclusive brands including various dining outlets, A waterpark with major stores such as the Kingdom's largest Carrefour hypermarket, Saks Fifth Avenue, Debenhams, Center point, Pottery Barn and Home Center, Cinema and Magic Planet<sup>23</sup>.

City Center Muscat was opened in Oman in the year 2001. It had lot of fashion and lifestyle brands and attracted 10.2 million visitors annually. Major stores included Carrefour hypermarket, Home Center, Marks & Spencer, Zara and Sun & Sand Sports along with Cinema,

Magic Planet and international dining<sup>24</sup>.

City Center Mirdif was opened in 2010 as a family-oriented shopping, lifestyle and entertainment destination. It had many international brands and dining outlets along with fashion, lifestyle, electronics stores. Other major stores included Carrefour hypermarket, Debenhams, Center point, Crate & Barrel, Emax, Home Center, Hamleys, Decathlon and a Fitness First facility and Cinema.

In addition to some of the world's most iconic fashion brands, City Center Midriff included exciting new concepts to the region such as iFly Dubai, an indoor sky-diving center, Little Explorers, a children's edutainment center and Yalla! Bowling, a 12-lane cosmic ten pin bowling attraction, a Magic Planet, the entertainment center and Aquaplay, a new water-based edutainment recreation facility<sup>25</sup>.

City Center Qurum was opened in 2008 and offered a tailored retail mix focused on mid-market fashion, lifestyle and convenience-oriented stores, including a Carrefour hypermarket, and H&M with VOX Cinemas and a Magic Planet<sup>26</sup>. City Center Maadi was opened in 2002 in Cairo's first landmark shopping destinations. It offered a unique retail mix, with best international and local brands, along with the finest dining outlets, Carrefour Hypermarket, Magic Planet.<sup>27</sup>

City Center Alexandria was the only regional mall in the city which opened in 2003. It offered retail experience with local and international brands along with finest dining outlets, food courts, Magic Planet for entertainment<sup>28</sup>. City Center Al Shindaga was a community-oriented shopping, lifestyle and entertainment destination opened in 2016 located in Dubai's historical district near Dubai Creek. It served the needs of nearby residents, professionals, and tourists visiting heritage sites. The mall had retail outlets, Carrefour as well as fashion and lifestyle brands including Splash, Max Fashion, Baby shop, Sharaf DG along with Entertainment offerings which included Magic Planet and Vox Cinemas<sup>29</sup>.

City Center Me'aisem was a community-oriented shopping, lifestyle and entertainment destination opened in 2015 located in the Me'aisem area of International Media Production Zone (IMPZ) in Dubai. It offered a retail mix of international brands, dining options, Magic Planet. It served the community with convenience such as Carrefour hypermarket, services in banking, beauty salons, fitness and mobile operators. The mall featured City Center Clinic, a wellness destination addressing the primary healthcare needs of the community<sup>30</sup>.

City Center Beirut was opened in 2013 and it delivered a unique new retail and entertainment concept to the country and offered a retail mix brands along with Carrefour, Vox Cinemas, Magic Planet, and numerous food and beverage outlets. It provided customer conveniences and amenities along with various brands entertainment and restaurants. City Center Beirut was an attraction for both local residents and tourists<sup>31</sup>.

## **SHOPPING CENTERS IN UAE**

In 2014 the reduced dependency of the economy on oil in the UAE has led to ranking the UAE as the fourth most lucrative retail market globally. The completed modern retail sales area in the UAE was approximately 2.1m sq. m 2013, the highest across the GCC region.<sup>32</sup>

Two of the UAE's most popular destinations, Abu Dhabi and Dubai have been ranked amongst the top 17 of the most active cities for shopping center development with high per capita incomes, significant growth and a high spending potential. The cities currently have a total of 626,887 sq. m of total retail space under construction with ever increasing rise in growth of retail space.

Mall development within the Middle East had been of utmost importance in the UAE's development landscape. Some of the prominent projects being planned are Nakheel's Palm Mall in Dubai and super-regional shopping mall in Maryah Central, Abu Dhabi<sup>33</sup>

### **PROMOTIONS IN MALLS**

The Malls in Dubai have been celebrating three major festivals in a year which attracted a lot of tourists and these are the Dubai shopping festival (DSF), the Global Village and Dubai Summer season. The Dubai Shopping festival in 1996 saw 1.6 million visitors with spending of Dh 2.15 billion and since then an average of 4 million to 4.5 million visitors per year visit this festival. The visitor spending during early 2017 on an average of Dh15 billion that injected Dh 325,520 per minute into Dubai's economy for 32 days. The festival resulted in 18% increase in the number of mall visitors in the first half of DSF 2015 and accounted for 25–30% of annual retail sales from residents and tourists. Many attractive prizes given during this festival of Dh1.8 billion value were given during DSF in many forms from 1996 until 2015. Some of the prominent offerings included 31 Rolls Royce cars, a 100 kg of gold, four Emaar Property Villas, cash prizes, gold chain largest gold ring weighing 64 kg. This was followed by street performances and world class circus for entertainment. The Global village started in 1997 in the Global Village debuts along Dubai Creek on Baniyas Street. In 2002 Global Village moved to Dubai Festival City in 2005 to Dubai land. 200,000 people visited Global Village in the first two days of DSF 2015<sup>34</sup>.

Dubai Shopping Malls Group (DSMG) launched the innovative 'Shop & Win' promotion for avid shoppers in the Emirate. The association presented shoppers with ample opportunity to win AED 1 Million worth of prizes in cash and luxury gift sets, across participating malls in the Emirate during the DSF. A whole lot of sales promotion offers attracted the visitors during festival season. There were weekly Prizes of AED 50,000 given to two winners for the four weeks of Dubai Shopping. Grand Prize of AED 100,000 was given to lucky shoppers on the last day of the promotion. Shoppers had the option of Scratch & Win luxury gift sets worth a total of AED 400,000.<sup>35</sup>

A Back to school campaign was started by the malls as a part of promotional exercise. The captive headline of the campaign was "Turn Your School Fee into School Free" where ten lucky students would each win a full-year scholarship worth up to AED 50,000. To make the most of the summer in the city, Dubai Shopping Malls Group organized back to back promotions as a special summer shopping initiative called 'Dubai Summer Campaign' which captured the true shopper's paradise spirit of Dubai. Eid Al Adha, the final promotion under the Dubai Summer Campaign gave shoppers to celebrate Eid with an elaborate fanfare and win cash prizes over AED 1.5 Million through a 'Spin and Win Cash' scheme.<sup>36</sup>

Another promotion offer which was immensely liked by the shoppers was the Najm Card. With a Najm Credit Card consumers got accelerated 10% cashback on all your Carrefour purchases and 5% on all other purchases. Within the first 60 days of receiving the card, the consumers received a welcome reward from Najm. Consumers got up to 4% cashback on all the Carrefour purchases. There were dedicated Najm checkout counters at all Carrefour Hypermarkets across the UAE.<sup>37</sup>

### **TOURISM IN THE MIDDLE EAST**

The number of tourists visiting Dubai have been growing with visitors which have risen in 2016 to 14.9 million from 14.2 million in 2015, led by visitors from India, Saudi Arabia and the UK (See Exhibit 2). This placed Dubai firmly as the world's fourth most visited city behind Bangkok, London and Paris.<sup>38</sup>

There was increase in the number of tourists in Dubai in 2016 reaching to 15 million. This made Dubai the fourth most visited city destination worldwide after Bangkok, London, and Paris according to the MasterCard Global Destination Cities Index.

The international spending by visitors in Dubai was also ranked very high with tourists spending over 28 billion U.S. Dollars in 2016. International tourist arrivals in the Middle East were expected to triple to almost 150 million by 2030.

### **EMPHASIS ON CUSTOMER TRAFFIC: RETAIL - TAINMENT: AL FUTTAIM CINEMA**

The concept of adding entertainment "Retail-tainment" which added experiences to the retail mix was the main objective of the organization. The first cinema in Ajman was opened in 1999, with total of 129 screens in the UAE including Oman and Lebanon. Later the screens were expanded into VOX Gold and Kids. MAF Cinemas grew to 750 million in March 2014. A 50 percent growth was seen in 2015. Continuous innovation and commitment was on the agenda with total investment in its VOX brand of AED1 billion (\$272 million) in 2017. An expansion plan to attract a further 50 million customers over the next five years was on the agenda of the organization.<sup>39</sup>

### **THE ANCHOR STORE: CARREFOUR**

In retail sector tenants play an important role in business. An anchor store, draw tenant, anchor tenant, or key tenant are one of the larger stores in a shopping mall. In all the city centers Virgins mega store, Paris gallery, Debenhams, and Carrefour have existed as their main Anchor stores in all the city centers. The anchor stores attracted a lot of customers to the mall as this generated customer traffic. There were many other anchor stores which generated sales but also it created and encouraged customers to buy from the small retail stores and this helped the malls in turn to attract more customers.

In 1995, MAF brought in the first hypermarket model to the region through a franchise agreement with one of the world's largest retail chains, Carrefour. It was also good opportunity for Carrefour as MAF was a major pan-regional company owning and operating mall properties.

Carrefour's tied up with MAF majorly due to benefits that MAF owned the high-traffic malls and properties in prime locations. Tying up with MAF provided an opportunity to restrict competition from large hypermarket chains. One more important benefit was that MAF had the presence across the Middle East which provided opportunities for Carrefour to enter other countries<sup>40</sup>

The Carrefour shoppers were provided with real variety and value and it served over 200,000 customers a day.<sup>41</sup> More than 100,000 food and non-food products and thousands of household goods were offered at Carrefour. In 2015, MAF Retail opened 15 new Carrefour stores, and expanded their portfolio to 143 outlets in 13 countries across the Middle East, Central Asia and North Africa<sup>42</sup>. By Jan 2017 MAF owned 100% of the Carrefour franchise in 38 markets across the Middle East, Africa and Asia. The company's revenue rose by 7 percent year-on-year to AED13.7 billion (\$3.72 billion) in the first six months of 2015<sup>43</sup>.

Every year, they announced anniversary promotions. During Carrefour's 10 days' anniversary promotion in 2015 in UAE, it served more than three million customers and it was planning to increase the number of customers by 15% every year<sup>44</sup>.

Carrefour played a large part in the company's plans to capitalize on the growth of digital retail, with the launch of a new website enabling shoppers to buy groceries online<sup>45</sup>. In January 2017, a new distribution center with advanced distribution, warehousing, storage and logistics technologies<sup>46</sup>

#### **INNOVATION IN MALL MANAGEMENT: ENHANCING CUSTOMER EXPERIENCE**

In November, 2015, MAF City Centers Ajman and Sharjah started the 20-year anniversary of the City Center brand in the Northern Emirates. The malls announced a twenty-day period of thrilling prizes and captivating entertainment. In the same year the campaign resulted in the grand draw luxury prize at each center, where 20 winners were rewarded every day in each mall<sup>47</sup>.

Additionally, City Center Sharjah ran an exclusive radio competition to be won with gift cards worth AED 500 daily, with a live radio presentation which streamed from City Center Sharjah to mark the end of the twenty-day celebration. The City Center Sharjah started the Graffiti Barrels Art & Dance entertainment workshop which featured artists painting live to showcase their creative talents and entertain mall visitors of all ages through music and movement<sup>48</sup>.

City Center Ajman organized a spectacular surprise during the weekend, to commemorate two decades of the City Center brand. With an exciting array of colours, music and dance, the world class roaming Carnival was performed for the first time in City Center Ajman. Giant men wearing stilts, fairies, and trumpeters came together and thrilled shoppers for three special days<sup>49</sup>.

Fuad Mansoor Sharaf, Senior Director - Property Management, Shopping Malls, MAF Properties said

“With the chance to win on a daily basis, grand draws and captivating entertainment, MAF's vision was to create great moments for everyone, every day is reflected through City

Centers Ajman and Sharjah's activities celebrating 20 years of the City Center brand. Our shoppers' loyalty has made us the leading retail destinations in the Northern Emirates, and we are showing our appreciation through the compelling rewards and entertainment on offer.<sup>50</sup>

For Dubai Summer Surprises (DSS) festival was organized every year which collaborated with Dubai Festivals and Retail Establishment (DFRE) and offered a range of promotions and activities across its mall portfolio. The MAF Malls delivered a curated schedule of fashion, entertainment and shopping experiences to suit taste for families and teenagers, fashion lovers and foodies, residents and visitors during the DSS. During the summer months Malls offered several activities like watching the latest blockbuster at the VOX Cinemas at City Center Deira, Shopping or meeting with friends and family over a meal at any of the mall's multiple dining options. There are options for kids to experience at Ski Dubai, Magic Planet, Little Explorers, iFly or Vox<sup>51</sup>

For the first time in the Middle East, in the Malls were bought the popular Alvin and the Chipmunks characters to life with live stage shows, meet-and-greet opportunities and workshops at City Center Mirdif, Mall of the Emirates, and City Center Deira. Al Oula 107.4 radio transmitted its cultural show 'Hayak fi Biladi' live from City Center Mirdif. The show ran a daily competition and asked listeners and mall visitors to find an Emirati cultural item in one of the retail stores. Lot of shopping bargains included the chance to be won with a mystery dream holiday worth AED150,000 at the 'Spin the Globe' stand at Mall of the Emirates and the opportunity to win a trip-of-a-lifetime worth AED10,000 at City Center Deira and City Center Mirdif. As a strategic partner of DFRE for two decades, MAF continued its commitment to contribute to Dubai's tourism and retail sectors by hosting unique, first-time experiences that attracted both residents and tourists<sup>52</sup>.

### **ENHANCING CUSTOMER EXPERIENCE**

Alain Bejjani, reinforced MAF's philosophy which had been to build long term relationships with the customers. The growth of the organization along with customers had always been the prime agenda.<sup>53</sup> A team of professionals audited their processes which helped the company reach excellence in operations. The employees generated new ideas for promotion of the programs which were implemented.

The customer-centric approach catered to specific needs of the customer in different regions with different socio-demographic factors. For example, customers in Qatar had requirements different from a customer in Egypt. In Dubai, people living in Al Barsha would have different expectations from those staying in Deira. More high-end electronics and homeware products would sell in affluent areas, while in other areas the focus might be on canned food.

At Majid Al Futtaim, the think tank considered their customers as the center of business<sup>54</sup>. The use of advanced analytics using the diverse database was used to predict the everyday changing needs of the customers. Based on this experience MAF created great moments for the consumers. MAF had sophisticated tools for data analytics and increased group wide analytical capabilities through state-of-the-art technology using advanced analytics.<sup>55</sup>

Dubai as a city had various opportunities based on the affluent character of its customers

and the growth of retail, leisure, and tourist industry. The vision of the government had always to reinforce Dubai as the shopping destination which created customer experiences on a long term basis<sup>56</sup>. As customer's always demanded more inspiring experiences. Shopping was integrated into people's lives along with various brands, malls, other entertainment like cinema and eating.

Taking the example of "My City Center Barsha" The customer journey was captured and the outcome had always been the was core consideration in the design of the city center which included convenient, shaded parking with sustainable features including energy- and water-efficient facilities<sup>57</sup>.

### **MY CITY CENTER: NEIGHBORHOOD RETAIL**

Brand extension of City Centre Malls led to growth and development of neighborhood retail "My City Center". This looked into the needs of residents in local communities and also customizing products for them. This was an important development under MAF's growth and development strategy. These concept was similar to regional convenient super markets for the local residents.<sup>58</sup> Examples of neighborhood retail were "My City Center Nasseriya" which was opened in 2014 in Sharjah and later in 2016 in Al Brasha, Dubai. This retail revolution offered to the local residents an anchor store, pharmacy, bank and food stores. Conveniences like parking space and clubs were the additional benefits which the residents enjoyed.

### **CHALLENGES AHEAD**

MAF portrayed growth in financial strength and operational expansion. In an interview to the popular magazine in the region, Arabian Business, Alain Bejjani said that MAF targeted complementary growth in nearby countries such as Jordan, Armenia, Kazakhstan, Azerbaijan, Georgia and many in Africa. All decisions regarding expansion into new markets were made according to the company's strict economic standards and assessments of the market potential, the business environment and adaptability to people's need through technological integration<sup>59</sup>.

MAF had invested in expansion of City Center Muscat, Magic Planet in Saudi Arabia, regional expansion of the Vox Cinemas , \$ 2bn investment in Egypt for developing city centers, opened Mall of Egypt in Cairo in 2016 and planned development of City Center malls in Alexandria and Maadi,<sup>60</sup>.

With an increase in revenue of 11 percent to AED 25 billion (\$6.8 billion) in 2014. With this increase in revenue the earnings of the company grew by 10 percent every year with a target to reach AED 3.6 billion<sup>61</sup>. The groups revenue rose by 7 percent year-on-year to AED 13.7 billion (\$3.72 billion) in the first six months of 2015. The earnings for the company remained stable at AED 1.8 billion, reflected higher promotional activities.<sup>62</sup>.

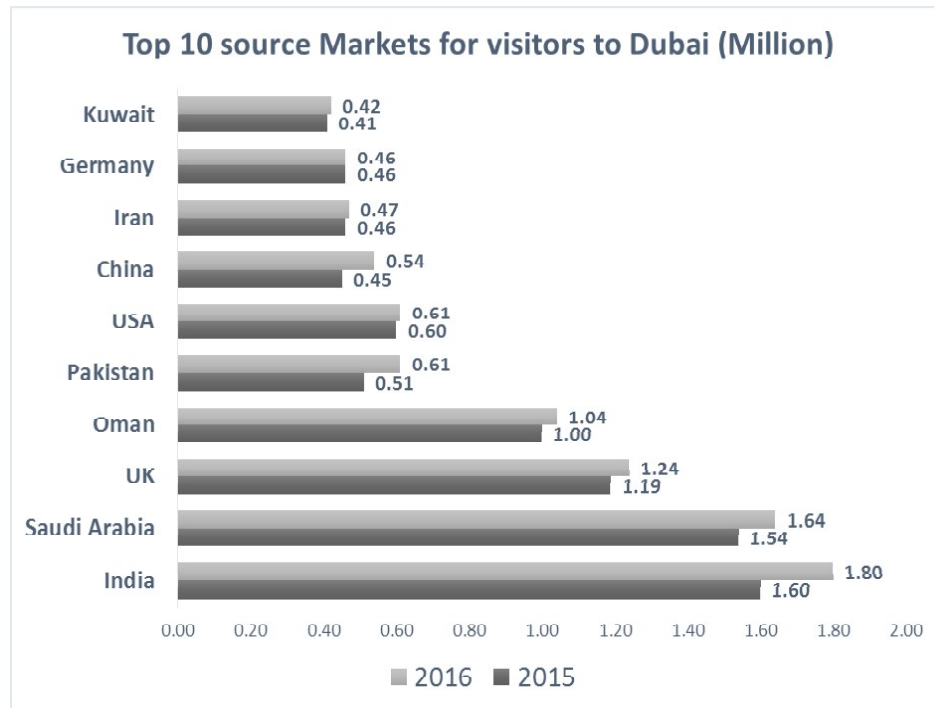
With tremendous growth happening in the retail industry MAF was looking out for innovation in this industry which would increase the customer footfall and lead to satisfaction of its target market. The marketing team was wondering whether the steps taken for growth and development of City Center till now were enough to keep the customers engaged or should they implement something different which would lead to a completely discontinuous innovation in the retail industry.

## Exhibit 1

Table City Center Brand of Malls

Name	Country	Es-tablished Year	Area (sqm)	No. of Visitors (Millions)	No. of Brands	Major Brands	Key Features
City Center Deira	Dubai, UAE	1995	120,000	24	370	Debenhams, Paris Gallery, Marks & Spencer, Hennes & Mauritz (H&M), Sharaf DG, 11 screens of Vox Cinemas, Magic Planet, Fitness First	Dining options with 60 outlets and Pullman Dubai Deira City Center Hotel
City Center Sharjah	Sharjah, UAE	2001	38,000	11.4	120	H&M, British Home Store (BHS), Sun & Sand Sports, Splash and Magic Planet	Dining options with 16 outlets. In 2014, City Center Sharjah received a Silver Award for Marketing, Sales and PR excellence at the Middle East and North Africa Shopping Center and Retailer Awards
City Center Ajman	Ajman, UAE	2012	34,000	3.3	105	11-screen Vox Cinemas and Magic Planet	19 international dining outlets
City Center Mirdif	Dubai, UAE	2010	196,000	24	465	Debenhams, Centerpoint, Crate & Barrel, Emus, Home Center, Hamleys, Decathlon and a Fitness First facility, 10 screen Vox Cinema complex (that includes the first "ExtremeScreen" cinema of UAT) and Magic Planet	80 multi-cuisine dining outlets, iFly Dubai (an indoor sky diving center), Little Explorer (a children's edutainment center), Aquaplay (water-based edutainment recreation facility) and Yalla! Bowling (a 12-lane cosmic ten pin bowling attraction).
City Center Shindaga	Dubai, UAE	2016	24,500		75	Splash, Max Fashion, Babyshop, Sharaf DG, Magic Planet and Vox Cinemas	Catering to tourists visiting nearby heritage sites
City Center Me'ansam	Dubai, UAE	2015	23,850		53	Magic Planet	Near International Media Production Zone (IMPZ). City Center Clinic catering to the primary healthcare needs
City Center Fujairah	Fujairah, UAE	2012	34,000	3.3	105	11-screen Vox Cinemas and Magic Planet	19 international dining outlets; Was recognized as the emirate's first Leadership in Energy and Environmental Design (LEED) Gold rated building for its environmentally sustainable design
City Center Bahrain	Bahrain	2008	155,000	14.6	340	Saks Fifth Avenue, Debenhams, Centerpoint, Pottery Barn and Home Center, Wahooo! Waterpark (the Middle East's first and largest indoor-outdoor waterpark), a 20 screen Cineco Cinema, and Magic Planet	60 dining outlets, Westin Hotel City Center Bahrain and Le Meridien Hotel City Center Bahrain
City Center Muscat	Oman	2001	70,181	10.2	200	Home Center, Marks & Spencer, Zara and Sun & Sand Sports, 10-screen Vox Cinemas and Magic Planet	36 international dining outlets
City Center Qurum	Muscat	2008	23,200	4	80	H&M, 7-screen Vox Cinemas and Magic Planet	It offered a tailored retail mix focused on mid market fashion, lifestyle and convenience-oriented stores, including a Carrefour hypermarket, and H&M with Vox Cinemas and a Magic Planet
City Center Maadi	Cairo, Egypt	2002	28,543	10.5	87	Magic Planet	8 food court outlets and two restaurants with separate seating areas
City Center Alexandria	Egypt	2003	60,370	13	169		11 food court outlets and four restaurants with separate seating areas, opposite to the Alexandria International Park
City Center Beirut	Lebanon	2013	62,000		179	Vox Cinemas and Magic Planet	Numerous food and beverage outlets

Source: MAF website; table created by author

**Exhibit 2 : Top ten source market for visitors to Dubai.**

Source:, “Dubai sector Performance, Progress and trends” Feb 2016, [https://www.visitdubai.com/-/media/pdfs/feb%20stakeholders\\_report%202016\\_03\\_22\\_english1.pdf](https://www.visitdubai.com/-/media/pdfs/feb%20stakeholders_report%202016_03_22_english1.pdf), accessed on 10<sup>th</sup> August , 2018.

### Note

- 1 This case has been written on the basis of published sources only. Consequently, the interpretation and perspectives presented in the case are not necessarily those of Majid Al Futtaim or its employees.
- 2 Majid Al Futtaim, “About the company”, <http://majidalfuttaim.com/about-us/overview/who-we-are/> accessed 28 Feb, 2017.
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