

Module (III)

Theme Park

25 June 2018

Key Topics

- Part 1: Overview of theme parks and their characteristics
 - Definitions of theme park
 - Characteristics of theme park
 - History of theme park
 - Different types of theme park
 - Overview of markets
- Part 2: Features of theme park as a product

Key Topics (Cont'd)

- Part 3: Factors contributing to the success of theme park
 - Overall attractiveness and visitors' experiences
 - Adapt to market changes
 - Internal management

Part 1

OVERVIEW OF THEME PARKS AND THEIR CHARACTERISTICS

Definitions of Theme Park

- “Theme park can be defined as being an outdoor attraction which combines rides, attractions and shows as being designed around a central theme or group of themes, and as being charging a pay-one-price admission fee to visitors” (Camp, 1997)

Definitions of Theme Park (Cont'd)



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- “Theme parks attempt to create an atmosphere of another place and time, and usually emphasize one dominant theme around which architecture, landscape, rides, shows, food services, costumed personnel, retailing are orchestrated” (Kemperman, 2000)

Definitions of Theme Park (Cont'd)

- A theme park is a destination in its own right, which combines entertainment, food and beverage and shops, and an environment that is different from that found outside its gates. (Ap and Ho, 2009)

Q1: Differences between
Theme Park Vs
Amusement Park



Definitions of Theme Park (Cont'd)

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Trade Associations:

- National Amusement Park Historical Association (NAPHA)
 - An amusement park in which the rides, attractions, shows and buildings revolve a central theme or group of themes
- International Association of Amusement Parks and Attractions (IAAPA)
 - An amusement park that has themed attractions, be it food, costumes, entertainment, retail stores and/or rides

Characteristics of Theme Park



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- Thematic identity that determines recreational alternatives and contain one or more themed areas
- Organized as closed spaces or with controlled access
- A great capacity to attract families
- Contains enough rides, shows and entertainment to create a visit that lasts on average some 5 – 6 hours

(Clavé, 2007)

Characteristics of Theme Park (Cont'd)


- Presents atmospheric forms of entertainment (musicians, characters or actors who perform without extra charge)
- Have important commercial divisions (fundamentally food and beverages and shops)
- Put high levels of investment per unit of ride or show capacity
- Produces high-quality products, service, maintenance and standards of cleanliness


(Clavé, 2007)

Characteristics of Theme Park (Cont'd)

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- Manages their productive and consumer processes centrally
- Incorporates high-level technology in the production processes as well as in those consumption
- Uses single admission system (pay-one-price)

Q2: Advantages and Disadvantages of Pay-One-Price Vs Pay-As-You-Go 

Q3: Other pricing strategies/package to attract visitors? 

(Clavé, 2007)

History of Theme Park

- The current theme park is originated from pleasure gardens in Europe
- Rides evolve with advancements in technology
- The opening of Disneyland in California, USA in 1955 marked a turning point in the modern theme park business

The Turn of 20th Century



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- 1955: Disneyland opened
- Generally considered the US's first theme park
- Built at a cost of US\$17 million
- The park was an instant success, drawing 3.8 million visitors to its five themed areas during its first season

The Present

- Today the theme park industry stretches across the globe
- Several companies are global-scale operators with facilities expanded across numerous countries
- New markets are emerging:
 - E.g. China and the Middle East
 - <https://youtu.be/G1zq6HzH--8>

The Present (Cont'd)

- Technology continues to advance and gives visitors unprecedented new immersive thrills
- “Rides” are the number one reason Americans visit amusement parks
- Of the many rides available, most people say that their favorite is the roller coaster

<http://www.iaapa.org/resources/by-park-type/amusement-parks-and-attractions/trivia>

Types of Theme Parks



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- By themes
- By size and dominant markets

Types of Theme Parks (By Themes)



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- Adventure
- Futurism
- International
- Nature
- Fantasy
- History and culture
- Movie

(Wong & Cheung, 1999)

Adventure



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- Attributes:
 - Excitement and action
 - Frightening
 - Mysterious
 - Thrill rides
- Examples:
 - IMG Worlds of Adventure, Dubai
 - Disney California Adventure Park, Anaheim

IMG Worlds of Adventure (The World's Largest Indoor Theme Park)



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https://www.youtube.com/watch?v=UI_uVrPacPI

<https://www.youtube.com/watch?v=G1zq6HzH--8>

Hotel, Service & Tourism Studies
酒店、服務及旅遊學

Disney California Adventure Park



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<https://disneyland.disney.go.com/destinations/disney-california-adventure/>

Hotel, Service & Tourism Studies
酒店、服務及旅遊學

Futurism



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- Attributes:
 - Advances in society and technology
 - Discovery
 - Exploration of science and technology
 - Robotics
 - Scientific
 - Science fiction
- Examples:
 - Robotland, Incheon (to be built)
 - EPCOT, Florida

International



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- Attributes:
 - Flavours of the world
 - International village
 - Miniature replicas
 - Scenic spots
 - World expositions
- Examples
 - Window of the World, Shenzhen
 - OCT East, Shenzhen
 - Huis Ten Bosch, Kyushu Nagasaki
 - PortAventura Park, Costa Dorada

Nature

- Attributes:
 - Animals
 - Floral displays
 - Horticultural gardens
 - Landscaping
 - Marine life
 - Natural wonders
 - Ocean
 - Wildlife
- Examples
 - Ocean Park, HK
 - Ocean Kingdom, Zhuhai
 - Disney's Animal Kingdom, Florida

Fantasy

- Attributes:
 - Animation
 - Cartoon characters
 - Childhood enchantment
 - Children's play park
 - Fairy tales
 - Magic
 - Make believe
 - Myths and legends
- Examples:
 - Sanrio Puroland, Tokyo
 - HK Disneyland
 - Legoland Malaysia

History and Culture

- Attributes:
 - Aboriginal
 - Authentic
 - Cultural heritage
 - Cultural village
 - Gold rush
 - Historic ambience
- Examples:
 - Formosan Aboriginal Culture Village, Nantou, Taiwan
 - Silver Dollar City, Missouri, USA
 - Towne of Historic Smithville, New Jersey, USA
 - Busch Gardens Williamsburg, Virginia, USA

Movie

- Attributes:
 - American Wild West shows
 - Comedy
 - Motion pictures
 - Show business
 - Stunt shows
- Examples:
 - Universal Studios
 - Warner Bros Movie World, Gold Coast
 - Movie Animation Park Studio, Ipoh

Types of Theme Parks (Cont'd) (By Size and Markets)



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1. The size which can be evaluated by:
 - the number of visitors
 - the size of occupied area
 - the number of employees
 - the amount of investment
2. The dominant markets are classified by the origin of visitors

(Clavé, 2007)

Types of Theme Parks (Cont'd) (By Size and Markets)



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1. Destination (mega)
2. Regional (medium to large)
3. Urban (small)
4. Niche (very small)

(Clavé, 2007)

Types of Theme Parks (Cont'd) (By Size and Markets)

Type	Concept	Investment (million €)	Visitors (million)	Attractions	Admission Price (POP)	Source Markets	Competition	Site
Destination	High theming / multiple imagescapes Resort amenities and hotels Major branded attraction	Over 250	From 3.5	Over 55	High	Tourist demand can reach over 50%	Low	100-200 hectares
Regional	Rides and shows Theming remains strong	Between 100 and 250	From 1.5 to 3.5	35-50	Medium	Tourist demand up to 25%	Medium-low	25-50 hectares
Urban	Rides and Fairground arcades Individual theming	Between 80 and 100	Between 0.75 and 1.5	25-35	low	95% from immediate urban areas	High-medium	10-30 hectares
Niche	variable	Between 10 and 80	Up to 0.75	variable	variable	variable	variable	<10 hectares

Destination Parks

- Designed to attract a large number of visitors from places with middle or long distance
- Include accommodation and other attractions so as to encourage staying overnight
- Normally belong to chain operators in USA

(Clavé, 2007)

Destination Parks (Cont'd)



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Examples:

- Most Disney's parks, e.g. Walt Disney World Resort in Orlando, Florida
- Most Universal's parks, e.g. Universal Orlando Resort

Destination Parks (Cont'd)



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Examples:

- Dubai Parks and Resorts (LEGOLAND®; MOTIONGATE™ Dubai; and Bollywood Parks)
 - The entire destination is connected by Riverland™ Dubai – a uniquely themed retail and dining district, and guests will be able to stay at the Lapita™ Hotel, a Polynesian themed family hotel part of the Marriott Autograph Collection

<https://www.youtube.com/watch?v=LULBRkCHZM>

Regional Parks

- Designed to attract a significant number of visitors during a few hours per day
- Most visitors come from areas located 100-200km away
- Some parks are located in tourist destinations such as PortAdventura

(Clavé, 2007)

Regional Parks (Cont'd)

- They are characterized by the strengths of their rides and show
- The theming of regional park is not as intense as the destination park

(Clavé, 2007)

Regional Parks (Cont'd)

- Major operator in the USA is Six Flags
- The principal demand in Europe is for regional parks
- Examples:
 - SeaWorld in the USA
 - Europa Park in Germany
 - Ocean Park in Hong Kong

(Clavé, 2007)

Urban / Local Parks

- Parks of a local scope
- Visited almost exclusively by residents of the immediate area
- Six Flags is also a dominant operator of local parks
- Local parks are highly ride-oriented and their theming is more limited

(Clavé, 2007)

Urban / Local Parks (Cont'd)



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- Local parks are similar to amusement parks
- Examples:
 - Enchanted Kingdom in the Philippines
 - Dream World in Thailand

(Clavé, 2007)

Niche Parks

- Small-sized recreational areas given over to a specific theme receiving less than 1 million annual visitors
- With a limited number of attractions
- In the event that they are located in rural areas with a certain ability to attract tourists
- For example, Sesame Place, in USA

(Clavé, 2007)

Part 2

FEATURES OF THEME PARK AS A PRODUCT

The Theme Park Product

The 3 Levels of Products

1. The core product (intangible)
2. The tangible product
3. The augmented product

(Kotler 1994; Swarbrooke, 1995)

The 4Ps of Marketing

Product: the park and all services it offers

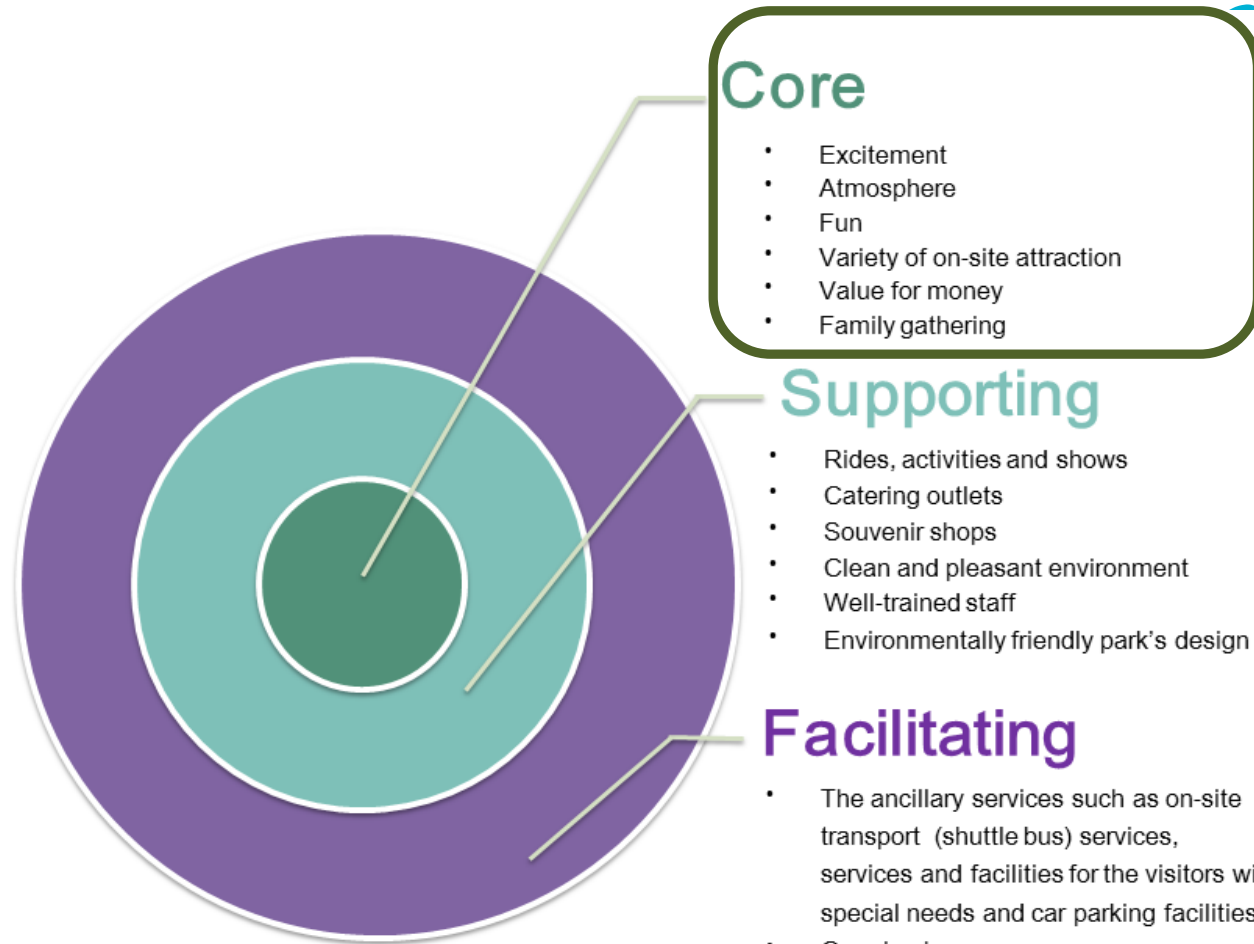
Price: the rates for entering the park, as well as prices for additional products

Place: the distribution channels of theme park tickets

Promotion: the strategies for promoting the park, including ideas and specific media outlets to utilize

Product - Theme Park

- The product includes:
 - the park's material characteristics
 - the service
 - the image
 - the brand
 - the positioning
 - the benefits it offers to its visitors
 - the quality of the management systems
 - the guarantees
 - the after-sales services



Core

- Excitement
- Atmosphere
- Fun
- Variety of on-site attraction
- Value for money
- Family gathering

Supporting

- Rides, activities and shows
- Catering outlets
- Souvenir shops
- Clean and pleasant environment
- Well-trained staff
- Environmentally friendly park's design

Facilitating

- The ancillary services such as on-site transport (shuttle bus) services, services and facilities for the visitors with special needs and car parking facilities
- Opening hours
- Weather condition
- Location

(Kotler,1994; Swarbrooke,1995)

Level 1: The Core Product

- Core service or benefits (Kotler, 1994)
- Core service: is what the visitor is really buying
 - E.g. airline → transportation service
 - E.g. hotel → rest place

(Swarbrooke, 2002; Hudson, 2005)

Level 1: The Core Product (Cont'd)



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- Core benefits: main benefits that the purchasers identify as a personal need that will be met by the product
- Often intangible
- Can be highly subjective attributes
 - E.g. atmosphere, experience, relaxation or convenience

(Swarbrooke, 2002; Hudson, 2005)

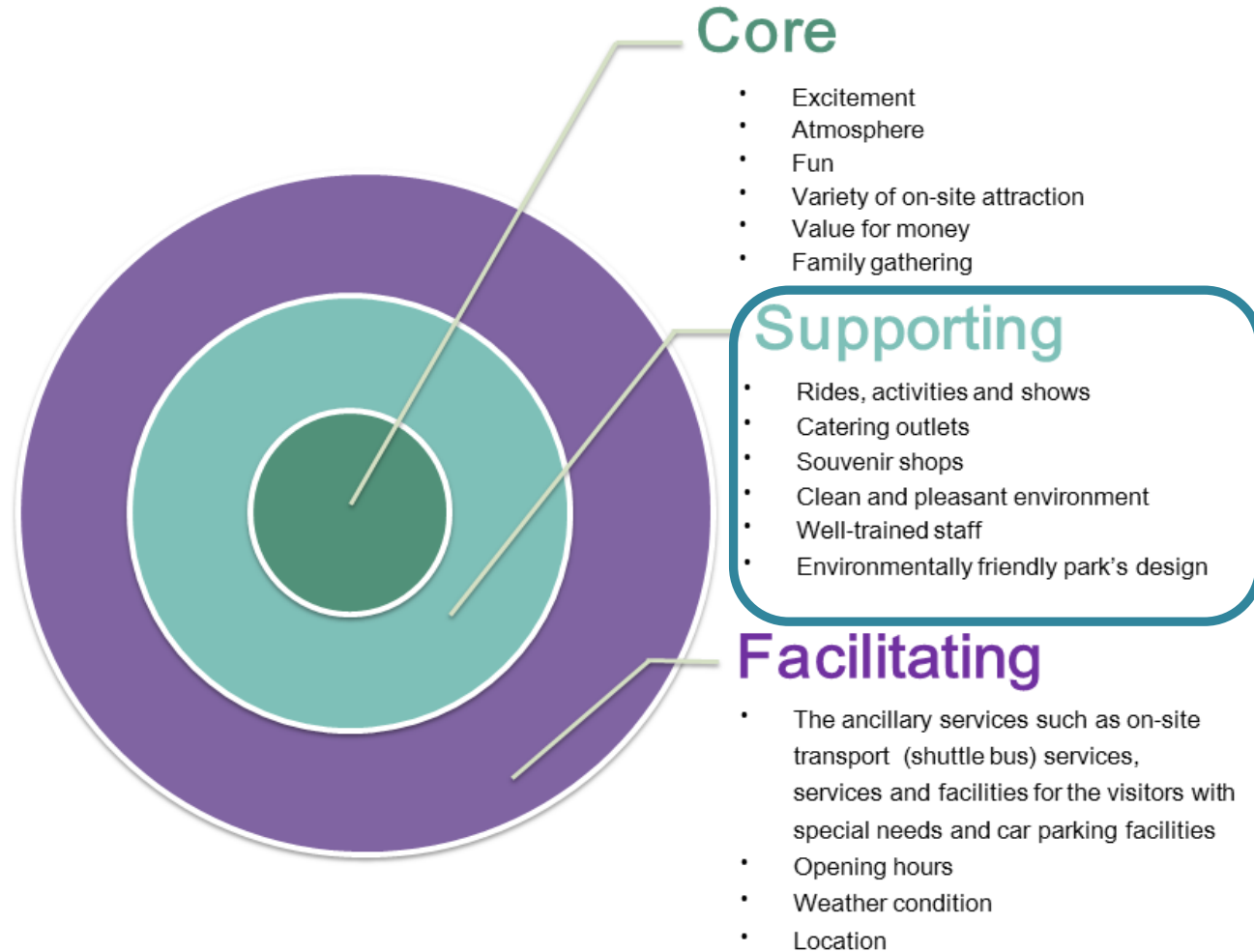
Level 1: The Core Product (Cont'd)



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- How about theme park?
 - Most theme parks offer excitement and thrills; and/or fun atmosphere
- In a highly competitive market, it is difficult for suppliers to differentiate in this level of product

(Swarbrooke, 2002; Hudson, 2005)



(Kotler,1994; Swarbrooke,1995)

Level 2: Supporting (Tangible) Product



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- Characteristics including features, brand name, quality, styling and packaging (Kotler, 1994)
- The entity which customers can purchase (pay for) to satisfy their needs

(Swarbrooke, 2002; Hudson, 2005)

Level 2: Supporting (Tangible) Product (Cont'd)



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- Marketers then need to turn the core product into a tangible product
- Theme parks compete with each other in this level of products (differentiation)
 - e.g. **variety, quality and safety of rides, catering outlets, souvenir shops, etc.**

(Swarbrooke, 2002; Hudson, 2005)

Rides: Roller Coasters

- 5 Best Fastest Roller Coasters on Earth
 - <https://www.youtube.com/watch?v=luO6Yu0PUM0>

Q4: Do you know different types of rides?



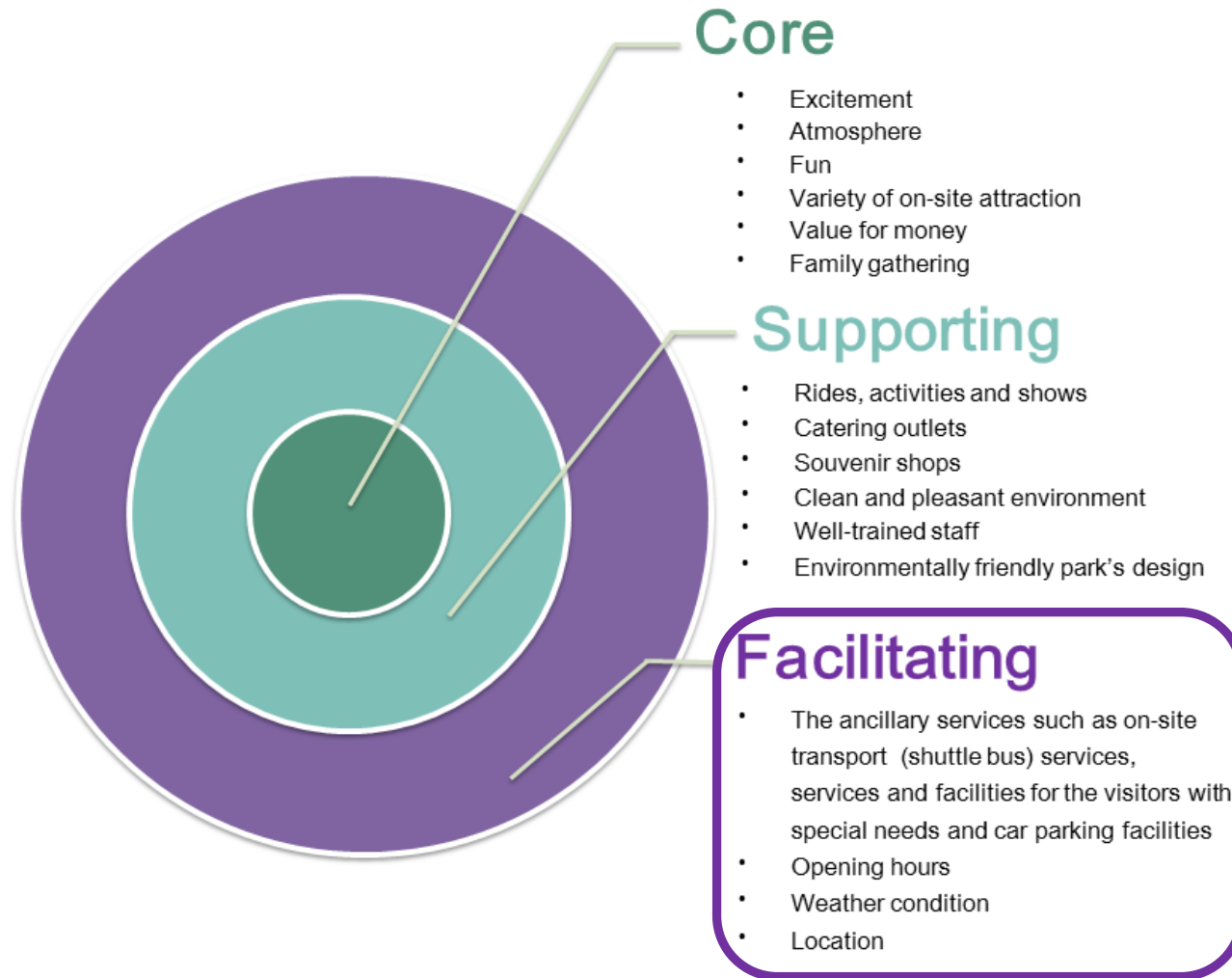
Food & Beverage Outlets and Souvenir Shops



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- Bringing satisfaction to customers
- Generating revenue

(Clavé, 2007)



(Kotler,1994; Swarbrooke,1995)

Level 3: Facilitating (Augmented) Product



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- The add-ons that are extrinsic to the product itself but **may influence the decision to purchase**
- Product differentiation can be done
 - E.g. **quality of the ancillary services**

(Swarbrooke, 2002; Hudson, 2005)

Level 3: Facilitating (Augmented) Product (Cont'd)

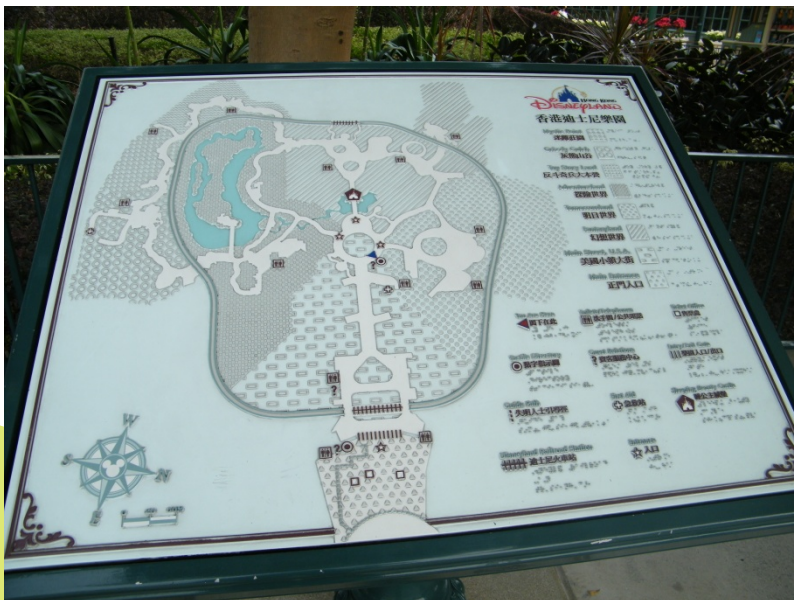


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- Includes all the **additional services** and **benefits** the customer receives, both tangible and intangible
- Can be in control / out of control of suppliers
 - In control: **services for visitors with special needs; opening hours**
 - Out of control: **weather**

(Swarbrooke, 2002; Hudson, 2005)

Customers with Special Needs

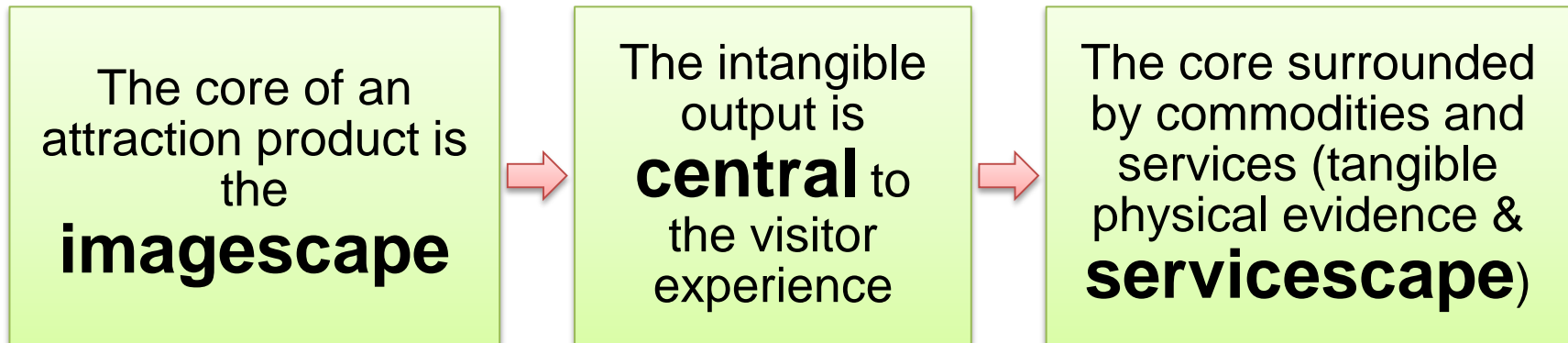


In-Park Transportation

In Hong Kong Disneyland:

- Hong Kong Disneyland Railroad
- USA Main Street Vehicles
 - Omnibus
 - Paddy Wagon
 - Main Street Taxi
- Rafts to Tarzan's Treehouse

The Theme Park Product (Cont'd)



The Theme Park Product (Cont'd)



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Imagescape concept

- Helps to categorize the product nucleus of visitor attractions
- The intangible output of a constructed imagescape is central to visitor experience

(Clavé, 2007)

Imagescapes (Broad Themes)

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- Armed forces
- Art and media
- Built environment
- Childhood
- Civilizations
- Dark subjects
- Education
- Entertainment
- Famous and notorious
- Food and drink
- Future
- History and heritage
- Hobbies and pastimes
- Human body
- Industry
- Miscellaneous
- Myths and fantasy
- Natural world
- Physical world
- Politics
- Religion
- Retailing
- Science and discovery
- Society and culture
- Sport
- Transport
- War and conflict

The Theme Park Product (Cont'd)



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- The imagescape is determined by society's fashion and taste (evolves quickly with time!)
- The core of the theme park product encourages repeated visits and strengthens guest loyalty

(Clavé, 2007)

The Theme Park Product (Cont'd)



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Servicescape concept

- Important part of augmented product is the physical environment
- Tangible cues/components that facilitate performance or communication of the services

(Hudson, 2005)

The Theme Park Product (Cont'd)

- Servicescape concept

Servicescape Facility Exterior	Servicescape Facility Interior	Other Tangibles
Parking	Layout	Uniforms
Landscape	Temperature	Brochures
Exterior design	Interior design	Web pages
	Lighting	
	Signage	

(Hudson, 2005)

The Theme Park Product (Cont'd)



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- Disney effectively uses the servicescape to excite its customers and communicate the core product (imagescape)

(Hudson, 2005)

Part 3

FACTORS CONTRIBUTING TO THE SUCCESS OF THEME PARK

Factors Contributing to the Success of Theme Parks



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- A. Adapts to market changes
- B. Major features of a theme park that contribute to enhance overall attractiveness and visitors' experiences
- C. Management strategies

A. Adapts to Market Changes



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1. Globalization with cultural customization
2. Advancement in technology
3. Rise of silver hair market
4. Environmental awareness
5. “Edutainment”

1. Globalization with Cultural Customization



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- In recent years, the theme park industry has undergone market expansion worldwide
- During the 1980s, the development of theme parks became internationalized
 - responding to the entertainment needs of the ‘baby boomers’
- Asia Pacific and the Middle East are experiencing great expansions, while US is quite mature

(Clavé, 2007)

Dynamics of Theme Park Development by World Region



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	USA-Canada	Europe	Asia/the Pacific	Rest of the World
1950	Start			
1960	Development	Start		
1970	Expansion	Development	Start	
1980	Maturity	Expansion	Development	Start
1990	Concentration	Adaptation	Expansion	Development
2000	Diversification	Repositioning	Selective growth	Expansion

(Clavé, 2007)

1. Globalization with Cultural Customization (Cont'd)



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Case in Disneyland Paris

- Disney's policy of not serving alcohol in its parks had a negative impact in France, where the standard for lunch is a glass of wine. So following a thorough review and consideration, the company changed its policy and allowed wine and beer to be served in the Euro Disney theme park

1. Globalization with Cultural Customization (Cont'd)



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Case in Disneyland Shanghai

- China's one-child policy and a desire by extended families to travel together during national holidays
 - plenty of seatings, restaurants, viewing areas, and open space for elderly
 - Scheduled parades and street performances to draw customers elsewhere in its parks and add games, videos, and robots to distract customers while they are waiting
 - The Chinese like large-scale visuals: Shanghai's Enchanted Storybook Castle is the tallest and largest such structure at any Disney park

<https://www.bloomberg.com/news/articles/2015-07-09/shanghai-disneyland-is-customized-for-the-chinese-family>

2. Advancement in Technology

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- **VR越礦飛車墜衝落海 夜場市集聖誕限定**
 - <https://hk.lifestyle.appledaily.com/lifestyle/retails/daily/article/20171209/20239111>
- **日本環球影城1月有新玩意 《美少女戰士》4D變身 《FF》VR過山車**
 - https://hk.lifestyle.appledaily.com/etw/magazine/article/20180117/3_57713201/%E6%97%A5%E6%9C%AC%E7%92%B0%E7%90%83%E5%BD%B1%E5%9F%8E1%E6%9C%88%E6%9C%89%E6%96%B0%E7%8E%A9%E6%84%8F-%E7%BE%8E%E5%B0%91%E5%A5%B3%E6%88%B0%E5%A3%AB-4D%E8%AE%8A%E8%BA%AB-FF-VR%E9%81%8E%E5%B1%B1%E8%BB%8A
- **華夏動漫擬橫琴無錫開VR主題樂園**
 - <https://hk.finance.appledaily.com/finance/daily/article/20170704/20078076>

Asian Attraction Expo 2018



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4D VR Ride with Everland 's T-Express

3. Rise of Silver Hair Market



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Case in Japan

- Attendance at Tokyo Disney Resort reached a record high of 31.38 million in fiscal 2014.
 - Children aged 4 - 11 (16.6% of the total), a 2.6 % decrease from fiscal 2000
 - Visitors aged 40 or older (20 percent), showing a tendency toward the parks' mounting dependency on the senior population
- Oriental Land Co., the operating company for Tokyo Disneyland, is planning to open an indoor attraction based on the popular film “Lilo & Stitch.” ...an attraction that children and seniors can enjoy while remaining seated
- A large-scale restaurant scheduled to open in the autumn of 2016 will be designed for those visiting as three generations

<http://japan.stripes.com/news/theme-parks-japan-strive-attract-more-senior-visitors>

3. Rise of Silver Hair Market (Cont'd)



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Case in Japan

- Huis Ten Bosch in Sasebo, Nagasaki Prefecture, opened a new facility called the “Kingdom of Health & Beauty”. The kingdom has a section that offers an abundant selection of health and supplement foods and another section for providing medical checkups targeting health-conscious people. This summer it plans to add a hot-spring facility.

<http://japan.stripes.com/news/theme-parks-japan-strive-attract-more-senior-visitors>

3. Rise of Silver Hair Market (Cont'd)



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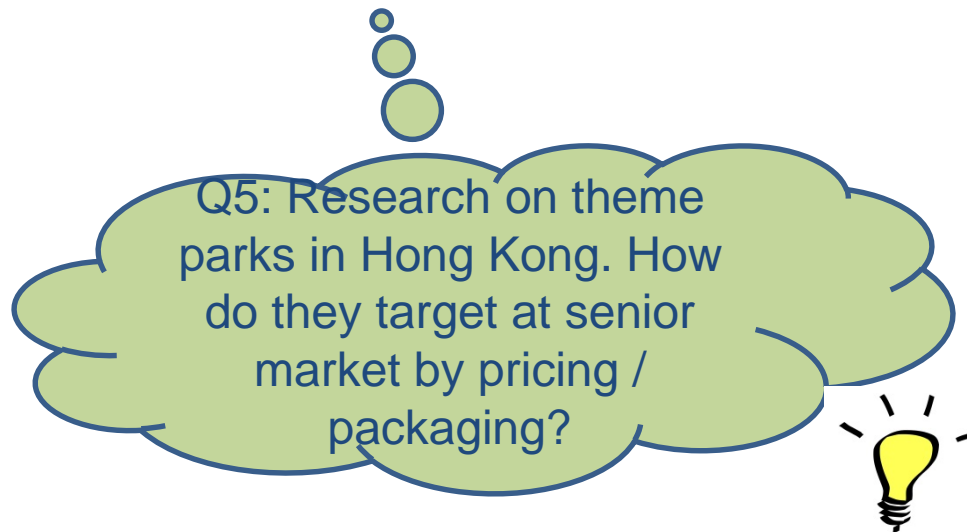
Case in the US

- Why so many parks now seem to be embracing food and wine festivals? Or expensive up-sell experiences including dessert parties and line-skipping passes? It's because parks need to make more money from older consumers as they have fewer families with kids coming through the front gate

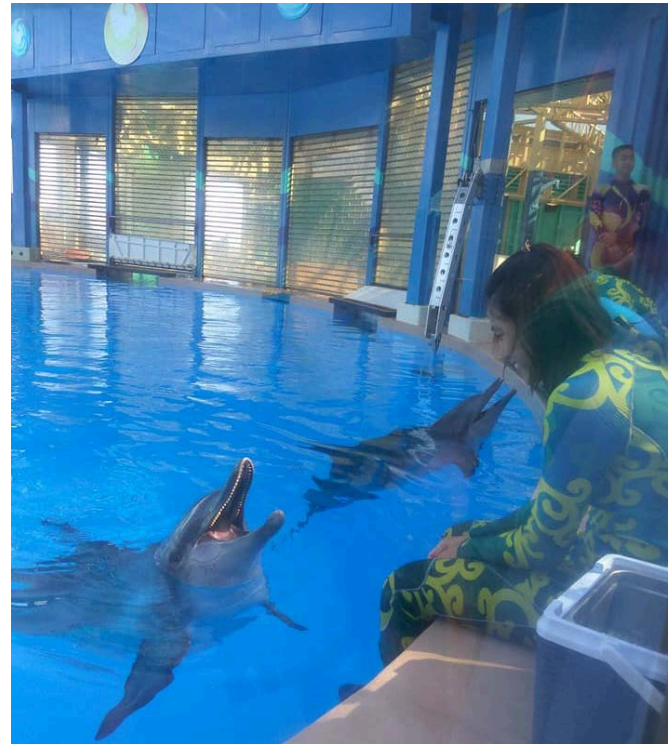
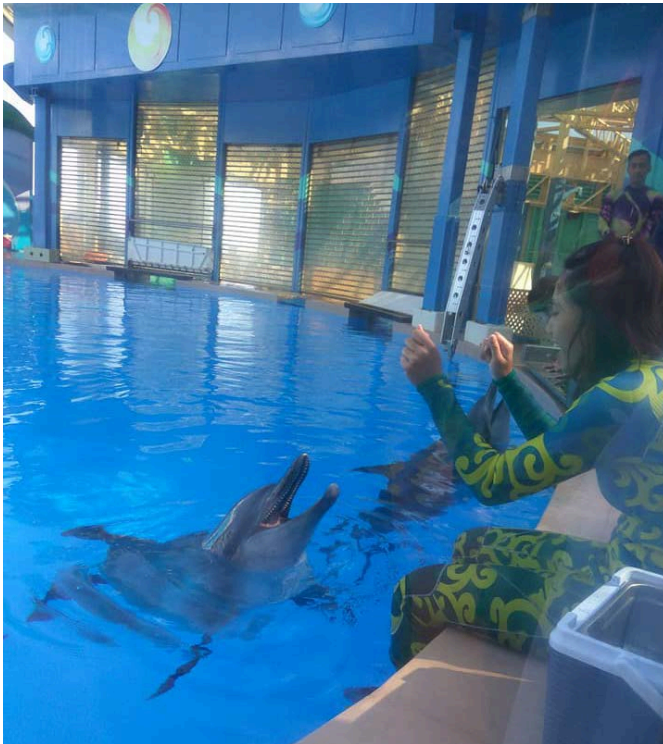
<http://www.themeparkinsider.com/flume/201804/6065/>

3. Rise of Silver Hair Market (Cont'd)

- How about the case in Hong Kong?



4. Environmental Awareness



Ocean Theatre after the Show

5. “Edutainment”

- The rise of ‘eduplay’ or educational play theme parks reflects international stakeholders’ interest in the Middle East’s entertainment and retail industry
 - The rise of edutainment zones like Menopolis, Kidzania, Doha’s Kidzmondo, Dubai Dolphinarium and Mattel! Play Town

http://tradedearabia.com/news/MEDIA_303602.html

Ocean Park Academy

Hong Kong



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- Education is a major component in the Park's vision, mission and core values
- **Whale (Secondary 4 - 6) - Workplace Visits to Ocean Park**
 - Guided by professional educators, students will discover the importance of having a positive work attitude and the skills needed to do different jobs after visiting various behind-the-scenes work areas and observing the operation of different teams.

<https://www.oceanpark.com.hk/en/education/education-programmes/students/whale-secondary-4-6-workplace-visits-to-ocean-park>

Disney Youth Program



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- Disney's Foundations for Career Success
(Secondary School)

https://park.hongkongdisneyland.com/hkdlyouth/en_US/splash/home@name=SplashHomePage.html

B. Overall Attractiveness and Visitors' Experiences



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1. Unique and interesting theme
2. Value for money / Variety of on-site attraction
3. All-weather and pleasant environment
4. Good service quality with motivated and well-trained staff
5. Good accessibility

Asian Attraction Expo 2018

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1. Unique and Interesting Theme



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- The two most important letters in the theme park business are “IP” (Niles, 2014)
- Wanda has plans to build scores of theme parks in China to quell the Disney challenge. The Group acquired 1,330 IP assets in China and other countries, bring the total number to 4219, in the culture sectors (Zhen, 2016)

1. Unique and Interesting Theme (Cont'd)



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- IP Owners: Pixar Studios; Marvel Comics; Fox; Disney; Warner Bros...
- As guests, we see intellectual property in theme parks as a way for us to visit places we never thought possible. Movies, cartoons, and comics come to life right in front of our eyes

(DelPrince, 2014)

Immersive

Sight	Colors, signs, cartooned characters
Sound	Lively music
Smell	Vanilla and waffles, popcorn or Rides!
Taste	Food and beverage
Touch	Interaction with staff

Which One is Immersive, Unique and Interesting?



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- Universal Studios Japan - The Wizarding World of Harry Potter
 - <https://youtu.be/gDeMbxyM098> (Video)
 - <http://www.usj.co.jp/hk/> (Official Website)

- 北京石景山遊樂園
 - <https://youtu.be/V68HiXdwwvs> (Video)
 - <http://www.bjsjsyly.com/> (Official Website)

2. Value for Money / Variety of On-site Attraction



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- The components of theme park should have a balance between:
 1. Active activities, e.g. rides and attractions
 2. Passive activities, e.g. shows and spectacles

(Clavé, 2007)

Shows



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VTC 機構成員

- Rides and attractions grab the interest of the younger age group
- Shows usually attract all age groups

(Clavé, 2007)

Shows (Cont'd)

- Shows, e.g. human and animals
- Street animators, e.g. parade
- Ambient animation, e.g. characters
- Technical production, e.g. fireworks

(Clavé, 2007)

Human Shows

- WaterWorld stunt show at Universal Studios Hollywood
 - <https://www.youtube.com/watch?v=0N2NUQvgbC8>
- Special Effects Show (April 2017) - Universal Studios Hollywood
 - <https://www.youtube.com/watch?v=K0bhQ7ogDqY>

Animal Shows

- Awesome bird show at Everland, Summer 2016
 - <https://www.youtube.com/watch?v=y8qCa0mISUM>
- The Complete 2017 "One Ocean" Shamu Show at SeaWorld
 - https://www.youtube.com/watch?v=as93_fvdYyk

Night Parade

- Fantasmic! 2015 Tokyo DisneySEA Full Show
 - https://www.youtube.com/watch?v=YwVzgN_MfqY
- 2018 Universal Spectacle Night Parade
 - <https://www.youtube.com/watch?v=pZz1d9jKSlw>

3. All-weather and Pleasant Environment



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- Theme parks build in locations where mild weather allows year-round operation, or they build weather-proof facilities that can stay open in less-than-ideal conditions
- The World's Best Indoor Theme park
 - <https://www.tripsavvy.com/the-best-indoor-theme-parks-3226391>

(Niles, 2014)

4. Service Quality

Cast Members – Guidelines

- **S**mile
- **E**ye
- **R**espect
- **V**alue the Magic
- **I**nitiate guest contact
- **C**reative
- **E**nd with a Smile

Disney's Approach to Quality Service (2011), Disney Institute
<https://www.youtube.com/watch?v=3QnzM4YPWgE>

5. Good Accessibility

- Both Ocean Park and Hong Kong Disneyland are well-connected by MTR service
- Allows night activities and admission

Ocean Park



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- Chill Out @ The South
 - <http://hk.apple.nextmedia.com/news/art/20170214/19927682>
- With people aged 18-34 making up 65% of attendees on days when Chill Out @ The South was held compared to just 33% on other days (Ocean Park Annual Report 2016-17)
 - <https://www.oceanpark.com.hk/tc/press-release/ocean-park-to-entertain-tourists-and-busy-hongkongers-at-chill-out-south-presented>

Hong Kong Disneyland



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- MAYDAY 2018 LIFE TOUR
 - <https://hk.entertainment.appledaily.com/entertainment/daily/article/20180505/20381557>

C. Management Strategies



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1. Strong financial resources and on-going management
2. Marketing management
3. Maintenance and safety

1. Strong Financial Resources and On-going Management



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- Theme park involves huge capital investment and on-going funding to encourage new/repeat visits
 - A successful park spends at least US\$10 million a year for adding new rides, shows, restaurants, shops, or hotels The three Universal theme parks will spend US\$500 million a year on capital spending in the United States going forward
 - Tokyo Disney has announced to spend an average of US\$500 million a year for the next nine years across its two theme parks

(Niles, 2014)

Ocean Park: Financial Management



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- 園方正進行多個擴建項目，包括預期明年中落成的萬豪酒店、2019年峻工的水上樂園、2021年完工的富麗敦海洋公園酒店。海洋公園主席孔令成表示，由於市場競爭劇烈，亞洲多個主題公園陸續擴建及落成，故需要不斷投資並改進設施，抗衡成本上漲壓力
(Apple Daily 2017-12-14)
- **【2018-19財政預算案 海洋公園受惠】**
去年業績虧損2.34億元的海洋公園，在昨日財政預算案中獲港府「泵水」3.1億元，支持未來5年發展教育旅遊項目及下半年推出全新夜間水上表演；海洋公園今年則擬送出1萬張免費門票予中小學生

(Apple Daily 2018-03-01)

HK Disneyland: Financial Management



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- 業績主要受百年來最寒冷冬天、下雨、颱風影響
- 為保持新鮮感以吸引旅客，劉指夏季將推出「**Marvel**超級英雄大聯盟」活動，多位漫威英雄如美國隊長、奇異博士等會現身樂園與遊客合照，又透露2021及2023年分別會有新漫威設施落成。

<https://hk.news.appledaily.com/local/daily/article/20170221/19935063>

2. Marketing Management



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- Our product...a feeling!
 - Hard to market emotions and feelings
- Segments
 - Ranging from children, families, seniors, festive enthusiasts and corporates
- Loyalty
 - Annual pass holders
 - Fans
- New Media
 - Possibilities to create emotions outside the park

<http://www.iaapa.org/docs/default-document-library/introduction-to-the-attactions-industry.pdf?sfvrsn=0>

Uses of BIG DATA for Guest Insight and Marketing



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- “Smart” marketing communication
- Pricing and promotion
- Loyalty program

Asia Attraction Expo 2018

<http://dataconomy.com/2016/06/three-times-big-data-made-amusement-parks-better/>

Social Media & Key Opinion Leader (KOL)

- Walt Disney World | Social Media Content + Influencer Marketing
 - <http://www.immersiveyouthmarketing.com/work/walt-disney-world-1>

3. Maintenance and Safety



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- Maintenance must be scheduled at times/on days when the park is closed (either in the winter or at night)
- To guarantee safety is to provide training for the employees
- Large parks have their own regulations which are even more advanced than national legislation

(Clavé, 2007)

Safety Standards



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- Regulated by the Amusement Rides (Safety) Ordinance
- Under the provisions of this Ordinance, Electrical and Mechanical Services Department (EMSD) regulates rides to ensure public safety:
 - design
 - operation
 - maintenance

Ocean Park:



Maintenance and Safety (Cont'd)

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- The Corporate Emergency Response Plan was reviewed and updated in May 2017
- Conducted more than 600 drills in the 2016/17 to ensure that proper action will be taken swiftly during real emergencies

Ocean Park:



Maintenance and Safety (Cont'd)

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- in December 2016, the Park conducted an unannounced and large scale drill simulating a bomb threat. More than 100 staff acted as Park guests and media, with 160 staff, including the management team, being tested on their emergency response skills
- a detailed risk assessment of Shark Mystique's operations and maintenance procedures with a focus on critical life support functions

Ocean Park Annual Report 2016-17

HK Disneyland: Maintenance and Safety



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Q&A

Thank you