Ocean Park
- The Risen Dead Miracle of Hong Kong

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Executive Summary

The purpose of this study is to analyze Ocean Park based on the SWOT analysis, to identify the strategies that Ocean Park used to face different kinds of threats and challenges, and to discover the success factors of transferring the park from a local theme park, which with a little global vision and recognition, into one of the most popular amusement parks in the world. The major challenges include the Financial Crisis in 1997, the closure of Water Park in 1999, the outbreak of SARS in 2003 and the emergence of Hong Kong Disneyland in 2005. The methods we used mainly consist of secondary data collecting from official sources from companies, press release and academic journals. We found that the key success factors of Ocean Park are with the clear vision of well company positioning, great team spirit and the ability of responding to challenges. We believe Ocean Park would have great development and performance if the park keeps maintaining these factors. Hopefully, this study would be useful in understanding and exploring the success of a theme park or a business.

Keywords
Threats, Success Factors, Ocean Park, Allan Zeman, Master Redevelopment Project, MRD.
1. Introduction Of Ocean Park Hong Kong

Ocean Park Hong Kong (OP) is a representative amusement park in Hong Kong; it has been operating for 38 years. However, since the handover in Hong Kong, the park had recorded deficits, and the situations were severe.

The Hong Kong Government made an announcement in 1999, which Walt Disney Company would build the third overseas amusement park on Lantau Island. Many of the people thought this would be the fatal blow of an aging theme park. However, it rose in the adversity. The attendance of local and overseas visitors increased during the fiscal year of 2005, which was the year of the opening of Hong Kong Disneyland.

The attendance of OP in year of 2013 was 7.7 million (See Table 1) with the net surplus of 127.2 million (See Table 1) Hong Kong dollars. Compares to the year of 2001, the attendance was 2.8 (See Table 1) million with the net deficit of 80.5 million (See Table 1) Hong Kong dollars. As a result, how did OP rise from the death in these years and get into the top of world’s theme park? How did it survive in the severe situation when facing the threat of Disneyland, and become the famous local brand in Hong Kong? OP would be one of the best models for us to learn how a brand cope with different risks, and how a brand turned potentially devastating competition into an opportunity.
2. Background Of Ocean Park Hong Kong

Ocean Park Hong Kong (OP) is a combination of an animal theme park, oceanarium and amusement park. It was opened in 1977 by the Governor of Hong Kong Sir Murray MacLehose and is operated by the Ocean Park Corporation currently. It is located in Southern district of Hong Kong Island and it is one of the two largest theme parks in Hong Kong. In 2015, the new chairman of OP is Mr. Leo KUNG Lin-Cheng, BBS, JP., and the ex-chairman was Mr. Allan Zeman.

As a non-profit, financial independence organization, it aims to provide excellent and memorable experiences, which combine both entertainment and education, while inspiring lifelong learning and conservation advocacy. At the same time, it strives to maintain a healthy financial status and delivers the highest standards of safety and animals care.

The theme park contains over 80 attractions and rides with about 17 different animal exhibits, which satisfy a wide range of customers, including tourists from all over the world.

With the ambition to advocate, facilitate and participate in the conservation of wildlife and habitats, OP also pays a lot of effort into education and researches about animal conservation. As it becomes the local landmark and even a world-class theme park, OP is one of the most successful brands in Hong Kong, which received numerous international recognitions and highly acclaimed by the industry.

<table>
<thead>
<tr>
<th>Year</th>
<th>Attendance (million)</th>
<th>Surplus/(deficit) (million)</th>
<th>Award</th>
<th>Presented by</th>
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<tr>
<td>2015</td>
<td>-</td>
<td>-</td>
<td>- Most Popular Theme Park, Best Innovative Event,</td>
<td>China Association of Amusement Parks and Attractions (CAAPA)</td>
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<td>- Leader of the Chinese Theme Park Industry</td>
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<td>96</td>
<td>- Best Overall Production,</td>
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<td>- Best Game Experience,</td>
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<td>- Best Innovation in a Training Programme,</td>
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<td>- Best Employee Reward and Recognition Programme</td>
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<td>2013</td>
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<td>127.2</td>
<td>/</td>
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<td>- Three Brass Ring Awards</td>
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<td>- 11th in Ranking among Theme Parks Worldwide by the report in 2011</td>
<td>TEA (Theme Entertainment Association) and consultancy firm AECOM Economies</td>
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<td>- Brass Ring Awards for Excellence</td>
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<td>/</td>
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<td>2007</td>
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<td>171.3</td>
<td>/</td>
<td>/</td>
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<td>2004</td>
<td>3.7</td>
<td>95.7</td>
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<tr>
<td>2003</td>
<td>2.9</td>
<td>(4.1)</td>
<td>/</td>
<td>/</td>
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<tr>
<td>2002</td>
<td>3.4</td>
<td>15.3</td>
<td>- Brass Ring Award 2002</td>
<td>International Association of Amusement Parks and Attractions (IAAPA)</td>
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<tr>
<td>2001</td>
<td>2.8</td>
<td>(80.5)</td>
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*Table 1 The Financial Performance and the Number of Attendance of Ocean Park (2002-2015)*
The right decisions were made so that OP could tackle and get through the threats it had. It had been through various challenges, and after deciding to add new elements and holding Ocean Park Halloween Bash in 2001, it started to receive various of worldwide awards.

From 2002 to current year, OP has received numerous world-class awards, which confirmed OP as an outstanding theme park in the world. Although OP has experienced in many fatal threats or challenges, it could still overcome them, and competed against other top theme parks to be the best marine theme park in the world.
4. Financial Performance And Attendances of the Park In 2001 - 2014

The following figure and note each are adapted from Ocean Park Hong Kong Annual Report 2001-2014

Figure 1 shows that the number of attendance in 2014/15 is 3 times more than the number in 2001/02. As OP gradually became a must-go tourist spot, which promoted by the Hong Kong Tourism Board to the tourists. It boosted the number to the highest in 2012 and the increase is continuing. However, the financial performance of the OP appeared to be fluctuating throughout the years, like in the shock of the financial crisis in 1997, and the outbreak of SARS contributed to the financial deficit. Due to its Master Redevelopment Project (MRP) begun in 2015 and various of novel, innovative and considerate promotion campaigns, the financial performance of OP was revealed to receive surpluses in revenue from 2004 to 2014. It is likely to encourage OP to take effort to safeguard its status as the world-class theme park and compete against the upcoming theme parks in Mainland China in the future, which will be discussed later.
5. SWOT Analysis Of Ocean Park Hong Kong

5.1 Strengths

5.1.1 Positive brand image and well positioning

OP positions itself as an “edu-tainment” amusement park, which differentiates itself from other theme parks and leads the public to recognize its value. It also maintains a positive brand image with little bad news. In the mid 00s, the OP had launched a series of successful projects, which led the park to receive many distinctive awards. Because of the positive image, OP is regarded as one of the representation of Hong Kong.

5.1.2 Great Staff Commitment

Although there are a lot of challenges OP needed to face, the commitment of the staff allowed OP to overcome them a little bit easier. During the period of SARS, starting from June 2003, OP decided to close on Mondays so as to reduce operation cost. The staff was willing to receive no pay leaves until OP backed to normal operation. Their commitment had driven the company toward the way of success.

5.2 Weaknesses

OP is a local theme park, which mainly targeted local customers at the beginning. With that small range of visitors, OP lacked global recognition. Comparing with other theme parks overseas, OP has limited space for further development as the site is constituted mainly of mountains and near to Deep Water Bay. Besides, in 2003, OP had been already operated for 26 years, many facilities were facing the aging problems, and with the high visitors’ expectation, the park would no longer satisfy visitors if it did not make any change.
5.3 Opportunities

Due to the rapid economic growth of Mainland China, the purchasing power of Mainland visitors improved. In 2003, the government launched the “Individual Visit Scheme (IVS)”, which targeted travellers from Mainland China and allowed them to travel to Hong Kong and Macau on an individual basis (It would be further explained later). It was a good news to Hong Kong tourism industry, including OP. Besides, the introduction of the Mass Transit Railway (MTR) South Island Line in 2016 will also bring a great benefit to OP. Since MTR is one of the most common public transportations in Hong Kong, and the South Island Line (East), which can reach OP directly, can possibly raise the attendance of OP.

5.4 Threats

Threats of the OP will be discussed in detailed in the coming section.
6. Threats & Challenges of the Ocean Park Faced And How It Overcame

![Figure 2 Ocean Park Incident Timeline](image)

OP has faced a lot of challenges throughout these years and the park overcame them one by one. The sequence of the threats mentioned in the following passages based on the timeline as shown in Figure 2.

6.1 1997 to 1999 – The Asian Financial Crisis and The Closure Of Water Park

The economies in Hong Kong were constantly good. Unfortunately, after the handover in 1997, there was the Asian Financial Crisis. Because of the crisis, OP has turned the profit to loss and forced
to start facing various tough situations. With the death of Miss Hoi Wai, a famous killer whale in the park, people were unwilling to spend money to visit, as they thought it did not worth to pay hundreds for visiting.

The situation lasted for years. In 1999, due to the high maintenance costs, and the decreasing attendance of the Water Park, OP could not bear the great loss of the Water Park and decided to close it.

6.1.1 Strategy 1 - Event-based strategy implementation to attract more visitors to the Park

In 2001, in order to boost the cash flow and attendance, the park decided to add new elements into the park. The park came up with the idea of Ocean Park Halloween Bash. In the first year, the Halloween Fest was very small with only one haunting house and few numbers of actors acted as ghosts. Yet, surprisingly, the response was overwhelming. After that time, the park has developed Halloween Bash as one of the largest annual theme events in OP, even in Hong Kong. Needless to say, the attendance of the park is raised a lot during October, which leads October became the “Golden month” of the year. Besides, the park added some Chinese and Hong Kong culture elements in order to emphasize the local image of the park and attract more locals. This event-based strategy has successfully attracted more both new visitors and returning visitors.

6.2 2003 – The Outbreak Of The Severe Acute Respiratory Syndrome (SARS)

The outbreak of the Severe Acute Respiratory Syndrome (SARS) caused a devastating effect onto the Hong Kong Tourist Industry in 2003. On 2nd April 2003, the World Health organization (WHO) issued a travel advisory on Hong Kong, which resulted in a great reduction of tourists, including tourists from overseas and mainland, by 65% in April and 68% in May 2003 (The Hong
Kong Government Press Release, 2008). Being the one and only theme park in Hong Kong, OP nevertheless suffered from the devastated damage.

Ironically, OP actually started to become stronger in the year 2002. After 1997, when the whole world was shocked by the financial crisis, OP received a significant improvement in its operation performance in the early 2002. “I am pleased to be able to report that immense progress has been made.” said Philip Chan (as cited in Ocean Park Hong Kong Annual Report, 2002), who was the chairman of OP at that moment. It gained back 23% of visitors to almost 3.4 million, as it was able to boost attendance and appeal the park to new age group by creating new events, new marketing strategies, and extensive promotion on the mainland.

Unfortunately, the success could not last long. Table 1 shows that OP faced 4.1 million deficits in the fiscal year 2002/03. Comparing to the 15.3 millions surplus it gained in the fiscal year of 2001/2002 (See Table 1), OP had lost a large amount of capital for its daily operation. “This extremely encouraging beginning to the year (2002) was then thrown into dramatic revers,” said Philip Chan (as cited in Ocean Park Hong Kong Annual Report, 2002). In the year 2001/02, the amount of visitors to the park was 3.4 millions (See Table 1). However, due to the outbreak, the number dropped to 2.9 millions (See Figure 2). To be more specific, there was one day in May; OP only received 18 visitors, which was 70% less than the visitors level in May 2002.

6.2.1 Strategy 1 - Establish new operation arrangement to cut cost and save cash

The management team of OP decided to cut costs and saved cash reserves for maintaining service quality and safety standard so as to keep the park’s competitiveness. The management team announced a series of new operation arrangement.
Firstly, the park operated six days a week and closed on Monday. Few facilities and rides’ opening hours were rescheduled to meet the low demand. These measures helped the park to save costs in order to slightly relieve its heavy financial burden and be able to provide services to visitors on those six full operation days.

Secondly, the front-line employees had to receive no paid leave every month. Apart from that, they were also asked to take annual leave during this slow period. New recruitment was also stopped at that particular period. Besides, the park launched different promotion campaigns to attract local visitors, such as Easter and Mother’s Day promotions.

6.2.2 Strategy 2 – The affection of brand celebrity

In 2003, Tung Chee Hwa, the ex-chief executive, invited Allan Zeman to be the chairperson of OP. This is one of the turning points of the park to overcome challenges and improve. Mr. Zeman and the management team decided to raise the transparency of the organization, redefine the park and rebuild the image. He was also actively taken part in various events in an unexpected way - wearing special costumes and cosplaying. He pretended to be a jellyfish, Samba girl, vampire and so on. This successfully made him a special chairperson in the minds of Hong Kong people, and become the brand celebrity of OP. As a result, when people think of him, they think of OP, and people are more willing to visit the park because of the image he built.

6.2.3 Strategy 3 - Services strengthening to meet the increasing demand

Thanks to the launch of the Individual Visit Scheme (IVS) by the China Government, OP received rebound in the year 2003/04. It allowed mainlanders from designated cities to travel to Hong Kong independently instead of travelling with business visa. It encouraged more and more mainland tourists to visit Hong Kong, and even boosted up the economy of Hong Kong.
To cater to the mainlanders, OP had made many changes in the park. For example, according to Gyopos’s interview of Ho (2006), the languages used in commentaries for shows included Putonghua, and Renminbi (RMB) were accepted for any payments in the park at that time. The scheme indirectly led to an increase of the number of visitors in OP from 2.9 million in the year 2002/03 to 3.7 millions in the year 2003/04 (See Figure 2), which was 23.33% increase in attendance. The park even received a 95.7 million surplus in revenue as well (See Table 1).

6.3 2005 – The Emergency of Hong Kong Disneyland
"Considering that Asia has a population of more than 3.7 billion, you can see the opportunity." said Jay Rasulo, the president of the Walt Disney Parks and Resorts. "In particular, China is poised to be the biggest market of all." (As cited in Koranteng, 2005) Aiming to further globalize and enter the Asian market, especially the biggest potential market, China, the Walt Disney Company announced that they would build the third overseas theme park on Lantau Island, Hong Kong in 1999. It is located at the gateway to China and has high reputation in tourism, after the launch of Tokyo Disneyland in 1983 and Disneyland Paris in 1992 with the target of opening in 2005.

The Walt Disney Company is one of the most well-known media and Entertainment Company in the world. Until 2004, according to the Walt Disney Company Reports (2004), there are 10 theme parks over the world, which generated US$7.8 billion with 21% revenue growth. According to Economic Research Associates (as cited in Banay, 2005), there were 8 amusement parks from Walt Disney in the list of the top ten most-attended amusement theme parks worldwide in 2004, which showed the market leader position of Walt Disney in global amusement park industry.
6.3.1 Comparisons with Ocean Park and the world well-known Disneyland

For OP, a local theme park in Hong Kong with less global recognition and relatively weak branding, it generated about US$87 million revenues in 2004. Although its revenue increased by 12%, the total revenue was nearly 9 times fewer than a Disney theme park. With this obvious discrepancy and the high popularity of the Disney, many people believed that it would be hard for OP to compete against with that huge market leader after the entrance of Disney, and it would face the biggest challenge since the park opened in 1977.

6.3.1.1 Strategy 1 – Redefining the market position of Ocean Park

Knowing the entrance of Hong Kong Disneyland, OP management team studied different theme parks in the world, especially those located close to Disneyland. They found that one of the best ways to tackle it was to step back and build on the strengths the park had rather than imitating competitors and competing directly (South China Morning Post, 24 October 2006). Therefore, Zeman and his team started analyzing Disneyland’s business, and realized that there were actually big differences between OP and Disneyland.

“Disney is all about castles, fantasy, cartoon,” he said. “Ocean Park is totally different. We are about real animals, ocean, environment, education and conservation.” (As cited in Kwok, 2007) “We are a local theme park, we have many local fans. Many of them grow with us, including moms & dads, grandparents and kids.” Said Allan Zeman (as cited in Chiu, 2011). The team well positioned the park as a Hong Kong people’s park connecting people with nature. He repeatedly said OP and Disneyland are not competitors but complement each other. "We are not fighting with Disneyland but we are going to upgrade and redo the park," he said, "We hope when people thinking of a seaworld park, they will first think of Hong Kong Ocean Park." (As cited in Expo2010China.com, 2010)
6.3.1.2 Strategy 2 - Addition of New Attraction, Education & Charity Programmes

With the aim to strengthen the local loyalty, the most important group of customers, a series of marketing campaign and new attraction were launched. Paul Pei, Ocean Park’s sales and marketing director (as cited in Ocean Park Press Release, 2006), said, “We want to establish ourselves firmly as Hong Kong people’s park. The campaign also had to stay close to what we stand for and differentiate us from other attractions in Hong Kong – our dedication to educate about nature and conservation in entertaining ways.”

6.3.2 Sea Jelly Spectacular

In 2005, the Sea Jelly Spectacular was newly introduced. It was the first stand-alone sea jelly exhibit in Southern East Asia, which features over 1,000 sea jellies including over 10 species around the globe. The most special part of the exhibition is that OP makes good use of the state-of-the-art theatrical lighting, multi-media sound and visual special effects to capture the sea jellies in their pristine natural beauty (Ocean Park Press Release, 2006). For the promotion, as to attract local customers, OP launched a TV commercial to promote this newly built exhibit using a popular cantopop song 《三人行》，from 1981 for background music. After the launching of this TV commercial, it raised a lot of noise in the society. It showed that the promotion effectively caught the local public’s attention and linked the OP to the memories of Hong Kong. The exhibit with the TV promotion successfully increased the year attendance by over 150,000 people in the first
three weeks of operation, and the local penetration had raised 16% and reached over half of the total attendance (Cantonpopblog, 20 April 2012).

6.3.3 Big Summer Splash
In 2004, following with the event-based strategy, the OP has launched a new event named “The Big Summer Splash”. It provided a seasonal carnival for people to “cool down” in summer together with families and friends in the OP. To allow more visits from local and overseas visitors, the operating hours of the park were extended to 11pm. According to Cheng (2014), the special time arrangement attracted more local people to visit the park as mainland tour groups usually visited in the afternoon and left before 6pm. Besides, a series of promotions were associated with the event so as to increase the awareness of the Summer Splash, such as TV advertising, print advertisements in newspapers and magazines.

6.3.4 The proceeds donation to UNICEF
The Big Splash Summer fulfilled the commitment in providing entertainment for customers, and at the same time, created a place for people to bond with their families and friends in such exciting event. Also, in order to develop a positive brand image, OP has coordinated with UNICEF and donated the proceeds it received during summer to help children in underdeveloped countries (Ocean Park Annual Report, 2005). In 2010, Judy Chen, who was the Chairman of the Hong Kong Ocean Park Conservation Foundations, has joined UNICEF as new office bearers of the Council. The coordination still continues today.
6.3.5 Corporate Social Marketing - Ocean Park Academy

In the same year, OP has launched the Ocean Park Academy, which is an educational programme for young people to learn in OP. It focuses on the scope of General Studies, Liberal Studies and Science, and offers the youth generation an opportunity to know more about the natural environment and the importance of the conservation. It had reached 50,000 participants in the first year, and received a great reputation among the youngsters (Ocean Park Press Release, 2005). This kind of corporate social marketing (CSM) creates positive brand equity for OP and positions itself as a company who is willing to improve the environment and community well-being (The Corporate Social Responsibility Netwire, October 2012). It enables OP to build a strong emotional bonding with the customers, and differentiated themselves with Disneyland.

6.3.5.1 Strategy 3 – New marketing campaign
“Love Hong Kong, Love Ocean Park!” Campaign

OP applied an innovative way to offer discounts for local customers to buy admission tickets, such as offering 25% off discount for those whose personal ID number contained any one alphabet from ‘HONG KONG OCEAN PARK’, 20% off discount for those contained the number “3” and/or “0” in ID card (as in 30th Anniversary), free admission for those who were on their birthdays, and so on.

Due to this campaign, the local market attendance was 11% higher than the prior year, which showed the success of the campaign. Seeing the success of the campaign, the Hong Kong Management Association (HKMA), the most authoritative professional business association in Hong Kong, issued the Gold Award for this marketing campaign in “HKMA/TVB Awards for Marketing Excellence”

“Love Animal, Love Ocean Park” Campaign
In order to bring the message of conservation to local public, a series of interactive commercials were launched. OP used innovative quiz format to bring out some conservation-related questions, the audience could join and answer the question by using their phones. Those who answered correctly and were drawn out can get the free park ticket. This creative promotion attracted the total of 60,000 people to participate throughout the 3-weeks campaign, which proved the effectiveness of the promotion (Ocean Park Annual Report, 2006). What is more, this campaign was also given a citation for outstanding TV campaign at the “HKMA/TVB Awards for Marketing Excellence” awards event.

“The overall numbers have surpassed our target. We were expecting attendance to drop by 20 to 30%. Instead it actually grew,” claimed by Vivian Lee, Ocean Park marketing manager (as cited in Taylor, 2006). After the launching of strategies mentioned above, in the fiscal year of 2004/05, which Hong Kong Disneyland was opened, more than 4 million visitors came to OP, and it was the highest-ever attendance since the opening of OP. Gross revenues increased by HK$ 77.2 million and the total surplus for the year increased from HK$ 95.7 million to HK$ 119.5 million (See Table 1). The sales of Smart Fun Annual Passes had 58% growth as well (South China Morning Post, 24 October 2006). The success of OP showed the world that OP could survive along with Disney even in a small city, as long as it keeps its unique advantages. The seasonal events and marketing campaigns are no doubt great successes, which contributed a lot to the fiscal year 2004/05.

6.3.5.2 Strategy 4 – The Master Redevelopment Project (MRP)

After the announcement of the entering of Disneyland into the Hong Kong, and the proposed of the MTR South Island Line, which connected the railway with the south district of Hong Kong, OP has begun the HK$5.5 billion Master Redevelopment Plan (MRP) in 2005 which is led by Allan Zeman, the post-chairperson. This project focused on the long-term development of the park and aimed to
revamp the park as a world-class marine theme park (PCDAward.com, 2015). It undertook 6 years through 8 phrased, and scheduled for completion in 2012.

| The Transformation of Ocean Park After The Completion of MRP |
|---------------|----------------|----------------|
| Year          | 2005           | 2012           |
| Size          | 30 hectares    | 43.8 hectares  |
| No. of attractions | 35           | Over 80       |
| Shows         | 4              | 12             |
| No. of new animal species | -          | 30 (by 2010)  |
| No. of restaurants | 7          | 27             |
| Shuttle       | 1 (Cable Car)  | 2 (Cable Car&Ocean Express) |
| Retail Areas  | Around 8000 sq. ft. | Around 19,000 sq. ft. |
| Food Kiosk    | 12             | 25             |
| No. of souvenirs stores | -          | 32             |

*Note. Adapted From Ocean Park Map 2005 & 2012*

Table 2 the Transformation of Ocean Park

As shown in Table 2, the park would be enlarged from 30 hectares to 43.8 hectares. Furthermore, new attractions, an aquarium, an underground train, new rides, and a rainforest would be added, in order to meet the increasing demand from the new-coming tourists attracted by Disneyland and the implement of IVS. “Ocean Park is thus well positioned to elevate its contributions as a pillar of Hong Kong’s tourism industry and community asset.” Mr. Tom Mehrmann, Chief Executive of OP said (as cited in Ocean Park Press Release, 2014). The plan aimed at transforming into a top marine park through renewing the style of the park, and re-positioning their brand.

In the fiscal year of 2012/13, the 6-year, 8-phases redevelopment project was finally completed. Over 7.7 million guests visited the park (See Table 1), which generate a 9% growth rate compared to the prior year. The total revenue was HK$1.9 billion (See Table 1), increased about 16%. For the annual surplus, OP generated HK$ 127.2 million in total. It showed that OP maintained a healthy level of its finance after the redevelopment project.
All in all, the MDP was a right step for OP as it made the park become more attractive, successful and reputable locally and internationally.

7.1 Positive Brand Image and Positioning & Great Team Spirit
They are also the strengths of OP.

7.2 Flexibility in coping with challenges
The park responded quickly to every challenge and opportunity. For example, in 2005, the emergence of Disneyland was expected to take in the visitors from OP. However, OP proved the public that it was wrong, as it was able to pass through the crisis by adopting effective strategy. It might also credit to the high team spirit among the organization, which leading the park runs flexibly and smoothly.

7. Future Challenges

8.1 The emergence of Shanghai Disneyland
As stated by Ren (2015), the Shanghai Disneyland Park was scheduled to open in Pudong, Shanghai in 2016. It will be the 2nd Disneyland in China, providing another choice for mainlanders to visit. The park will be the triple size of Hong Kong Disneyland from 142 to 360 hectares, with a Shanghai Disneyland Resort and Disney Town nearby the park.

1 See the SWOT Analysis.
8.2 The emergence of Shanghai Haichang Polar Ocean Park

As stated in Shanghai Daily (2015), the Shanghai Haichang Polar Ocean Park was announced to be located in 25 minutes away from the Shanghai Disneyland in Pudong, and scheduled to be opened in 2017. It is expected to attract 6 million visitors a year and become the largest theme park in the Eastern Asia. The synergy effect caused by the two giant theme parks together is likely to drive tons of tourists to travel to Shanghai and visit both parks.

It would be a great news for Shanghai tourism. However, it will threaten OP and even the Hong Kong tourism, as Shanghai will own two large amusement parks, which will be similar with Hong Kong.

8. Future Development

9.1 New Round Development Project

In 2013, the Master Redevelopment Project was completed, which brought a desirable outcome to the park. However, OP did not satisfy with the current success and therefore announced a series of new round development project in accordance to the Ocean Park Press Release (2014). These projects will add 30 more attractions in the park, including the 400,000 square-foot Water World, and will be launched by 2018. Complemented by the launch of MTR South Island Line (East) in 2016, which will improve the accessibility and capture more visitors to the park, these new attractions will be one of the important elements to enhance the competitiveness of OP.

9.2 Hong Kong Ocean Park Marriott Hotel

After the completion of Master Redevelopment Project and the introduction of 30 new attractions, one day will not be enough to experience all these attractions. In order to offer all rounded
experiences to visitors, OP announced the development of Hong Kong Ocean Park Marriott Hotel, which will be the first hotel to be built in front of OP. It was invested by a local listed company, Lai Sun Development Company Limited and will be operated by Marriott International, an international lodging company. It is expected to open in 2017 (Ocean Park Press Release, 2008).

There will be 2 more hotels in OP that are planned to develop. Three hotels will be expected to bring an additional 36,800 visitations to OP in the first year operation (Ocean Park Press Release, 2008). This project will enable longer stay of visitors and make OP as an international resort destination, which is likely to increase the competitiveness of OP and even the city to face the emergence of regional tourist attractions (Ocean Park Press Release, 2014).
9. Conclusion and Recommendations

OP is no wonder a typical and successful case in any textbook that tells how an aging brand successfully turned the threats completely on its head. The park responded to different problems and hazards decisively and swiftly. Although OP made its way to success for now, it has to put effort on sustaining the great and avoiding the fall. As local Hong Kong people, we look forward to see OP reaching more milestones in the future.

10.1 Stay different, stay unique
The key decision of OP is to relocate itself. OP prides itself being as “a park to connect people with nature” stated by Vivian Lee (as cited in Taylor, 2006). It is suggested that OP has to continue making itself unique from the Disneyland as a local brand, and not just being a park with entertainment, but also with education. Therefore, continuous redevelopment is suggested for OP to advance the park into the world's premier marine-themed park with Ecological Education, which Hong Kong people would be proud of.

10.2 Be forward
Digital marketing is the new trend in marketing nowadays. Using social media platforms to promote is likely to raise awareness of OP as it can attract the potential visitors, specially the young generations, to pay attention on its promotion campaigns. OP has to keep up with the trend in order to catch the eyeballs of them and raise the public awarenesses.

Also, paying more attention on customer relationship management is suggested. By doing so, customers would be more loyal and and be more willing to involve in buzzing. Moreover, OP needs to
make use of mobile application. As the young generation uses the smartphones all the time, a good mobile application could increase the participation of the visitors to the brand.

10.3 Be humble, be local

OP wins the hearts among the Hong Kong residents with the image of “local-made brand”, and becomes a must-go attraction of the visitors. OP wishes to have 8.5 millions attendance by 2020. Therefore, besides to attract more foreign visitors, attracting more domestic visitors is also important. The events and the park have to be localized so as to attract HK people returning to visit the park at least once a year. This will make OP more sustainable and keep on with the success.

“The Risen Dead Miracle of Ocean Park” is no doubt a successful story, which OP has received impressive outcomes from the strategy it made to cope with the challenges. A great amount of income and attendance, and a good brand image are resulted. And today, OP successfully became a symbol of Hong Kong --- when people think of Hong Kong, they think of OP.
10. References


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