



Marketing Plan for Ocean Park Hong Kong

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MSMK 7013A – Team 8

Background



100M

guests have visited Ocean Park

- Ocean Park Hong Kong, also known as Ocean Park
- Opened in 1977
- A marine mammal park, oceanarium, animal theme park and amusement park
- The largest marine-based theme park in Asia



Loss since 2015

**Operating at a loss
since 2015**



Worsened in 2019

**Total debt close to HK\$6
billion in 2019**



Pandemic

**Consecutive losses &
temporary closure due to the
coronavirus outbreak**



Market Analysis

Part 1

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What is latest development of the market?

Top 25 Amusement/Theme Parks Worldwide

2019 RANK	PARK LOCATION	% CHANGE	ATTENDANCE 2020	ATTENDANCE 2019
1	MAGIC KINGDOM THEME PARK AT WALT DISNEY WORLD RESORT, LAKE BUENA VISTA, FL, U.S.	-66.9%	6,941,000	20,963,000
2	DISNEYLAND PARK AT DISNEYLAND RESORT, ANAHEIM, CA, U.S.	-80.3%	3,674,000	18,666,000
3	TOKYO DISNEYLAND AT TOKYO DISNEY RESORT, TOKYO, JAPAN	-76.8%	4,160,000	17,910,000
4	TOKYO DISNEYSEA AT TOKYO DISNEY RESORT, OSAKA, JAPAN	-76.8%	3,400,000	14,650,000
5	UNIVERSAL STUDIOS JAPAN, OSAKA, JAPAN	-66.2%	4,901,000	14,500,000
6	DISNEY'S ANIMAL KINGDOM AT WALT DISNEY WORLD, LAKE BUENA VISTA, FL, U.S.	-70.0%	4,166,000	13,888,000
7	EPCOT AT WALT DISNEY WORLD, LAKE BUENA VISTA, FL, U.S.	-67.5%	4,044,000	12,444,000
8	CHIMELONG OCEAN KINGDOM, HENGQIN, CHINA	-59.1%	4,797,000	11,736,000
9	DISNEY'S HOLLYWOOD STUDIOS AT WALT DISNEY WORLD, LAKE BUENA VISTA, FL, U.S.	-68.0%	3,675,000	11,483,000
10	SHANGHAI DISNEYLAND AT SHANGHAI DISNEY RESORT, SHANGHAI, CHINA	-50.9%	5,500,000	11,210,000
11	UNIVERSAL STUDIOS FLORIDA AT UNIVERSAL ORLANDO, FL, U.S.	-62.5%	4,096,000	10,922,000
12	UNIVERSAL'S ISLANDS OF ADVENTURE AT UNIVERSAL ORLANDO, FL, U.S.	-61.4%	4,005,000	10,375,000

2020 attendance declines were largely due to agency restrictions limiting operating days and capacities in the COVID-19 pandemic. Therefore, we have kept the 2019 rankings in place for the 2020 report.



2019 RANK	PARK LOCATION	% CHANGE	ATTENDANCE 2020	ATTENDANCE 2019
13	DISNEYLAND CALIFORNIA ADVENTURE PARK AT DISNEYLAND RESORT, ANAHEIM, CA, U.S.	-80.5%	1,919,000	9,861,000
14	DISNEYLAND PARK AT DISNEYLAND PARIS, MARNE-LA-VALLÉE, FRANCE	-73.1%	2,620,000	9,745,000
15	UNIVERSAL STUDIOS HOLLYWOOD, UNIVERSAL CITY, CA, U.S.	-85.8%	1,299,000	9,147,000
16	EVERLAND, GYEONGGI-DO, SOUTH KOREA	-58.2%	2,760,000	6,606,000
17	LOTTE WORLD, SEOUL, SOUTH KOREA	-73.8%	1,560,000	5,953,000
18	NAGASHIMA SPA LAND, KUWANA, JAPAN	-59.7%	2,400,000	5,950,000
19	EUROPA-PARK, RUST, GERMANY	-56.5%	2,500,000	5,750,000
20	OCEAN PARK, HONG KONG SAR	-61.4%	2,200,000	5,700,000
21	HONG KONG DISNEYLAND, HONG KONG SAR	-70.1%	1,700,000	5,695,000
22	DE EFTELING, EFTELING THEME PARK RESORT, KAAFSHEUVEL, NETHERLANDS	-44.9%	2,900,000	5,260,000
23	WALT DISNEY STUDIOS PARK AT DISNEYLAND PARIS, MARNE-LA-VALLÉE, FRANCE	-73.1%	1,410,000	5,245,000
24	OCT HAPPY VALLEY, BEIJING, CHINA	-23.4%	3,950,000	5,160,000
25	CHIMELONG PARADISE, GUANGZHOU, CHINA	-45.3%	2,681,000	4,905,000
TOP 25 TOTAL ATTENDANCE 2020			83,258,000	253,724,000
TOP 25 ATTENDANCE CHANGE 2019-20			-67.2%	83,258,000 253,724,000

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-67.2%

Top 25 amusement/theme parks worldwide attendance change 2019-20

83.3m

Top 25 amusement/theme parks worldwide attendance 2020

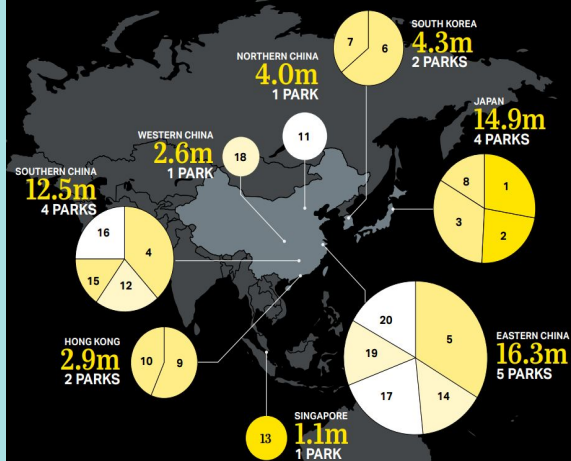
253.7m

Top 25 amusement/theme parks worldwide attendance 2019

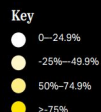
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In 2020:

- Total number of visitors decline for 67.2%
- Drop from 253 million to 83 million

Top 20 Amusement/Theme Parks Asia-Pacific



2020 attendance declines were largely due to agency restrictions limiting operating days and capacities in the COVID-19 pandemic. Therefore, we have kept the 2019 rankings in place for the 2020 report.



Circles represent size of attendance at ranked parks at the geography indicated. Slices within circles represent proportion of attendance at the geography from the ranked park indicated by number. Shading indicates attendance change at the ranked park versus all other ranked parks.

2019 RANK	PARK LOCATION	% CHANGE	ATTENDANCE 2020	ATTENDANCE 2019
1	TOKYO DISNEYLAND AT TOKYO DISNEY RESORT, TOKYO, JAPAN	-76.8%	4,160,000	17,910,000
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3	UNIVERSAL STUDIOS JAPAN, OSAKA, JAPAN	-66.2%	4,901,000	14,500,000
4	CHIMELONG OCEAN KINGDOM, HENGQIN, CHINA	-59.1%	4,797,000	11,736,000
5	SHANGHAI DISNEYLAND AT SHANGHAI DISNEY RESORT, SHANGHAI, CHINA	-50.9%	5,500,000	11,210,000
6	EVERLAND, SEOUL, SOUTH KOREA	-50.2%	2,760,000	6,606,000
7	LOTTE WORLD, SEOUL, SOUTH KOREA	-73.8%	1,560,000	5,953,000
8	NAGASHIMA SPA LAND, KUWANA, JAPAN	-59.7%	2,400,000	5,950,000
9	OCEAN PARK, HONG KONG SAR	-61.4%	2,200,000	5,700,000
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11	OCT HAPPY VALLEY, BEIJING, CHINA	-23.4%	3,950,000	5,160,000
12	CHIMELONG PARADISE, GUANGZHOU, CHINA	-45.3%	2,681,000	4,905,000
13	UNIVERSAL STUDIOS SINGAPORE, SINGAPORE	-75.6%	1,098,000	4,500,000
14	CHINA DINOSAUR PARK, CHANGZHOU, CHINA	-46.4%	2,375,000	4,134,000
15	OCT WINDOW OF THE WORLD, SHENZHEN, CHINA	-52.6%	1,890,000	3,930,000
16	OCT HAPPY VALLEY, SHENZHEN, CHINA	-21.6%	3,120,000	3,980,000
17	ZHENGZHOU FANTAWILD ADVENTURE, ZHENGZHOU, CHINA	-10.3%	3,421,000	3,840,000
18	OCT HAPPY VALLEY, CHENGDU, CHINA	-26.8%	2,620,000	3,580,000
19	NINGBO FANTAWILD ORIENTAL HERITAGE, NINGBO, CHINA	-36.9%	2,257,000	3,575,000
20	OCT HAPPY VALLEY, SHANGHAI, CHINA	-19.5%	2,730,000	3,390,000
TOP 20 TOTAL ATTENDANCE 2020			59,520,000	141,264,000
TOP 20 ATTENDANCE CHANGE 2019/20			-57.9%	59,520,000 141,264,000

-57.9%

Top 20 amusement/theme parks attendance change Asia-Pacific 2019-20

59.5m

Top 20 amusement/theme parks Asia-Pacific attendance 2020

141.3m

Top 20 amusement/theme parks Asia-Pacific attendance 2019

Upward or Downward Trend?

Attendance

- Hong Kong Disneyland decline for 70.1%
- Ocean Park decline for 61.4%

Upward trend

- 2020 steep drop-off
- 2021 bounce-back year
- 2022 usher in real recovery
- 2023 guest expectations would rise

Source: <https://aecom.com/wp-content/uploads/documents/reports/AECOM-Theme-Index-2020.pdf>

Technology Integration



Improve the tourists' experience

- Create high-tech multimedia experiences
- Provide a higher sense of immersion and entertainment through audio visual equipment

Great customer experiences using technology | theme parks | blooloop



Technology Integration



Ocean Park——Explorer R

- A brand-new interactive multimedia attraction
- A series of interesting and exciting interactive virtual games
- About how animals adapt to the changing natural environment

Source: <https://www.oceanpark.com.hk/en/press-release/ocean-park-launches-new-technology-experience-hub-to-engage-kids-in-immersive-learning>



E-commerce Integration

-More opportunities

For theme parks	<ul style="list-style-type: none"> • Higher sales • Seamlessly transition from the discovery phase to the action phase
For tourists	<ul style="list-style-type: none"> • Improve the experience of tourists • Better plan their day
For the ocean park	<ul style="list-style-type: none"> • Official website <ul style="list-style-type: none"> ○ Buy tickets, online shopping, make a reservation..... • Mobile App <ul style="list-style-type: none"> ○ Provide tourists with real-time information



COVID-19

--A Major Blow

- Stopped operation in June (in early May 2020)
- Received more than HK \$5.4 billion in emergency relief funds from the government of the Hong Kong Special Administrative Region
- Resumed business at the end of June 2020
- Limited the number of people
- Closed some amusement facilities during business

Source: <https://www.globaltimes.cn/content/1191497.shtml>



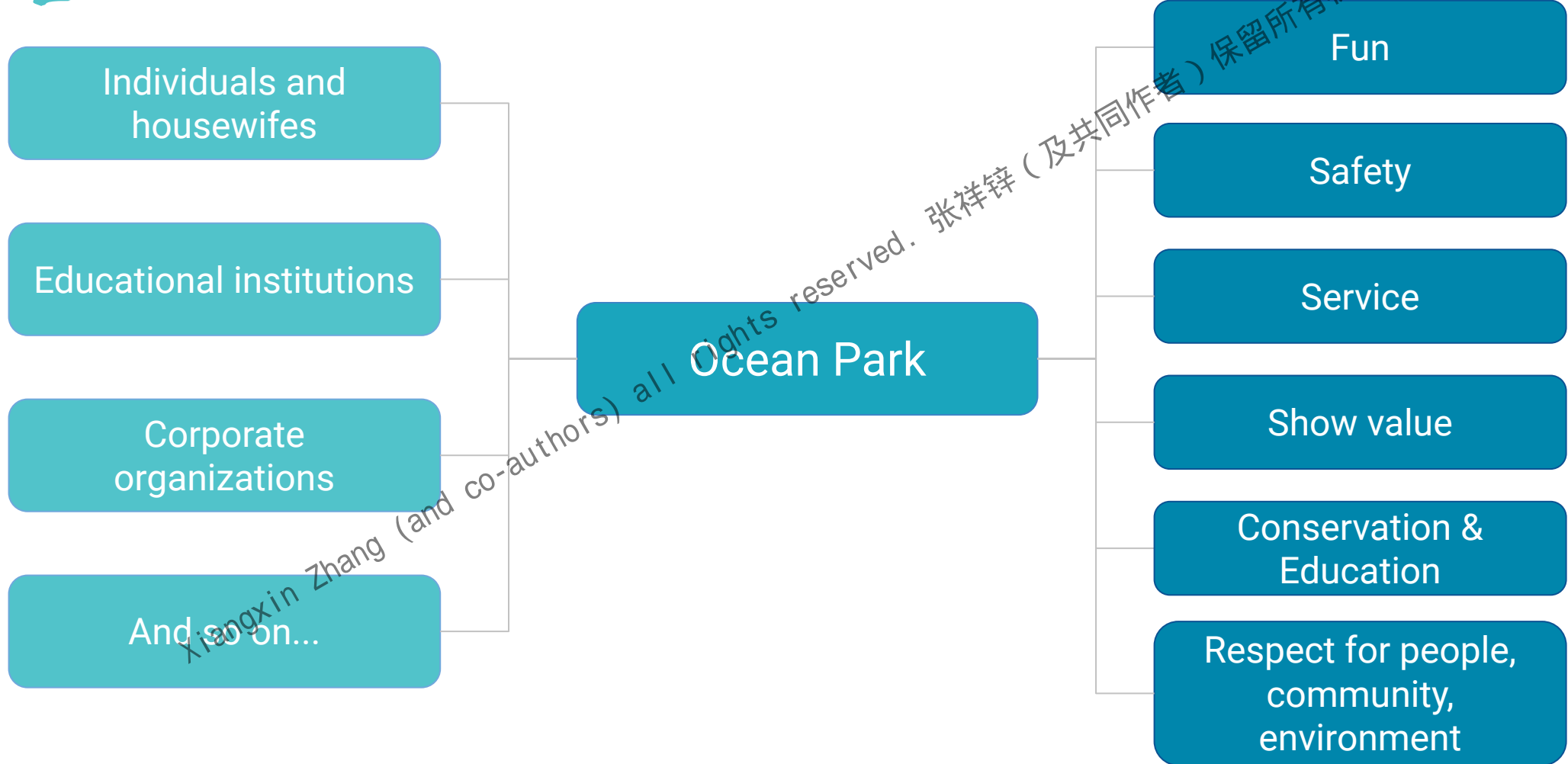


Consumer Analysis

Part 2

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Consumer analysis

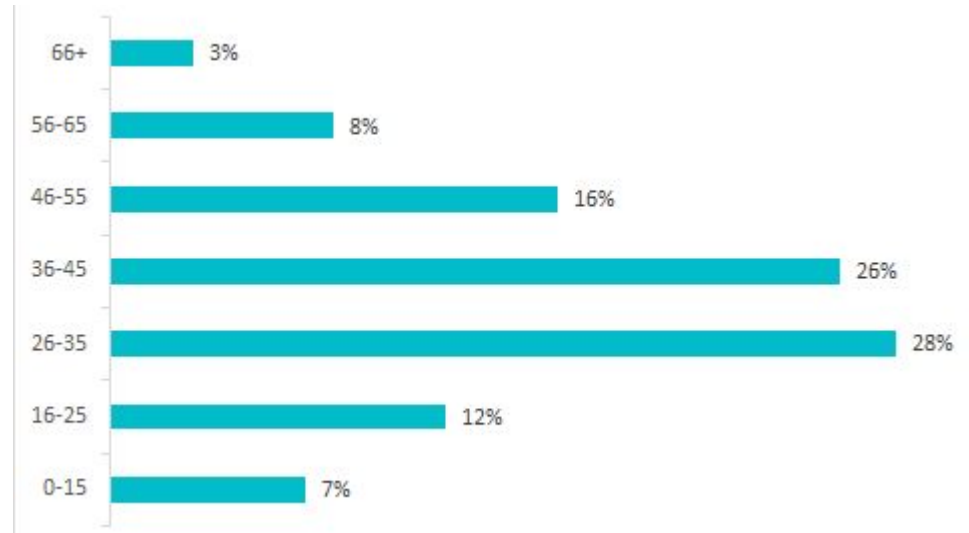
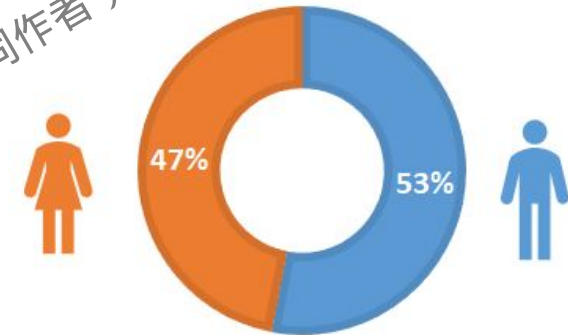


Consumer analysis on age & gender

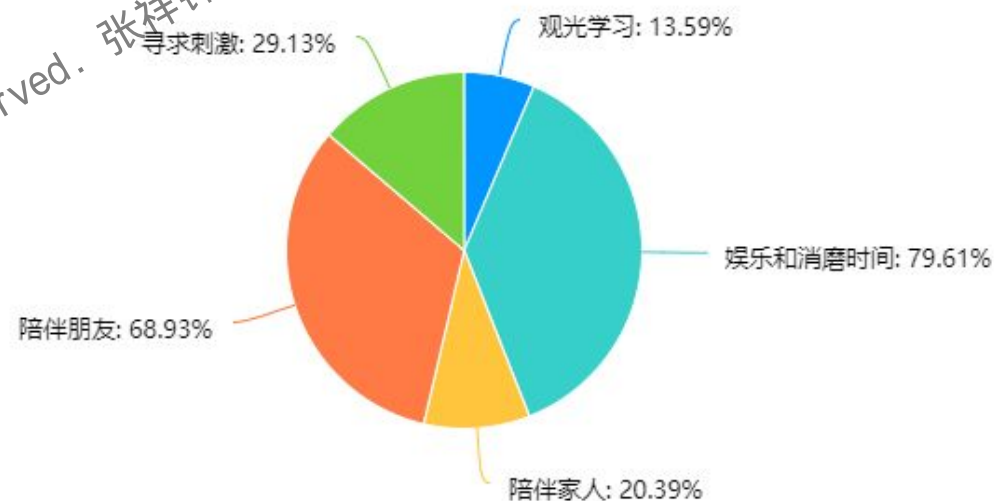
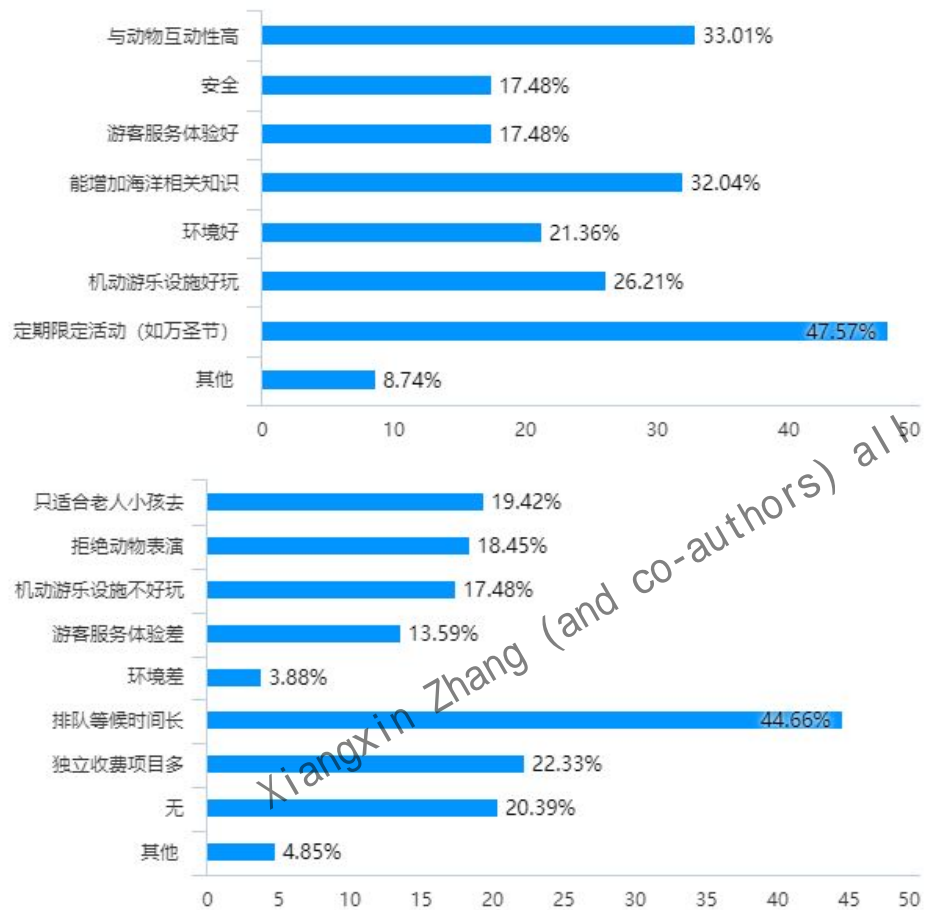
- Middle-aged customers are the majority of Ocean Park attendance

	2005	% of total	2006	% of total	2007	% of total
Breakdown by gender						
Male (%)	12847.67	55	13635.59	54	14929.73	53
Female (%)	10511.73	45	11615.51	46	13239.57	47

	2005	% of total	2006	% of total	2007	% of total
Breakdown by age						
0-15 years	1,401.56	6	1,515.07	6	1,971.85	7
16-25 years	2,803.10	12	3,030.13	12	3,380.32	12
26-35 years	6,774.23	29	7,070.31	28	7,887.40	28
36-45 years	6,073.44	26	6,565.29	26	7,324.02	26
46-55 years	3,971.10	17	4,040.18	16	4,507.09	16
56-65 years	1,868.75	8	2,020.09	8	2,253.54	8
66 years & above	700.78	3	757.53	3	1,126.77	4



Survey—a gap exist between customer impression and ocean park itself





Competition Analysis

Part 3

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Competition is all over the 70-km-radius GBA

Local Competition (1)

- HK Disneyland

Competition from GBA (6)

- Guangzhou: Chimelong Paradise, Chimelong Water Park
- Shenzhen: OCT Happy Valley, OCT window of the world, OCT East
- Zhuhai: Chimelong Ocean Kingdom

In 2018, parks in GBA

- Had 42 Million visitors
- Ocean Park took about 13.7%



Ocean Park has a diverse presence in all categories

Category	Representatives
Theme Park	<ul style="list-style-type: none">● Ocean Park● HK Disneyland● OCT Happy Valley Shenzhen● OCT Window of the World Shenzhen● Chimelong Ocean Kingdom Zhuhai
Amusement Park	<ul style="list-style-type: none">● Ocean Park● Chimelong Paradise Guangzhou● Chimelong Water Park Guangzhou
Entertainment and resort complex	<ul style="list-style-type: none">● Ocean Park● OCT East Shenzhen

Less-worrying distant competition but fierce local competition

	Strengths	Weaknesses
Ocean Park	<ul style="list-style-type: none">● Strong local brand recognition● High accessibility● Caring service● Bundled experiences at lower price● Focus on animals and nature, about reality	<ul style="list-style-type: none">● Animal-related activities might attract criticism● Limitation on land development● Lack of strong financial support● Outdated and aging facilities
HK Disneyland (local)	<ul style="list-style-type: none">● World-class brand name● An unique and appealing IP● Government support	<ul style="list-style-type: none">● Controversial co-operation with the government● Relatively expensive● No local DNA
Chimelong Ocean Kingdom (Zhuhai)	<ul style="list-style-type: none">● More types of animals● Strong partnership and resources from Chimelong group	<ul style="list-style-type: none">● Relatively far from HK● Not much different from Ocean Park
Chimelong Water Park (Guangzhou)	<ul style="list-style-type: none">● First water-based amusement park● Strong partnership and resources from Chimelong group	<ul style="list-style-type: none">● Not a all-weather tourism destination

Ocean Park has not differentiated itself from its competitors



4.0 ●●●●○ 10,594 reviews



4.0 ●●●●○ 17,259 reviews



4.5 ●●●●●○ 586 reviews



4.5 ●●●●●○ 402 reviews



Sources: https://en.tripadvisor.com.hk/Attraction_Review-g294217-d317431-Reviews-Ocean_Park-Hong_Kong.html
https://en.tripadvisor.com.hk/Attraction_Review-g294217-d543602-Reviews-Hong_Kong_Disneyland-Hong_Kong.html
https://en.tripadvisor.com.hk/Attraction_Review-g297418-d6419024-Reviews-Chimelong_Ocean_Kingdom-Zhuhai_Guangdong.html
https://en.tripadvisor.com.hk/Attraction_Review-g298555-d1141961-Reviews-Chimelong_Water_Park-Guangzhou_Guangdong.html



Low threat on new entrants but highly substitutable

- Threat on new market entrants is very low
 - Extremely high capital requirements
 - HK's land development restrictions
- Substitutes are in both physical and digital forms
 - Local shopping malls (K11, Pacific Place, IFC, etc)
 - The growing tendency for families to spend long weekends on the mainland or other parts of Asia (eg. Seoul)
 - “COVID-friendly” online entertainment: Netflix, online games, and even online mahjong



NETFLIX





Marketing Goals

Part 4

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Marketing Goals and Priorities

Short-term Goals

- **Return to a healthy financial condition**
- Attract local customers
- Level up customer/staff satisfaction and bring a peace of mind during pandemic

Long-term Goals

- **Differentiate from competitors**
- Reach a harmony with animals and delivery the “Care” concept
- **Continually educate customers about the importance of preserve and protect the nature**

Marketing Goals – KPI for Brand and Sales

Make our brand more popular and relevant to customers

- Have a higher media index compared with our close competitor, HK Disneyland
- Have more than 1 Million UGC on major social media platforms
- Have a higher rating on major travel review platforms, such as TripAdvisor and C-trip

Boost sales to survive and reduce reliance from government

- Cannot rely on government grants forever
- To survive, have to reach a minimum revenue at HK\$ 2000 Million in 2021 to break even and keep growing in the future

Make our success and achievements measurable

- Brand KPI: Media index (# of times mentioned by major press, Google Trends/Baidu Index, # of Instagram likes, etc)
- Sales KPI: revenue, operating income, ROI, ROA (compared with previous years)

OCEAN PARK CORPORATION INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 30TH JUNE 2020

	2020 HK\$ million 港幣百萬元	2019 HK\$ million 港幣百萬元
Revenue	717.1	1,734.9
Operating costs	(1,279.4)	(1,543.9)
(Deficit) surplus from operations	(562.3)	191.0
Finance costs	(189.3)	(182.2)
Other expenses	(420.3)	(596.9)
Net operating deficit	(1,171.9)	(588.1)
Fair value (loss) gain on club debenture	(0.5)	0.9
Investment income	10.5	29.9
Government grants	3,083.7	–
Surplus (deficit) for the year	1,921.8	(557.3)

Brand Strategy – DRC & exceptional experience Principles

Principle 1

Distinctive, Relevant,
Consistent

- **Distinctive:** Continuously deliver the education, conservation and entertainment vision of Ocean Park to differentiate itself from competitors.
- **Relevant:** Deeply deliver the concept of harmony between people and animals, and optimize the customer experience within Ocean Park.
- **Consistent:** Comprehensively deliver the branding information to customers from different dimensions.

Principle 2

Deliver an exceptional
experience to your
customers

- Build a customer-driven branding impression to all the audience.
- Improve customer service quality and high-tech user experience inside the park, and also the customer review and after-sale service to improve the outside branding reputation.

Brand Strategy – Deliver Brand Promise by STP

What are the types of products and services that can help to deliver the brand promise?

- Education & Conservation
 - Develop Explorer R with educational virtual games;
 - Complement animal & plant guide
- Entertainment
 - Organize living theatre and special events (festival events, etc.)
 - Renew facilities

What is the brand positioning, brand personality and brand attributes?

- Brand positioning: Create memorable experiences that are fun, entertaining and educational
- Brand personality: Provide interactive opportunity to get close to the animals
- Brand attributes: Bring happiness and knowledge to the public



Marketing Strategies

Part 5

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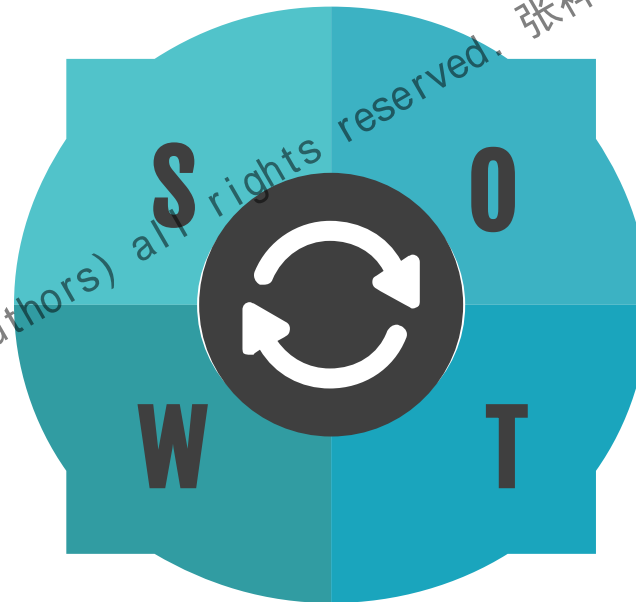
SWOT Analysis

Strengths

- Strong local brand recognition
- High accessibility
- Caring service
- Bundled experiences & lower price
- Focus on animals and nature, about reality

Weakness

- Animal-related activities might attract criticism
- Limitation on land development
- Lack of strong financial support
- Outdated and aging facilities



Opportunities

- “Invigorating Island South” plan
- Interest-free and subsidized from Government
- About Gen Z, the Bloom of local Cultural and Creative Industries
- New VR tech applied on Theme Parks
- Endangered animals

Threats

- Over reliance on non-local customers
- price discrimination
- competitors from all over the world

Internal changes

Abolish useless facilities **W**

Lower down the ticket price for local public **T**

Set up new educating and interacting animal programs for visitors **SO**

Facilities improvement and providing more interactive activities for target customers **WO**

Boycott animal performance **T**

External changes

Cooperate with local IPs and spread out the changes **SO**

Advertising and emphasizing local characteristics, making sure every target customer (especially the locals) noticed **ST**

W=strategy using weakness factors

T=strategy using threats factors

SO=Strength-opportunities strategy

ST=Strength-threats strategy

WO=Weakness-opportunities strategy

Brand Evaluation

Context

Contact

Competitive advantages

Community

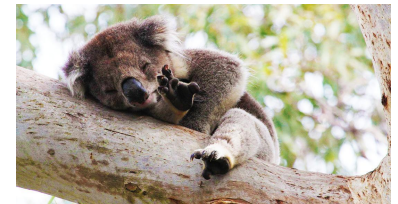
Brand Enforcement

Replace old facilities with more high-tech VR interactive facilities, optimizing visitors' experience

Set up Endangered Animal Sanctuary & educating consumers about animal protection

Generate funny or cute local characters to attract more consumers (like Disney's Linabell)

Joint our brand with local IP 麦兜, using advertising video to spread local cultures, stirring up local people's childhood memories



Brand Engagement

Brand promise

- Full services - exclusive administrator
- Making sure every travels had a good experiences and playing & learning at the same time

Word of Mouth

- Consumers feeling are the best ADs

Build a One-year Plan

- This engagement will help us to keep the connection with our clients

Brand Enhancement

New Changes

- Reset our facilities, and involving some NEW-TECH to attracting our clients like VR roller coaster, pursuing excited

Extending

- We are also encouraging our client do some outside researches for answering the bonus questions to win a free ride of one of the facilities or watching a free show
- Children and their parents can both actively participate

**Thanks For
Watching**

Any Questions

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