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Faculty of Organisation and Management

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Title
Ocean Park Growth Strategies: by exploiting its strengths and minimizing the weaknesses in internal resources

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Abstract

Ocean Park is one the main attractions in Hong Kong. This is the fifth year of Ocean Park recording an increase of their revenues. In order to capture the growing travel market, Ocean Park has to sustain its strengths and weaknesses top complete with its rivals

Resource-Based View (RBV) mainly concentrates on the ability of the organization to create competitive advantages by analyzing the internal sources. Therefore, RBV can be used to describe the strengths and weakness in Ocean Park. On the other hand, PEST analysis was used to analyze the Opportunities and threats. Based on the result of PEST and survey, some growth strategies are generated for Ocean Park.

The dissertation was a quantitative research. The entire group of people who have been to Ocean Park will be the population of the survey. A subgroup of the population will be selected by a convenience sampling.

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Chapter One

Introduction

The resources-based view of strategies has established for a long time which could chase back to Penrose (1959). However, there were other scholars contributing to develop this framework, including Lippman and Rumelt (1982), Wernerfelt (1984), Dierickx and Cool (1989). This framework was summarized by Barney (1991).The Resource Based View has been emphasized on analyzing the firm's internal resources and capabilities to formulate value-enhancing strategies and achieve sustainable competitive advantages in its markets or industries.

Hong Kong Ocean Park is a Hong Kong home-grown theme park which combines entertainment, education and conservation. It is one of the famous attractions in Hong Kong.It was built with the donation of Hong Kong Jockey and opened on 10 January 1977. In 1987, Ocean Park departed from Hong Kong Jockey Club and became a non-profit organization. It has to take the responsibilities to its own income and maintain its daily operation. However, since the economic downturn, old and un-attracted attractions and the killer whale parting in 1998, the park faced a deficit. Afterward, Ocean Park invested a lot in renewing its attractions and rides, and developing innovative events, retailing products and superior catering services. Therefore, the deficit has turned into profit since 2003. The park has reached a new attendance record 5.3 million. Ocean Park is an only theme park in Hong Kong until the opening of Hong Kong Disneyland in 2005. Hong Kong Disneyland is a foreign capital theme park which provides similar products and services with Ocean Park, so they are targeting the similar customer market. Therefore, Ocean Park has to find solutions for growth to compete with its rivals.

Several motivations lie behind this paper.

Firstly, the fact that competition in theme park business in Hong Kong became fiercer triggered because of the opening of Hong Kong Disneyland. Consequently, there will be an interest in finding a solution that would help players to successfully compete in this market.

Second, there is little recent literature that may provide a comprehensive view about Ocean Park's sustainable growth strategies based on SWOT analysis.

Third, RVB for strategic development theories was proved to be effective in assisting firms to create competitive advantage for surviving in the intense market. So it will be applied to analyze Ocean Park's growth strategies in this paper.

There are several objective of this dissertation. First, it aims to identify the internal resources to find out the strengths and weaknesses of Ocean Park as well as identify the resources that could help to create competitive advantages. Second, some possible growth strategies which is based on the on the analysis result of its external business environment and survey results are recommended to Ocean Park. Third, it is important to indentify the resources that enable the above growth strategies become reality. The last objective is to provide improvement methods by exploiting the strengths while filling at the gaps in order to achieve those sustainable growth strategies for Ocean Park.

The dissertation will be started with analyzing the internal strengths and weakness (S&W) of Ocean Park mainly from Resource Based View (RBV). One the other hand, the opportunity and threats will be identified by PEST analysis of its macro environment. After analyzing internal resources and external environment and taking into consideration of the survey results, Ansoff's Product-Market Matrix (1950s) is used to create growth strategies for Ocean Park. It is followed by

matching the growth strategies with the required resources to identify whether those strategies are feasible. The result will reveal three directions for Ocean Park to develop sustainable growth strategies. In terms of the strengths that could generate competitive advantages, the research will give some recommendations about how to sustain the strengths. For the strengths that could not create competitive advantages, some recommendations will be provided for changing those strengths into sustainable. Regarding to weaknesses that block the development, attention will be focused on filling those gaps.

Chapter 2

Literature Review

2.1Strategy planning process

To develop an appropriate strategy, it is important for a firm to understand where it is now and what opportunity and threats it will face in the future. There are steps to pilot a strategy development. Grant (1991) established a framework for strategy formulation which is based on resources-based view. (Figure 1)

The resources and capabilities are the foundation of a strategy mainly because of two reasons. First, a firm's strategy is directed by the internal resources and capabilities. Second, the primary source of profit for the firm is generated by resources and capabilities. (Grant, 1991)

Figure 1: *A Resource-Based Approach to Strategy Analysis: A practical Framework* (Grant, 1991)
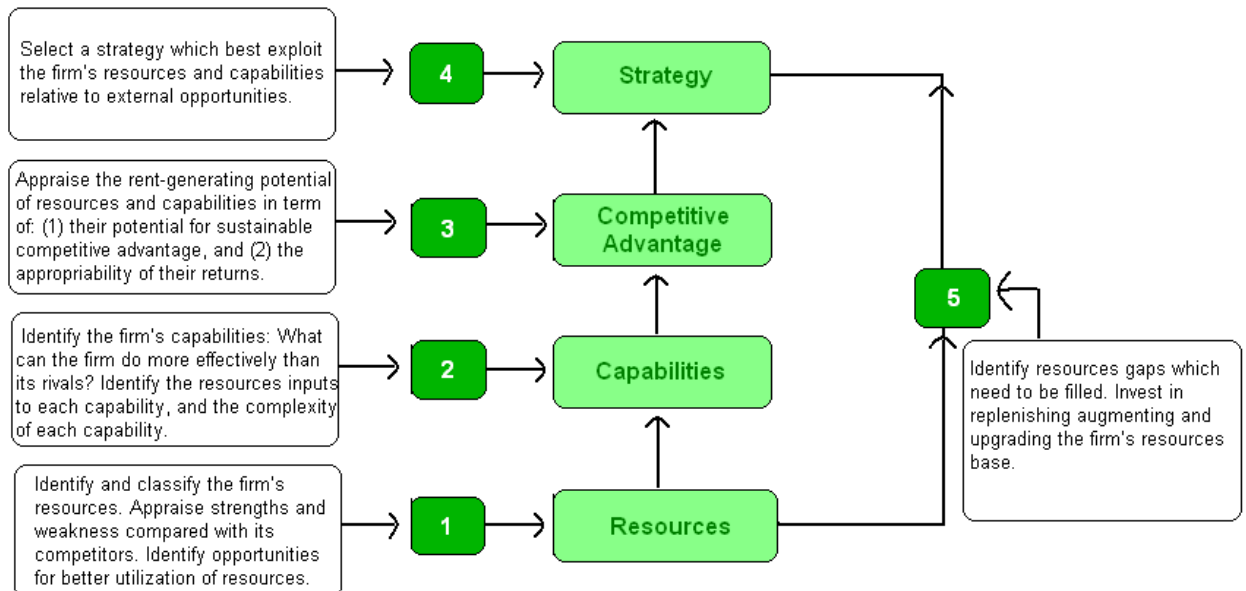
2.2 SWOT Analysis

Before creating value-adding strategies, firm should have an objective and perform comprehensive analysis of the current situation. SWOT analysis is a useful tool to apply in strategic planning process. It is the techniques to pinpoint a firm's strengths and weaknesses while identify opportunities and threats surrounding the firm. SWOT refers to strengths, weaknesses which mainly focus on internal recourses and competences, opportunities and threats which are about external environment. Strengths are firms' attributions which help firms to achieve the objective. Weaknesses are firms' attributions which obstruct their ability to attain the objective. Opportunities are initiated by the changing environments which provide the chance for a firm to develop and grow. On the contrary, threats may bring down firms' competitive position and put firms at different level of risks. Opportunities and threats are not only concerned the current situation, but also the changes in future. (Swarbrooke, 2001)

Besides, Swarbrooke stated that "SWOT analysis is designed to look at the gap between where the position currently, at the beginning of the plan period, and the direction in which its markets are moving. " (Swarbrooke, 2001, P.206)

In this dissertation, the analysis of internal strengths and weaknesses (S&W) of a firm are mainly from Resource Based View (RBV) because the internal unique resources and core competences are critical to support a firm's any possible development. One the other hand, the opportunity and threats will be identified by PEST analysis of its macro environment, which refers to Political, Economic, Social, Technological, environment and legal. By throughout understanding of the macro-environment, a firm can create the strategies that help to match with the
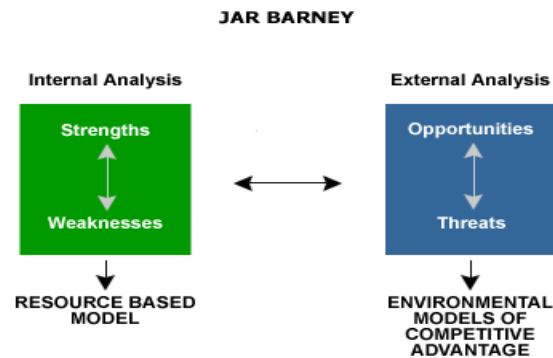
opportunities or turn threats into opportunities.

2.3History of Resource based view (RBV)

The argument that the potential importance of firm-specific resources can lead to a superior performance (cost advantage and differentiation advantage) of a firm can be found in the work of economists such as Chamberlin and Robinson in 1930s (Chamberlin 1933; Robinson 1933) which was subsequently developed by Penrose (1959).Since the 1960's, there were many notable contributors in this model which included Lippman and Rumelt (1982), Teece (1980,1982), Nelson and Winter (1982), Rumelt (1984, 1987), Wernerfelt (1984), Dierickx and Cool (1989). This framework was summarized by Barney (1991).The Resource Based View has been emphasized on analyzing the internal firm's resources and capabilities to formulate value-enhancing strategies and achieve sustainable competitive advantages in its markets or industries. To enjoy competitive advantages, manager of a firm should create strategies which are not being implemented by present and potential competitors. (Barney 1991) Competitive advantage is normally defined as the ability to earn returns on investment consistently above the average for the industry (Porter, 1985).

In the meanwhile, some research has tended to focus on a firm's opportunity and treats primarily in its competitive environment. Porter's (1980) "five forces model," for example, understand the external environment of industry by analyzing potential competitors, suppliers, rivalry among established companies, buyers and substitutes. (A study by Hart (1995 cited by Ricky 2005) based on natural-resource-based view (NRBV), suggested that "firms, in order to cope with various operating constraints resulting from increasing governmental and societal awareness of environmental degradation, should incorporate the consideration of

environmental issues into their strategic planning process".) may delete if too many words ; but leave to the end. However, Barney (1991) pointed out that there were many limitations on understanding the impact of a firm's environment on performance. The environmental models of competitive advantage were based on two simplify assumptions. First, firms within an industry are identical in terms of the strategically relevant resources they control and the strategies they pursue. Second, the heterogeneity resources that firms use to create their strategies are highly mobile. Although, these assumptions can simplify firms' environment, they were unrealistic. Under this condition, there will be no winner in an industry, as they possess the same resources, the same strategies and the same way to improve firms' effectiveness and efficiency. They cannot achieve any competitive advantage. Moreover, without the potential and possible resources, a firm cannot implement the value- adding strategies which are created based on the external environment. Therefore, firms should create competitive advantage by analyzing resources and capabilities which they can control internally. This method is more reliable and secure for formulating firms' strategies to obtain competitive advantages. Barney (1991) proposed a framework (Figure 2). It explained the relationship between Resource Based View and "SWOT" analysis. This framework suggests that firms "obtain sustained competitive advantages by implementing strategies that exploit their internal strengths, through responding to environmental opportunities, while neutralizing external; threats and avoiding internal weakness." In this dissertation, RVB will be used to analyze and identify the strengths and weakness of Ocean Park.

Figure 2: *The relationship between traditional "SWOT" analysis and the resource-based mode (Barney, 1991)*

JAR BARNEY

Internal Analysis

Strengths

Weaknesses

RESOURCE BASED MODEL

External Analysis

Opportunities

Threats

ENVIRONMENTAL MODELS OF COMPETITIVE ADVANTAGE

2.3.1Definition of resources

Resources and Capabilities which reside in a firm are the fundamental components for Resources Based View. Henry (2007, P.127) illustrated that "Resources may be thought of as inputs that enable an organization to carry out firm's activities. "A firm's resources can be categorized as tangible and intangible.

Tangible Resources

Tangible resources refer to the physical assets. Resources can be classified in three main headings: physical resources, human resources and financial resources. Physical resources include such as building, machinery, materials and productive capacity. (Henry, 2007) Financial resources consist of cash balances, debtors and creditors. (Henry, 2007) Human resources include training, experience, judgment, intelligence, relationships, and insight of individual mangers and workers. (Barney, 1991, P101)

Intangible Resources

Intangible resources are nonphysical resources which are created by managers

and other employees. (Hill and Jones, 2007) Intangible resources can be categorized as intellectual, technological resources and reputation. (Henry, 2007) (Table 1)

__Table 1__: Three types of firm's intangible resources

Intellectual resources	Ability of innovation *(Henry, 2007)*
	The Speed of innovation *(Henry, 2007)*
	Knowledge of employees *(Hill and Jones, 2007)*
Technological resources	Patents *(Henry, 2007)*
	Copyrights *(Henry, 2007)*
Reputation	Goodwill *(Henry, 2007)*
	Brand name *(Hill and Jones, 2007)*

Nevertheless, not all the resources of firms could generate competitive advantages (Barney, 1986), only those having the combination of four traits could be regarded as having the potential for generating competitive advantages (Barney, 1991): valuable; rare, imperfectly imitable and un-substitutable.
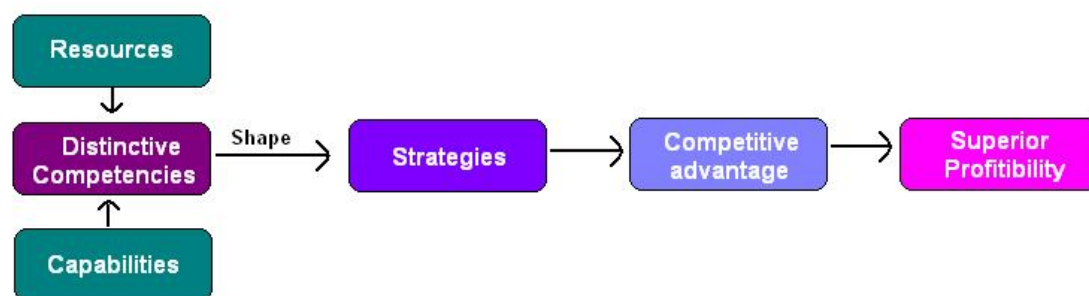
Capabilities

Capabilities are intangible. (Hill & Jones, 2007) Grant (1991, cited by Henry, 2007, P.137) defined that "A capability is the capacity for a team of resources to perform some task and activity. Therefore resources are the source of an organization's capability. And it is capabilities that are the main sources of its competitive advantages." Henry, 2007

John Kay (1993) argued that distinctive capabilities of an organization's resources are the most relevant factor to achieve competitive advantages; thereby Kay's work sits within the Resource-based View of strategy. (Henry, 2007) Distinctive capabilities can help with creating strategies thus lead to competitive advantages and superior profitability. The relationship of a company's strategies, distinctive competencies, and competitive advantages are illustrated in Figure 3.

Figure 3: The relationship of a company's strategies, distinctive competencies, and competitive advantages (Hill & Jones, 2007)

A distinctive competency can be generated under two situations. First, a firm has a firm-specify and valuable resource and the capabilities (skills), using in an effective way. Second, a firm process a firm-specify to manage resource. (Hill & Jones, 2007)

John Kay (1993) interpreted that distinctive capabilities derive form four areas. They are architecture, reputation, innovation ability and ownership of strategic assets.

Architecture refers to the uniqueness of an organizational knowledge and routine, flexibility in response and information exchange within and between organizations. Architecture has developed in a long period of time. A firm's architecture comes

from internal architecture, which refers to organization's relationship with its employees, and between employees, and external architecture, which refers to its relationship with its customers and suppliers. Furthermore, the relationship with other firm working in related activities is referred as network architecture. Architect of a firm emphasis on the organization as a whole, but it is not dependent on the specific individual or groups. As Kay (1993, P.69) illustrate, "Architecture does not create extraordinary organizations by collecting extraordinary people. It does so by enabling people to perform in extraordinary ways."

Reputation is the second source of distinctive capabilities in Kay's work. It is the market's method of distributing information to customers about product quality and product characteristic. (John Kay, 1993) "A firm's reputation is built up through its reliable relationship which may taken a considerable time to nurture and develop" argued Henry (2007, P.133)

Innovation must be sustainable and appropriable which is the third source of distinctive capabilities. (Kay, 1993) It includes the design, invention, development, and/or the implementation of new or existing products, services, processes, systems, organizational structures or business model. Innovation creates a new value for customer and a new financial return for a firm. (BusinessWeek 2007b)

Strategic Assets are the last distinctive capability of Kay's work. Firms which have competitive advantage deriving form the structure of the market and industry, rather than their own distinctive capabilities hold strategic asset. Strategic assets are categorized into three types: Nature monopoly (Narrow market and scale economies), sunk costs (advertising, recognition and market knowledge), and exclusivity (licensing and regulation). (Kay, 1993)

Competitive Advantage

As Figure 3 show that competitive advantage can lead to superior profitability of a

firm in its market and enable it to outperform its competitors , Cost advantage and product differentiation are the types of competitive advantage. Cost advantage refer to a firm can provide the similar products with a lower price than its rivals. On the other hand, a company obtains product differentiation, if it creates, makes, and sells a product in a way which is better satisfies customers needs than its rivals do. (Hill & Jones, 2007)

2.4 PEST Analysis

Every firm has its unique external environmental which bring different impact on the organizations. That is because each firm locates in different location, provides different types of service and products, involve in a variety of business activities and target different markets. PEST (Political, Economic, Social-cultural, and Technology) analysis is a fundamental perspective of other variations of the taxonomy classifications such as STEP (Social, Technical, Economic and Political), STEPE (adding Ecological), PESTLE (adding Legal and Environmental). It helps to understand the external environment of a firm. Analyzing the Micro-environment surrounding the firm can help to create and implement the strategies that able the firm to seize the opportunities while minimize the threats.

Political environment

Political elements consist of laws, regulations and police decision which are announced and established by local government and national government (Claire Capon, 2008). Besides governments, firms should also be well aware -of other parties who are interested in the business, including employer bodies, trade union, and alliances and agreements. Employer bodies represent employers such as The Hong Kong General Chamber of Commerce. It helps employers put forward

their view to influence government's political decision, in order to safeguard their beneficial business environment. Examples of trade union include employees' organization such as The Hong Kong Federation of Trade Unions. This organization assists employees to fight for their rights and provide a platform for employees to express their opinion. (The Hong Kong Federation of Trade Unions, 2009) Alliances and agreements occur between two or more countries for mutual benefit (Claire Capon, 2008), for instance, the project of Hong Kong-Zhuhai-Macao Bridge can promote not only the socio-economic development of the Pearl River West, but also the development of regional tourism industries for these three regions. The changes of political environment bring opportunities or threats to the operating environment. Therefore, a firm's manager should keep an eye on those changes that related to the firm, so as to conceive of strategies which can match up with the old and new perceptions of customers.

Economic environment

The success of a film will be affected by changing economic environment in its country or internationally. It is worthwhile for the firms to analyze the economic impart and generate strategies based on that. The key factors in the economic environment which affects firms as followings: economic growth/ downturn (a real output per capita of a country), consumers' expenditure (the actual expenses of consumer), investment expenditure (expenditure on capital goods), government expenditure, exchange rates (a country's currency), taxation, inflation (the change in the general level of price) and unemployment (John Tribe, 1997). For example, China enjoyed economic growth in the last decade and recorded an increase of GDP to 23 Thousand billion in the fiscal year 2007. This dramatic growth brought

about rising consumers buying power. The average expenditure of Chinese tourists is $5300 and their expenditure is higher than foreign tourists (Headline Daily, 20/7/2009). Hence, marketing manager may design some strategies to seize those emerging market - Chinese travelers.

Socio-cultural environment

Factors in the socio-cultural environment of firm include the size and structure of the population, social class and attitudes and values (Tribe, 1997).

➢ Demographics

Demographics are commonly included nationality, age, income, sex, marital status, educational attainment, the structure of family, employment status, and occupation etc (Swarbrooke, 2001). These data can be used when manager determine about firm's strategies. There are two key reasons for understanding demographics. First, the population is a key factor influencing the demand for service and goods (John Tribe, 1997). For example, theme park segmentation is largely youthful market. However, demographic trends indicate highest population growth will be the older age groups. Therefore, theme parks are suggested to develop strategies which will attract older visitors. Secondly, the labor force which supplies firms is derived from the population. (Tribe, 1997).In Hong Kong, the number of people aged 65 or above occupies 12.4% of total population. Because of the aging population, Hong Kong government has published some strategies to attract more talented people from the Mainland and overseas to increase and improve the production capacity. (The Budget, 2008-2009) It indicated that demographic can affect the policy or strategies directions.

➢ Cultural trends

There are important cultural differences between different groups of tourists. As every country has its own culture such as custom, attributes, belief, values, knowledge etc. Culture can affect people behaviors and preferences. It will change by time. The cultural environment offers both opportunity and threats to firms. The changes of culture are influencing products and services development. For example, people tent to eat healthier in the recent year. Hence, attractions have to rethink what they offer in term of catering. (Swarbrooke, 2001)

Technological Environment

Technology has been increasingly developed in the past two decades which brings lots of opportunities or threats to a firm. Technology development may be found in cheaper provision, or improvements in goods and services in better marketing. However, it may result in a firm's product or service becoming obsolete, or subject to new forms of competition. (Tribe, 1997) Technological development has affected the attraction business increasingly in the resent years, mainly in three ways technology and the attraction product, technology and the management of attractions, and technological development as competition for attractions. (Swarbrooke, 2001)

2.5 Growth strategy

Anoff's Product-Market Matrix (1950s, cited by Harper 1992) allows marketers to consider ways to grow the business via existing and/or new products, in existing and/or new markets – there are four possible product/market combinations. (Figure 4)This matrix helps companies decide what course of action should be

taken given current performance.

Market penetration- it tries to sell more products to the exiting customers with minimal product modification or technological change. This option is a low cost alternative, as it depends on the use of promotional skills. (Swarbrooke, 2001)

Product development- it refers to develop additional products to current market in order to increase usage and spending or retain the brand loyalty. Product development cost can be very high. (Swarbrooke, 2001)

Market development- It means to find new markets for the current products. This direction need to make a large effort on promotion with a high expenditure on advertising and literature. (Swarbrooke, 2001)

Diversification- This option involves creating new products and meanwhile entering new markets. This strategy is very risky combing an enormous investment. There are three types of diversification: vertical, horizontal and conglomerate:

<u>Vertical diversification:</u> It means that there is a technological similarity between the industries so that the firm is able to use its technical know-how to gain some advantage. (Ansoff, 1957) For example, Wellcome, a supermarket in Hong Kong, has merged with manufactories to develop its own brand - "First Choice" and "No Frills" since 1985. (Wellcome Corporate Brand, 2009)- I think the samples can be deleted.

<u>Horizontal diversification:</u> It refers to a company introduces new products or services which unrelated and do not contribute to the exciting product lines. The company's know-how, and experience in technology, finances, and marketing can cater to the development of new products. (Ansoff, 1957)

Lateral diversification: This diversification shifts the product nature to another field which has a little relationship with its current business. It offers large possibilities

to a company to broaden its capital market, but it is very risky. (Ansoff, 1957)

Figure 4: Ansoff's product Market Matrix
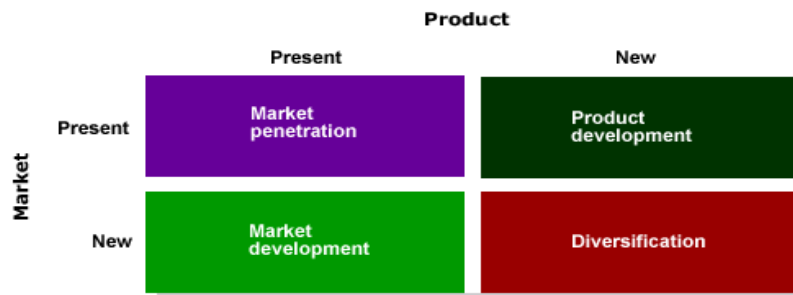
SOURCE: H.I.Ansoff, The New Corporate Strategy (New York, N.Y.: John Wiley & Sons, 1988)

2.6 Marketing

Marketing Mix is a useful tool that can be applied to understand the current situation of a company. Original marketing mix was based on four Ps (product, promotion, price and place/distribution)

Therefore, it is feasible this paper to use the "4Ps" to identify Ocean Park's current market situation and as the base for the questionnaires conducted in later chapter.

Chapter 3

Methodology

In this chapter, it aims to state how the researcher to gather the data from primary and secondary researches for this dissertation. Below is the process of conducting the questionnaire and the in-depth interview. It includes questionnaire/interview design, sampling, data collection methods, data analysis and limitation of this study. The questionnaire aims to find out what recourses Ocean Park possesses that help with creating the value-added strategies for sustainable growth of the park.

Secondary Research

Secondary research is the collection of data that already exist. Different sources, including textbooks, newspaper, website of Ocean Park, annual report of Ocean Park, academic journals, statistic form Hong Kong Tourism Board, and the yearbook of Hong Kong, are utilized for gathering the relevant information and theories for the secondary research.

Primary Research

Primary research is also called field research. It involves the collection of data that does not already exist in newspaper or websites. This can be via questionnaires and interviews. It is a unique source of information for this dissertation. This questionnaire approach was to find out the resources which Ocean Park possesses; also its results can give a direction while generating the growth strategies for Ocean Park. The in-depth interview with a representative from target

customer group was very useful to verify some answer from questionnaire thus provided more precise result analysis.

Questionnaire development

This questionnaire was developed based on the past researchers of a survey about marketing strategies of Ocean Park and the three levels of products (Kotler, 1994b). This questionnaire adopted a close-ended question format which answered a short or single word answer. The questionnaire was interviewer-administrated. As the surveyed target groups are Hong Kong and oversea visitors, the Chinese and English version of the questionnaire were prepared and attached in Appendix 1, 2. The questionnaire was divided into three sections, visitor characteristic, customer perception and personal information.

Questionnaire Section One

In sections one, there are five questions which aim to understand –respondents' travel patterns to Ocean Park. The answer to those questions can deliver results about how many times respondents visited Ocean Park, who and how many people accompanied with the respondents, what respondents' reason for visiting and expectation of visiting Ocean Park.

Questionnaire Section Two
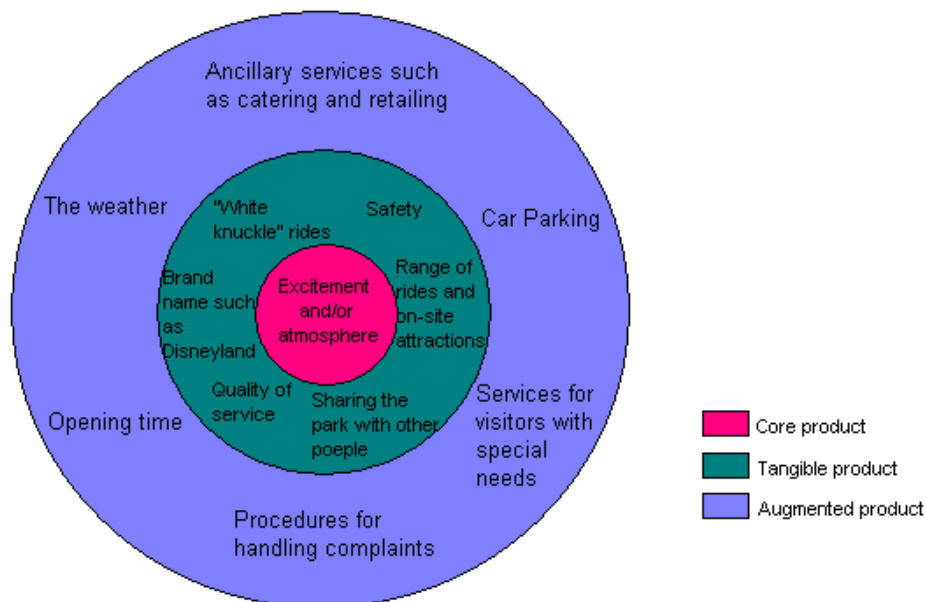
This section is the main body of the questionnaire. There are 40 questions which are under nine headings, including image, price+place, promotion, environment, entertainment, services, catering service, merchandising and educational. Likert scale is used to measure the degree of agreement of each question. Respondents answered by using five-point- scale were the ranking method. 1 = strongly

disagree, 2 = disagree, 3 = neural, 4 = agree, and 5 = strongly agree.

The first three titles, 'image', 'price+place' and promotion adopted in this survey were mainly based on marketing's 4P theory. The rests of the questions generated is particularly focused on the three levels of product (Kotler 1994) which illustrated in Figure 5.

Figure 5. The three levels of product: the example of a theme park Source: after Kotler (1994b)

Questionnaire Section Three

This is the last section of the questionnaire. It comprised six questions, the main purpose of which was to know the demographic information about the respondents so as to identify the key customer groups of Ocean Park. For example, if most of the respondents are in the age group of 18-28, it implied that Ocean Park are relatively is welcomed by the youngsters.

<u>Interview Development</u>

The questions of the interview were based on the questionnaires and it works as additional information of the questionnaire. The in-depth interview selected open-ended format which could encourage the interviewee to express his comprehensive feeling so a clear picture of Ocean Park's resources can be captured. The interview was attached in Appendix 3.

<u>Sampling</u>

Questionnaire: The total sample size of this survey is 111. The survey is conducted in Ocean Park as it is easier to reach the target visitors. A convenience sampling will be used for sample selection. For selecting respondents for the questionnaire, visitors who came to the two entrances of Ocean Park would be asked to conduct the survey. If the selected respondent rejected to conduct the survey, the next coming visitor would be the replacement, until one hundred and eleven questionnaires were completed in Ocean Park.

Interview: The additional informal interview was conducted with a representative who has been visited Ocean Park more than 10 times per year in the past 5 year. The interview would be conducted in the main entrance of the Ocean Park, as it is an easier way to find the suitable person. If the selected interviewee cannot fulfill the criteria, the next coming visitor would be selected, until one could fulfill.

<u>Data Collection</u>

The questionnaires were conducted from 10th to 14th March, 2009. All surveys were conducted through face-to-face interview. The data collection was completed in four days. The first two days were spent to have the survey in the main entrance while the other two days were in the Tai Shun Wan entrance. The interview was

conduction on the second day.

Data Analysis

The collected questionnaires were input into an excel spreadsheet manually for data analysis. Under Microsoft Excel 2003 platform, an average score of each question based on 111 results could be calculated by a formula. Moreover, Pie charts have been created to reflect the questionnaire result of each question which helps to deliver a clearer picture of the survey result.

Limitation

There are a couple of limitations existing in this study. First of all, it was a limitation of time to prepare a comprehensive questionnaire survey so some other possible important areas may be missing. In addition, only 111 questionnaires are collected, which might not represents the ideas of all visitors to Ocean Park.

Moreover, the visitors picked up for questionnaire survey may be keen to finish the questionnaire as soon as possible so the data gathered maybe unreliable and misleading. In teams of the interview, although the interviewee has been selected strictly, his opinion is unlikely to 100% reflect the ideas of all visitors to Ocean Park.

Chapter 4

Background information

<u>4.1Analysis of the current Hong Kong Tourism industry</u>

The tourism industry is a major pillar of the economy in Hong Kong. However, because of the outbreak of SARS, Hong Kong tourism faced a critical challenge in 2003, a decline of 18.4 per cent arrivals comparing with the same period of 2002. (Appendix 4) After this circumstance, HKTB has strongly made efforts to reinforce Hong Kong's destination image globally. Hence, Hong Kong tourism has increase visitors in almost every key market since then. In 2007, visitor arrivals climbed to 2 817 million, the highest ever recorded, which is an increase of 11.6 per cent year-on-year (Appendix 5). Visitors from Mainland China recorded double-digit growth, reaching 1 549 million. The major market areas are the Total tourism expenditure associated with the inbound tourism, which reached HK$140 billion in 2007 and represented a 16.4 per cent rise compared with 2006. (Appendix 6)

In Hong Kong, the five major market areas are Mainland China, Taiwan, Japan, USA and South Korea. They occupy more than half of the total arrivals. (Appendix 7) Hong Kong has around 150 hotels and totally has the capability of 56,649 hotel rooms. (A Statistical Review of Hong Kong Tourism, 2007) In 2007, the average hotel occupancy rate was 86%.

Hong Kong has well-developed infrastructure and a wide range of attractions. Popular attractions include The Peak, Ocean Park, Ngong Ping 360 and Hong Kong Disneyland etc. Moreover, it is renowned as the culinary capital of Asia. Hong Kong government will continue to develop Hong Kong as a destination choice by developing more diversity of attractions and improving the quality of services.

4.2Background Information of Ocean Park

History: Ocean Park opened on 10 January 1977. During the first half year, Ocean Park attracted over 1.3 million people to visit. In early stage, Ocean Park replied on the funding from the Hong Kong Jockey Club and tickets revenue to support its daily operation. However, the park still appeared to have a financial deficit, which may due to low admission fees or high operating cost.

In 1987, Ocean Park departed from Hong Kong Jockey Club and became a non-profit organization and takes the responsibilities for its own income and maintains its daily operation. Ocean Park turned deficit into profit by using a commercial means to operate the park. However, since 1998, the global economic downturn has a detrimental effect on Ocean Park that it had suffered loss for a couple of years. But since 2003, the opening of Individual visit scheme from mainland China and rapid global economic growth from 2004 to2007 has enabled Ocean Park to enlarge its customer base and achieved the new record attendance of 4.92 of guests in 2007.

Products: Ocean Park is a Hong Kong based theme park which provides entertainment, education and conservation.   It is one of the major attractions in Hong Kong and Asia. It has a range of rides and on-sit attractions including the Dragon, Ferris Wheel, Mine Train, Jelly Fish Spectacular and Pacific Pier etc.
Ocean Park exits for delivering a highest standard of safety, animal care, and product and guests service.

Price: The official ticket is HKD 208 for adult while 103 for Child, according to the information in Ocean park official website. But there is annual pass available

which cost HKD 628 per year for a gold card or HKD 478 per year for a silver card. In addition, the price offered by some travel agents may be slightly cheaper as it encourages more customers to prepay the tickets fees.

Promotions:

Ocean Park has different promotion methods. They advertise in TV advertisement, magazine, billboard, newspaper and internet.

Place:

Ocean Park has a wide range of distribution channels. Tickets can sold in the main entrance of Ocean Park, seven-eleven, travel agencies, online shop in the website of Ocean Park.

Competitor:

Ocean Park's main competitor is Hong Kong Disneyland, which set up on September 12, 2005.The park consist four themed areas: Main Street, U.S.A., Fantasyland, Adventureland and Tomorrowland. It aims to offer a magical world to their guest. Their target market is all age group. Hong Kong Disneyland offer different types of tickets to their guests. (Figure 6)

__Figure 6:__ Tickets Types & Price (Disneyland, 2009)

門票類別	指定日子門票	特別日子門票
成人	港幣 $350	港幣 $350
小童 （3至11歲）	港幣 $250	港幣 $250
長者 （65歲或以上）	港幣 $170	港幣 $170
適用的日子	您可於門票發出後6個月內的任何日子遊覽樂園（特別日子除外）。	您於購票時須先選定入園日期，而您只可於該日遊覽樂園。

Chapter 5

Survey result

The questionnaire's result was obvious Appendix 8, 9. The result has divided in to three parts. The first part of the survey aims to identify the characteristics of visitors in Ocean Park. It is followed by analyzing respondents' opinion of Ocean Park so as to identify Ocean Park's strengths and weaknesses. The last part can help to identify the key customer group of Ocean Park and based on which this dissertation will provide some strategies to target those customers. The additional informal interview has been conducted with a representative who has been visited Ocean Park more than 10 times per year in the past 3 year. His opinion is fairly representative and presents a clearer picture about the Ocean Park.

The result showed that more than 60 % of respondents have visited Ocean Park for more than 3 times in the past three years and their average arrival is at least once a year. It indicated that Ocean Park's financial income is highly rely on repeated visitors. Therefore, it implies that customer service and reputation is of extremely important otherwise those customers will not come back again.

The rests of the questions of section one reflect the respondents' travel pattern. According to the survey, nearly 68% (33+35) of respondents admitted that they prefer visiting Ocean Park with their friends and families, 35 % of respondents visit the park on weekends and holidays. It implied that Ocean Park is a place of choice for families' holiday during weekends and some special dates. Therefore, Ocean Park should have more well trained staffs and innovative shows in weekends to satisfy those customers' need.

The result in section two showed a large percentage of respondents supported a

similar answer and generated some resource which Ocean Park possesses. The result implied that Ocean Park has the strength of having a strong brand name and high reputation as well as close relationship with key customers–That is because more than 80% (strongly agree + agree) of respondents deemed that Ocean Park is a landmark and must-visit attraction in Hong Kong. Moreover, after in-depth interview, it is clear that Ocean Park is recognized as Hong Kong's home-grown park which has brought many memories to Hong Kong people as most of them grew up with the park.

According to survey result about price & place, near 60% of respondents regarded Ocean Park has enough distribution channels to reach customers. However, it is hard to gain competitive advantages in this aspect as the distribution methods are very easily to copy by rivals. 70% of respondents recognized that the admission fee of Ocean Park is of good value for money but only 31% of people have annual pass which may indicate the annual pass price is not very attractive.

Promotion has a high score on average. More than 50 % of respondents agree that they know the regular promotion and special events from advertisements. It implied that the advisement of Ocean Park is very effective that reach a wide coverage, but it is easily imitable by other rivals. In addition, no more than 30 % of respondents approved that Ocean Park has the ability to present its theme strongly, and be the bridge between guests and nature. The survey result in promotion also reflects that most of customers are not interested in surfing Ocean Park's website to access information. However, this is the cheapest way to do advertisement.

With regards to the environment, no more than 40% (27+11) of respondents

deemed that they like the atmosphere in the Park. It may due to the unclear theme of the park. Moreover, more than 40% (27+14) were unsatisfied with the cleanliness of the park. It implied that Ocean Park is weak to provide a cozy environment to their guests.

The survey illustrated that more than 50 % of respondents are satisfied with the range of rides and attraction. It is an advantage based on their excellent animal management, rides maintenance and their operational know-how. It is also rare, valuable and inimitable that difficult to be imitated by rivals. In addition, only 18% (9+11) of respondent are satisfied with the variety of the shows and this should ring the bell to Ocean Park's management team.

In terms of the customer service quality, Ocean Park does not have a good performance as the average score is below 3. After the interview with a selected customer, -he deems that the low average score of customer service may due to understaffed. Nearly 50% of guests surveyed are not satisfied with the variety of catering foodservice and near 60 % of respondents deemed customer service representative are not be well –trained.

In section three, the questions are related to the personal information about the visit. It can identify the target market of Ocean Park. Hence, the park is able to create strategies which focus on maintaining and enhancing the relationship with those key customers.

Ocean Park tends to be a park which is suitable for all age groups. However, the survey showed that 18-28 and 29-38 are the major age group which is 32 % and

35 % respectively. Only 5 % random respondents selected are 49-59 years old. It shows that the park is not attractive to the older people. So it is a potential threat for the park as the increasing proportion of the population in Hong Kong is elder people. The surveys showed that 37% of respondents are from Hong Kong while 36% from Mainland China, which represents the two main markets of Ocean Park. This is also in line with the information provided in the annual report in 2007/2008. White collar and students occupied the biggest portion amongst all visitors to Ocean Park, 20% each. The rests are mainly attributed to management/ administration, professional and civil servant, which is 14% and 13% respectively This data also help to forecast the holiday pattern of different occupation group. The monthly income reflects the purchasing power of the customers. 68% (36+32) of visitors' income level is between $15,001-35,000, which indicates Ocean park focus on mid-end market who earn a decent salary but not extremely rich. Ocean Park may create strategies to increase the per capita spending but at the same time they may price sensitive as they are not rich and may quite interested in different types of /discounts. The survey result from the last question indicated that the key market of Ocean Park may be the family with children and unmarried people as both attribute to 90%(40+50) of total respondents and those people are mainly come to Ocean park during weekend and look for happiness with friends or families.

Based on the survey and interview results in this Chapter as well as the information provided in annual reports of Ocean Park, newspaper and articles, the following chapter will analyze the strengths and weaknesses for Ocean Park. In addition, the survey data will give us directions to create some growth strategies in later chapter.

Chapter 6

Strengths and Weaknesses analysis

Before stating to develop appropriate strategies for Ocean Park, it is important to identify and classify its resources and competences into strengths or weaknesses based on the survey results from the chapter above. A summaries of strengths and weakness illustrated in Table 2.

Strengths:

Resources:

✧   Financial Resources:

<mark>Strong financial management</mark>

Ocean Park can achieve a final surplus of 204.7 million in 2007/2008 which has a remarkable increase of 19% comparing with 2006/2007. In addition, 2007/2008 has marked their fifth consecutive year of revenue growth in Ocean Park.

✧   Human Resources:

<mark>2. Effective human resources management</mark> Ocean Park has strict recruitment criteria to ensure they recruit the right person. Ocean Park publishes its recruitment in its official website with specific job requirements for different positions.

Ocean Park has developed a series of training and human capital investment programmes, as they understand staff is an important input to drive Ocean Park's success (Annual Report 2007/2008). Ocean Park set up different types of training and development models to their staff such as the Fun Learning series which offers a wide variety of learning and development opportunities for them. In addition, they launch award progammes to enhance their motivation and loyalty.

As the result of these management programmes, their staff retention rate is 90% and over 10 % of their staff have worked for more than 20 years in Ocean Park, according to the information in annual report in 2007/2008.

✧ Physical Resources:

3. Possessing numerous species of animals

In 2008, Ocean Park's collection consisted of over 40 marine mammals, four giant pandas, close to 900 birds, 1,000 jelly fish, 2,000 fishes and over 5,000 insects. Out of more than 474 resident species, 62 are considered to be threaded or endangered. (Annual Report, 2007/2008)

4. Possessing varieties of attractions and rides

Ocean Park continues to develop its variety of attractions and mechanical rides to fulfill its customers' needs and enhance guest's experience. In the questionnaire, a majority of people deemed that Ocean Park offers enough varieties of rides and attractions, which is 64 % and 62 % respectively, which is an obvious strength for Ocean Park

5. Superior level of customer products

In order to enhance visitors' perception of the park, Ocean Park strengthens their products by introducing new attractions and events continuously, such as Sea Jelly Fish Spectacular. Moreover, Ocean Park expanded the variety of food and beverage to cater to changing and various needs of international customers. Last year, they invested an additional HK$20 million to bolster their retail products. (Annual Report, 2007/2008)

6. Superior technology

Ocean Park has strategic alliance with a global partner to upgrade their current IT infrastructure in order to sustain the park's growth and competitive environment. (Annual Report 2007/2008)The technology enables the park to operate in a more

efficient way.

✧   Intangible resources:

7. Good at offering a safe environment to customer

There are 74 per cent of people deem that Ocean Park can provide a safe environment, so they can enjoy themselves in the park. For example, there is a rotational schedule for the maintenance of the rides during off-peak periods to ensure the safety. (Annual Report, 2003/2004)

8. Regulated corporate governance practices

Ocean Park has introduced a Code on Corporate Governance Practices to lead better corporate performance and reputation so as to attain sustainable growth. (Annual Report, 2007/2008) The Chief Executive of Ocean Park has won the Executive Award at the DHL/SCMP Hong Kong Business Awards 2007.

9. High zoological standard

Ocean Park has gained a number of certifications on the high quality of their practices in animals, conservation and education programmes, such as "Association of Zoos and Aquariums" (AZA) and "Alliance of Marine Mammal Parks and Aquariums" (AMMPA). (Annual Report, 2007/2008) Both of AZA and AMMPA offer guidelines in animal cares and research activities to sustain the high zoological standard.

10. Unique education and conservation programmes

Ocean Park Academy Hong Kong (OPA) bring people to get close to the nature by providing a diversity of education and conservation programmes, to students, teachers and parents, including "Meet Our Animals Friends", "Private Lives of Animals",(Annual Report, 2006/2007)

♦ Competences:

<mark>11. Company or brand name and reputation</mark>

Ocean Park is a well- known people's park. The average score about Ocean Park's image is above 4 in the questionnaire, which implies that Ocean Park has a good reputation and successfully developed a positive image. Moreover, Ocean Park has obtained more awards and recognitions in these 31 years, such as Themed Entertainment Association (TEA) as the world's 16th highest attendance theme park.

<mark>12. Relationship with key target market</mark>

In the questionnaire, 82% of respondents will recommend their relatives and friends to visit Ocean Park. In the additional interview, the interviewee expressed that the relationship which Ocean has built with Hong Kong resident is irreplaceable, which shows the close relationship between Ocean Park and customers.

<mark>13. Relationship within its industry</mark>

Ocean Park cooperates with other attractions or travel trades to offer joint promotions such as the joint promotion with Ngong Ping 360. (Annual Report, 2007/2008) It resulted in increasing attendants for both attractions.

<mark>14. Good relationship with travel agencies</mark>

Ocean Park has made numerous visits to local and China travel agencies every year in order to build a good relationship and cooperate with them. Moreover, Ocean Park has made substantial investment to ensure the park always included in the tour's itineraries. Ocean Park also opened its first thematic showroom in China by cooperating with Guangdong Nanhu International Travel Services (Nanhu).

<mark>15. Good relationship with business partners</mark>

Ocean Park has cooperated with popular local and international brands. They have held seasonal events with their partners. For example, Ocean Park has sponsorship alliances with Nissin Noodle which built a display room in the park in Summer Bash 2005. It deems as a value-adding activity of the seasonal event.

16. Good relationship with mass media

Ocean Park has developed a good relationship with mass media since it established. It quite often invites mass media to participant in their activities and ceremonies such as the grand opening of the Jelly Fish Spectacular (Annual Report, 2005/2006). Moreover, Ocean Park works with mass media closely to promote their new products or services.

17. Good relationship with Government

Ocean Park has been a "Hong Kong People's Park". It has contributed a lot to Hong Kong by participating different charity works and promoting Hong Kong as a destination choice. Therefore, HKSAR government supports the re-development of Ocean Park by implementing HK$5.5 billion. (Annual Report, 2005/2006) Ocean Park is also gifted rare animals such as giant panda by Central People's Government. These actions can reflect the support from the government and the strong relationship between Ocean Park and government.

18. Good relationship with travel trades

Ocean Park does not only work closely with Hong Kong Tourism Board, but also with the travel trades of the key markets. Ocean Park has participated in trade missions and hold specific campaigns to promote to Ocean Park as a must – visit attractions, such as Thailand and Philippines etc. (Annual Report, 2007/2008)

19. Good at creating relationship with new customer group

Besides China market, South and South East Asia is the second major target market for Ocean Park with 8.6% increase in 2007. Ocean Park has also put

efforts on developing those new areas. Therefore, Ocean Park also held some promotions for those Asia visitors such as special discount for Indonesia（Ocean Park Press Release, 2008）

20. Good at maintaining and enhancing relationship with key customers

Ocean Park strives for building relationship with their key customers. They launch many promotional activities and campaigns to build closer relationship with those key customers. For example, Ocean Park has introduced a "Love Ocean Park, Love Hong Kong" campaign in 2005/2006 which generated enormous response from public. The sales of Ocean Park Smart Fun Annual Pass reached a new record, a 66 % of increase, and an increase of 36 % from local visitors. (Annual Report, 2005/2006)

21. Good at setting prices that attract customer & achieve financial goals

Ocean Park has the ability to set a competitive price to attract customers. The result of the questionnaire shows that more than half respondents agree that the prices of admission fee, food and souvenir are reasonable. The per capita spending on catering increased 11 % during 2005/2006, with retail increase of 22%. (Annual Report, 2005/2006) Moreover, 60 % of respondents regarded that the admission fee of Ocean Park is good value for money.

22. Good at understanding what customer needs and requirements.

Management in the park invested heavily in marketing research, such as observation, customer feed back surveys and research to understand the need and requirements of customers.

23. Ability to maintain an excellent animals' management

Ocean Park has the best equipped veterinary centre, which enables it to support all animals living in the park. The park has developed an animal breeding programme to maintain their collection of animals and assure stable population of

the wildlife animals. To maintain the excellent quality, the park launched "The First Ocean Park Animal Training Seminar 2008" to veterinary team. (Annual Report, 2007/2008) and have employed a team of specialist to take care of those animals. Therefore, Ocean Park has accumulated a rich experience on taking care of the animals.

24. Ability to launch successful new products and service

To maintain the competitive position in the market, Ocean Park strives for creating new products. Since 2001, the park has offered some innovative events such as Halloween Bash, and new performance shows and new attractions. The survey indicated that more than 50% of respondents admitted they visit Ocean Park because of the seasonal events. Ocean Park also invests to improve the catering and retailing facilities. As such, Ocean Park can achieve a higher attendant rate and higher per capita spending by a significant margin. (Annual Report, 2006/2007)

25. Ability to maintain and enhance a safe working environment

Based on the Hong Kong local laws and regulations, Ocean Park has established Health and Safety policies. It has listed out what staffs should do under different emergent situation so as to prevent them form risks. That may be a key the reason for high staff retention rate.

26. Ability to be innovative

To maintain the park's competitiveness, Ocean Park make effort on providing new goods and services so as to enhance customers' experiences. They introduce new products regularly such as wedding packages with 8 themed, an innovation of catering and retailing facilities, attractions and seasonal events etc. Furthermore, Ocean Park invests in innovative marketing approaches. For example, they have television advertisement in Shanghai and Guangzhou.

The high zoological standard and excellent animals' management is the strong support for successful education or conservation programmes. Also, Ocean Park has rich experience on holding these programmes. Ocean Park works with different organization such as Hong Kong Jockey Club and the British Council Hong Kong etc. The partnerships increase the recognition of those programmes.

28. Ability to maintain and enhance sustainability of environment

Ocean Park restructured the Environmental Steering Committee (ESC) in 2006. (Annual Report, 2006/2007) The committee works in three areas – encouraging environmental improvements within the park, maintaining the compliance of green guidelines on the design and construction works and promoting the awareness of environmental issues to the guests.

29. Efficient and effective advertisements coverage

Most of the people (more than 50%) are impressed by the park's advertisements. The average score of Q8, Q9, Q12 and Q13 in section 2 is above 3, which can show that people has a high awareness of advertisement of Ocean Park.

30. Extent and nature of distribution channels

People can buy Ocean Park tickets not only at the gate, but also in many places, such as convenience store, travel agencies, official website. 71 % of people agree that Ocean Park has enough and effective distribution channels to sell tickets.

Weaknesses:

Resources:

✧   Financial Resources:

31. Financial backup and support not enough

From 1987, Ocean Park has separated from Hong Kong Jockey Club and the only main income is from their admission fee. Therefore, it faced deficit in 2001 and the

salary of staff was frozen in 2002. (Ocean Park Press Release, 2001)Apart from that, Ocean Park may just get tightly commission from its relation business partners, which reflects the financial situation in Ocean Park is unstable and they don't have sufficient financial backup and support.

32. Heavy financial burden

Because of the re-development programme, Ocean Park has got heavy loan of $5.5 Billion from government and commercial banks, which has brought a great pressure to Ocean Park, as it has to sustain its revenue growth to return the loans.

✧ Human Resources:

33. Poor level of customer services

In the questionnaire, the average score of customer services is below 3 while the rating of staff knowledge and attitude are 2.74 and 2.6 respectively, which is slightly higher than the average (2.5). The ability to handle huge amount of human flow even is lower than the average, which is 2.48. It represents Customers do not satisfy with the customer service even heavy training is provided. It may due to low salary that demotivates staffs.

✧ Physical Resources:

34. Rides, performance shows and attractions un-attracted enough

There are more than 60 % of respondents visits Ocean Park more than 3 times. They may have tried all the facilities. That is the main reason why 63 % of respondents agree that they feel bored about the exciting rides, shows and attractions. It reduces competitiveness of the park.

35. Limitation on land development

Ocean Park is built on the side of mountain so it has the difficulty to expand geographically.

36. Not enough varieties of performance (shows)

The average score of varieties of performance show is 2.79. It does not perform as well as rides and attractions. Only 28 % of people are satisfied with the varieties of performance show.

37. Not enough entertainment for elderly

There are a few facilities that are suitable elderly to participate in. There are only 26 % of respondents deem that Ocean Park has enough facilities for elderly. The park may not be a good attraction for a family with elder people

28. Low utilization rate/usage of official website

Although 54% of respondents think that the official website of Ocean Park can provide useful information, only 12 per cent of people often surf to the website. It has a low popularity.

✧   Intangible resources:

39. Not enough varieties of food & beverages

More than 50 % of respondents think that the park does not provide enough varieties of food and beverage. The limit choice of food and beverage may not fulfill the needs of customers such as vegetarian.

40. Unclear theme and atmosphere

Swarebrooke (2001) argued that it is very important to a theme park to present it own theme and create atmosphere. However, from the survey result, only 38% of respondents like the atmosphere in the park. Furthermore, 30% of people agree that Ocean Park can bring its own theme strongly.

✧   Competences:

41. Non-efficient on promoting education theme in the park

Ocean Park tends to provide an excellent guest environment where it can connect with nature. However, 61% of people think they cannot connect with the nature when they are visiting the park. Moreover, more than 50% of people deem that

they cannot learn anything after visiting the park. The evidences imply that Ocean Park doesn't have the ability to advocate education and conservation by its activities inside the park.

According to Barney (1991), only the resources that are valuable; rare, imperfectly imitable and un-substitutable can attributable to sustainable competitive advantages. Please refer to the App 10, 11 for the detail analysis.

Table 2- Summarized strengths and weaknesses of Ocean Park

Strengths
Resources:
Financial Resources:
1. Strong financial management
Human Resources:
2. Effective human resources management
Physical Resources:
3. Possessing numerous species of animals
4. Possessing varieties of attractions and rides
5. Superior level of customer products
6. Superior technology
Intangible resources:
7. Good at offering a safe environment to customer
8. Regulated corporate governance practices
9. High zoological standard
10. Unique education and conservation programmes
Competences:
11. Company or brand name and reputation
12. Relationship with key target market
13. Relationship within its industry
14. Good relationship with travel agencies
15. Good relationship with business partners
16. Good relationship with mass media
17. Good relationship with Government
18. Good relationship with travel trades
19. Good at creating relationship with new customer group

20. Good at maintaining and enhancing relationship with key customers
21. Good at setting prices that attract customer & achieve financial goals
22. Good at understanding what customer needs and requirements.
23. Ability to maintain an excellent animals' management
24. Ability to launch successful new products and service
25. Ability to maintain and enhance a safe working environment
26. Ability to be innovative
27. Ability to hold successful education or conservation programmes
28. Ability to maintain and enhance sustainability of environment
29. Efficient and effective advertisements coverage
30. Extent and nature of distribution channels
Weakness:
Resources:
Financial Resources:
31. Financial backup and support not enough
32. Heavy financial burden
Human Resources:
33. Poor level of customer services
Physical Resources:
34. Rides, performance shows and attractions un-attracted enough
35. Limitation on land development
36. Not enough varieties of performance (shows)
37. Not enough entertainment for elderly
28. Low utilization rate/usage of official website
Intangible resources:
39. Not enough varieties of food & beverages
40. Unclear theme and atmosphere
Competences:
41. Non-efficient on promoting education theme in the park

Chapter 7

PEST analysis of Ocean Park

In this section, PEST analysis will be used to analyze the macro environment in Hong Kong tourism industry, aiming to identify to opportunity and threats for Ocean Park.

Political Environment

The Individual Visit Scheme

Opportunity: Since 2003, Mainland authorities have established The Individual Visit Scheme. Up to 2009, the scheme has been extended to cover 49 cities, including all cities in Guangdong province, Beijing, Shanghai, Chengdu, Jinan, etc. Tourists are easier to entry Hong Kong so it can stimulate the numbers of visitor or repeated visitor and broaden the Ocean Park's customer base.

Threats: Ocean Park may not have the capacities to cope with the increasing number of customers and it may be too crowd and less safe in Ocean Park.

Hong Kong Tourism Board

Opportunities: Hong Kong Tourism Board task to market and promotes Hong Kong as a worldwide travel destination. HKTB has introduced a number of marketing initiatives and programmes such as Hong Kong Shopping Star campaign etc in 19 key markets, such as Australia. Hence, people can easier to access more information about Hong Kong and increase their interested in visiting Hong Kong.

Entry Formalities

Opportunities: Hong Kong Government continues to enhance Hong Kong's accessibility. Tourism Fact (2008) stated that there are 170 countries can visit Hong Kong visa free for period ranging 7 to 180 days. In addition, there is a new

measure published within the year for Russian and Vietnamese business visitors to apply for multiple-journey visas that are valid for up to 24 months. Russian tour groups which visit China can enjoy a fast-track visa service to Hong Kong, arranged by designated travel agents.

Tourism Infrastructure, Facilities and Products

Opportunity: Hong Kong Government continuous to develop new attractions and improve exiting facilities and adopts several of strategies to satisfy different markets needs. Besides, the HKTB, Tourism Industry Council and Consumer Council have made effort on improving the quality of tourism products and services by setting up law enforcement and regulations. (Hong Kong Yearbook, 2007). These developments can increase tourists' travel experience.

Threat: However, they may also cause intense competition within tourism industry as the attractions are sharing the same market.

Legislating for Wage Protection

Threat: 2008-2009 Policy Address indicated that Minimum Wage Commission (MWC) will be introduced to the Council in the 2008-09 legislative session. (Policy Address, 2008-2009)The commission will be covered with all trades and industries. If the commission is set up, it will increase operation costs of Ocean Park and reduce its competiveness.

Economic Environment

Taxation

Opportunity: Hong Kong is a small number of destinations where does not levy a Goods and Services Tax (GST). It leads retailers can provide their products and services in a lower price. The Hotel Accommodation Tax (HAT) is levied at the rate of 0%, with effect from 1 July 2008. Therefore, more visitors will be attracted to

Hong Kong and they are the potential customers of Ocean Park.

Economic Growth of China

Opportunity: China recorded an increase of GDP to 23 Thousand billion in the fiscal year 2007. (China Statistical Year Book, 2007) The statistic can imply the Mainlanders buying power is stronger. Ocean Park operator should be aware of the economic state of China to capture opportunity as it is the main market area of visit arrivals.

Currency exchange rate

Threat: Hong Kong Dollar has had a linked exchange rate with United States Dollar since 1972. The currency rate was pegged at a rate of H.K. dollar $7.8= U.S. dollar$1.

However, the HKD and RMB has relatively strong compared with European currencies during this year due to credit crunch in Euro so it will attract less foreign visitors.

Globalization

Opportunity: In the past decade, mega-attractions has been faced a truly globalization. Many foreign companies expand their business to other countries such as Disneyland. It may lead to the increase of standardization in the attraction products. Globalization of attraction also affects the preference of visitors.

Social Environment

Ageing population

Threat: The ageing population is a common phenomenon in many developed countries. For example, in 2006, the age group above 65 in Hong Kong has an increase of 2.3 per cent comparing with 1996, recorded 12.4% of total population. (Appendix 12) Relatively, the potential market of younger people is getting small. That is a threat for Ocean Park as its main target customers are youngsters.

Professional Classes

Educational level is increasing around the world. In Hong Kong, population with academic qualifications at bachelor's degree or above chalked up a double-digit growth of 29 per cent, bringing the total of 914 584 people in 2006. (Appendix 13) Therefore, the general disposal income level will be increased and more people can afford to visit Ocean Park.

The multicultural society

Opportunity: There are increasingly multicultural in many developed countries. For example, Singaporeans residents include Chinese, Malays, Indians, Eurasians and Arabs. Swarbrooke has stated that "It is important to recognize that there are many different ethnic markets, based in different races, religions and languages. "(Swarbrooke, 2001, P.278) This means the attractions developers who can adapt their products to the different ethnic markets will easily outperform its competitor.

Threat: On another hand, if Ocean Park is not able to develop new attractions products for different ethnic market, it may be lose this opportunity.

Concerns over environmental issues

Threat: Since the last decade, the public has increased their awareness of environmental protection. More and more tourists, particularly in foreigners, concern more on environmental issues such as pollution, conservation etc. In addition, many national government and different environmental organization has made effort on promoting the importance of environment protection and setting up laws and regulations to reduce the damage of the environment which is caused by attractions. However, it is probably increase the operating costs of attraction

Technological Environment

Usage of computer

The usage of computer has developed into different filed. It can represent both an opportunity and treat for attractions.

Opportunity: Because of technological advances, it has broken the boundaries between countries. People can search any destination's information by surfing the internet. People tend to do the booking online, including hotel and air ticket, for Free Independent Traveler (FIT). The changes imply that the current travel pattern is no longer to join the guided tour. Tourists prefer to arrange their own tour.

New technology used for theme parks:

Opportunity: With the development of new technology, more exciting games or mechanical rides can be created to enhance customers experience or attract more customers.

Reduce operating costs:

Opportunity: Many factories or firms has streamlined its production process or simplify it operational complexity via using new technology. For example, computerised system can operate some tasks so replace human being. This will help to reduce operation cost in longer term.

Safety issues:

Threat: More usage of technology may give rise to different risks, such as IT risks, physical safety risk of the visitors to themes parks. Therefore, the safety issues are a main challenge for the firms taking advantage of the new technology.

Chapter Eight:

Market Growth Strategies

Below are some growth strategies which are based on the survey result and PEST analysis.

6.1 Market Penetration - sell more products in the same market

➢ Better customer service:

The questionnaire shows that people are not satisfied with the customer services. Ocean Park should offer more training to staffs, particular the front-line staff, in order to improve and enhance the working efficiency, professional knowledge, service attitude. Also, the Park may introduce a reward scheme which is evaluated by the customers. In addition, better customer service can enhance guest experience, thus stimulate them to visit again.

➢ Joint promotion

Ocean Park can cooperate with more attractions or brands to offer promotion. For example, Ocean Park and Hong Kong Disneyland offer a joint promotion. Visitors can buy one tickets to visit two theme parks in Hong Kong. Joint promotion can bring new value to customers so encourage them to spend more and visit Ocean Park more often.

➢ Appropriate discount:

The survey shows that 35% of people visit Ocean Park on weekends or holidays. Ocean Park can-introduce more promotion on weekdays in order to increase the number of visitors on weekdays. In addition, the park may offer some family package/ group package to boost the number of arrivals during weekdays. Therefore, it will help to increase the revenue by increase the ticket sale as well as reduce the fixed cost per customer.

➢ Spread website advertising coverage:

An increasing number of people, particular the younger who are main target customer group of Ocean Park according to the survey result, spend more time on the internet. Therefore, Ocean Park can also advertise more on internet, including blogs, forums, some popular websites and facebook. Online advertisements can reach potential customer group and achieve the effectiveness of promotion.

➢ Contribution to corporate social responsibility activities:

Ocean Park can boost its image by actively taking part in the CSR activities. For example, it may cooperate with environmental union such as WTO to bring the message of environment protection that set up an "Environment Protection Day" every month. In this Day, 1% of the total admission fee will be dominated to WTO or Friends of the Earth. Therefore, it may encourage the existing ethical customers to visit Ocean Park more often as they feel they are doing some positive contribution to the world

➢ Create new ticket package

The survey shows that there are only 29% of respondents are interested in purchasing an annual pass. In order to boost the sale, the annual pass can contain more other extra value such as special discount on catering and retailing which enable those customers feel they are the VIP in Ocean Park. On another hand, it can boost the revenue of the catering and retailing.

➢ Environment improvement

53% of respondents agree that the admission fee is lower than its competitor. Ocean park may consider provide some more value added service to customer by charging a slightly higher price. For example, it may increase the resting area as 46%of respondents deemed Ocean Park do not have enough

space for them relax and it may improve the cleanliness of the environment easily since near 38% people from survey are not happy about that. It may attract the existing customers come to Ocean park more often after the improvement

__Product development__ - develop additional products to current market

➢ Purchase of new mechanical rides

The facilities in Ocean Park are old and un-attractive. Therefore, Ocean Park can purchase new rides to increase the attractiveness. Moreover, more than 30% of respondents are below 30 years old. They may keen on pursuing incitement. Therefore, new trill rides can provides more value to existing customers and retains them.

➢ More animals performance shows

The survey result in Q26 reflects that 70% (32+38+10) of respondents do not agree that the variety of shows is sufficient but that is one of the main selling points of Ocean Park. Hence, Ocean Park can breed more species of animals so as to create more animal presentation shows for existing customers

➢ Provide tour guide

More than 50% of people admitted that they are not educated after visiting Ocean Park. It implies that the park fail to promote education theme. Therefore, the Park can provide tour guides who can explain the name, source, behavior of each animal to enrich guest experience. This can be deemed as an extra service for existing customers.

➢ Creating more education and conservation programme

The survey result indicates that 42% (20+22) of respondents are looking for

the opportunity to learn something in Ocean Park. As a result the park should create more education and conservation programmes For example, Ocean Park can create overnight education programmes. Customers can explore the Aquarium through a variety of tours and presentations delivered by a well trained programme leader. Hence, the new programmes fulfill the needs of exiting customers who want to understand more about the animal's life.

➢ Diversified catering facilities

The survey indicated that 51% (41+10) of respondents do not satisfied with the varieties of food. Therefore, Ocean Park can provide higher variety of food and beverage for customers. Increasing catering service can satisfy current customer needs, especially customers coming form multicultural society as they have their own diet.

Market development - find new markets for the current products.

➢ Advertisement in new geographic area

According to the survey, most respondents living in Hong Kong has seen the advertisement of Ocean Park, therefore, Ocean Park may consider reduce the advertisement fee in Hong Kong. Instead, it may consider invest in heavy advertisement in Mainland China to widen the customer base, as China has a large population. Ocean Park can advertise in different channels, including TV, magazine, billboard etc, in order to impress those new customer groups.

➢ Turn intangible into tangible

Swarbrook (2003) argued that the core product of a theme park is intangible. Customers cannot experience the actual products or services until they visit Ocean Park. Hence, Ocean Park needs to turn their products to be more tangible to enhance the reliance of visitors. The park can offer a virtual tour on their website to introduce their attractions and facilities. Guests who never

visit Ocean Park can be more impressed and attracted by the website, so as to stimulate their visit.

➢ Geographical extension:

Ocean Park can introduce more thematic showroom in other regions in China, as the Individual Visit Scheme has been extended to cover 49 cities. Also, the park can spread selling branches in South and South East Asia to reach more potential customers and broaden Ocean Park's market.

➢ More innovative events

The survey reflected that about 58%(40+18) people come to Ocean park because of its seasonal events, so Ocean park may enhance the quality of its seasonal events and create some innovative seasonal events (such mother day and father day celebration) to attract more customers.

➢ Provide one day trip

The result in Q28 reflects that more than 40 % of respondents deem that there are not enough facilities for older people. In order to fulfill every customer's need, Ocean Park can create a one-day trip which offers guests an experience to meet with the park's animal ambassadors for learning how to breed them. Those guests can visit the park's veterinary centre to continue on the second half of their trip. This activity is of some education purpose so it may be suitable for older people while they are waiting for their children or grandchildren. Therefore, this one day trip for the elder can attract whole families come to Ocean park together.

Diversification - creating new products

➢ Vertical diversification:

● Ocean Park may merge with some restaurants to offer the catering

services itself, which enable the park makes more direct profit on setting up the food and beverage services. Moreover, Ocean Park is easier to control the quality of food and reduce the restrictions from the existing restaurant partners. It may also create some strategic synergy. For example, Ocean Park can create new menu to satisfy different customer needs so as to enhance their park's experience.

- In order to increase the distribution channel and reduce the commission charged by agents, Ocean Park can open its direct branches to sell tickets and education and conservation programmes. It can get closer with their key customers and build relationship.

➢ Unrelated (lateral)diversification:

- Ocean Park can run a magazine publisher. It publishes magazine and newspaper which relate to animal life and environment. Magazine and newspaper can enhance the environmental consciousness of the public. Ocean Park advertises its new programmes and new recipes in the restaurants in its own magazines so as to reduce the promotion cost and attract more customers. Furthermore, it enhances Ocean Park's brand name and open a new finance income source.

- Ocean Park can run a training school which teaches people how to be a marine mammal caregiver. Ocean Park can make good use of their professional knowledge and experience of animals and employ the graduated students to work in the park. Opening a school can bring two benefits to the park. Firstly, Ocean Park can ensure the quality of the caregivers. Secondly, it can reduce the training cost as they are well trained at school.

Chapter Nine

Filling the gaps

Based on the above analysis of Ocean Park's strengths and weaknesses as well as its possible growth strategies, this chapter first identifies the essential required resources for achieving each growth strategy. For the strengths that are sustainable, the research will give some recommendations about how to sustain the strengths. For the strengths that are unsustainable, some recommendations will be provided for changing those strengths into sustainable. Regarding to weaknesses that block the development, attention will be focused on filling those gaps.

Below (Table 3) is an identification of the essential resources for achieving the possible growth directions that mentioned in Chapter eight, followed by data summary (Table 4). The analysis of the numbers below is based on the SWOT analysis and personal analysis gathered from the questionnaire, the interview and other secondary information.

Table 3: the number represented for the resources is taking from resource table
*Yellow stands for strengths while read stands for weaknesses.

Market Penetration.
Better customer service 01, 02, 12, 22, 31, 32
Joint promotion 11, 13, 14, 15, 16, 18
Appropriate discount 01, 11, 14, 20, 22, 26
Spread website advertising coverage 01, 06, 28, 29, 31, 32
Contribution to corporate social responsibility activities

01, 08, 11, 12, 22, 32
Create new ticket package
01, 12, 14, 21, 22, 32
Environment improvement
01, 02, 03, 05, 06, 07, 09, 10, 28 , 31, 32,
Product development
Purchase of new mechanical rides
01, 02, 06, 07, 08, 13, 22, 25, 28, 31, 32, 35
More animals performance shows
01, 02, 03, 09, 23, 24, 31, 32
Provide tour guide
01, 02, 03, 07, 09, 31, 32
Creating more education and conservation programme
01, 02, 03, 06, 07, 09, 10, 26, 27, 28, 31, 32, 40, 41
Diversified catering facilities
01, 02, 22, 24, 26, 31, 32, 33, 35
Market development
Advertisement in new geographic area
01, 02, 06, 16,19, 22, 28, 31, 32
Turn intangible into tangible
01, 06, 19, 22
Geographical extension
01, 02, 06, 17, 14, 18, 22, 31, 32, 33, 36
More innovative events
01, 02, 05, 06, 07, 08, 11, 22, 24, 25, 26, 31
Provide one day trip
01, 02, 03, 05, 06, 07, 08, 09, 10, 11, 12, 19, 21, 22, 23, 24, 25, 26, 27,28, 33, 40, 41
Diversification - Vertical diversification
Merging with F& B
01, 02, 08, 11, 15, 21, 22, 24, 25, 28, 31, 32, 33,
Setting up direct branches
01, 02, 06, 08, 11, 12, 14, 20, 22, 30, 31, 32
Diversification - Unrelated (lateral)diversification
Run a magazine publisher
01, 02, 03, 06, 08, 11, 15, 16, 17, 19, 22, 24, 25, 26, 31, 32
Run a training school

01, 02, 03, 06, 08, 09, 10, 11, 16, 17, 21, 23, 24, 25, 26, 27, 31, 32

Table 4: It represents the frequency of each resource shown up in the table 1.
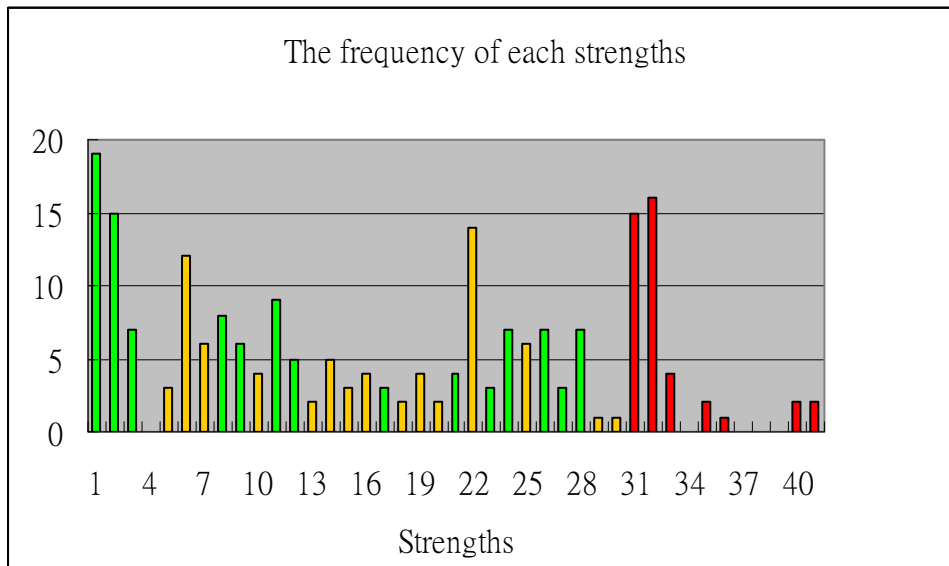
Sustaining Strengths:

Maintain strong financial management. (Resource 1)

Figure X shows that Ocean Park requires – strong financial management in most of its growth strategies. Although that is not easy to copy by its competitor but Ocean Park should consider sustaining this strength. Firstly, it should well control its budget, stabilize its financial source as well as develop a decent financial plan which include the future pricing of ticket, its expected revenue and cost analysis.

Human resource management (Resource 2)

Human resource management also plays an important part for achieve those growth strategies. Therefore, Ocean Park should keep on sustaining the strict recruitment criteria and process. In addition, the park continuously develop a unique relationship with their staffs by creating different activities, such as reward scheme, team building activities, so as to show their concern on the employees.

Moreover, Ocean Park should consider the reasons for the low customer service and analyze whether it is due to low pay to the employees thus demotive them and take some actions.

Corporate governance: (Resource 8)

According to the data, it is about eight strategies that requires Ocean park to have a regulated corporate governance. It is normally not easy to imitate by competitor therefore, Ocean Park only need to aware of the importance of it and continuously to develop it.

Company or brand name and reputation (Resource 11)

Nearly half of the strategies need Ocean Park to have a reputable brand name. Therefore, Ocean parks can continuously enhance its reputation by participating more corporate social responsibility as well as create more educational shows. In the meanwhile, improving its customer service should be paid immediate attention as poor customer service will have negative impact in the reputation thus block the future development.

Ability to launch successful new products and service (Resource 24) & Ability to be innovative (Resource 26)

This resource is difficult to imitate by competitor mainly due to high cost for developing new product and service. Since many strategies' development are based on this resource, Ocean park should invest more to research and development (R & D) that add value or special features into the exciting products. For example, Ocean Park introduces a "self purchase system" in their retail store. The system can reduce customer queuing time and increase their park

experience.

Turn the unsustainable strengths to sustainable:

Superior technology (Resource 6)

The superior technology is very easy to be copied by competitors so Ocean Park may hide the related information and set up the regulation to keep the information confidential as well as punishment for breach of the rules.

In addition, Ocean Park may set up contract with the mechanical rides suppliers that the mechanical will be only supplied to Ocean Park so no competitor can buy the same mechanical rides.

Good relationship with travel agents (Resource 14)

Ocean Park may closely monitor the relationship with travel agencies and ensure the commissions given to the agents are competitive or even better than its rivals so as to sustain the close relationship.

In addition, contact should be signed up with agents to protect the interest of Ocean Park. For example, 10% commission fees will be paid to the agent for 5 years to reduce the risk of lost the agent suddenly.

Good at creating relationship with new customer group (Resource19)

The promotions of Ocean Park may be very similar to other competitor as the promotions are very obvious and easy to copy. Therefore, Ocean Park may design some unique advertisement to emphasize its theme and consult advertisement company for advice to reduce the repetitiveness of the promotion so as to create relationship with more new customers.

<u>Good at understanding what customer needs and requirements (Resource22)</u>

Good at understanding what customer needs and requirements is needed by 14 strategies listed in last Chapter so it is of extremely importance. Although Ocean Park is good at it, its rivals also are able to do so. Therefore, Ocean Park may develop its own marketing research teams to monitor closely the changing needs of customers and reflect it's quickly to the strategies implemented. By doing so, it may cater to the new needs of customers faster than rivals and difficult to copy by others.

Improving Weaknesses:

<u>Financial backup and support not enough (Resource 31)</u>

Ocean Park has a limited financial support and backup. Moreover, the redevelopment plan has brought a great financial pressure to the park. However, financial resource is an important requirement for many growth strategies. Cooperating with business partners then offering joint venture can increase the source of income. In addition, Ocean Park should consider how to reduce unnecessary expenses.

<u>Heavy financial burden (Resource 32)</u>

Ocean Park may try to negotiate with the loan owners to extend the credit period so as to ease the burden. In addition, it may lease some physical assets (building or office) to improve its cash flow.

<u>Poor level of customer services (Resource 33)</u>

Poor services may because of improper training, lack of regulations/rules set up. Since its human resource management is strength, the poor customer services may also due to unsatisfied salary. Therefore, further investigation is needed. But Ocean Park should focus on this area otherwise; it will block the way of further development.

Chapter Ten

Conclusion

This study has shown the practical application of the process of Resource-Based View of strategies. (Grant, 1991) Firstly, based on the analysis of primary data (survey & interview) and the secondary data has identified and classified the strengths and weakness which Ocean Park process (resources + capabilities). The Park consist 41 strengths and weaknesses. Through the analysis of those strengths and weaknesses, it can distinguish if the resources sustainable or not. The analysis appeared that the park is strong in its financial management, human resources management, its company or brand name and reputation, its relationship with key target market. However, the park also obtain some weaknesses, financial backup and support not enough, heavy financial burden, and poor level of customer services, which could be the barrier for the further development of the park.

Based on PEST analysis and survey result, it generated some possible growth strategies for Ocean Park. Then, it followed by matching the growth strategies with the exciting resources to identify whether those strategies are feasible. Some of the resources were not favorable and available for the strategies. Therefore, the last chapter has offered some recommendation to fill the gaps. As the above mentioned there are strengths and weaknesses consist in Ocean Park. Therefore, the researcher provides suggestions to fill the gaps. It divided into three levels, sustaining strengths, turning sustainable in sustainable and improving weaknesses.

This study could provide some important information about the strengths and weaknesses of Ocean Park, and how the resources blocking the way for market growth, then giving some recommendation on filling the gaps in order to reach the

future strategic making.

Limitations

There were several limitations on this study. Firstly, limited amount of literature were presented in this study. Due to the words limitation, some theories or frameworks could not be stated comprehensively. In addition, the survey is conducted with some random customers in Ocean Park within a couple of day so this could result in a less comprehensive analysis. Also, some data used in the PEST analysis is out of dated due to the lack of the availability of new data.

Recommendation

This paper has identified and classified the strengths and weaknesses of Ocean Park and offers some strategies for it to reach the future growth. Further study can examine the detailed method of sustaining the strengths and overcoming the weaknesses.

Appendixes

Appendix 1- Ocean Park Questionnaire (Chinese Version)

Appendix 2- Ocean Park Questionnaire (English Version)

Informal Interviews Results

An in-depth interview with Chu Yuk-fung,

Question 1: Do you agree that Ocean Park is "People's Park"? Why?

ANS: Yes, of course. As Ocean Park is a home-grown park. It grew up with many Hong Kong residents and brings many unique memories to our community. Ocean Park has built a relationship with Hong Kong resident. The relationship cannot be replaced by other theme park.

Question 2: What do you think about the environment in Ocean Park?

ANS: Ocean Park offers a well developed amenities and service to their customers. However, it does not present their theme as strong as Hong Kong Disneyland does. Ocean Park is passé as it has opened for 31 years.

Question 3: Are you satisfied with the customer service in Ocean Park? If not, why?

No. It is because Ocean Park is lack of staff. Sometime, I can only see one staff in each attraction. It is easy to have accidents. Also, they have a bad attitude when they serve a large amount of guests.

Question 4: Do you think that Ocean Park has achieved its nature education and conservation mission?

ANS: I can learn something about marine animals in my first visit. However, I cannot learn anything thereafter. In addition, neither the information summary about the animal has been updated nor the layout of the information is attractive.

Question 5: Have you been to Hong Kong Disneyland? If yes, you are prefer to pay $208 for Ocean Park or 350 for Disneyland?

ANS: Yes, I have been there with my friends once. I prefer to visit Ocean Park as it

offers many varieties of facilities which suit for wider age group. However, the facilities are more likely for children in Hong Kong Disneyland with high admission fee. It is more valuable to visit Ocean Park.

Question 6: Do you have any comments regarding Ocean Park?

ANS: I suggest Ocean Park should widen the waiting area of each rides and add more fans as I cannot breathe when I was queuing up. Also, Ocean Park should put a stand to show the queuing time for every rides so the guests may estimate the waiting time and get some physiological comfort.

Appendix 4-Cumulative Visitor Arrivals Summary by Country/Territory of Residence (2003)

2. 累積訪港旅客人數撮要（按居住國家/地區計）
Cumulative Visitor Arrivals Summary by Country/Territory of Residence

居住國家/地區 Country/Territory of Residence		2002年1至7月 Jan-Jul 2002		2003年1至7月 Jan-Jul 2003		增長率 % Growth	
		人數 No.	%	人數 No.	%		
美洲	The America	770,851	8.7	422,804	5.8	-	45.2
美國	U.S.A	572,719	6.5	304,184	4.2	-	46.9
加拿大	Canada	149,329	1.7	92,697	1.3	-	37.9
南美及中美	S. & C. America	48,803	0.6	25,923	0.4	-	46.9
歐洲、非洲及中東	Europe, Africa & the Middle East	689,236	7.8	421,790	5.8	-	38.8
英國	United Kingdom	209,726	2.4	135,494	1.9	-	35.4
德國	Germany	93,424	1.1	52,130	0.7	-	44.2
法國	France	81,333	0.9	42,157	0.6	-	48.2
意大利	Italy	38,427	0.4	22,102	0.3	-	42.5
南非	South Africa	17,914	0.2	12,285	0.2	-	31.4
澳洲、新西蘭及南太平洋	Australia, N.Z. & S. Pacific	231,232	2.6	145,016	2.0	-	37.3
澳洲	Australia	193,373	2.2	121,031	1.7	-	37.4
新西蘭	New Zealand	34,955	0.4	22,011	0.3	-	37.0
北亞	North Asia	1,030,094	11.6	611,112	8.4	-	40.7
日本	Japan	774,029	8.7	432,425	6.0	-	44.1
南韓	South Korea	256,065	2.9	178,687	2.5	-	30.2
南亞及東南亞	South & Southeast Asia	1,018,858	11.5	569,768	7.9	-	44.1
印尼	Indonesia	109,250	1.2	57,276	0.8	-	47.6
馬來西亞	Malaysia	164,640	1.9	83,292	1.2	-	49.4
菲律賓	Philippines	188,288	2.1	100,377	1.4	-	46.7
新加坡	Singapore	229,049	2.6	108,554	1.5	-	52.6
泰國	Thailand	141,122	1.6	76,037	1.1	-	46.1
印度	India	107,829	1.2	82,298	1.1	-	23.7
台灣	Taiwan	1,384,181	15.6	919,030	12.7	-	33.6
澳門	Macau	297,023	3.3	221,599	3.1	-	25.4
中國內地	Mainland China	3,450,321	38.9	3,928,368	54.3	+	13.9
合計	Total	8,871,796	100.0	7,239,487	100.0	-	18.4

HONG KONG TOURISM BOARD 香港旅遊發展局
P.O. BOX 2697 G.P.O. HONG KONG 香港郵箱 2697號 TEL 電話 2807 6543 FAX 傳真 2806 0303
INTERNET 國際聯網: www.discoverhongkong.com / partnernet.hktourismboard.com
E-MAIL電子郵箱: research@hktourismboard.com

Source:

Appendix 5- Visitor arrivals (2005-2006)

訪港旅客人次（千人）
Visitor Arrivals ('000)

	2005	2006	2007	增長（%）Growth
所有旅客 Total Visitors	23,359.4	25,251.1	28,169.3	+11.6
過夜旅客 Overnight Visitors	14,773.1	15,821.3	17,153.9	+8.4
入境不過夜旅客 Same-day In-town Visitors	8,566.6	9,409.7	10,988.1	+16.8
乘坐同一郵輪進出香港的旅客 Cruise-in/Cruise-out Passengers	19.7	20.2	27.3	+35.2

Source:

***Appendix 6*-**Total Tourism Expenditure Associated to Inbound Tourism
(2005-2007)

1. 與入境旅遊相關的總開支
   Total Tourism Expenditure Associated to Inbound Tourism

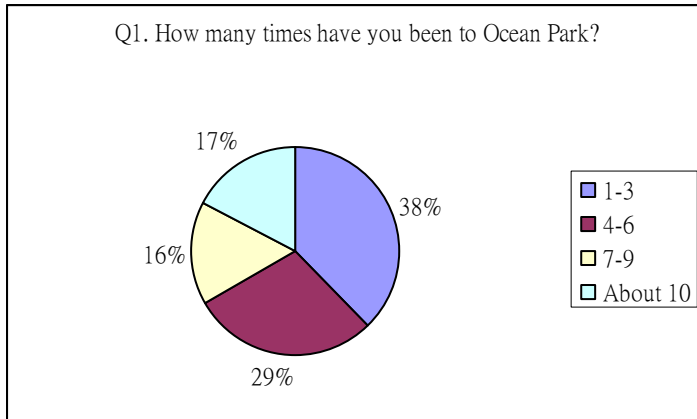| 旅遊開支來自 Tourism Expenditure From		2005年1至12月 Jan-Dec 2005			2006年1至12月 Jan-Dec 2006			2007年1至12月 Jan-Dec 2007		
		百萬港元 HK$Mn		增長率 % Growth	百萬港元 HK$Mn		增長率 % Growth	百萬港元 HK$Mn		增長率 % Growth
過夜旅客	Overnight Visitors	68,888.08	+	12.7	75,925.59	+	10.2	87,867.79	+	15.7
入境不過夜旅客	Same-day In-town Visitors	6,934.76	+	23.6	9,546.52	+	37.7	13,615.29	+	42.6
乘坐同一郵輪進出香港的郵輪旅客	Cruise-in/Cruise-out Passengers	55.15	+	45.8	46.17	-	16.3	46.67	+	1.1
軍人	Servicemen	184.03	+	83.3	252.58	+	37.2	170.36	-	32.6
機組人員	Aircrew Members	1,128.32	+	7.8	1,197.56	+	6.1	1,313.99	+	9.7
過境旅客	Transit/Transfer Passengers	2,204.85	+	36.2	2,429.15	+	10.2	2,798.48	+	15.2
境內消費總開支	**Total Destination Consumption Expendit**	**79,395.19**	+	14.1	**89,397.57**	+	12.6	**105,812.58**	+	18.4
國際客運服務開支 [1]	Passenger International Transportation Expenditure [1]	26,591.00	+	15.3	31,317.00 [2]	+	17.8	34,704.00 [3]	+	10.8
與入境旅遊相關的總開支	**Total Tourism Expenditure Associated to Inbound Tourism**	**105,986.19**	+	14.4	**120,714.57**	+	13.9	**140,516.58**	+	16.4

Source: Tourism Expenditure Associated to Inbound Toursim 2007, Hong Kong Tourism Board ParnerNet
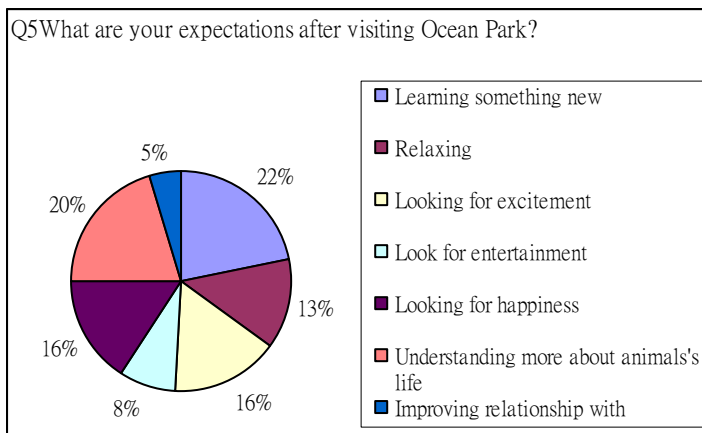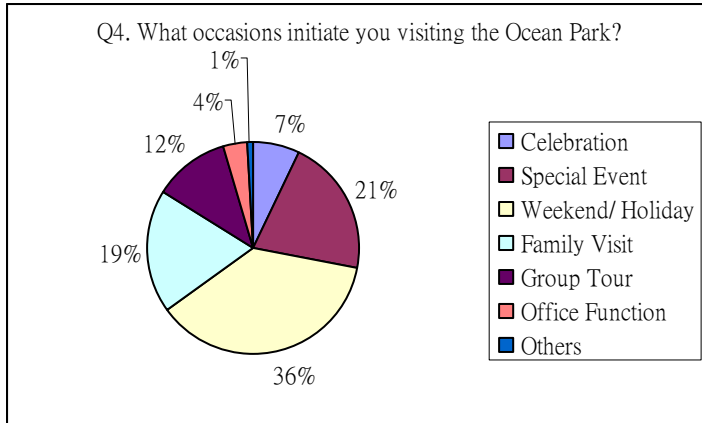
Appendix 7-Hong Kong's Top Five Source Markets of Visitor Arrivals to Hong
Kong in 2007

2007年排名 (2006年) Ranking in 2007 (2006)	旅客市場 Markets	旅客人次 No. of Arrivals	佔總數之百分比 Share of Total (%)
1 (1)	中國內地 Mainland China	15,485,789	55.0%
2 (2)	台灣 Taiwan	2,238,731	7.9%
3 (3)	日本 Japan	1,324,336	4.7%
4 (4)	美國 USA	1,230,927	4.4%
5 (5)	南韓 South Korea	876,231	3.1%

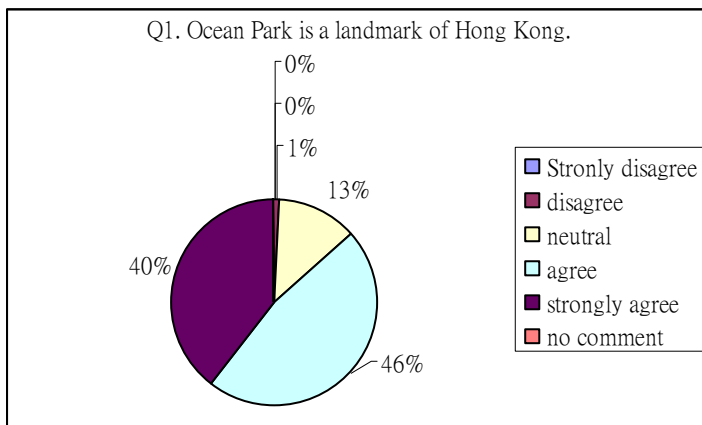**Source:** A Statistical Review of HK Tourism 2007, Hong Kong Tourism Board ParnerNet

Appendix 8- The Percentage of the Questionnaire
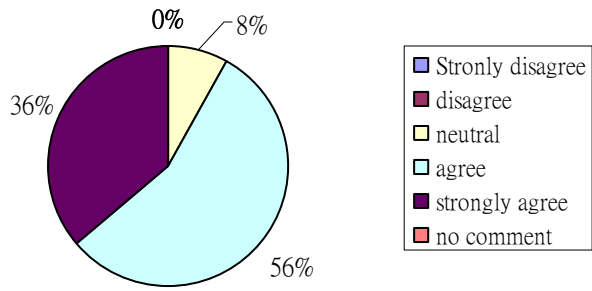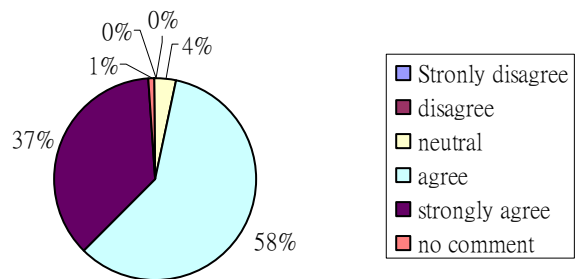
Sector One: Visitor Characteristics

Q1. How many times have you been to Ocean Park?

17%

38%

16%

- 1-3
- 4-6
- 7-9
- About 10

29%

Q2. How many people did you come along with last time?

4%

2%

2%

10%

- 0
- 1-5
- 6-10
- 11-15
- 16-20
- Above 20

48%

34%

Q3. Who do you usually visit Ocean Park with?

16%

2%

- Travel Alone
- Families
- Friends
- Couples
- Travels Tour

35%

14%

33%

Q4. What occasions initiate you visiting the Ocean Park?

1%
4%
7%
12%
21%
19%
36%

- Celebration
- Special Event
- Weekend/ Holiday
- Family Visit
- Group Tour
- Office Function
- Others

Q5 What are your expectations after visiting Ocean Park?

5%
22%
20%
13%
16%
8%
16%

- Learning something new
- Relaxing
- Looking for excitement
- Look for entertainment
- Looking for happiness
- Understanding more about animals's life
- Improving relationship with

Section 2: Customer perception

Image

Q1. Ocean Park is a landmark of Hong Kong.

0%
0%
1%
13%
40%
46%

- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment

Q2. Ocean Park is a must-go attraction in Hong Kong.

- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment

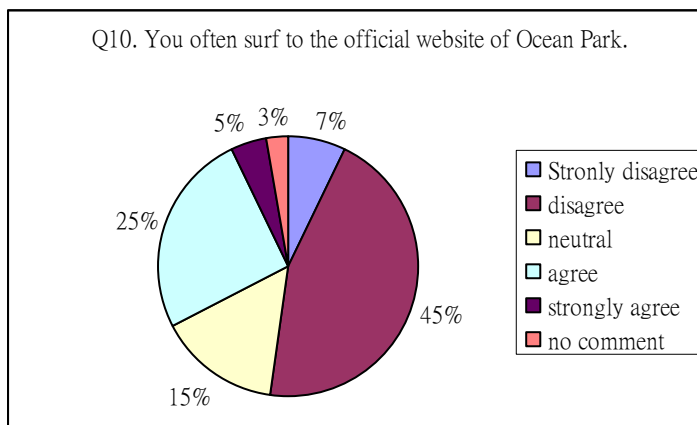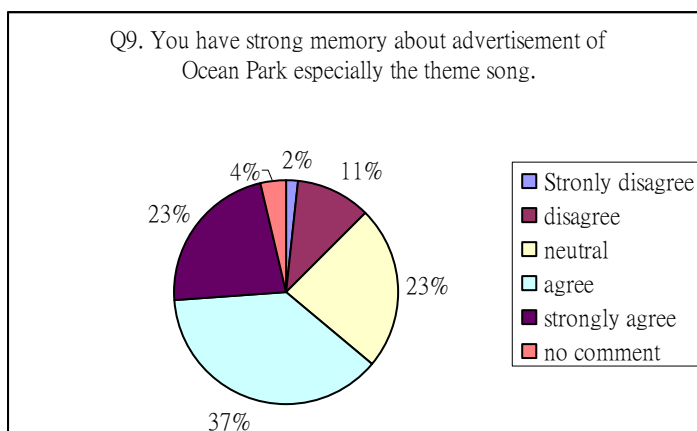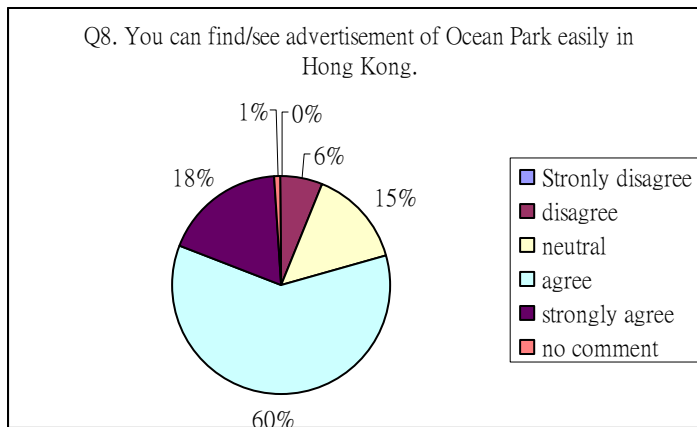Q3. Ocean Park should be known by every Hong Kong residents/ tourists.

- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment

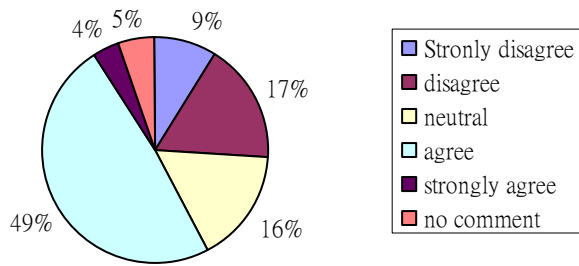Q4. You will recommend your relative/ friends to visit Ocean Park.

- Stronly disagree
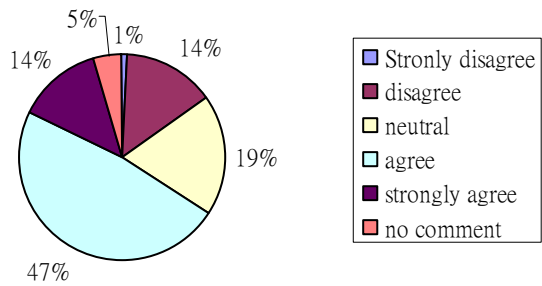- disagree
- neutral
- agree
- strongly agree
- no comment

Price & Place

Q5. There are enough distribution channels to buy tickets of Ocean Park.

0%
3%
3%
14%
23%
57%

- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment

Q6. You have interest on buying annual pass of Ocean Park / You have already brought annual pass of Ocean Park.

11%
3%
19%
18%
18%
31%

- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment

Q7. The admission fee of Ocean Park is good value for money.

2%
7%
4%
13%
21%
53%

- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment

Promotion

Q8. You can find/see advertisement of Ocean Park easily in Hong Kong.

- Stronly disagree: 0%
- disagree: 6%
- neutral: 15%
- agree: 60%
- strongly agree: 18%
- no comment: 1%

Q9. You have strong memory about advertisement of Ocean Park especially the theme song.

- Stronly disagree: 2%
- disagree: 11%
- neutral: 23%
- agree: 37%
- strongly agree: 23%
- no comment: 4%

Q10. You often surf to the official website of Ocean Park.

- Stronly disagree: 7%
- disagree: 45%
- neutral: 15%
- agree: 25%
- strongly agree: 3%
- no comment: 5%

Q11. You can get useful information from its website.

■ Stronly disagree	
■ disagree	
□ neutral	
□ agree	
■ strongly agree	
■ no comment	

4% 5% 9%
17%
16%
49%

Q12. You know about seasonal events that hold by Ocean Park from advertisement.

5% 1% 14%
14%
19%
47%

■ Stronly disagree	
■ disagree	
□ neutral	
□ agree	
■ strongly agree	
■ no comment	

Q13. You know about the regular promotion in Ocean Park from advertisement.

3% 3% 11%
18%
22%
43%

■ Stronly disagree	
■ disagree	
□ neutral	
□ agree	
■ strongly agree	
■ no comment	

Q14. Ocean Park has offered enough special discounts or package to tourists/ Hong Kong residents.

12%
16%
14%
40%
14%
4%

- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment
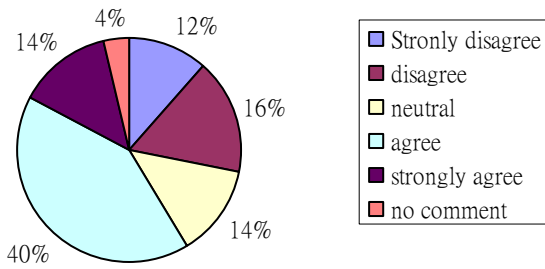
Environment

Q15. Ocean Park has high accessibility.

2%
2%
8%
15%
14%
59%

- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment
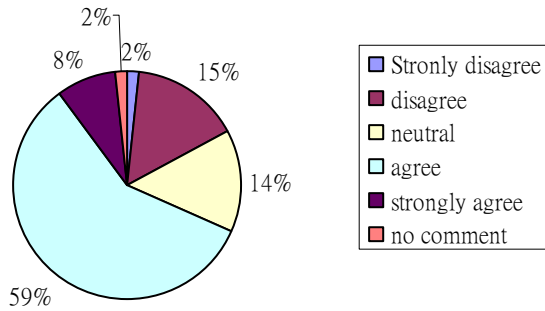
Q16. Ocean Park has ability to keep you safe.

1%
2%
7%
16%
16%
58%

- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment
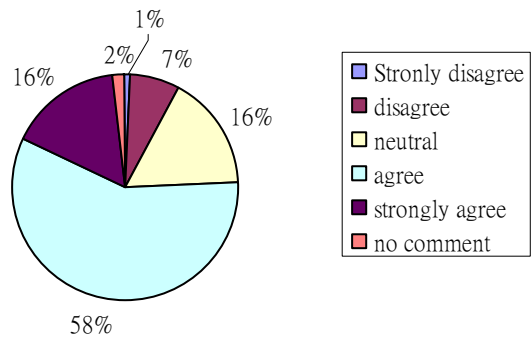
Q17. You like the atmosphere inside Ocean Park.

- 9%
- 2%
- 11%
- 27%
- 28%
- 23%

Legend:
- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment
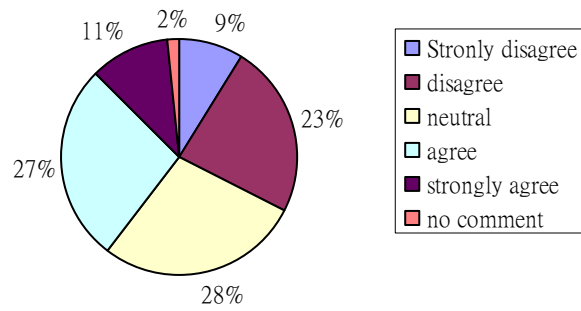
Q18. Ocean Park able to present its theme strongly.

- 6%
- 2%
- 7%
- 23%
- 24%
- 38%

Legend:
- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment
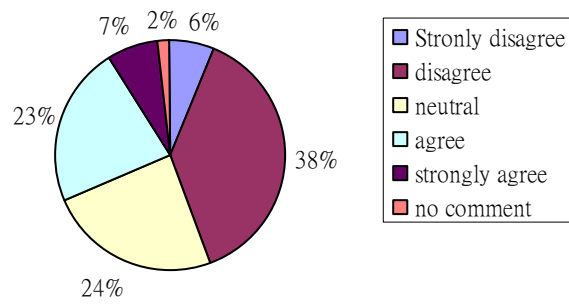
Q19. Ocean Park has enough resting area.

- 2%
- 2%
- 7%
- 14%
- 29%
- 46%

Legend:
- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment
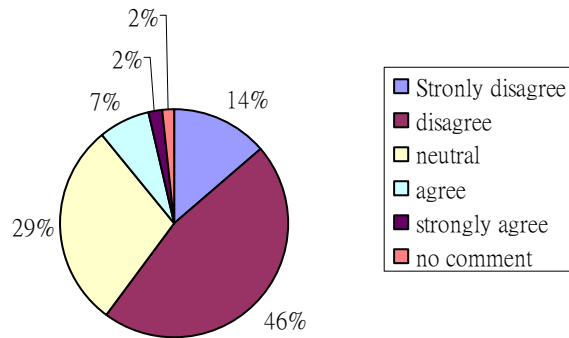
Q20. You can connect with nature in Ocean Park.

6% 1% 17%

19%

13%

44%

- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment
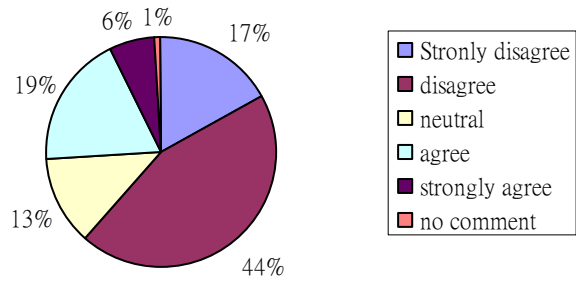
Q21. You are satisfied with the cleanliness of Ocean Park.

7% 1% 14%

21%

27%

30%

- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment
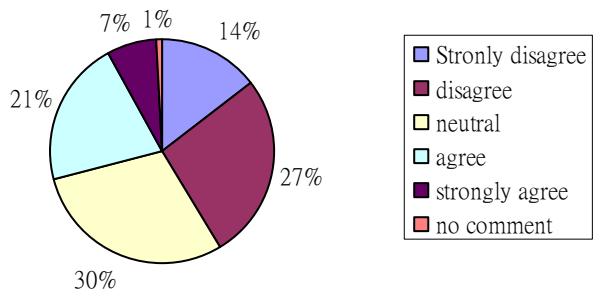
Q22. Ocean Park has enough facilities for disabled visitors.

11% 11%

11%

16%

26%

25%

- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment
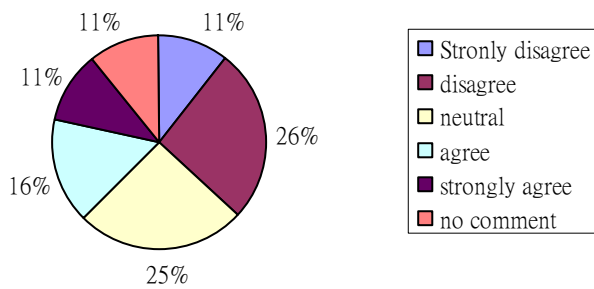
Q23. Ocean Park offers enough parking lots.

5%	Stronly disagree
17%	disagree
14%	neutral
4%	agree
16%	strongly agree
44%	no comment
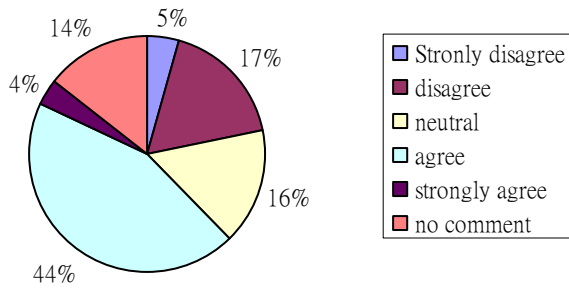
Entertainment

Q24. Ocean Park has enough varieties of rides.

3%	Stronly disagree
3%	disagree
16%	neutral
14%	agree
25%	strongly agree
39%	no comment
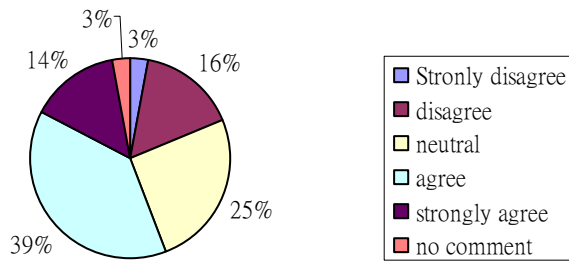
Q25. Ocean Park has enough varieties of attractions.

2%	Stronly disagree
2%	disagree
20%	neutral
14%	agree
22%	strongly agree
40%	no comment
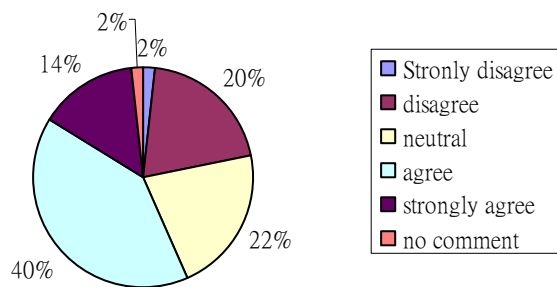
Q26. Ocean Park has enough varieties of shows.

- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment

10%, 32%, 28%, 19%, 9%, 2%
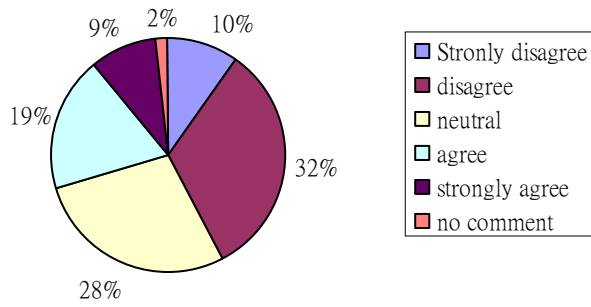
Q27. You feel bored about the existing rides, shows and attractions in Ocean Park.

- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment

1%, 2%, 14%, 20%, 40%, 23%

Q28. Ocean Park has enough facilities for elderly.

- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment

11%, 36%, 23%, 21%, 5%, 4%

Q29. You enjoy the seasonal event holding by Ocean Park.

- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment

Q30. You visit Ocean Park because of the seasonal events.

- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment

Service

Q31. Staff is knowledgeable and skillful which help you to solve your problems.

- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment

Q32. Staff is polite and courtesy to serve you.

- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment

6% 4% 13% 21% 36% 20%
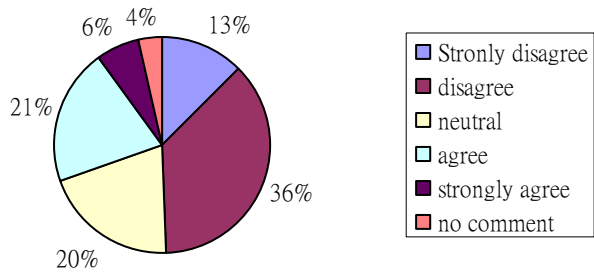
Q33. Staff has the ability to control a huge amount of traffic flow.

- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment

5% 4% 6% 12% 22% 51%
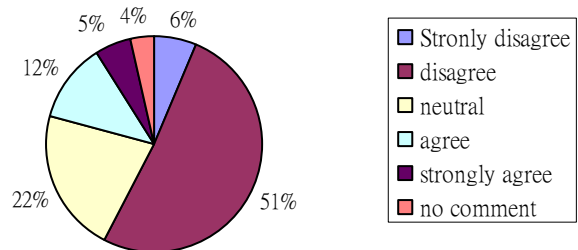
Catering Service

Q34. You are satisfied with the quality of food and beverage in Ocean Park.

- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment

2% 5% 9% 26% 35% 23%

Q35. Ocean Park has enough varieties of food and beverage.

■ Stronly disagree	10%
■ disagree	41%
□ neutral	20%
□ agree	22%
■ strongly agree	5%
■ no comment	2%
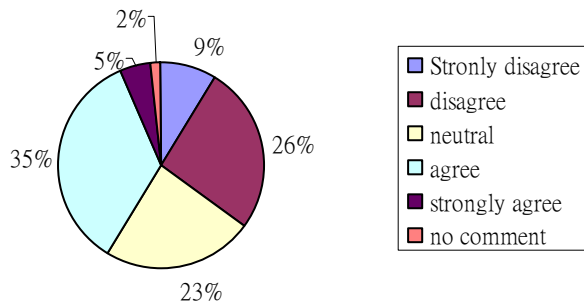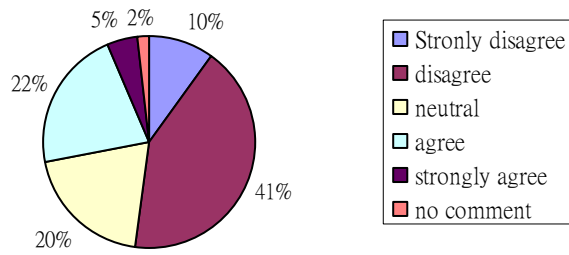
Q36. The price of food is reasonable.

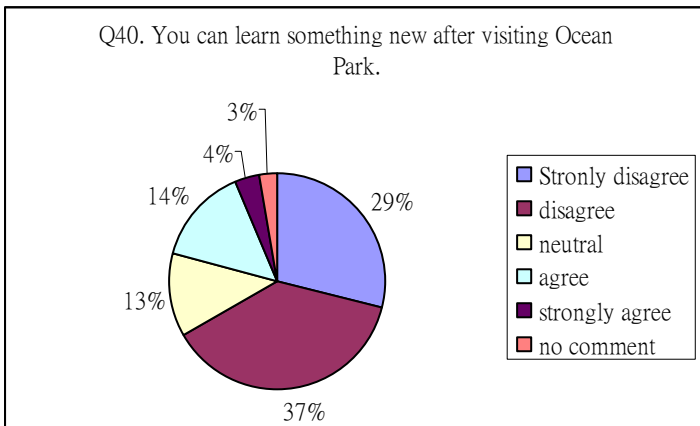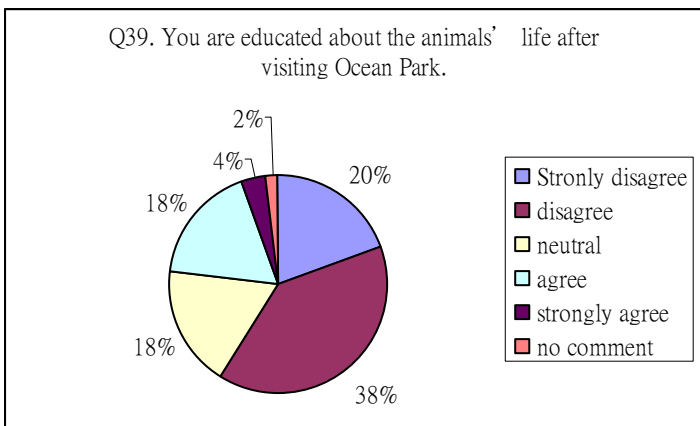|	
■ Stronly disagree	11%
■ disagree	22%
□ neutral	16%
□ agree	45%
■ strongly agree	4%
■ no comment	2%
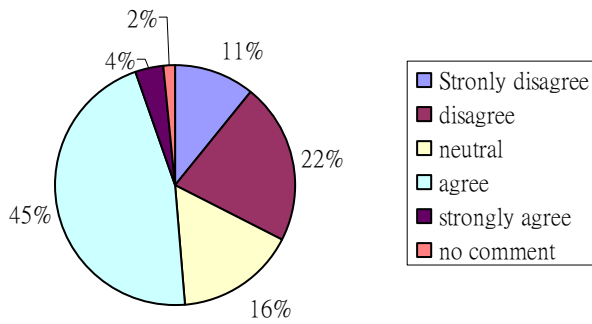
Merchandising

Q37. Ocean Park has enough varieties of souvenirs.

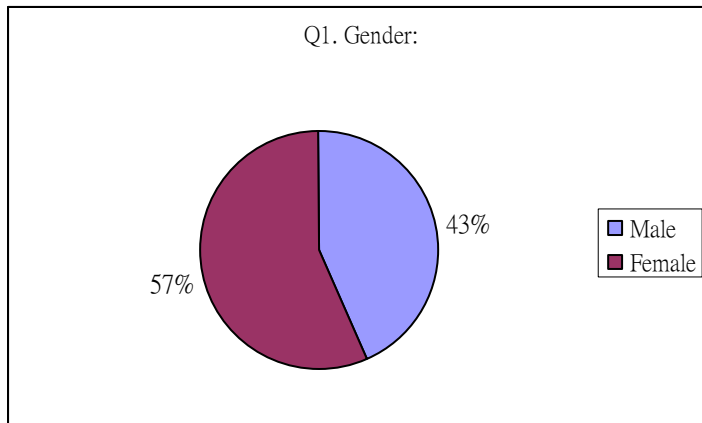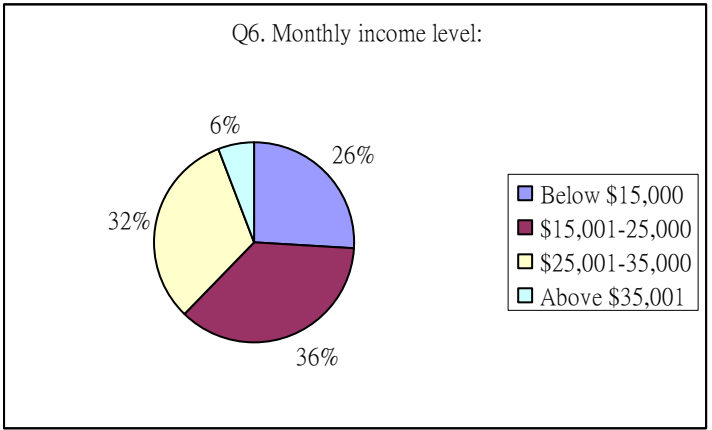|	
■ Stronly disagree	1%
■ disagree	29%
□ neutral	23%
□ agree	40%
■ strongly agree	5%
■ no comment	2%

Q38. The price of souvenirs is reasonable.

5% 4% 7%
20%
18%
46%

- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment

Educational

Q39. You are educated about the animals' life after visiting Ocean Park.

2%
4%
18%
18%
20%
38%

- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment

Q40. You can learn something new after visiting Ocean Park.

3%
4%
14%
13%
29%
37%

- Stronly disagree
- disagree
- neutral
- agree
- strongly agree
- no comment

Section 3: Personal Information

Q1. Gender:

43% Male
57% Female

Q2. Age Group:

5% 0%
28% 32%
35%

18-28
29-38
39-48
49-59
above 60

Q3. Country:

10%
17% 36%
37%

Hong Kong
Mainland
Rest of Asia
Others

Q4. Occupation:

0%
6%
8%
20%
20%
9%
10%
14%
13%

- Blue collar worker
- White collar worker
- Management/Administration
- Professional
- Civil servant
- Self employed
- Student
- Retired/Not in work force
- Others

Q5. Family statue:

9% 1%
50%
40%

- Single
- Married, with Children
- Married, with no children
- Divorce

Q6. Monthly income level:

6%
26%
32%
36%

- Below $15,000
- $15,001-25,000
- $25,001-35,000
- Above $35,001

Appendix 9- The Average Score of Section 2 in questionnaire

Appendix 10-Sustainability of the strengths

Appendix 11- Analysis of the strengths

T= Total Score

Strengths		
Financial Resources:	T	Reasons:
1. Strong financial management	4	✧ Intangible, not easy for rivals to copy ✧ Hard for rivals to discern ✧ Related to many areas, such as HRM, Marketing
Human Resources:		
2. Effective human resources management	4	✧ Intangible, not easy for rivals to copy ✧ Rivals not easy to get information ✧ It has its own HR development path which may be suitable for its rivals
Physical Resources:		
3. Possessing numerous species of animals	4	✧ Tangible, easy to copy ✧ Having good animals' management→sustainable, not easy to imitate as it related to the management skills that accumulated for many years.
4. Possessing varieties of attractions and rides	1	✧ Tangible, easy to copy
5. Superior level of customer products	1	✧ Tangible, easy to copy
6. Superior technology	1	✧ Tangible, easy to copy ✧ Rivals may cooperating with same partners
Intangible resources:		
7. Good at offering a safe environment to customer	2	✧ Based on laws and regulations, easy to imitate ✧ It is obvious and can't hide so easy to observe by rival and copy.
8. Regulated corporate governance practices	4	✧ Intangible, not easy for rivals to copy

		✧ Hard for rivals to access related information ✧ Unique knowledge ✧ Long term experience
9. High zoological standard	4	✧ Long term experience, high set up cost and Intangible, so not easy for rivals to copy ✧ Unique know-how that accumulated for many years.
10. Unique education and conservation programmes	2	✧ Tangible and obvious, easy to copy
<mark>Competences:</mark>		
11. Company or brand name and reputation	4	✧ Building up in long period of time so difficult to copy ✧ Built on the trust with customers and relationship with government and industry.
12. Relationship with key target market	4	✧ Building up in long period of time ✧ First-move advantage
13. Relationship within its industry	2	✧ Building up in long period of time ✧ But easy to copy by rivals as rival can built up even better relationship by giving better deals.
14. Good relationship with travel agencies	2	✧ Building up in long period of time ✧ But easy to copy by rivals as rival may even give more commission.
15. Good relationship with business partners	2	✧ Building up in long period of time ✧ Easy to copy by rivals as low set up cost and the

		information is accessible so rival can copy easily.
16. Good relationship with mass media	2	✧ Building up in long period of time ✧ But easy to copy by rivals as low set up cost and very obvious.
17. Good relationship with Government	4	✧ Building up in long period of time ✧ Intangible ✧ Hard for rivals to as government are not easy uncover any related information and not interested in any financial inducement.
18. Good relationship with travel trades	2	✧ Building up in long period of time ✧ Easy to copy by rivals as low set up cost and easy access related information.
19. Good at creating relationship with new customer group	2	✧ Having similar methods, such as promotion, social activities with rivals.
20. Good at maintaining and enhancing relationship with key customers	1	✧ Having similar methods, such as promotion, social activities with rivals
21. Good at setting prices that attract customer & achieve financial goals	4	✧ Intangible, not easy for rivals to copy ✧ Hard for rivals to discern ✧ related to many areas, such as financial management, cost control
22. Good at understanding what customer needs and requirements	1	✧ Having similar methods, such as research, questionnaire with rivals
23. Ability to maintain an excellent animals' management	4	✧ Long term experience ✧ Unique know-how

		✧ Building up in long period of time
24. Ability to launch successful new products and service	3	✧ Unique knowledge ✧ Intangible and high initial cost ✧ Hard for rivals to discern
25. Ability to maintain and enhance a safe working environment	1	✧ Based on laws and regulations, easy to imitate
26. Ability to be innovative	4	✧ Unique Knowledge ✧ Intangible and high initial cost ✧ Hard for rivals to discern
27. Ability to hold successful education or conservation programmes	4	✧ Accumulated experience, not easy to imitate ✧ Not easy to know what resources are needed ✧ Intangible
28 Ability to maintain and enhance sustainability of environment	4	✧ Not easy to know what resources are needed ✧ Intangible
29. Efficient and effective advertisements coverage	1	✧ Easy to copy the same promotion methods as it are very obvious. ✧ Easy access related information.
30. Extent and nature of distribution channels	1	✧ Easy to copy the same distribution channel as high accessibility of related information.

Appendix 12- Population by Age Group, 1996, 2001 and 2006

Age Group	1996		2001		2006	
	Number	% of total	Number	% of total	Number	% of total
0 - 14	1 151 038	18.5	1 109 417	16.5	939 675	13.7
15 - 24	869 511	14.0	920 445	13.7	909 005	13.2
25 - 34	1 188 424	19.1	1 108 529	16.5	1 052 126	15.3
35 - 44	1 178 522	19.0	1 360 487	20.3	1 248 855	18.2
45 - 54	683 569	11.0	960 417	14.3	1 193 788	17.4
55 - 64	516 937	8.3	502 042	7.5	668 101	9.7
65+	629 555	10.1	747 052	11.1	852 796	12.4
Total	6 217 556	100.0	6 708 389	100.0	6 864 346	100.0

Source: 2006 Population By-census Office, Census and Statistics Department

Appendix 13- Population Aged 15 and Over by Educational Attainment (Highest Level Attended), 1996, 2001 and 2006

Educational Attainment	1996		2001		2006	
	Number	% of total	Number	% of total	Number	% of total
No schooling / Pre-primary	480 852	9.5	469 939	8.4	423 310	7.1
Primary	1 146 882	22.6	1 148 273	20.5	1 084 112	18.3
Lower Secondary	958 245	18.9	1 060 489	18.9	1 124 583	19.0
Upper Secondary	1 403 211	27.7	1 473 681	26.3	1 579 774	26.7
Sixth Form	308 808 (1)	6.1 (1)	528 090 (1)	9.4 (1)	351 419	5.9
Post-secondary : Diploma / Certificate	243 004 (2)	4.8 (2)	209 878 (2)	3.7 (2)	212 714	3.6
Post-secondary : Sub-degree course					234 175	4.0
Post-secondary : Degree course	525 516	10.4	708 622	12.7	914 584	15.4
Total	5 066 518	100.0	5 598 972	100.0	5 924 671	100.0

Source: 2006 Population By-census Office, Census and Statistics Department

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