



Ocean Park Corporation (Hong Kong)

Learning to live with Disneyland

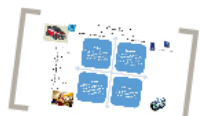


Introduction

- Ocean Park - marine mammal park (amusement theme park)
- Opened since 1977
- Hong Kong
- Year 2005 - Disneyland (competition)
- Managed to survive, with the strategy of a productive coexistence

Question 1

Ocean Park has made the decision not to compete head-to-head with Disneyland. Rather, Ocean Park took a strategy of coexistence. Will this strategy always work when local companies face giant multinational competitors?



Question 3
How does the influx of mainland Chinese tourists, resulting from Disneyland affect the tourism industry in Hong Kong?

This is likely to be a factor in order to find the competitive position of Ocean Park in the market. The influx of mainland Chinese tourists has a significant impact on the tourism industry in Hong Kong. It is a key factor in the decision to compete in the global market.



Strategic Analysis
1. Market Analysis
2. Competitor Analysis
3. SWOT Analysis
4. Porter's Five Forces



Two strategies
2. Cooperate

- Collaboration
- Special Offers for Clients
- Weekend arrangements
- Both parks can benefit

Two strategies
1. Differentiate

- Innovation
- Distinguish
- Create different experiences



Steps To Coexistence

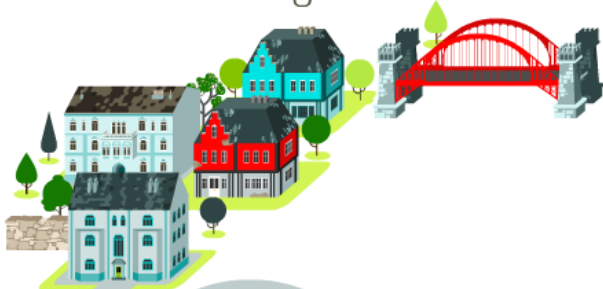
- Use of marketing strategy
- Build longer term
- Innovation
- Focus on the unique experience
- Advertising campaign for special occasions
- Focus on safety and security

“Competition makes us Faster; Collaboration makes us Better.”



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The challenge for Ocean Park is to find the winning strategies from a well-known competitor whose success is based on a global strategy. How can Ocean Park survive in the local market?

Question 2

How does the influx of mainland Chinese tourists resulting from Disneyland affect the tourism industry in Hong Kong?



SWOT Analysis	Strengths	Weaknesses	Opportunities	Threats
Strengths	• Established brand	• Unique theme	• Strong local support	• High quality service
Weaknesses	• Limited space	• High operating costs	• Limited marketing budget	• Limited staff
Opportunities	• Growing market	• New attractions	• Collaboration with other parks	• Advertising campaigns for local customers
Threats	• Increased competition	• Changing customer preferences	• Economic downturn	• Environmental issues



Two strategies

1. Differentiate

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Two strategies

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Using To Capitalize

- Local pricing strategy
- Local marketing
- Local staff
- Local advertising
- Local partnerships
- Local collaborations
- Local advertising
- Local partnerships
- Local collaborations

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Quest

Question 1

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The strategy to be taken in order to face the upcoming competition from a multinational competitor relies on elements to be taken into account, according to Ivey's International Business Professors Tony Frost and Niraj Dawar –

- # Are the products / Assets of the company competitive in the global market?
- # How high is the pressure on the company to become global?