Ocean Park Hong Kong:
The Risen Dead Miracle of Hong Kong[1]

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The purpose of this study is to identify the strategies that Ocean Park used to face different kinds of threats and challenges, and discover the success factors that transformed the park from a local theme park with little global vision and recognition into one of the most popular amusement parks in the world. The major challenges include the Financial Crisis in 1997, the closure of Water Park in 1999, the outbreak of SARS in 2003 and, most critically, the emergence of Hong Kong Disneyland in 2005. Based on our analysis on relevant data, we found that the key success factors of Ocean Park are speedy repositioning and flexible in coping with major challenges by adopting relevant strategic actions such as (1) redefining the market position, (2) adding innovative attraction, education, and charity programs, (3) creating effective social cause marketing with UNICEF, and (4) committing to major redevelopment programs. We believe that Ocean Park will have great development and performance if it maintains these factors. Hopefully, this study will be useful in understanding and exploring the success of a theme park or a business in Hong Kong.

Keywords: Threats; Success Factors; Ocean Park; Allan Zeman; Master Redevelopment Project; Strategies

The purpose of this study is to explore how Ocean Park Hong Kong (OP) survived tough times while facing the threat of a huge competitor, Disneyland, and

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became a famous local brand in Hong Kong. OP is one of the best models which teach us how a brand copes with different risks and how it turns potentially devastating competition into an opportunity.

OP is a representative amusement park in Hong Kong, which has been operating for 38 years. However, it faced many ups and downs in the past decade. Since the handover of Hong Kong, the park recorded deficits and found itself in a difficult situation. In 1999, the Hong Kong Government announced that Walt Disney Company would build its third overseas amusement park on Lantau Island. Although many people believed that this would be a fatal blow to an aging theme park, OP was able to overcome the adversity. In fact, the attendance of local and overseas visitors increased during the fiscal year of 2005, which was the opening year of Hong Kong Disneyland.

The attendance of OP in 2013 was 7.7 million with a net surplus of 127.2 million Hong Kong dollars. In 2001, the attendance was 2.8 million with a net deficit of 80.5 million Hong Kong dollars (See Table 1).

Background of Ocean Park Hong Kong

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

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

Figure 1
The images of Ocean Park Hong Kong



The theme park contains over 80 attractions and rides with about 17 different animal exhibits, which satisfy a wide range of customers, including tourists from all over the world. With the ambition to advocate, facilitate and participate in the conservation of wildlife and habitats, OP also puts great effort into education and research about animal conservation. As it becomes the local landmark and even a world-class theme park, OP is one of the most successful brands in Hong Kong. It has received numerous international recognitions and is highly acclaimed by the industry.

Remarkable Awards in 2000 - 2015

OP made wise decisions that allowed it to tackle and overcome the threats it faced. After deciding to add new elements and holding a seasonal event in 2001, the Ocean Park Halloween Bash, OP started to become popular and appreciated.

From 2002 to the current year, OP has received numerous world-class awards, which recognized the park as an outstanding theme park on a global level. Although OP experienced many fatal threats or challenges, it managed to overcome and competed against other top theme parks to be the best marine theme park in the world.

Table 1
The Financial Performance and the Number of Attendance of Ocean Park (2001-2015)

Financial Performance and No. of Attendance of the Park (2001-2014) & Remarkable Awards (2002 - 2015)

Year	Attendance (million)	Surplus/(deficit) (million)	Award	Presented by
2015	-	-	- Most Popular Theme Park, Best Innovative Event, - Leader of the Chinese Theme Park Industry	China Association of Amusement Parks and Attractions (CAAPA)
2014	7.6	96	- Best Overall Production, - Best Game Experience, - Best Innovation in a Training Programme, - Best Employee Reward and Recognition Programme	International Association of Amusement Parks and Attractions (IAAPA)
2013	7.7	127.2	/	/
2012	7.1	103.3	- World's Top Theme Park by Prestigious "Applause Award", - Three Brass Ring Awards	Same as above
			- Certificate of Excellence 2012	TripAdvisor
			- 2012 Applause Award	Liseberg Amusement Park in Sweden
			- 11th in Ranking among Theme Parks Worldwide by the report in 2011	TEA (Themed Entertainment Association) and consultancy firm AECOM Economics
2011	5.9	105.1	- Best Male Performer award, - Brass Ring Awards for Excellence	IAAPA (International Association of Amusement Parks and Attractions)
2010	5.1	82.0	- World's No. 14 Theme Park by the report in 2009	Same as above
2009	4.8	98.6	- World's No. 15 Theme Park by the report in 2008	Same as above
2008	5.03	204.7	/	/
2007	4.9	171.3	/	/
2006	4.4	156.5	-The world's 16th ranked theme park, Asia's 5th, and China's 1st	Same as above
			- 10 Most Popular Amusement Parks in the World	Forbes.com
2005	4.0	119.5	/	/
2004	3.7	95.7	/	/
2003	2.9	(4.1)	/	/
2002	3.4	15.3	- Brass Ring Award 2002	International Association of Amusement Parks and Attractions (IAAPA)
2001	2.8	(80.5)	/	/

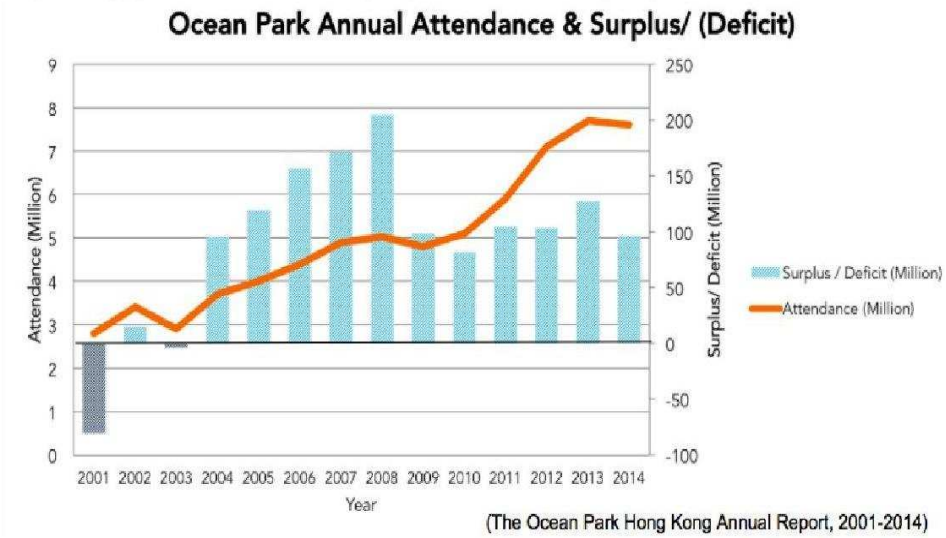
Note. Adapted From Ocean Park Hong Kong Press Release 2002-2015 & Annual Report 2001-2014

Financial Performance and Attendances of the Park In 2001 - 2014

Figure 2 shows that the number of attendance in 2014/15 is 3 times more than the number in 2001/02. As it gradually became a must-go tourist spot, the Hong Kong Tourism Board promoted OP to the tourists. This boosted the number to the highest in 2012 and the increase was continuing. However, the financial performance of OP appeared to fluctuate throughout the years, especially in the shock of the financial crisis in 1997, and the outbreak of SARS contributed to the financial deficit. Due to its Master Redevelopment Project (MRP) begun in 2015 and various novel, innovative and considerate promotion campaigns, the financial performance of OP showed surpluses in revenue from 2004 to 2014. It is likely to encourage OP to take effort to safeguard its status as the world-class theme park and compete against the upcoming theme parks in Mainland China in the future, which will be discussed later.

Figure 2
Ocean Park Annual Attendance & Surplus/Deficit (2001-2014)

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

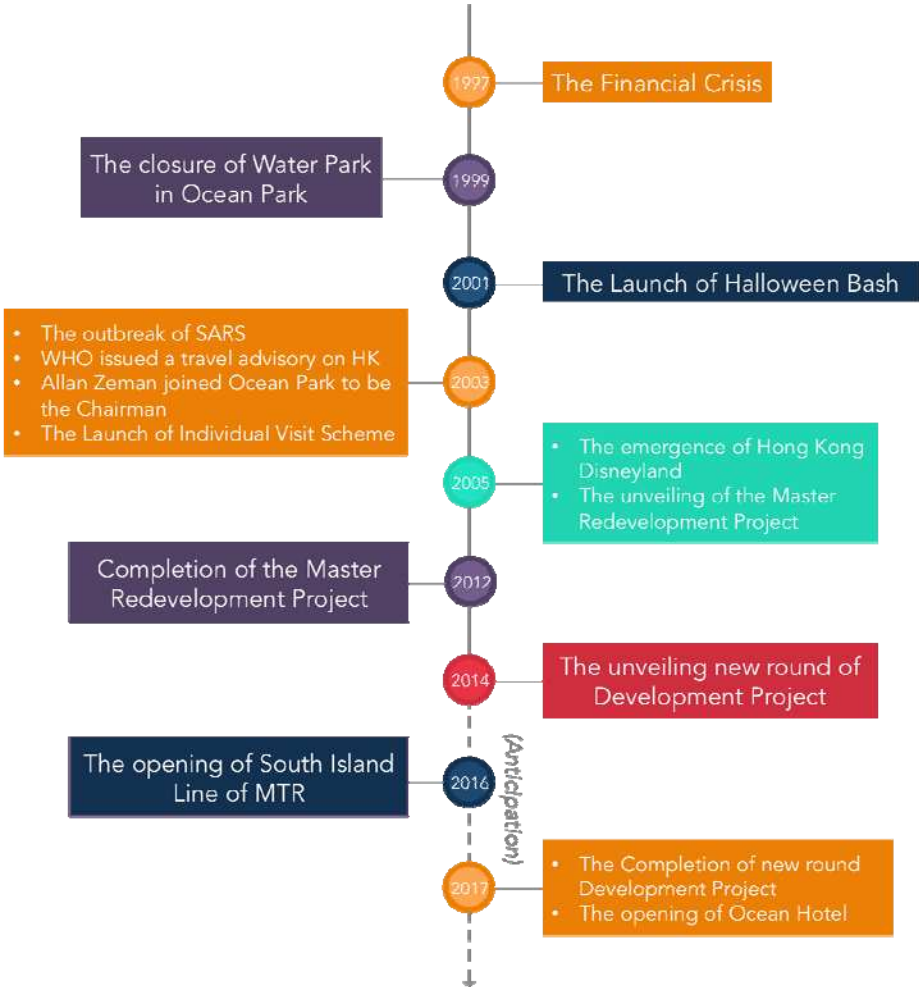


(The Ocean Park Hong Kong Annual Report, 2001-2014)

How Has Ocean Park Overcome Threats & Challenges Through the Critical Years?

Ocean Park Hong Kong has faced many challenges throughout these years and the park has effectively dealt with them one by one. The sequence of the threats mentioned in the following passages based on the timeline as shown in Figure 3.

Figure 3
Ocean Park Incident Timeline



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

The economies in Hong Kong consistently fared well before this time period. Unfortunately, after the handover in 1997, there was an Asian Financial Crisis. Because of the crisis, OP's profit turned into losses and the company started facing various tough situations. In addition, with the death of Miss Hoi Wai, a famous killer whale in the park, people were unwilling to visit, as they thought it was not worth paying hundreds for visiting.

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

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

In 2001, in order to boost the cash flow and attendance, the park decided to add new elements into the park. The park came up with the idea of an "Ocean Park Halloween Bash." In the first year, the Halloween Fest was very small with only one haunted house and a few staff members acting as ghosts. Surprisingly, however, the response was overwhelming. Since then, the park has developed Halloween Bash as one of the largest annual events in OP, even in Hong Kong. Needless to say, the attendance of the park is very high during October, which led to October becoming the "golden month" of the year. In addition, the park added several Chinese and Hong Kong culture elements in order to emphasize the local image of the park and attract more locals. This event-based strategy has successfully attracted both more new visitors and returning visitors.

2003 - The Outbreak of the Severe Acute Respiratory Syndrome (SARS)

The outbreak of the Severe Acute Respiratory Syndrome (SARS) had a devastating effect on the Hong Kong Tourist Industry in 2003. On April 2, 2003, the World Health Organization (WHO) issued a travel advisory on Hong Kong, which resulted in a great reduction of tourists, including tourists from overseas and mainland, by 65% in April and 68% in May 2003 (AU 2008). Being the one and only theme park in Hong Kong, OP suffered from the health crisis.

OP had actually started to become successful in the previous year, 2002. After 1997, when the whole world was shocked by the financial crisis, OP experienced a significant improvement in its operation performance in early 2002. Philip Chan, the OP chairman during the time, stated, "I am pleased to be able to report that immense progress has been made," (Ocean Park Hong Kong Annual Report 2002). OP gained back 23% of visitors to almost 3.4 million, as it was able to boost attendance and appeal to different age groups by creating new events, new marketing strategies, and extensive promotion on the mainland.

Unfortunately, its success did not last long. Table 1 shows that OP faced 4.1 million deficits in the fiscal year 2002/03. Compared to the 15.3 million surplus it gained in the fiscal year of 2001/2002 (See Table 1), OP lost a large amount of capital for its daily operation. "This extremely encouraging beginning to the year (2002) was then thrown into dramatic reverse," said Philip Chan (Ocean Park Hong Kong Annual Report 2002). In the year 2001/02, the amount of visitors to the park was 3.4 million (See Table 1). However, due to the outbreak, the number dropped to 2.9 million (See Figure 2). In practical terms, there was one day in May where OP only received 18 visitors, which was 70% less than the visitor level in May 2002.

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

The management team of OP decided to cut costs and save cash reserves for maintaining service quality and safety standards so as to keep the park's competitiveness. They announced a series of new operation arrangements.

Firstly, the park chose to operate six days a week and closed on Mondays. A few facilities and rides' opening hours were rescheduled to meet the low demand. These measures helped the park to save costs in order to slightly relieve its heavy financial burden and be able to provide services to visitors on those six full operation days.

Secondly, the staff had to receive no-paid leave every month. Apart from that, they were also asked to take annual leave during this slow period. New recruitment was also stopped during that particular period. In addition, OP launched different promotion campaigns to attract local visitors, such as Easter and Mother's Day promotions.

Strategy 2 – The affection of brand celebrity

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

Strategy 3 - Services strengthening to meet the increasing demand

Thanks to the launch of the Individual Visit Scheme (IVS) by the China Government, OP experienced a rebound in the year 2003/04. This allowed mainlanders from designated cities to travel to Hong Kong independently instead of travelling with business visas. It encouraged more and more mainland tourists to visit Hong Kong, and even boosted the economy of Hong Kong.

To cater to the mainlanders, OP made many changes in the park. For example, according to Gyopos's interview of Ho (2006), the languages used in commentaries for shows included Putonghua, and Renminbi (RMB) were accepted for any payments in the park at that time. This scheme indirectly led to an increase in number of visitors to OP from 2.9 million in the year 2002/03 to 3.7 millions in the year 2003/04 (See Figure 2), which was a 23.33% increase in attendance. The park even received a 95.7 million surplus in revenue as well (See Table 1).

2005 – The Emergency of Hong Kong Disneyland

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

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

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

Strategy 1 – Redefining the market position of Ocean Park

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

"Disney is all about castles, fantasy, cartoon," he said. "Ocean Park is totally different. We are about real animals, the ocean, environment, education and conservation."(Kwok 2007) "We are a local theme park, and we have many local fans. Many of them grow with us, including moms and dads, grandparents and kids," said Allan Zeman (Chiu 2011). The team deftly positioned the park as a Hong Kong people's park connecting people with nature. He repeatedly said OP and Disneyland are not competitors but entities that complement each other. "We are not fighting with Disneyland but we are going to upgrade and redo the park," he said. "We hope when people think of a seaworld park, they will first think of Hong Kong Ocean Park."(Expo2010China.com 2010)

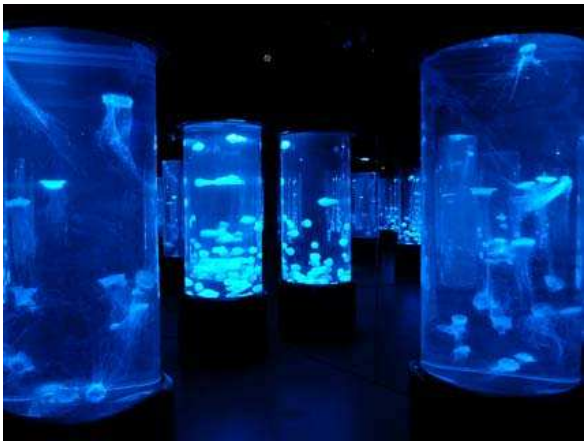
Strategy 2 - Addition of New Attraction, Education & Charity Programs

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

1) **Sea Jelly Spectacular**

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

Figure 4
The Sea Jelly Spectacular (Ocean Park Hong Kong, 2015)



2) The 3 Big Summer Splash

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

Figure 5
OP has collaborated with LINE for the 2015 Big Summer Bash (Ocean Park Hong Kong, 2015)



3) Donation to UNICEF

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

4) Corporate Social Marketing - Ocean Park Academy

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

Strategy 3 – New marketing campaign

1) "Love Hong Kong, Love Ocean Park!" Campaign

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

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

2) "Love Animal, Love Ocean Park" Campaign

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

"The overall numbers have surpassed our target. We were expecting attendance to drop by 20 to 30%. Instead it actually grew," claimed by Vivian Lee, Ocean Park marketing manager (Taylor 2006). After executing strategies mentioned above in the fiscal year of 2004/05, during which Hong Kong Disneyland was opened, more than 4 million visitors came to OP, and it was the highest-ever attendance since the opening of OP. Gross revenues increased by HK$ 77.2 million and the total surplus for the year increased from HK$ 95.7 million to HK$ 119.5 million (See Table 1). The sales of Smart Fun Annual Passes had a 58% growth as well (Taylor 2006). The success of OP showed the world that OP could survive along with Disney even in a small city, as long as it kept its unique advantages. The seasonal events and marketing campaigns were undoubtedly great successes, and contributed significantly to the fiscal year 2004/05.

Strategy 4 – The Master Redevelopment Project (MRP)

After the announcement of Disney's plan to move into the Hong Kong, and the proposal of the MTR South Island Line, which connected the railway with the south district of Hong Kong, OP began the HK$5.5 billion Master Redevelopment Plan (MRP) in 2005 which was led by Allan Zeman, the post-chairperson. This project focused on the long-term development of the park and aimed to revamp the park as a world-class marine theme park (PCDAward.com 2015). It was to be undertaken over six years through eight phases, and scheduled for completion in 2012.

Table 2
The Transformation of Ocean Park

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

Note. Adapted From Ocean Park Map 2005 & 2012

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

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

Summary of Success Factors

Positive brand image and positioning. As mentioned above, Ocean Park succeeds with its strong and healthy brand image it built in the past decades. It maintains an image that leads people to not only think about the thrilling rides but also the natural environment in OP. This is definitely a big success factor when comparing OP to other amusement parks in Hong Kong or even in the world.

Flexibility in coping with challenges. The park responded quickly to every challenge and opportunity. For example, in 2005, the emergence of Disneyland was expected to take visitors from OP. However, OP proved the public wrong, as it was able to pass through the crisis by adopting effective strategies. The high team spirit among the organization may have helped the park run flexibly and smoothly.

Current Challenges and Future Direction

Current Position of Ocean Park Hong Kong

***Strengths*.** Positive brand image and well positioning: OP positions itself as an "edu-tainment" amusement park, which differentiates itself from other theme parks and leads the public to recognize its value. It also maintains a positive brand image with little bad news. In the mid 2000s, OP launched a series of successful projects, which led the park to receive many distinctive awards. Because of its positive image, OP is regarded as one of the representation of Hong Kong.

Great Staff Commitment**:** Although there are many challenges OP needed to face, the commitment of its staff allowed OP to overcome them a little bit easier. During the period of SARS, starting from June 2003, OP decided to close on Mondays to reduce operation cost. The staff was willing to receive no paid leaves until OP returned to normal operation. Their commitment drove the company toward the way of success.

Weaknesses. OP is a local theme park, which mainly targeted local customers at the beginning. With that small range of visitors, OP lacked global recognition. Compared to other theme parks overseas, OP has limited space for further development, as the site is constituted mainly of mountains and close to Deep Water Bay. In addition, OP had already been operating for 26 years by 2003, so

many facilities were facing aging problems. With the high expectations of visitors, the park would no longer satisfy visitors if it did not make any changes.

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

Future challenges. There are two major challenges. The first is the emergence of Shaghai Disneyland. As stated by Ren (2015), the Shanghai Disneyland Park was scheduled to open in Pudong, Shanghai in 2016. It will be the 2nd Disneyland in China, providing another choice for mainlanders to visit. The park will be tripled the size of Hong Kong Disneyland from 142 to 360 hectares, with a Shanghai Disneyland Resort and Disney Town near the park. The second is the emergence of Shanghai Haichang Polar Ocean Park. As stated in Shanghai Daily (2015), the Shanghai Haichang Polar Ocean Park was announced to be located in 25 minutes away from the Shanghai Disneyland in Pudong, and scheduled to be opened in 2017. It is expected to attract 6 million visitors a year and become the largest theme park in the Eastern Asia. The synergy effect caused by the two giant theme parks together is likely to drive tons of tourists to travel to Shanghai and visit both parks.

This may be positive news for Shanghai tourism. However, it will threaten OP and even Hong Kong tourism, as Shanghai will own two large amusement parks, which will be similar to Hong Kong.

Future Development

New round development project. In 2013, the Master Redevelopment Project was completed, which was a benefit to the park. However, OP was not satisfied with the success and therefore announced a series of new round development project in accordance to the Ocean Park Press Release (2014). These projects will add 30 more attractions in the park, including the 400,000 square-foot Water World, and

will be launched by 2018. Complemented by the launch of MTR South Island Line (East) in 2016, which will improve accessibility and bring more visitors to the park, these new attractions will be one of the most important elements to enhance the competitiveness of OP.

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

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

Conclusion and Recommendations

Clearly, OP is an exemplary and successful case that shows how an aging brand successfully turned the threats it faced completely on its heads. The park responded to different problems and hazards decisively and swiftly. Although OP is experiencing success now, it must constantly make an effort to sustain its success and avoid dangers. As local Hong Kong people, we look forward to seeing OP reach more milestones in the future.

Stay Different, Stay Unique

The key action of OP is to differentiate itself. OP prides itself on being “a park to connect people with nature,” stated by Vivian Lee (Taylor 2006). It is suggested that OP must continue making itself unique from Disneyland as a local brand, and not just be a park with entertainment, but also with education. Therefore, continuous redevelopment is suggested for OP to advance the park into the world's

premier marine-themed park with ecological education, which Hong Kong people would be proud of.

Be Forward

Digital marketing is the new trend in marketing nowadays. Using social media platforms for promotion is likely to raise awareness of OP as it can attract more potential visitors, especially the younger generations. OP has to keep up with the trend in order to catch their attention and raise public awareness.

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

Be Humble, Be Local

OP has won the hearts of the Hong Kong residents with its image of being a "local-made brand," and has become a must-go attraction of visitors. OP wishes to have 8.5 million in attendance by 2020. Therefore, besides attracting more foreign visitors, attracting more domestic visitors is also important. The events and the park have to be localized so as to attract HK people returning to visit the park at least once a year. This will make OP more sustainable and help maintain its success.

"The Risen Dead Miracle of Ocean Park" is no doubt a successful story where OP has seen impressive outcomes from the strategies it used to deal with the challenges. A great amount of income and attendance as well as a positive brand image have resulted. Today, OP is a symbol of Hong Kong - when people think of Hong Kong, they think of OP.

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