By

Pamela Ho, Ph.D
School of Hotel & Tourism Management
The Hong Kong Polytechnic University

John Ap, Ph.D
School of Hotel & Tourism Management
The Hong Kong Polytechnic University

Project Co-ordinator

Mr. Tony Tse
School of Hotel & Tourism Management
The Hong Kong Polytechnic University
Copyright

© The Government of the Hong Kong Special Administrative Region

All rights reserved.
The copyright of this manual belongs to the Government of the Hong Kong Special Administrative Region. Commercial use is strictly prohibited. Offenders will be liable to legal responsibility.

Schools need not apply for permission to copy this manual in whole or in part for non-profit making educational or research purposes. All other uses should gain prior permission in writing from the Government of the Hong Kong Special Administrative Region. Requests should be directed to the:

Education Bureau
13/F, Room 1319, Wu Chung House
213 Queen’s Road East,
Wan Chai
Hong Kong
Acknowledgements

We would like to express our gratitude to the following organizations for giving us the permission to reprint some of the pictures and/or providing us with information for completing the curriculum support package:

The Association of National Tourist Office Representatives in Hong Kong, ANTOR (HK)
The Centre for Food Safety, Food and Environmental Hygiene Department
Introduction

A set of curriculum support package of tourism and hospitality learning and teaching materials is being developed by the Personal, Social and Humanities Education Section of Curriculum Development Institute, Education Bureau for the implementation of the senior secondary Tourism and Hospitality Studies curriculum in schools. The curriculum support package is comprised of eight manuals, and they are developed to broaden students’ knowledge of the eight different units of the Tourism and Hospitality Studies curriculum.

The content of this manual – Theme Parks and Attractions, should enhance students’ understanding of the dynamic nature of the tourism and hospitality industry. In addition, the manual includes activities to deepen students’ understanding and help them to apply theories and concepts. Furthermore, students should be able to develop enquiry, problem-solving and decision-making skills through these activities.

All comments and suggestions related to this curriculum support package may be sent to:

Chief Curriculum Development Officer (PSHE)
Personal, Social and Humanities Education
Curriculum Development Institute
Education Bureau
13/F, Room 1319, Wu Chung House
213 Queen’s Road East,
Wan Chai
Hong Kong

April 2009
Contents

1 Attractions and their characteristics 1

1.1 Introduction and overview (Supply) 2
   General definitions 2
   The relationship between attractions and destinations 4
   Typology of attractions 5

1.2 Other types of attraction (Classification) 20

1.3 Primary and secondary attractions (Scale) 23
   Catchment area 24
   Visitor numbers 25

1.4 Amusement and theme parks 26
   Definitions 26
   Types of theme park 27

1.5 The visitor attraction product 30
   Tangibles 30
   Intangibles 30
   Intangibility 31
   Inseparability 31
   Perishability 31

1.6 Three levels of product 32
   Core 32
   Tangible 33
   Augmented 33

1.7 Leading amusement and theme park attractions 34

1.8 The visitor attraction market I – Motivations (Demand) 37

1.9 The visitor attraction market II – Determinants 39
   Personal determinants 39
   External determinants 40
Contents

1.10 The visitor attraction market III – Important features
   Most important features
   Factors influencing decisions to visit a theme park

1.11 The visitor attraction market IV – Segmentation
   Geographical
   Demographic
   Psychographic
   Behavioural
   Others

2 The roles of attractions in a destination

2.1 Impacts on a destination
   Types of impacts

2.2 Development of attractions and theme parks I - Introduction
   Types of development
   Agents of development
   Motivations for development

2.3 Development of attractions and theme parks II – Scale
   Scale of development
   Time-scale of development

2.4 Development of attractions and theme parks III - Feasibility
   The feasibility study
   Site feasibility
   Market feasibility
   Financial feasibility

2.5 Development of attractions and theme parks IV - Feasibility
   What we plan and design
Contents

Why we plan and design .......................... 57

2.6 Development of attractions and theme parks V – Design objectives

   Types of objectives ................................ 58

3 Operations management .......................... 61

3.1 Operations management I – Introduction

   Scope of operations management ............. 62

3.2 Operations management II – Required skills and problem solving

   Skills involved .................................... 64
   Problems and problem solving ............... 64
   Types of risk ...................................... 65

3.3 Operations management III - Safety

   Role of safety ..................................... 66
   Safety considerations ............................. 66

3.4 Operations management IV – Crisis management

   Crisis management ............................... 67
   Crisis management action ....................... 67

3.5 Operations management V – Customer service

   Managing the visitor experience ............. 69
   Disney-style SERVICE .............................. 70

4 Factors contributing to the success of attractions and theme parks .......................... 71

4.1 Influencing factors I

   The organization and its resources ........... 72
   The product ..................................... 73

4.2 Influencing factors II

   The market ...................................... 76
   The management .................................. 77
1. Attractions and their characteristics
1.1 Introduction and overview (Supply)

General definitions

Attractions are the most important elements of a tourist destination as they provide the main reason or motivation for tourists to visit a destination. There is a large variety of tourist attractions and some of these are shown in the following chart:

Figure 1 – Typology of attractions

Source: Goeldner, Charles R, Ritchie, J.R. Brent, McIntosh, Robert W, Tourism – Principles, Practices,
In general, a visitor attraction tends to be an individual site in a clearly defined area that is publicly accessible. The attraction motivates large numbers of people to visit it, usually for leisure, for a short, limited period of time. Any feature of a destination which attracts visitors, including places, venues or activities, can be called an attraction.

Attractions usually have the following characteristics:

1. Set out to attract visitors, including locals and tourists, who are managed accordingly
2. Provides pleasurable and enjoyable experiences for visitors to spend their leisure time
3. Developed to make it attractive and inviting for the use and enjoyment of visitors
4. Managed as an attraction to satisfy visitors
5. Provides facilities and services to meet and cater to the needs of visitors
6. May or may not charge a fee for admission
The relationship between attractions and destinations

Attractions are generally single unit, individual sites with easily defined geographical areas based on a single key feature.

Destinations are usually larger areas that include many attractions with support services and infrastructure such as transportation networks and accommodation.

There is a strong link between attractions and destinations. On one hand, a major attraction makes a destination more appealing to tourists and can stimulate the development of other tourism sectors such as hotels, tour operators and catering, as well as the destination itself. Examples include the 2008 Olympic Games in Beijing. Very often, more secondary (i.e., second tier or lower level) attractions will be developed once the destination grows.

On the other hand, a popular and well-known destination ensures the potential market for the attractions. Destinations with high accessibility and clear market image are usually good locations to develop and build an attraction. Hong Kong is an example where Disney chose to locate their theme park close to the southern China market.
Typology of attractions

Tourists are more likely to visit destinations that possess a wide variety of interesting facilities and services which they can enjoy. We can often find different kinds of attractions in a destination providing visitors with different types of experience. Some of these attractions are natural while the others are man-made. They can be broadly divided into four main types:

- **Natural features**
- **Man-made buildings, structures and sites that were originally designed for a purpose other than attracting visitors**
- **Man-made buildings, structures and sites that are purpose-built to attract visitors and cater for their needs**
- **Special events**

Examples of each type of attractions are presented in Table 1.

**Table 1 - The four categories of attractions**

<table>
<thead>
<tr>
<th>Natural features</th>
<th>Man-made, but not originally designed to attract visitors</th>
<th>Man-made and purpose-built to attract visitors</th>
<th>Special events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beaches</td>
<td>Archaeological sites and ancient monuments</td>
<td>Amusement parks</td>
<td>Arts festivals</td>
</tr>
<tr>
<td>Caves</td>
<td>Cathedrals, churches and temples</td>
<td>Art galleries</td>
<td>Fairs and expositions</td>
</tr>
<tr>
<td>Forests</td>
<td>Cultural heritage sites</td>
<td>Casinos</td>
<td>Historical anniversaries</td>
</tr>
<tr>
<td>Harbours</td>
<td>Historic gardens</td>
<td>Country parks</td>
<td>Markets</td>
</tr>
<tr>
<td>Mountains</td>
<td>Industrial archaeology sites</td>
<td>Craft centres</td>
<td>Religious festivals and events</td>
</tr>
<tr>
<td>Natural heritage sites</td>
<td></td>
<td>Entertainment complexes</td>
<td>Sporting events – watching and</td>
</tr>
<tr>
<td>Rivers and lakes</td>
<td></td>
<td>Exhibition centres</td>
<td></td>
</tr>
<tr>
<td>Rock faces</td>
<td></td>
<td>Factory outlets</td>
<td></td>
</tr>
<tr>
<td>Wildlife – flora and fauna</td>
<td></td>
<td>Garden centres</td>
<td></td>
</tr>
</tbody>
</table>
**Natural features**

Physical features and natural scenery, collectively termed “landscapes”, are major attractions for tourists who love nature. With the growing concern about conservation, environmental protection, landforms, natural vegetation and wildlife, natural features provide valuable resources for the development of nature-based travel and/or eco-tourism. A landscape will be typically composed of three major geographical elements:

- **The landform and geology**
- **The natural vegetation (flora) and the animals (fauna) which depend upon it**
- **The presence of man which may modify both landforms and vegetation**

---

**Table: Theme Parks and Attractions**

<table>
<thead>
<tr>
<th>Natural features</th>
<th>Man-made, but not originally designed to attract visitors</th>
<th>Man-made and purpose-built to attract visitors</th>
<th>Special events</th>
</tr>
</thead>
<tbody>
<tr>
<td>houses</td>
<td>- Steam railways</td>
<td>- Health spas</td>
<td>participating</td>
</tr>
<tr>
<td></td>
<td>- Reservoirs</td>
<td>- Heritage centres</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Leisure centres</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Marinas</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Museums</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Picnic grounds</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Safari parks</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Theme parks</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Waterfront developments</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Working farms open to the public</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Source: Adapted from Swarbrooke, J, The Development and Management of Visitor Attractions, 2nd ed, Butterworth-Heinemann, 2005, p.6*
Landforms are classified into seven main categories:

- **Hills**
- **Mountains**
- **Plains**
- **Plateaux**
- **Coastlines**
- The water systems which drain the various landforms
- Geological determinants of landforms such as rivers, oceans and volcanic activity

Natural vegetation and the animals

On a world scale, natural vegetation changes from the equator to the polar regions and so do the animals. Nowadays, observation of natural vegetation and animals in their natural habitats is increasingly popular among tourists. For instance, many tourists go to the Amazon mainly to see and experience its rich rainforest and wildlife.

### Presence of man

Human activities such as agricultural and forestry practices have greatly modified much of the natural vegetation. Human interaction with the natural features of the land has created a variety of cultural landscapes across the world. These different landscapes are also key types of attraction.

#### Table 2 - Landforms as tourist attractions

<table>
<thead>
<tr>
<th>Type of landform</th>
<th>Examples</th>
<th>Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mountains and hills</td>
<td>• The Peak, Hong Kong SAR</td>
<td>Peak climbing</td>
</tr>
<tr>
<td></td>
<td>• Lushan, Huangshan, China (廬山、黃山)</td>
<td>Jungle walking</td>
</tr>
<tr>
<td></td>
<td>• Cameron Highlands, Malaysia</td>
<td>Skiing</td>
</tr>
<tr>
<td></td>
<td>• Swiss Alps, Switzerland</td>
<td>Sightseeing</td>
</tr>
<tr>
<td></td>
<td>• Banff National Park, Canada</td>
<td>Photography</td>
</tr>
<tr>
<td></td>
<td>• Grand Canyon, USA</td>
<td></td>
</tr>
<tr>
<td>Type of landform</td>
<td>Examples</td>
<td>Activities</td>
</tr>
<tr>
<td>------------------</td>
<td>----------</td>
<td>------------</td>
</tr>
<tr>
<td>Coastlines</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beaches</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lagoons</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reefs</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Islands</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cliffs</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Hainan Island and Qingdao, China (青島)</td>
<td>Water sports, eg</td>
</tr>
<tr>
<td></td>
<td>Phuket, Thailand</td>
<td>Fishing</td>
</tr>
<tr>
<td></td>
<td>Great Barrier Reef, Australia</td>
<td>Sailing</td>
</tr>
<tr>
<td></td>
<td>Maldives</td>
<td>Sunbathing</td>
</tr>
<tr>
<td></td>
<td>Hawaii, USA</td>
<td>Swimming</td>
</tr>
<tr>
<td></td>
<td>Caribbean Islands</td>
<td>Scuba diving</td>
</tr>
<tr>
<td></td>
<td>White Cliffs of Dover, England</td>
<td>Snorkeling</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Water skiing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Windsurfing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Animal and whale watching</td>
</tr>
<tr>
<td>River systems</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lakes</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Waterfalls</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Yangtze River, Chang Jiang and the Three Gorges (長江三峡), China</td>
<td>Water sports, eg</td>
</tr>
<tr>
<td></td>
<td>Huangguoshu, China (黃果樹瀑布)</td>
<td>boating, fishing and rafting</td>
</tr>
<tr>
<td></td>
<td>West Lake, Hangzhou, China</td>
<td>Cruises</td>
</tr>
<tr>
<td></td>
<td>Xihu, Lake Taihu, China (西湖, 太湖)</td>
<td>Sightseeing</td>
</tr>
<tr>
<td></td>
<td>Lake Louise, Canada</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lake Lucerne, Switzerland</td>
<td></td>
</tr>
<tr>
<td></td>
<td>River Rhine, Germany</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Niagara Falls, Canada</td>
<td></td>
</tr>
<tr>
<td>Type of landform</td>
<td>Examples</td>
<td>Activities</td>
</tr>
<tr>
<td>--------------------------------------</td>
<td>--------------------------------------------------------------------------</td>
<td>--------------------</td>
</tr>
<tr>
<td>Special natural phenomena</td>
<td>• Victoria Falls, Zimbabwe</td>
<td>Sightseeing</td>
</tr>
<tr>
<td>Volcanoes</td>
<td>• Mount. Fuji, Japan</td>
<td>Spa bathing</td>
</tr>
<tr>
<td>Geysers</td>
<td>• Old Faithful Geyser, Yellowstone National Park, USA</td>
<td></td>
</tr>
<tr>
<td>Sulphur pools</td>
<td>• Rotarua, New Zealand</td>
<td></td>
</tr>
<tr>
<td>Hot springs</td>
<td>• Lake Taal, Philippines</td>
<td></td>
</tr>
<tr>
<td>Crater lake</td>
<td>• Changbaishan, Tianchi, China (長白山天池)</td>
<td></td>
</tr>
<tr>
<td>Caldera</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Karst (limestone) landscape in Guilin, China (桂林)</td>
<td>Sightseeing</td>
</tr>
<tr>
<td></td>
<td>• Stone Forest in Kunming, China (昆明)</td>
<td>Rock climbing</td>
</tr>
<tr>
<td></td>
<td>• Uluru (Ayers Rock), Australia</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Shale rock - Ping Chau, Hong Kong SAR (平洲)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Rock outcrops - Lion Rock, Hong Kong SAR (狮子山)</td>
<td></td>
</tr>
</tbody>
</table>

**Man-made attractions that were not originally designed to attract visitors**

Attractions that were built to serve purposes other than attracting visitors may either be deliberately converted into an attraction (eg Western Market, Hong Kong SAR) or have spontaneously evolved into an attraction over time (eg Bauhinia Square, Wong Tai Sin Temple, Po Lin Monastery and The Big Buddha). Some of the commonly visited attractions are:
• Ancient monuments and historic buildings
• Archaeological sites
• Cathedrals and temples
• Cultural heritage sites
• Gardens
• Industrial heritage
Ancient monuments and historic buildings

The world has buildings that have long histories and are of architectural value which provide an attractive setting for sightseeing. Although some of these buildings continue to perform their original functions, some may have been converted into homes, shops, offices, even hotels. Examples:

- **The Old Supreme Court**, Hong Kong SAR – home of the Legislative Council
- **Western Market**, Hong Kong SAR – converted to a specialised textile retail centre with restaurants
- **Fullerton Hotel**, Singapore – converted former post office

Archaeological sites

People are interested in the study of the pre- or early history of mankind. Sites that are rich in archaeological value usually attract visitors from around the world. Examples are:

- **The Acropolis**, Athens, Greece – sacred rock outcrop which houses the Parthenon temple developed around the 5th century BC
- **Angkor Wat**, Siem Reap, Cambodia – state temple and capital complex of the 12th century Khmer empire
- **Terracotta Warriors**, Xian, China – tomb of the Emperor Qinshihuang (who reigned from 221-207BC) which houses thousands of life-sized terracotta statues of soldiers and horses
- **Lei Cheng Uk Han Tomb**, Hong Kong SAR – an early Han tomb that dates back about 2,000 years

Cathedrals and temples

Cathedrals and temples serve as places of worship and, over time, they may become attractions due to their size and importance in a particular destination. Examples include:

- **Saint Peter’s Basilica**, The Vatican – one of the most sacred sites and the largest Catholic Church completed in the 15th century
- **Westminster Abbey in London**, UK – Anglican Church built in 1065 which has served as a place of worship, the Coronation venue and also burial place for English monarchs
- **Wong Tai Sing Temple** - Hong Kong SAR’s most famous Taoist temple
Theme Parks and Attractions

- **Po Lin Monastery and the Big Buddha, Hong Kong SAR** – Buddhist monastery with the world’s largest outdoor sitting Buddha statue

**World Heritage sites**

UNESCO inscribes (ie certifies and lists) heritage sites of international significance. These sites may be either natural or cultural. Sites of cultural significance worthy of preservation and/or conservation are protected and managed for future generations. Once listed, such sites, which may hitherto be little known, become a magnet for tourists. In 2008 for example, China has 36 listed sites. Some examples of cultural heritage sites in the Asia region include:

- **Macau’s historic buildings**
- **Malacca, Malaysia**
- **The Great Wall**
- **The Forbidden City**
- **Lijiang Ancient Town**

**Gardens**

Some magnificent gardens were built to complement the buildings or serve as leisure facilities for the locals and tourists. They may be famous for their great landscape or for their special design and themes. Examples:

- **Yu Yuan (Yu Mandarin’s Garden), Shanghai, China** – garden with Ming Dynasty characteristics and architectural style
- **Classical Gardens of Suzhou Gardens, China** – this private garden of Zhouzheng, which is also known as the Humble Administrator’s Garden, was originally developed in the 11th – 19th Century. Today, it reflects traditional Ming and Qing dynasty landscape architecture
- **Gardens of the Palace of Versailles, France** – well-manicured horticultural gardens of the French Emperor’s palace developed in the late 1600s

**Industrial heritage**

A variety of industrial sites, mining sites, railways, docks, warehouses and manufacturing sites have also been converted into tourist attractions. Examples:

- **Old Fisherman’s Wharf, Monterey, USA** – a passenger and freight wharf which also served as the docks for the fishing fleet and housed the fish
canneries which have now been converted into an internationally renowned aquarium (The Monterey Bay Aquarium), as well as specialty shops and restaurants now known as Cannery Row

- Sovereign Hill, Ballarat (near Melbourne), Australia – replica of a mine in a former gold rush town in the 1850s

Man-made attractions purpose-built to attract visitors

The aim of purpose-built attractions is to attract visitors and increase visitor numbers. Satisfying visitors’ needs is essential in the daily operations of these attractions. You can usually find the following types of attractions included in a tour itinerary:

- **Amusement and theme parks**
- **Zoos and aquariums**
- **Museums and art galleries**
- **Retail shopping**

Amusement parks

Amusement parks originated from pleasure gardens that provided a place for relaxation and temporary escape from the pressures of daily living and work. Visitors are attracted to these parks by the lights, sounds, rides, games of chance, food and a variety of activities. Live entertainment and special events may also be offered in the park to stimulate repeat visitors. Advances in technology mean that amusement parks can be built in any city or even offer temporary attractions to visitors such as a temporary amusement playground. For example, over the years the Hong Kong SAR Winter Carnival has been held at a number of temporary venues such as former Kai Tak airport, Hung Hom Bay and the Tamar site.

The concept of the amusement arcade and playground emerged when shopping centre planners and managers came up with the idea of providing video games, pinball machines, playgrounds with bumper cars and boats, a waterslide and other amusement games, all conveniently located inside the shopping centre. Examples:

- **Sega City Interactive Entertainment Centre, Irvine, California**
- **Seacon Square, Bangkok, Thailand**
- **Lotte World, Seoul, South Korea**
- **West Edmonton Mall, Edmonton, Canada**
**Theme parks**

A theme park is a destination in its own right, which combines entertainment, food and beverage and shops, and an environment that is different from that found outside its gates. A theme is used to provide a focus for the design, development and operation of such a park. The concept of theme parks was championed by Walt Disney, who in 1955 opened Disneyland in Anaheim, California around Disney's cartoon characters (Mickey Mouse, Donald Duck etc.) and America’s past, present and future.

In order to attract new and repeat visitors, a theme park must:

- **Create a family atmosphere**
- **Be clean and visually pleasing**
- **Provide a wide variety of rides such as roller coasters, water rides;**
- **Provide a wide variety of shows and activities**

Examples include:

- **Walt Disney World and Resort, Orlando, USA, Disneyland Resorts in California, USA; Paris, France; Tokyo, Japan and Hong Kong SAR.**
- **Universal Studios, Florida and California, USA; Barcelona, Spain; and Osaka, Japan**
- **Ocean Park, Hong Kong SAR**

**Zoos and aquariums**

Large collections and displays of animals have served to draw visitors. Some successful zoos create a great deal of public interest and visits because of unusual exhibits, collections of animal species and efforts to recreate the natural setting found in the wild.

Some zoos and aquariums include educational elements such as movies showing the behaviour of animals. In order to enhance the visitors’ experience, the management commonly provides opportunities for visitors to participate in interactive activities such as feeding the animals or taking part in animal shows.
Some theme parks such as Hong Kong Ocean Park and Seaworld in San Diego, Orlando and San Antonio in the USA, which adopt a marine theme, incorporate aquariums and animal exhibits as part of their attractions. Examples of stand-alone zoos and aquariums include the following:

Zoos:

- **Panyu Safari Park, China**
- **Singapore Zoological Gardens, Singapore**
- **San Diego Zoo, California, USA**
- **Hong Kong Zoological and Botanical Gardens, Hong Kong SAR**

Aquariums:

- **Monterey Bay Aquarium, Monterey, California, USA**
- **Georgia Aquarium, Atlanta, USA**
- **Underwater World, Singapore**

Museums and art galleries

Museum types are extensive and include themes that cover art, history, science, technology, and military and natural history. Museums provide a valuable foundation for studying the past and thinking about the future.
Table 3 - Examples of various types of museums

<table>
<thead>
<tr>
<th>Type of museum</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Art</td>
<td>• <em>Louvre Museum</em>, Paris, France</td>
</tr>
<tr>
<td></td>
<td>• <em>Hong Kong Museum of Art</em>, Hong Kong SAR</td>
</tr>
<tr>
<td>History</td>
<td>• <em>British Museum</em>, London, U.K.</td>
</tr>
<tr>
<td></td>
<td>• <em>Hong Kong Museum of History</em>, Hong Kong SAR</td>
</tr>
<tr>
<td>Science and technology</td>
<td>• <em>Kennedy Space Centre</em>, Cape Canaveral, USA.</td>
</tr>
<tr>
<td></td>
<td>• <em>Hong Kong Science Museum</em>, Hong Kong SAR</td>
</tr>
<tr>
<td></td>
<td>• <em>Hong Kong Space Museum</em>, Hong Kong SAR</td>
</tr>
<tr>
<td>Military</td>
<td>• <em>Hong Kong Museum of Coastal Defence</em>, Hong Kong SAR</td>
</tr>
<tr>
<td>Natural history</td>
<td>• <em>Smithsonian – National Museum of Natural History</em>, Washington DC, USA</td>
</tr>
<tr>
<td>(collections of animal species,</td>
<td></td>
</tr>
<tr>
<td>rocks, crust etc)</td>
<td></td>
</tr>
<tr>
<td>Museum of special collections</td>
<td>• <em>Hong Kong Railway Museum</em>, Hong Kong SAR</td>
</tr>
<tr>
<td></td>
<td>• <em>Flagstaff House Museum of Tea Ware</em>, Hong Kong SAR</td>
</tr>
<tr>
<td></td>
<td>• <em>Hong Kong Film Archives</em>, Hong Kong SAR</td>
</tr>
</tbody>
</table>

Retail shopping

Shopping is a considerable attraction for tourists, and in many cases visitors are solely attracted by the shopping opportunities at certain destinations. For example, tourists will go to London in January to enjoy the annual sales held at Harrods, a world-renowned department store.

Hong Kong was once known as a shopper’s paradise until the Asian financial crisis hit in 1997. As a duty-free port it had provided value for money, especially for
luxury goods. Nowadays, the Hong Kong Tourism Board promotes Hong Kong as a
destination which offers a wide range and variety of shopping experiences from
bargain souvenirs that can be obtained at the street markets to luxury products in
designer stores.

In recent years, shopping has been frequently combined with other forms of leisure
in the design of an entertainment complex. Leisure could be in the form of an
amusement park, catering facilities or even hotel accommodation. A recent example
is the Venetian Hotel and Resort in Macau.

**Special events**

Festivals and events are one of the fastest-growing segments in tourism. Events are
temporary attractions which provide opportunity for leisure, social or cultural
experiences outside the normal range of daily activities. Destinations compete
vigorously for mega events such as the Olympic Games and the Soccer World Cup.
These special events may generate economic benefits for the community including
job opportunities and foreign exchange income. They can also add variety to the
attraction profile and enhance the image of a destination.

There are three basic types: sports events, arts and culture, and commercial events,
as presented in Table 4.

**Table 4 – Types of special events**

<table>
<thead>
<tr>
<th>Type of event</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sports events</td>
<td>• Olympic Games</td>
</tr>
<tr>
<td></td>
<td>• World Championships (various sports)</td>
</tr>
<tr>
<td></td>
<td>• World Cup Soccer Games</td>
</tr>
<tr>
<td></td>
<td>• Asian Games</td>
</tr>
<tr>
<td></td>
<td>• Hong Kong Rugby Sevens</td>
</tr>
<tr>
<td></td>
<td>• Formula One Motor Racing</td>
</tr>
<tr>
<td>Arts and culture</td>
<td>• Edinburgh Festival</td>
</tr>
<tr>
<td></td>
<td>• Cannes Film Festival</td>
</tr>
<tr>
<td>Type of event</td>
<td>Examples</td>
</tr>
<tr>
<td>--------------------</td>
<td>-----------------------------------------------------------------</td>
</tr>
<tr>
<td>Mardi Gras</td>
<td>Mardi Gras (in Rio de Janeiro, New Orleans)</td>
</tr>
<tr>
<td></td>
<td>Hong Kong Arts Festival</td>
</tr>
<tr>
<td>Commercial events</td>
<td>World Wine Fair</td>
</tr>
<tr>
<td></td>
<td>Munich Beer Festival</td>
</tr>
<tr>
<td></td>
<td>Hong Kong Food Festival</td>
</tr>
<tr>
<td></td>
<td>World Expo</td>
</tr>
</tbody>
</table>
Activity 1

Identify FIVE local Hong Kong or China examples for each of the four types of attractions:

<table>
<thead>
<tr>
<th></th>
<th>Natural</th>
<th>Man-made but not originally designed to attract visitors</th>
<th>Man-made and purpose-built to attract visitors</th>
<th>Special events</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>
1.2 Other types of attraction (classification)

Ownership

Attractions can be operated under three different types of ownership, namely:

- Public
- Private
- Voluntary.

In general, these three ownership structures tend to own different types of attractions with different motivations and objectives other than making profits – see Table 5. These differences affect the manner in which the attractions are managed and their daily operations. In particular, they affect decisions relating to an attraction’s planning and design, entrance fees and promotion.

Table 5 - The ownership of attractions

<table>
<thead>
<tr>
<th>Type of ownership</th>
<th>Main types of attraction owned</th>
<th>Main motivations for ownership and operation</th>
</tr>
</thead>
</table>
| \(\text{A. Public – Government, local authorities and nationalised industries}\) | - Museums and art galleries  
- Ancient monuments  
- Archaeological sites  
- Historic buildings  
- Country parks  
- Forests | Main priority  
- Preservation and conservation  
Other priorities  
- Education  
- Public access and increased leisure opportunities for the community  
- Income  
- Visitor management  
- To facilitate tourism development in the }
<table>
<thead>
<tr>
<th>Type of ownership</th>
<th>Main types of attraction owned</th>
<th>Main motivations for ownership and operation</th>
</tr>
</thead>
<tbody>
<tr>
<td>B. Private – Commercial Organizations</td>
<td>• Amusement and theme parks</td>
<td>destination</td>
</tr>
<tr>
<td></td>
<td>• Zoos</td>
<td>Main priority</td>
</tr>
<tr>
<td></td>
<td>• Marinas</td>
<td>• Profit</td>
</tr>
<tr>
<td></td>
<td>• Entertainment complexes</td>
<td>Other priorities</td>
</tr>
<tr>
<td></td>
<td>• Leisure shopping</td>
<td>• Entertainment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Maximise visitor numbers and market share</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Exploit new markets</td>
</tr>
<tr>
<td>C. Voluntary – Trusts</td>
<td>• Historic buildings, especially stately homes</td>
<td>Main priority</td>
</tr>
<tr>
<td>formed for charitable purposes</td>
<td>• Heritage centres</td>
<td>• Conservation via income from visitors</td>
</tr>
<tr>
<td></td>
<td>• Museums</td>
<td>Other priorities</td>
</tr>
<tr>
<td></td>
<td>• Steam railways</td>
<td>• Education</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Visitor management</td>
</tr>
</tbody>
</table>

Activity 2
Find TWO attractions in Hong Kong which have different types of ownership. Compare and contrast their ownerships, locations, entrance fees, service, and facilities by completing the following table.

<table>
<thead>
<tr>
<th>Name of attraction</th>
<th>Type of ownership</th>
<th>Location</th>
<th>Entrance fee</th>
<th>Services and facilities available</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
1.3 Primary and secondary attractions (Scale)

Due to limited time and budget, tourists usually set priorities for the different attractions that they will visit at a destination – some attractions are more popular than others. One of the determining factors is the size and scale of the attractions, which may also be classified as primary or secondary attractions.

Primary attractions

They are the most interesting and popular attractions that tourists often choose to visit first. Sometimes they may even be the main motivator for tourists to choose a particular destination to visit. For instance, most tourists visiting Beijing, China visit historic attractions such as The Great Wall, Forbidden City and Summer Palace. Primary attractions are those where tourists spend most of their time.

This is because the site either is a vital venue for an activity (eg ski resort for skiing) or it is large scale such that the visitor needs to spend more time on the site to enjoy and experience it. Primary attractions often charge relatively higher entrance fees. Typical examples of primary attractions are national parks, world heritage sites, theme parks, ski resorts and world expos.

Secondary attractions

They are smaller places that tourists visit on the way to and from the primary attractions. Tourists usually spend a shorter time in secondary attractions. They are included in an itinerary to:

- Serve as breaks for a long journey
- Provide a place for rest and refreshment
- Give the trip some variety

Examples of some common secondary attractions include arts and crafts centres, picnic sites, lookouts and small markets.
Catchment area

This is the area from which an attraction is able to draw its visitors. The size of the catchment varies from local to regional to international. Some attractions are able to entice visitors from only within a few kilometers (e.g., Sam Tung Uk Museum in Tsuen Wan, Hong Kong SAR) while other famous attractions are more appealing in the region in which they are located (e.g., Big Buddha at the Po Lin Monastery on Lantau Island, Hong Kong SAR). In reality, many attractions like small-scale museums and country parks only enjoy a local catchment area for they serve more as leisure facilities for local residents rather than as major tourist attractions.

Very few attractions in the world enjoy an international catchment area. They are usually unique and famous so that everyone would like to visit once in their lifetime. Examples include the Grand Canyon, Victoria Falls, Pyramids at Giza, Walt Disney World and the Olympic Games (wherever they are held).

It is an advantage if an attraction is located in a destination with or next to a large population. This means that there will be a greater market potential for the attraction. Apart from population, other major attractions and supporting infrastructure such as the transportation network, accommodation and catering outlets etc. within the catchment area are also key indicators which facilitate and enable the forecasting of potential visitor numbers to an attraction.
Visitor numbers

Attractions can also be classified according to how many visitors they receive. This figure varies depending on the appeal, size and scale of the attraction, from a few hundred or thousand visitors per annum for some small private museums to millions per annum at Disneyland. The highest number of visitors is often found at theme parks and famous world heritage sites. Attractions located in populous catchment areas have higher potential to attract more visitors.

The International Association of Amusement Parks and Attractions (www.iaapa.org), an international industry organisation, classifies amusement parks and attractions by company size and type. Any attraction that draws more than 1 million visitors each year will normally be regarded as major. The IAAPA categories are as follows:

<table>
<thead>
<tr>
<th>Class</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a</td>
<td>Amusement parks and water parks under 250,000 in attendance, family</td>
</tr>
<tr>
<td></td>
<td>entertainment centres, attractions, non-profit zoos, aquariums and</td>
</tr>
<tr>
<td></td>
<td>museums.</td>
</tr>
<tr>
<td>1b</td>
<td>Amusement parks and water parks with 250,001 to 500,000 in attendance,</td>
</tr>
<tr>
<td></td>
<td>family entertainment centres, attractions, non-profit zoos, aquariums</td>
</tr>
<tr>
<td></td>
<td>and museums.</td>
</tr>
<tr>
<td>2</td>
<td>Amusement parks and water parks with 500,001 to 1 million in attendance,</td>
</tr>
<tr>
<td></td>
<td>hotels and resorts, casinos and for profit zoos, aquariums and museums.</td>
</tr>
<tr>
<td>3</td>
<td>Amusement parks and water parks with 1,000,001 to 2 million in attendance.</td>
</tr>
<tr>
<td>4</td>
<td>Amusement parks and water parks with over 2 million in attendance and</td>
</tr>
<tr>
<td></td>
<td>Family Entertainment Chains.</td>
</tr>
</tbody>
</table>

In 2007, attendance at the top 25 amusement and theme parks ranged from 3.7 to 17 million, with the top park being The Magic Kingdom at Walt Disney World in Orlando, Florida – see Table 6 in Section 1.6.
### 1.4 Amusement and theme parks

#### Definitions

An amusement park provides a place for relaxation and temporary escape. It is an outdoor centre providing various rides, games and entertainment, live performances, food and beverage, and retailing. Sometimes, an amusement park is built together with a shopping mall to enhance its attractiveness.

Similar to an amusement park, a theme park contains a variety of entertainment, food and beverage, and shops and an environment that is designed around a key theme. According to the International Association of Amusement Parks and Attractions (IAAPA), a theme park is ‘an amusement park that has themed attractions, be it food, costumes, entertainment, retail stores and/or rides’. The theme is the main part of the visitors’ experience which is chosen when the park is planned to provide a focus for the design, development and operation of such a park. Therefore the selection of the theme is extremely important to the operations of the park.
Types of theme park

The type of theme park is one of the factors affecting visitors’ preference. Theme parks can generally be classified into seven theme types and related attributes as follows:

Table 7 – Types of theme park

<table>
<thead>
<tr>
<th>Type of theme park</th>
<th>Attributes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Adventure</td>
<td>• Excitement and action</td>
</tr>
<tr>
<td></td>
<td>• Frightening</td>
</tr>
<tr>
<td></td>
<td>• Mysterious</td>
</tr>
<tr>
<td></td>
<td>• Thrill rides</td>
</tr>
<tr>
<td>2. Futurism</td>
<td>• Advances in society and technology</td>
</tr>
<tr>
<td></td>
<td>• Discovery</td>
</tr>
<tr>
<td></td>
<td>• Exploration of science and technology</td>
</tr>
<tr>
<td></td>
<td>• Robotics</td>
</tr>
<tr>
<td></td>
<td>• Scientific</td>
</tr>
<tr>
<td></td>
<td>• Science fiction</td>
</tr>
<tr>
<td>3. International</td>
<td>• Flavours of the world</td>
</tr>
<tr>
<td></td>
<td>• International village</td>
</tr>
<tr>
<td></td>
<td>• Miniature replicas</td>
</tr>
<tr>
<td></td>
<td>• Scenic spots</td>
</tr>
<tr>
<td></td>
<td>• World expositions</td>
</tr>
<tr>
<td>Type of theme park</td>
<td>Attributes</td>
</tr>
<tr>
<td>---------------------------</td>
<td>-----------------------------------</td>
</tr>
<tr>
<td>4. Nature</td>
<td>Animals</td>
</tr>
<tr>
<td></td>
<td>Floral displays</td>
</tr>
<tr>
<td></td>
<td>Horticultural gardens</td>
</tr>
<tr>
<td></td>
<td>Landscaping</td>
</tr>
<tr>
<td></td>
<td>Marine life</td>
</tr>
<tr>
<td></td>
<td>Natural wonders</td>
</tr>
<tr>
<td></td>
<td>Ocean</td>
</tr>
<tr>
<td></td>
<td>Wildlife</td>
</tr>
<tr>
<td>5. Fantasy</td>
<td>Animation</td>
</tr>
<tr>
<td></td>
<td>Cartoon characters</td>
</tr>
<tr>
<td></td>
<td>Childhood enchantment</td>
</tr>
<tr>
<td></td>
<td>Children's play park</td>
</tr>
<tr>
<td></td>
<td>Fairy tales</td>
</tr>
<tr>
<td></td>
<td>Magic</td>
</tr>
<tr>
<td></td>
<td>Make believe</td>
</tr>
<tr>
<td></td>
<td>Myths and legends</td>
</tr>
<tr>
<td>6. History and culture</td>
<td>Aboriginal</td>
</tr>
<tr>
<td></td>
<td>Authentic</td>
</tr>
<tr>
<td></td>
<td>Cultural heritage</td>
</tr>
<tr>
<td></td>
<td>Cultural village</td>
</tr>
<tr>
<td></td>
<td>Gold rush</td>
</tr>
<tr>
<td>Type of theme park</td>
<td>Attributes</td>
</tr>
<tr>
<td>-------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>7. Movies</td>
<td>• Historic ambience</td>
</tr>
<tr>
<td></td>
<td>• American Wild West shows</td>
</tr>
<tr>
<td></td>
<td>• Comedy</td>
</tr>
<tr>
<td></td>
<td>• Motion pictures</td>
</tr>
<tr>
<td></td>
<td>• Show business</td>
</tr>
<tr>
<td></td>
<td>• Stunt shows</td>
</tr>
</tbody>
</table>
1.5 The visitor attraction product

In the attractions sector, the product is a combination of facilities and services. It is a bundle of benefits designed to satisfy visitors’ needs. The attraction products are composed of both tangible and intangible elements. They can be as simple as a kid’s ride or as abstract as an experience.

If we apply the attraction product concept to a theme park, the ‘product’ we purchase and consume includes:

**Tangibles**

- Rides
- Costumed characters
- Shops
- Restaurants
- Themed decorations
- Clean and pleasant environment
- Appearance of the staff

**Intangibles**

- Feeling or atmosphere of fun and excitement
- Pleasant and comfortable atmosphere
- Staff attitude and behaviour
- Service provided

The nature of service products (eg a packaged holiday offered by a tour operator) is different from tangible products (eg a camera bought from a shop). You may see, touch and test a camera before buying it in a shop and bring it back home after you have purchased it. You may also make a purchase online and have the goods delivered. However, this is not the same for service products which also have abstract elements or characteristics.
Intangibility

When we visit an attraction, there is no tangible product to carry home. We can take photos and enjoy the feeling of the place. However, what we ‘bring home’ are the experience and memories of the visit which are individual and abstract in nature.

Inseparability

Both the staff and the visitors themselves are involved in the production of the service. Also the service is produced and consumed at the same moment. When museum staff introduce a visitor to exhibits and their cultural values, the visitor interacts with the staff member. The visitor’s expectations, attitudes and experience will affect their interaction with the staff.

Hence, you and your friend’s visit to the theme park may result in different experiences and memories about the same visit. While you may feel satisfied and happy with the thrills experienced, your friend may not agree because they do not like the hot weather and rides because the latter were too frightening for them or made them feel dizzy or sick.

Perishability

The attraction service products provided can neither be stored, nor standardised. As visitors are involved in the production of services, the intangible experience varies from visitor to visitor. In addition, as staff provide different services, the service product can never be controlled and standardised before it is delivered.
1.6 Three levels of product

Products including manufactured goods or services can be divided into three levels:

1. Core
2. Tangible
3. Augmented

Figure 2 – Three levels of product


Core product

It is the intangible benefits that the customer is really buying. For instance, the core product you gain from visiting a historic museum is the opportunity to learn. People visiting a world cultural heritage site are looking for a feeling of nostalgia and understanding of the site’s background and history. Visitors going to a theme park may be expecting the excitement of the rides or an opportunity for a family gathering.
**Tangible product**

It is the physical object we buy, including the features, design, quality and packaging of the product. The tangible elements of a visit to a museum include the building itself, the exhibits, the sound and light effects, the design of the place and the guide services. For a theme park, the tangible elements include the park itself, the environment, rides, catering outlets, souvenir shops and performances.

**Augmented product**

This includes all the additional services and benefits that enhance the customer’s consumption experience. They are not the core elements that the customer is buying, but they help to make the experience more satisfying and enjoyable. Augmented products can be tangible or intangible, such as shuttle bus services to and from an attraction, facilities for the disabled, a baby stroller renting service, lockers etc.
1.7 Leading amusement and theme park attractions

The following are the top attractions and parks worldwide and in Asia according to the Themed Entertainment Association / Economics Research Associates’ Theme Park Attendance Report 2007 – see Tables 6 and 7.

Table 6 - Top attractions and parks worldwide in 2007

<table>
<thead>
<tr>
<th>Rank</th>
<th>Park and location</th>
<th>2007 attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>MAGIC KINGDOM at Walt Disney World, Lake Buena Vista, USA</td>
<td>17,060,000</td>
</tr>
<tr>
<td>2.</td>
<td>DISNEYLAND, Anaheim, USA</td>
<td>14,870,000</td>
</tr>
<tr>
<td>3.</td>
<td>TOKYO DISNEYLAND, Tokyo, Japan</td>
<td>13,906,000</td>
</tr>
<tr>
<td>4.</td>
<td>TOKYO DISNEYSEA, Tokyo, Japan</td>
<td>12,413,000</td>
</tr>
<tr>
<td>5.</td>
<td>DISNEYLAND PARIS, Marne-La-Valle, France</td>
<td>12,000,000</td>
</tr>
<tr>
<td>6.</td>
<td>EPCOT at Walt Disney World, Lake Buena Vista, USA</td>
<td>10,930,000</td>
</tr>
<tr>
<td>7.</td>
<td>DISNEY’S HOLLYWOOD STUDIOS at Walt Disney World, Lake Buena Vista, USA</td>
<td>9,510,000</td>
</tr>
<tr>
<td>8.</td>
<td>DISNEY’S ANIMAL KINGDOM at Walt Disney World, Lake Buena Vista, USA</td>
<td>9,490,000</td>
</tr>
<tr>
<td>9.</td>
<td>UNIVERSAL STUDIOS JAPAN, Osaka, Japan</td>
<td>8,713,000</td>
</tr>
<tr>
<td>10.</td>
<td>EVERLAND, Kyonggi-Do, South Korea</td>
<td>7,200,000</td>
</tr>
<tr>
<td>Rank</td>
<td>Park and location</td>
<td>2007 attendance</td>
</tr>
<tr>
<td>------</td>
<td>----------------------------------------------------------</td>
<td>-----------------</td>
</tr>
<tr>
<td>11.</td>
<td>UNIVERSAL STUDIOS, Orlando, USA</td>
<td>6,200,000</td>
</tr>
<tr>
<td>12.</td>
<td>SEAWORLD FLORIDA, Orlando, USA</td>
<td>5,800,000</td>
</tr>
<tr>
<td>13.</td>
<td>DISNEY’S CALIFORNIAL ADVENTURE, Anaheim, USA</td>
<td>5,680,000</td>
</tr>
<tr>
<td>14.</td>
<td>PLEASURE BEACH, Blackpool, UK</td>
<td>5,500,000</td>
</tr>
<tr>
<td>15.</td>
<td>ISLANDS OF ADVENTURE at Universal Orlando, Orlando, USA</td>
<td>5,430,000</td>
</tr>
<tr>
<td>16.</td>
<td>OCEAN PARK, Hong Kong SAR, China</td>
<td>4,920,000</td>
</tr>
<tr>
<td>17.</td>
<td>HAKKEIJIMA SEA PARADISE, Yokohama, Japan</td>
<td>4,770,000</td>
</tr>
<tr>
<td>18.</td>
<td>UNIVERSAL STUDIOS HOLLYWOOD, Universal City, USA</td>
<td>4,700,000</td>
</tr>
<tr>
<td>19.</td>
<td>BUSCH GARDENS TAMPA BAY, Tampa Bay, USA</td>
<td>4,400,000</td>
</tr>
<tr>
<td>20.</td>
<td>SEAWORLD CALIFORNIA, San Diego, USA</td>
<td>4,260,000</td>
</tr>
<tr>
<td>21.</td>
<td>HONG KONG DISNEYLAND, Hong Kong SAR, China</td>
<td>4,150,000</td>
</tr>
<tr>
<td>22.</td>
<td>TIVOLI GARDENS, Copenhagen, Denmark</td>
<td>4,110,000</td>
</tr>
<tr>
<td>23.</td>
<td>EUROPAPARK, Rust, Germany</td>
<td>4,000,000</td>
</tr>
<tr>
<td>24.</td>
<td>NAGASHIMA SPA LAND, Kuwana, Japan</td>
<td>3,910,000</td>
</tr>
<tr>
<td>25.</td>
<td>PORT ADVENTURA, Salou, Spain</td>
<td>3,700,000</td>
</tr>
</tbody>
</table>
### Table 7 - Top attractions and parks in Asia in 2007

<table>
<thead>
<tr>
<th>Rank</th>
<th>Park and location</th>
<th>2007 attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>TOKYO DISNEYLAND, Tokyo, Japan</td>
<td>13,906,000</td>
</tr>
<tr>
<td>2.</td>
<td>TOKYO DISNEYSEA, Tokyo, Japan</td>
<td>12,413,000</td>
</tr>
<tr>
<td>3.</td>
<td>UNIVERSAL STUDIOS JAPAN, Osaka, Japan</td>
<td>8,713,000</td>
</tr>
<tr>
<td>4.</td>
<td>EVERLAND, Kyonggi-Do, South Korea</td>
<td>7,200,000</td>
</tr>
<tr>
<td>5.</td>
<td>OCEAN PARK, Hong Kong SAR, China</td>
<td>4,920,000</td>
</tr>
<tr>
<td>6.</td>
<td>HAKKEIJIMA SEA PARADISE, Yokohama, Japan</td>
<td>4,770,000</td>
</tr>
<tr>
<td>7.</td>
<td>HONG KONG DISNEYLAND, Hong Kong SAR, China</td>
<td>4,150,000</td>
</tr>
<tr>
<td>8.</td>
<td>NAGASHIMA SPA LAND, Kuwana, Japan</td>
<td>3,910,000</td>
</tr>
<tr>
<td>9.</td>
<td>HAPPY VALLEY, Shenzhen, China</td>
<td>3,230,000</td>
</tr>
<tr>
<td>10.</td>
<td>LOTTE WORLD, Seoul, South Korea</td>
<td>2,600,000</td>
</tr>
</tbody>
</table>
1.8 The visitor attraction market I – Motivations (Demand)

Motivations

Attractions are developed and managed to attract the customers’ awareness and prompt them to visit. It is important for the attraction managers to understand why people would visit an attraction and to develop products which meet guests’ demands and satisfy their needs and wants.

There are many reasons why a person would eat at a particular restaurant, travel on a particular airline, or visit a theme park. Motivators are those factors which make people want to visit attractions. Motivators vary from person to person and are also different for different types of attraction. However, most of us may not be aware of these motivators because we seldom rationally analyse the behaviour of visitors.

The following are some general motivators for different types of attraction:

Theme parks

A survey conducted by Ap and Ho in 2001 revealed the following top three motivators for guests visiting a theme park:

- *Escape from the daily routine*
- *Gain a better appreciation of nature*
- *Rest and relaxation*

Museums

- *Education*
- *Nostalgia*
- *Research*
- *Easily accessible*
Opera

- Prestige
- Enjoy music
- The extraordinary nature of the event

Spa resort

- Relaxation
- Health
- Prestige
- Escape from daily routine
- To be pampered

Understanding the reasons why guests visit an attraction enables the attraction management to better plan and design their products (ie site, attractions, facilities and services) as well as to convey a convincing advertising message to the market about the attraction.
1.9 The visitor attraction market II - Determinants

Although people intend to visit an attraction, they may not be able to do so due to many reasons, such as no time, budget limitations and sickness. Determinants are those factors which determine:

- Whether a person will be able to visit an attraction;
- If they can visit, what type of attractions will they choose?

Determinants are further divided into two groups:

- **Personal determinants**
- **External determinants**

**Personal determinants**

These are personal factors such as one’s circumstances, past experience, knowledge and awareness about the attraction, and the perceptions of the attraction. For example, if one thinks that the cost for a family of four to visit a theme park (ie entrance fee, transportation, food and souvenirs) is too expensive, one is likely to substitute and choose an attraction that costs less to visit such as another park or the local museum.

Examples of personal determinants include:

- **Interest and hobbies**
- **Health condition**
- **Physical ability**
- **Budget limitations**
- **Family commitments**
- **Past experience in visiting similar types of attraction**
- **Knowledge of the attraction product (eg types of rides, activities etc.)**
External determinants

These are external factors influencing a person’s visit to an attraction. You may not purchase a ticket for a show or the opera because your friends may have made some negative comments about the show.

People may also cancel their visit to a theme park because of bad weather. Attraction management should therefore find out what hinders customers from visiting their attraction and try to remove any barriers by providing incentives such as offering a discount, providing shuttle bus services etc. Examples of external determinants include:

- *Word-of-mouth recommendation*
- *Negative publicity or news about the attraction*
- *Lack of accessibility*
- *Weather*
- *Entrance fee and associated costs (ie transportation, food and souvenirs)*
1.10 The visitor attraction market III – Important features

Most important features

Visitors going to an attraction are expecting an enjoyable experience with their friends and relatives. What they are looking for includes not only the activities but also other attributes of the attraction. There are several important features that were found to be important for theme park visitors. In 1997 and 2008 Ap conducted surveys of guests at a theme park and found that the most important features of the park, in order of priority, were:

1. Cleanliness of the park
2. Nice scenery/surroundings
3. Control of lines/queues
4. Fun atmosphere
5. Shows

Factors influencing decisions to visit a theme park

Although people may be aware of and attracted to a theme park, they may not visit for several reasons. Some factors are very important, and include:

- Weather
- Preference for the type of park
- Children’s desire to visit the park
- Cost
- Perceived crowdedness of the site
- Distance
- Availability, type and cost of on-site accommodation

Marketers need to understand how these factors affect the visitors’ decision to visit a park and address them in the management and operations of the park.
1.11 The visitor attraction market IV – Segmentation

It is difficult to have a product suitable for everyone. It is therefore necessary to choose potential customers which the theme park can best cater for with its resources. Segmentation means dividing a market into sub-groups or segments in which individuals within a sub-group have similar characteristics, needs and buying behaviour.

There are four basic methods to segment the market, namely: geographical, demographic, psychographic and behavioural. By targeting one or more specific market segment, attraction managers will be able to:

- Choose a proper location for the attraction
- Develop on-site activities suitable for the target visitors
- Develop an attractive pricing system
- Tailor-make effective advertising and promotion programmes.

Geographical

This traditional method classifies the visitors according to the place where they live. This is very much related to the catchment area in which the attraction is located. Therefore, choosing a densely populated area as the location of a theme park can be very important.

Demographic

This method classifies the visitors based upon their demographic characteristics such as age, gender, income and education level. The information is useful for attraction managers to design and provide suitable facilities and services for the visitor groups. For example, many museums are designed for the seniors market and visitors with higher levels of education, whereas theme parks with exciting thrill rides cater for the youngsters.

It is recognised that children are the biggest potential market for amusement and theme parks with every child attending a theme park worth, on average, at least three
admissions. That is, for every child that visits a theme park, there will usually be two adults (parents or grandparents) who will accompany that child to the park.

**Psychographic**

This method classifies the visitors based upon their attitudes and opinions. Gathering the visitors’ opinions enables marketers to identify their lifestyle and personality which are the two most common psychographic factors. Marketers need to understand the target visitors’ needs and behaviour, such as whether the visitors prefer adventurous or low-energy activities.

**Behavioural**

This method classifies the visitors based upon their relationship with a particular product. For example, whether the visitor is a first-time user or the type of experience the visitor is seeking (relaxing or exciting).

**Others**

There are some other methods that are specially applied to identify and understand the attraction market. They include:

- *Visitor composition – individuals, families or groups*
- *Visit type and purpose – school parties, incentive groups*
- *Transportation mode – private car, coach, bus or rail*
2. The roles of attractions in a destination
2.1 Impacts on a destination

Attractions are important to the development of tourism for that destination. In fact, many popular destinations have evolved as the result of the development of one major attraction. For example, the following destinations developed from the existence of particular attractions:

- *Luxor, Egypt – pyramids*
- *Siem Reap, Cambodia – Angkor Wat temple*
- *Orlando, USA – Walt Disney World resort.*

While the development of some destinations was based on a single attraction, most destinations develop new attractions together with accommodation, catering and retail facilities and services to diversify the market and extend tourists’ length of stay. For example, the Walt Disney Company now refers to and names all their properties as resorts.

**Types of impacts**

Attractions affect tourism development at a destination in various ways. Typically, the impact of attractions may be classified as economic, environmental and socio-cultural.

Crowding and congestion impacts also exist and such impacts do not neatly fit into one of the three typical types of impacts. Crowding impacts may be environmental (traffic and/or people queues) or socio-cultural (impatience or annoyance with the presence of a crowd of people). Attractions also create demand for services provided by the transportation and the tour operation sectors and boost their business.

**Economic**

In general, the economic impacts of attractions on a destination include:

- *Improvement of balance of payments*
- *Provide government with income through fees and taxes*
- *Provide direct and indirect job opportunities for locals*
- *Increase visitor spending*
Generate income for government through the lease of land or ownership of attractions

Environmental

The environmental impact of attractions varies depending upon the nature of the attraction. Some of the common impacts may include:

- Trampling of vegetation by hikers
- Erosion of soil by hikers
- Removal of valuable or scarce flowers and plants which are taken home as souvenirs
- Killing of wildlife by accident or by design
- Damage to habitats
- Air and water pollution
- Littering

Socio-cultural

The socio-cultural impacts of attractions are typically:

- Distortion of local customs
- Cultural exchange
- Improvement in the locals’ quality of life
- Conservation of cultural heritage
- Provision of recreation and infrastructure for locals
- Maintenance of a clean and attractive environment

Transport

Attractions have a strong link with transport systems:

- Transport networks make attractions accessible
- Major attractions lead to the development of new public transport services
- Transport networks are enhanced to connect attractions, facilities and services
- On-site transport such as monorail provides an alternative activity for visitors
Tour operators

Attractions are vital to the tour operators who put together package holidays. Only if there are good attractions in a tour itinerary will tourists be interested in buying a particular tour or holiday package.

- *New itineraries can be developed when new attractions are built in a destination*
- *Tourist arrivals to a destination during low seasons depend very much on the availability of sufficient attractions to keep the tourists busy*
- *Specialist attractions are vital for special interest tours, eg vineyards for wine tours, golf courses for golf tours*
- *The quality of the attractions increases the possibility of tourists’ repeat visits to the destination or attraction.*
2.2 Development of attractions and theme parks I - Introduction

Types of development

Development of attractions can be divided into the following six different types.

1. Wholly new purpose-built attractions on site – eg Hong Kong Disneyland, Hong Kong SAR.

2. New purpose-built attractions developed on sites that were previously used as attractions – eg Legoland, UK, built on the site of the Windsor Safari Park following decreased attendance.

3. Major new development at existing attractions designed to rejuvenate or enhance the market appeal of the site – eg installing new rides in a theme park like the introduction of ‘It’s a Small World’ at Hong Kong Disneyland, Hong Kong SAR, or introducing The Summit themed area at Ocean Park, Hong Kong SAR.

4. Improvement of facilities at existing attractions to enhance visitor satisfaction or encourage secondary spending by visitors, such as the provision of new retail outlets or themed catering at museums.

5. Creating new events or staging events that move from place to place over time in a destination – eg 2008 Olympic Games in Beijing, China.

6. Organising events at an attraction to give visitors a variety of activities and encourage repeat patronage – eg Halloween Bash and Summer Splash at Ocean Park, Hong Kong SAR.

Agents of development

Different organisations have different motives to develop visitor attractions. There are three main agents of attraction development.
1. Public sector

- Government
- Quasi non-governmental organisations

2. Private sector

- Multi-national organisations having interests in a number of industries, eg Walt Disney Company with movies, media and parks
- Major leisure companies
- Developers who include leisure as part of mixed-use development
- Small and medium-sized private enterprises
- Individual entrepreneurs

3. Voluntary sector

- National bodies, eg National Trust
- Local charities or trusts covering a geographical area or related to a specific theme, such as the Lord Wilson Trust, Hong Kong SAR

**Motivations for development**

The above-mentioned agents engage in the development of attractions because of different interests and due to various motives. These diverse interests and motives guide the planning, development, management and operations of the attraction.

In general, the public sector is not motivated purely by profit-making, as it also has a wider set of social responsibilities to the community. Some of these motives may include:

- To conserve the cultural heritage assets of the area
- To provide recreation and leisure facilities for the community
- To educate the community on specific areas of interest such as cultural heritage, science and technology, arts etc.
- To enhance the image of the city or country
• To facilitate urban development or re-generation
• To gain political advantage

The private sector, however, has clearer motives such as to:

• Make a profit
• Enhance market share
• Diversify their products
• Achieve a particular rate of return

For the voluntary sector, involvement in attraction development may focus on:

• Conserving nature or cultural resources
• Education for the community

Very often, organisations become involved in developing attractions for various reasons or motives which may or may not be complementary to one another. It is therefore important to set priorities so that the development of the attraction, its operations and pricing can be well-planned.
### Activity 3

Research from their websites the development agent of the following attractions in Hong Kong and suggest the major motives for the organisations’ involvement in developing and operating the attractions.

<table>
<thead>
<tr>
<th>Attraction</th>
<th>Agent</th>
<th>Motives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ocean Park</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hong Kong Disneyland</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hong Kong Wetland Park</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Museum of History</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Po Lin Monastery and Big Buddha</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ngong Ping 360</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
2.3 Development of attractions and theme parks

II – Scale

Scale of development

The scale (ie level and size) of attraction development varies dramatically from a small ride in a theme park to large constructions such as a ski resort. In the Hong Kong SAR, we have a variety of attractions at different levels or scales. For instance, the small-scale Lei Cheng Uk Han Tomb Museum was modified from a historical tomb dating back to the Han Dynasty which can only accommodate a handful of visitors at a time. On the other hand, large-scale developments like Ocean Park can accommodate up to 35,000 visitors per day with numerous activities available in the park (Chiu, 2005).

In the same vein, the scale of events also varies depending on the nature of the event and its location. Some local events in Hong Kong like the Bun Festival are organised within Cheung Chau Island, whereas the Dragon Boat Festival is a city-wide event. The equestrian events held in Hong Kong as part of the 2008 Olympic Games represent an example of an international event.

Time-scale of development

Closely related to the scale of development is the time-scale of developing an attraction which may vary from months to years. Annual festivals like the Chinese New Year Parade in the Hong Kong SAR require a few months to a year of preparation, while mega events like the Olympic Games require several years of detailed planning and development of massive buildings, facilities and infrastructure.

Building a new ride in an amusement or theme park may take one to two years while building a new theme park may take several years from idea conception, feasibility study, site selection, design and planning, and construction through to the opening.
2.4 Development of attractions and theme parks

III – Feasibility

The feasibility study

No matter how interesting the idea is, building a visitor attraction involves consideration of numerous aspects to ensure the viability of the development and hence the operations of the attraction. So feasibility studies should be undertaken prior to the development and construction of the project.

The general goal of a feasibility study is to assess the potential viability of the proposed development idea before it is undertaken. There are three major aspects which require careful consideration and therefore feasibility studies on these aspects are usually required. They are:

- Site feasibility - site selection, location, size and area of land, and accessibility etc.
- Market feasibility – appeal, attractiveness, potential visitor market etc.
- Financial feasibility – overall costs, revenue sources, pricing etc.

Site feasibility

This part of the feasibility study involves the selection of a suitable location for the attraction which will be crucial to its future success. There are a number of factors to consider such as:

- Proximity to major population
- Transport networks
- Number of attractions nearby
- The socio-economic profile of the catchment area
- The climate
- Availability of infrastructure and tourist facilities in the vicinity
- The cost, type and quality of land
- Financial assistance and incentives offered by government
- Building costs
- Labour relations and labour laws
Activity 4

Suggest five characteristics or reasons why the Hong Kong SAR is an ideal location to develop a theme park.

1.

2.

3.

4.

5.

Market feasibility

This refers to the potential of the visitor market for the attraction which is affected by the site selected. There are three questions which attraction operators want to know.

Who will visit the site?
This is concerned with the interests and expectations of visitors. Major types of visitors include:

- **Domestic tourists**
- **Foreign tourists**
- **Day-trippers**
- **School groups**
- **Local residents**
- **Meetings, Incentive, Convention and Exhibition (MICE) participants**

There are two issues to consider when analysing potential visitors’ behaviour and needs:

- **The visitor profile – eg age, gender, income, family life cycle etc.**
• The visitors’ purpose of visit and expectations – eg relaxation, excitement, learning etc.

How many people will visit the attraction and where will they come from?
These two questions indicate that a number of factors determine the size of the visitor market. They are:

• The population of the catchment area
• The number of visitors currently visiting the area
• The competitors in the area which attract similar market segments
• The scale and nature of the attraction itself

When will the visitors come?
It is important to match the demand with supply, ie manpower, carry capacity, facilities and services etc. The following two dimensions have to be assessed, namely:

• Seasonality
• Number of visitors from the local area vs number of tourists
Financial feasibility

Financial feasibility covers two elements, namely capital and revenue. Accuracy in estimation is needed to determine the profitability of the attraction and how long it will take to re-pay the capital costs.

Costs
- **Capital – cost of land, infrastructure and construction**
- **Staffing – salaries and wages, benefits, MPF, staff development and training**
- **Administration – general, marketing and promotion costs**
- **Cost of goods – sold in retail and catering outlets**
- **Utilities – electricity, water, communications**
- **Insurance**
- **Maintenance**
- **Depreciation – to replace buildings, facilities and equipment**
- **Rates and taxes**
- **Finance charges – loans, interest payments etc.**

Revenues
- **Entrance fees**
- **Catering**
- **Merchandise**
- **Parking**
- **Other sources – franchises, concessions, venue hire, events, guided tours etc.**
- **External funding sources – grants, sponsorships, co-sponsorships etc.**

When assessing the feasibility of an attraction, the estimates of the costs and revenue sources provided must be realistic and not manipulated to provide a favourable outcome. Depending upon the ownership structure of the attraction and its goals, the financial aim of an attraction project is to either break-even or make a profit. In some circumstances an attraction may be developed and operated at a loss and thus require a subsidy from the owner, government or sponsor to keep it viable. The need to subsidise an attraction often occurs when it is deemed to have social, cultural or heritage significance or value.
2.5 Development of attractions and theme parks

IV – Planning and design

What we plan and design

Developing an attraction requires meticulous attention to detail in the planning and design of the attraction. Elements requiring attention include:

- Overall layout of the site and the location of the facilities, buildings and structures
- Entrances and exits
- On-site transportation, eg monorail
- Design of open spaces
- The location and route of the on-site footpaths and roads
- Facilities, buildings and structures – size, form, appearance, colour and materials
- Interior of facilities, buildings and structures – fittings and decoration
- Location, shape and design of signage, benches and chairs, lighting and litter bins etc.
- Support facilities and services – car parks, restrooms, retail and catering outlets etc.

Why we plan and design

There are clearly a number of reasons for a detailed plan and design of the above-mentioned elements.

- To give clear guidance to the people who will manage the development of the attraction project and build it
- To create the desired feeling and atmosphere for the attraction, especially one which has adopted a particular theme
- To ensure the efficient and effective use of resources – money, manpower, land etc.
- To obtain approval from the owner, developer, decision-makers (eg board of directors, government etc.) and financial institutions
- To attract potential investors
2.6 Development of attractions and theme parks

V – Design objectives

Types of objective

As mentioned in Section 3.1, attractions may be developed by different agents and for different reasons or motivations. The design should address these different needs. Some of the common design objectives together with examples, or the rationale for the respective elements in the design, include:

(a) Profit and income generation

- A visually striking entrance – to create an inviting appeal and provide photo taking opportunities etc.
- Efficient ticketing counters – to enable guests to purchase and enter the park as quickly as possible
- The strategic and user-friendly location of revenue-generating units such as the retail / souvenir shops, catering outlets, parking and function venues etc. – to help maximise revenue opportunities
- An efficient and effective queuing system – to manage and control crowds and facilitate movement within the park and to various rides and attractions

(b) Economy of operation

Good planning and design can ensure reduction of the following costs:

- Labour – design of the attraction facilities, retail and catering outlets, and ticketing counters can be made to minimise the use of manpower
- Energy – use natural lighting and environment-friendly measures through the design of the attraction or facility
- Merchandise stock – eg placing the cashier’s counter near the entrances to the shops to prevent shop-lifting

(c) Flexibility

- Reserved space for development of attractions, facilities and rides etc. – to allow for future expansion as required
- The ability to reduce the scale of operations when needed for maintenance or
emergency purposes etc. – allow for on-going operations by sectioning off parts of the park or attraction if necessary.

- The ability to temporarily change the use of attractions – eg launching or holding a special event

(d) Safety and security

- Location of dangerous machinery – located away or sectioned off from the guests and common staff working areas
- Fire exits – provided in clearly visible locations
- On-site traffic and waterways – to provide accessibility to various areas and attractions in the park
- Stairs and footpaths – to provide clear, safe and easy access to various areas and attractions in the park
- Car park security system – to provide security for guest and staff vehicles
- Lockers – for guest convenience and safekeeping of belongings

(e) All-weather operations

- Covered walkways
- Provision of sheltered spaces in waiting or queuing areas
- Provision of air-conditioning as required

(f) User friendliness

- Clear signage and signposting.
- Convenient location of entrances, exits and car parks.
- Strategic location of information counters and information boards etc.
- Strategic and convenient location of restrooms and lockers
- Provision of wide walkways and routes which are easy to follow

(g) Welcoming visitors with special needs

- Provision of passages and lifts for wheelchairs
- Graphic displays for visitors with hearing difficulties
- Use of sounds, smell and touch for visually-impaired visitors
- Provision of facilities for changing babies and heating bottles
(h) Aesthetic appeal

Successful attractions are those that are inviting and have aesthetic appeal to visitors based on:

- *Size*
- *Form*
- *Colour*
- *Materials.*

(i) Environmental friendliness

- *An appropriate scale and size so that it blends in with surrounding buildings and structures*
- *Selection of materials that create the appearance of the attraction to provide the intended atmosphere in an environmentally-friendly manner*
- *Suitable and safe access to the site*
- *High quality landscaping to create a relaxing atmosphere*
- *Measures to reduce noise generated by the attraction*
- *Reduce the effect of the attraction on air and water quality*
3. Operations management
3.1 Operations management I – Introduction

Operations management is about the day-to-day management of a site to ensure the efficiency and smooth running of the operations. It is concerned with the control of the system as well as tourist flow that matches the organisation’s resources to customer needs. An operations manager needs to marshal the attraction’s resources including the manpower, machinery and facilities to provide visitors with a satisfactory experience so that they are willing to come back again.

Scope of operations management

Operations management covers a variety of variables from managing queues to ticketing and manpower allocation. From the perspective of the organisation, operations management aims at:

- Maximising the operations capacity and opportunities for visitor spending in the park
- Ensuring safety and security
- Minimising operating costs, eg labour and energy
- Catering for the needs of special visitor groups such as the disabled
- Ensuring service quality standards
- Solving major and minor problems, if any, as quickly as possible

Within operations, there are some factors which can be controlled while others can not. All these factors are important in ensuring the smooth operation of the park or attraction and thus need attention from the operations manager. These factors are listed in the following table.

Table 8 – Controllable and uncontrollable factors in operations management at attractions

<table>
<thead>
<tr>
<th>Controllable</th>
<th>Uncontrollable</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Staffing – recruitment, training and motivation. Volume and quality of merchandise and stock</td>
<td>- Staff prejudices</td>
</tr>
<tr>
<td></td>
<td>- Customer attitudes and</td>
</tr>
<tr>
<td>Controllable</td>
<td>Uncontrollable</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td>purchased for catering outlets</td>
<td>expectations of the attraction</td>
</tr>
<tr>
<td>♦ Systems such as stock control, ticketing and reservations</td>
<td>♦ Customer perceptions and preferences</td>
</tr>
<tr>
<td>♦ Capacity of the site, including provision of facilities and services</td>
<td>♦ Weather</td>
</tr>
<tr>
<td>♦ Tourist flow</td>
<td></td>
</tr>
<tr>
<td>♦ Activities of franchises and concessionaires</td>
<td></td>
</tr>
</tbody>
</table>

3.2 Operations management II – Required skills and problem solving

Skills involved

To manage daily operations successfully, an operations manager should possess the following skills:

- **Comprehensive knowledge across different functional areas of the site**
- **Thorough understanding of visitor needs and behaviour**
- **The ability to manage the site as a whole while paying attention to detail**
- **The ability to plan systems and procedures in advance, but being flexible in response to changing circumstances**
- **Good communication skills**
- **The ability to work under pressure and in response to crises**
- **A good understanding of the principles of management control and financial management**
- **Seeing things from the visitors’ point of view and understand staff concerns**

Problems and problem solving

There are many unforeseen problems in the day-to-day operations that need special attention from the managers. Some of them happen unexpectedly, such as:

- **Minor vandalism**
- **Mechanical breakdowns of rides or computer systems**
- **Bad weather affecting parts of the operations**
- **Inadequate staff**

Other problems may be long-standing and continuous, like:

- **Long queues or bottlenecks on the site**
- **Slow throughput in catering outlets because of poor design of the facilities**
- **Waste reduction, such as energy usage or unsold food in the catering outlets**
Problems at attractions can be classified into the following two types:

1. Minor – can be resolved by individual staff members quickly and will not affect other areas of operations

2. Major – which will affect all or most of the attractions and require attention and action from top management

**Types of risk**

Risk management is concerned with what might go wrong, how often it might go wrong and how serious the consequences might be. In general, risks can be classified into the following four types:

1. Low risk, low severity – happen infrequently and are not serious in their consequences, eg a few visitors become distressed or offended by a particular exhibition at a museum

2. Moderate risk, low severity – relatively common problems which are not very serious, eg minor vandalism

3. Moderate risk, moderate severity – happen quite often and have moderate effect, eg small fires

4. High risk, high severity – major incidents that could take place at any time with severe consequences, eg ride collapses due to poor maintenance leading to loss of life
3.3 Operations management III – Safety

Role of safety

Safety is always the top priority of an attraction. Without a safe environment, visitors can never enjoy the experience and staff can never be satisfied with their workplace. Therefore, preventive measures such as regular inspections are a major part of the operations to reduce accidents and injuries. The reason for doing inspections is to identify possible hazards associated with activities on the site so that preventive maintenance can be undertaken. It can not only lower operating costs in the long run but also reduce downtime of the operations by extending equipment life.

Safety considerations

The objectives of a safety programme include:

♦ To maintain a safe work environment through hazard recognition and removal
♦ To ensure that staff are following proper safety procedures while working
♦ To determine which operations meet or exceed acceptable safety and government standards
♦ To maintain overall quality and operational profitability

Areas that should be considered in a safety programme include:

♦ Environmental factors – eg illumination, gases, dust, noise
♦ Hazardous supplies and materials – eg pool chemicals, cleaning solvents
♦ Power source equipment – eg pumps, motors
♦ Electrical equipment – eg switches, control rooms
♦ Personal protective equipment
♦ Personal service and first aid equipment – eg restroom facilities
♦ Fire protection systems – eg alarms, sprinklers, fire extinguishers
♦ Walkways and roadways
♦ Working structures – eg ladders, scaffolding
♦ Transportation systems – eg cars, monorails, motorised service vehicles
♦ Warning and signalling devices
♦ Storage facilities
♦ Rides and buildings
3.4 Operations management IV – Crisis management

Crisis management

Other than problems at an attraction that can largely be resolved by internal staff, managers sometimes may need to deal with crises, events or situations that can harm a business’s viability and operations. Crisis management is concerned with dangers that could lead to loss of life and draw the attention of people outside the attraction.

Typical examples include food poisoning at the attraction’s catering outlets, a bomb explosion or a major accident such as visitors being injured on a ride. All these situations may bring the harsh spotlight of the media on the attraction.

When a crisis occurs, actions that require immediate attention are:

- **Tackling the crisis to ensure overall safety in the attraction, eg evacuating the site or closing parts of the operation until the crisis is over**
- **Handling the media who become interested in the attraction because of the crisis**

Crisis management action

When a crisis occurs, effective communication with visitors, staff, government and the media is essential. Otherwise there is a risk of long-term and even fatal damage to the attractions’ business, and loss of credibility.

Every facility should therefore be prepared with a crisis management plan to:

- **Provide a coherent way for staff to tackle the crisis and for management to tell its side of the story**
- **Preserve its image as being professional, caring and concerned**
Theme Parks and Attractions

There are 10 basic rules to follow when facing a crisis:

1. Release all facts and information through a designated spokesperson

2. Instruct all staff to refer questions to the designated spokesperson

3. All public statements should be truthful

4. Disclose information as quickly as possible

5. Try to answer all questions

6. Allow the press timely access after safety precautions have been implemented

7. Share all information concurrently with press and staff

8. Mobilise resources to alleviate and comfort the victims

9. Management should express concern for the victim and for any inconvenience or harm

10. Publicly acknowledge the intention to cooperate with investigating authorities such as police.
3.5 Operations management V – Customer service

Managing the visitor experience

A major goal of operation management is to enhance the quality of the visitor experience. Some of the major areas in which management of the operation are important to visitors include:

- **Manage queues**, eg avoid long queues by using a fast pass system, let people know how long they may have to queue and provide entertainment to take their minds off the queuing
- **Handle complaints in an effective manner** to gain back visitors’ trust and take action to correct the mistakes
- **Solve problems quickly** as visitors have only a limited amount of time to spend at the attraction
- **Manage the attraction’s environment** so that it looks well kept and maintained.
- **Manage the attraction** so that visitors feel safe and secure, which means that they can relax and enjoy themselves without worrying about things that might go wrong

Service quality dimensions

How can visitors judge the quality of service? Quality is both subjective and objective in nature. However, there are basically five dimensions people generally use to judge the service quality – Parasuraman, Zeithaml and Berry (1990):

- **Reliability** - Perform promised service dependably and accurately, eg taking food orders accurately at a catering outlet
- **Responsiveness** - Willingness to help customers promptly, eg avoid keeping customers waiting for no apparent reason
- **Empathy** - Ability to be approachable and show care about visitors’ needs, eg being a good listener to visitors’ enquiries or complaints
- **Tangibles** – Physical facilities and facilitating goods, eg cleanliness
- **Assurance** - Ability to convey trust and confidence, eg being polite and showing respect for customers
Disney-style SERVICE

Disney has its own training models and created a set of SERVICE guidelines for their ‘cast members’ (staff):

- **Smile**
- **Eye contact / body language**
- **Respect and welcome**
- **Value the magic**
- **Initiate guest contact**
- **Create service solutions**
- **End with “Thank You”**
4. Factors contributing to the success of attractions and theme parks
4.1 Influencing factors I

Not all visitor attractions succeed when they are built. There are many attractions which are planned and built each year, but not all of them are sustainable and will survive. Many new ideas are not even realised due to reasons such as the lack of funding, lack of or no suitable site, and unfavourable market situation due to economic downturn or crisis.

Some attractions may start, but close in the first few years due to declining business, lack of investment, visitor management problems, poor management or an inability to respond to market changes. To ensure the long-term viability of a visitor attraction, attention needs to be paid to some important factors. These factors may be grouped into four areas:

1. The organisation and its resources
2. The product
3. The market
4. The management of the attraction

The organisation and its resources

- **Experienced management** – Organisations that are experienced in developing and operating visitor attractions may learn from past experience and hence have a higher chance of successfully managing new visitor attractions. They will be more aware of the issues, challenges and opportunities in the development of the attraction product.

- **Strong human resources management team** – Having a strong HR team is also essential to the successful operation of a visitor attraction. They must possess the skills and knowledge to develop and retain the staff including identifying, recruiting, training and managing a suitable pool of qualified and skilled employees. Maintaining staff morale is also a key responsibility for the human resources team. The team needs to identify and use appropriate policies, guidelines and incentives to provide employees with a safe and happy working environment.
• **Strong financial resources and on-going investment** – Unlike other small and medium-size enterprises, building up as well as running a visitor attraction involves huge capital investment and on-going funding. Strong financial resources are required to periodically invest in the provision of new attractions as well upgrade or replace the rides, facilities and services. Otherwise the business will gradually decline with falling attendance due to the lack of repeat visits and with visitors thinking there is nothing new.

**The product**

1. **Easily recognizable and interesting theme** – All successful attractions have easily recognisable and interesting themes. Disneyland and Disney World use a cast of cartoon characters such as Mickey and Minnie Mouse, Winnie the Pooh, and Buzz Lightyear (see www.hongkongdisneyland.com). Universal Studios uses a variety of popular movies for many of their major attractions (eg Shrek 4-D, Terminator 2: 3-D, and Amazing Adventures of Spiderman (see www.universalorlando.com). These unique features attract and engage the attention of more than one market segment which make these theme park attractions stand out from their competitors. Guests will not go to or pay extra money for attractions with a similar theme unless there is something special and unique about it.

2. **Careful and detailed planning** – Development of an attraction must go through careful and detailed planning, which includes: site selection, feasibility studies (market and financial), park design, environmental impact assessment and traffic studies. The planning and design stages of the development of a new attraction or park should be undertaken properly in the early planning and development stages of the project. It is very difficult to correct any oversights or mistakes once the attraction is being constructed or has been built. For example, the paths / roads must be wide enough to accommodate large crowds and the parade, the size of the bus and car parks must be appropriate to accommodate the majority of vehicles, and sufficient food and beverage outlets and restrooms need to be provided. It is crucial to make sure that all aspects of the attraction are properly considered and planned.

3. **Variety** – To accommodate different types of visitors with different tastes, there should be a variety of on-site attractions. Weather conditions should also be taken into consideration. For example, there is more sheltered space in Hong Kong
Disneyland than at the other Disney Magic Kingdom Parks because of its location in a sub-tropical climatic zone with high rainfall. Special events are also a useful tool to add variety as visitors will be more likely to come back if they can expect something new on their next visit.

4. **Clean and pleasant environment** – A clean and pleasant environment is crucial for visitors who, nowadays, are more demanding. Authentic decorations and design means higher quality to the customers. It is expected that the facilities and services will be provided in a clean and pleasant setting. Visitors would not visit a park if it was old or tired looking, untidy and generally unpleasant.

5. **Good location** – A good location is vital to the survival and accessibility of attractions. An attraction located in a popular tourist destination with high accessibility can capitalise on the destination’s inbound tourist market. Preferably, an attraction should be located in an area with a large catchment area and high population base as this is likely to increase the number of potential day trippers.

6. **Motivated and well-trained staff** – Having a motivated workforce is essential to ensure high standards of customer service. Staff should be well-trained to provide efficient and reliable services from the heart. No matter how good the physical facilities and elements are, people do not like to visit an attraction if they receive rude and unfriendly service.

7. **Consistency and quality** – To ensure that every guest is delighted and satisfied with their visit, a themed attraction must offer consistent and quality facilities and services throughout the whole attraction or theme park. All the elements, including movement of people and goods, are carefully studied and planned in advance. Back-up or contingency plans and arrangements are prepared to accommodate any non-routine or unexpected incidents which may affect the normal operations of the attraction.

8. **Value for money** – Customers seek value for money when they visit an attraction. Therefore pricing is important. Visitors usually determine whether an attraction offers value for money by:

   - *How long they spent on site*
   - *The quality of environment, services and facilities provided*
♦ The variety of on-site attractions provided

9. A flexible and simple pricing system – Adopting a flexible but simple pricing strategy and having a number of distribution channels (ie places and/or methods for the sale of tickets etc. such as travel agents, 7-Eleven stores, internet etc.) that sell tickets on behalf of the attraction allows easy purchase of entry tickets for visitors. Theme parks often provide several types of tickets for guests to suit their plans and budgets. For example, a one or two-day pass, an annual pass, and a combination pass to visit more than one park or attraction.

10. Meticulous attention to detail – Meticulous attention to detail, especially in the area of maintenance, is extremely important to ensure safety and a high quality experience. At any amusement or theme park, rides and roller coasters etc. are all checked daily. Attraction facilities and parade floats need to be well maintained and re-painted regularly to keep them fresh and new looking. Hong Kong Disneyland, for example, has a team of approximately 100 engineers and maintenance people who work in the park after all the guests depart to undertake regular safety and maintenance checks. In addition, at all Disney Parks, the paths and roadways are steam-cleaned or washed down every night.
4.2 Influencing factors II

The market

Today, customers are becoming more and more demanding. Their preferences and tastes also change easily. A successful attraction should therefore be pro-active in the market and, more importantly, focus on identifying new and emerging markets. Management needs to research, well in advance, what types of activities and experiences their guests are currently interested in and plan appropriate products to satisfy guest needs accordingly.

Some examples are as follows:

a.) Seniors market – More and more attractions are aimed at senior travellers who generally have higher disposable income and leisure time. This group of visitors usually requires more activities but with lower energy levels.

b.) Environmentally friendly – People are now more aware of the need to preserve and conserve the environment and our cultural heritage. Attractions that focus on nature and culture are becoming more popular.

c.) ‘Edutainment’ – Visitors are no longer only looking for fun and excitement when they visit an attraction. There is a growing trend among visitors to want to learn new things. If developed and managed correctly, museums and attractions that combine education and entertainment will have a competitive edge.

d.) Interactive experiences – Instead of passively visiting an attraction, visitors are expecting a more interactive and participative experience, eg feeding the animals or throwing a pot.
The management

A well-qualified and experienced management team is critical to the success of an attraction. Factors that contribute to success include:

- **Experienced management** – A successful visitor attraction needs a team of experienced managers across all aspects of the operation including finance, marketing, human resources and strategic planning. This management team should have relevant working experience and must be creative and flexible enough to handle the different day-to-day operational challenges.

- **Strong marketing team** – There should be a strong marketing division which is good at:
  a.) Market research
  b.) Identifying potential market segments
  c.) Long-term strategic planning rather than focusing only on short-term tactical approaches

- **Pro-active management** – Management and staff should be pro-active to respond more quickly and effectively than their competitors to changes in the business environment

- **Continuous monitoring** – It is important to regularly monitor the attraction’s performance for continuous improvements in terms of product offerings, operations and how the attraction builds its image

- **Sensitivity to market changes** – Management needs to be sensitive to the market place and changes in the business environment, ie political, environmental, social and technological. Having this knowledge and sensitivity enables more effective planning for the future.