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CHIMELONG OCEAN KINGDOM: A SUSTAINABLE COMPETITIVE ADVANTAGE?[[1]](#endnote-1)

Arpita Agnihotri and Saurabh Bhattacharya wrote this case solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.

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Guangzhou Chimelong Group Co. Ltd. (Chimelong) operated theme-based tourist resorts in China, including the Chimelong Ocean Kingdom (Ocean Kingdom) on the island of Hengqin in Zhuhai, Guangdong province. Ocean Kingdom was created to be a destination for family entertainment and education while simultaneously raising public awareness about animal conservation.[[2]](#endnote-2) In 2014, Ocean Kingdom won the prestigious international Thea Award from the Themed Entertainment Association (TEA) for outstanding achievement in the theme park category.[[3]](#endnote-3) Ocean Kingdom was then considered to have entered the global stage among theme parks. In 2015, after its first full year of operation, Ocean Kingdom ranked 20th on the TEA’s list of the 25 most popular theme parks in the world. By 2017, the amusement park ranked 11th (see Exhibit 1) and held five Guinness World Records owing to its size.[[4]](#endnote-4) Su Zhigang, founder of Chimelong, considered Ocean Kingdom to be the “Orlando of [the] East.”[[5]](#endnote-5)

From 2015 to 2018, with both foreign players and several Chinese players rapidly entering the Chinese theme park market, concerns were raised about market homogeneity and possible plagiarism and imitation issues. There were also concerns about the parks’ safety and reliability—critical success factors for theme parks—which were lacking in China. According to Markus Schukert of Hong Kong Polytechnic University, “Sometimes we still have this culture [in China] of okay, we have an accident, we hide everything, close it down.”[[6]](#endnote-6) Ocean Kingdom was also criticized for breeding animals such as orcas (killer whales) for animal shows because this practice was banned in several countries, including the United States and Switzerland. Samuel Hung Ka-yiu, chairman of the Hong Kong Dolphin Conservation Society, commenting on the import of killer whales by Chimelong, stated, “Ocean Kingdom seems to have imported everything. They are doing everything wrong. They are doing everything you don't want them to do.”[[7]](#endnote-7) Consumers also reported quality issues at Ocean Kingdom, including insufficient removal of the algae that formed on the park’s rocks and reefs, which had the potential to damage the health of its marine animals.[[8]](#endnote-8)

It was December 2018, and Chimelong had to find a way for Ocean Kingdom to stand out among the competition, while maintaining safety and cleanliness standards and dealing with complaints about the breeding of marine animals. Zhigang wanted to find a way to compete against leading multinationals and new Chinese domestic theme parks and he needed to deal with criticisms related to marine animal shows, Ocean Kingdom’s key attraction.

Company Background and Global Perspective

Founded in 1989, Chimelong was a leading tourism enterprise in China and was actively involved in the operation of theme parks, luxury hotels, conferences and exhibitions, fine dining restaurants, and recreational facilities. Along with Ocean Kingdom, Chimelong operated the Guangzhou Chimelong Tourist Resort in the Panyu District of the port city of Guangzhou. Ocean Kingdom featured exotic marine animals, amusement facilities and rides, and performances by aquatic animals and their trainers; it strived to create a balance between entertainment, education, and conservation.[[9]](#endnote-9) The Guangzhou Chimelong Tourist Resort was the company’s first integrated theme-based tourist resort. It comprised Chimelong Paradise, Chimelong International Circus, Chimelong Water Park, Chimelong Safari Park, and Chimelong Birds Park, along with several other recreational parks and hotels. The resort was also a designated Cultural Industry Model Base and Science Education Base, and was one of the first designated AAAAA (5A) Scenic Areas in China.[[10]](#endnote-10) Scenic areas were divided into five levels, with “5A Scenic Area”—the highest level—indicating world-class tourism quality.[[11]](#endnote-11)

Ocean Kingdom, which opened in March 2014 along with its four hotels, was located two hours from the city of Guangzhou. Its location in Zhuhai was considered strategic—elevated bridges connected Hong Kong, Zhuhai, and Macau, and Zhuhai was only a short boat ride from Hong Kong.[[12]](#endnote-12) The area surrounding Ocean Kingdom was also a prime location because it was expected to become a vacation destination similar to the area around Walt Disney World in Orlando, Florida. Additional plots of land were available for the development of hotels, new theme parks, dining and shopping projects, and residential areas—all close to Ocean Kingdom.[[13]](#endnote-13) The park was of higher quality than other Asian theme parks and theme parks globally. Its cost was estimated to be around US$5.5 billion[[14]](#endnote-14) (see Exhibit 2). In December 2018, Ocean Kingdom had a base of 6,000 employees and $287 million in revenues.[[15]](#endnote-15)

The Theme Park Industry in China

According to Colliers International, a Canadian global real-estate organization, a country was considered to possess a mature holiday economy when its per capita gross domestic product (GDP) reached $5,000. In 2015, the per capita GDP in China was $8,000, with Tier 1 cities such as Shanghai reporting a per capita GDP of $15,000, and the demand for vacation and amusement infrastructure was high.Chinese consumers spent 11 per cent of their income on recreational and educational activities in 2016.[[16]](#endnote-16) The theme park industry in China was considered a new and promising entertainment sector, triggering a rush to invest in theme parks by both local Chinese and American companies. China’s theme park market was expected to become the world’s largest by 2020 because of the country’s growing middle class, and several local and international players competed for dominance in the Chinese market.[[17]](#endnote-17)

The American companies recognized the booming Chinese middle class, which reported growth of 20 per cent in 2017 while the North American market essentially remained flat. When Disney established its first Chinese theme park in Shanghai in 2016, Colliers International called it “the third phase” of mainland China’s theme-park industry. The first phase was recognized as the industry’s “baby steps” from 1991 to 2000, followed by the second phase of industrialization by Chinese companies up until 2015.[[18]](#endnote-18)

Theme parks like Ocean Kingdom provided Chinese citizens with important new experiences. Information on polar bears, killer whales, and dolphins was common in developed markets like the United States—due to programming on networks like the Discovery Channel, National Geographic, and others—but many mainland Chinese residents were not aware of the existence of such aquatic animals.[[19]](#endnote-19) According to media reports in 2014, China was gaining increasing confidence in its theme-park market, and amusement centres like Ocean Kingdom were providing a great place to learn about animals and their ecosystems.[[20]](#endnote-20)

As the market for theme parks in China was growing, quality concerns were also being raised. China’s central planning agency stated that developers had “cut corners” and rushed to open the parks. The National Development and Reform Commission stated, “We’ve seen unclear concepts, blind construction, imitations and plagiarism.”[[21]](#endnote-21) For example, Wanda, a local Chinese theme park, was charged with imitating Disney characters, and another theme park was cited for copying movie themes. Theme park construction had cost more than $500 million on average, and some local Chinese parks had to shut down within 20 months of inception because of high costs of operation and maintenance.[[22]](#endnote-22)

Ocean Kingdom: Design Phase

Chimelong started the Ocean Kingdom journey in 2008, when it first contacted the American architectural design firm PGAV Destinations practice of Peckham Guyton Albers & Viets, Inc. (PGAV) at the conference of the International Association of Amusement Parks and Attractions (IAAPA). PGAV was in the business of designing experiences and communicating stories according to the requirements of its clients, who were largely exhibitors and theme-park owners. PGAV offered Chimelong some ideas, including constructing a park about Chinese history, but Zhigang was interested in constructing an amusement park that would appeal to an international audience.[[23]](#endnote-23) PGAV’s vice-president, Al Cross, explaining his company’s journey with Chimelong, stated,

The client sought us out. Their idea was to bring animal concepts into the ride and show experiences. Ocean Kingdom was done in a big way—bold. During the initial phase we toured the site and hiked up the mountains, really got a feel for the area. We went over three or four park layout concepts before deciding on the final one.[[24]](#endnote-24)

Describing the establishment of the Parrot Coaster ride at Ocean Kingdom, Jeff Havlik, vice-president at PGAV, recalled, “The decision for this ride actually [came] fairly late into the design process, but it fits the park extremely well.”[[25]](#endnote-25) Since PGAV had designed several popular themed attractions in the US—especially in Orlando, Florida—there were some similarities between Ocean Kingdom and the American amusement parks, including the colours used in the fake sea vistas, the stuffed toys for sale in souvenir stalls, and the parks’ sounds and smells.[[26]](#endnote-26)

PGAV designers who were not Chinese faced some challenges in adapting to Chinese culture. Cross commented that the approach to creating theme parks in Asia was completely different than that in the West: “Perhaps the most striking initial thing is that Asia—but especially China—is far less interested in and far less trustful of research data that would indicate what the guest is interested in.” In contrast, in the United States and Europe, each step of the theme park’s operation was guided by data.[[27]](#endnote-27) Cross further explained differences in task management: Contractors in China, unlike those in Western countries, were hired only after government approval, and project completion was tracked with checklists instead of completion percentage, a common procedure in the West.[[28]](#endnote-28)

Amusement parks with aquatic animals and ocean themes had been developed in a certain way around the world. For instance, a key factor for most parks of this type was how many “e-ticket attractions”—a designation traditionally used for a park’s most popular attractions—were operated in the park. Three to four big rides were usually sold through e-tickets, followed by smaller and flat rides, three-dimensional (3-D) shows, and other attractions. In contrast, Ocean Kingdom mainly focused on large rides such as the Parrot, China’s first winged coaster, or the Walrus Plunge, a hybrid roller coaster and water flume ride. Shows such as “Legend of the Seals” and nighttime spectacular performances—which included lasers, pyrotechnics, or live performers—were also important attractions at Ocean Kingdom. Such a large variety of shows was rare in theme parks and, according to PGAV, was the result of Zhigang’s vision. Commenting on Zhigang’s insightfulness, Cross stated,

Mr. Su [Zhigang] is definitely a man who knows what he wants and has a good grasp on what the Chinese people will respond well to. He knows how the government works. Before we even started master planning, he had already purchased two of the ride systems in advance. He has a clear vision in his head already of what he wanted the park to look like.[[29]](#endnote-29)

Ocean Kingdom was considered a game changer in terms of product quality and originality, and it also proved to be a ground for East–West collaboration. Steve Birket, president of TEA, stated, “Chimelong Ocean Kingdom raises the bar for other Chinese park developers and demonstrates how much can be achieved with a combination of Western design and Chinese execution.” He noted that the park “is distinguished by its uplifting message of unity and diversity, its pioneering East–West collaboration.”[[30]](#endnote-30) For example, the American company Renaissance Entertainment Productions Inc. provided the concept design and art direction for Ocean Kingdom, and Mediarific, which was based in Ontario, Canada, created an 11-minute 3-D previsualization of the Deep Sea Odyssey park ride. The Deep Sea Odyssey ride passed through and around the park’s massive, record-breaking aquarium—considered the only one of its kind in the world. Such collaborations occurred despite budget constraints faced by Chimelong.[[31]](#endnote-31)

THE COMPETITIVE ADVANTAGES OF OCEAN KINGDOM

In early 2014, when Chimelong was establishing Ocean Kingdom, experts commented that Western brands such as Disney and Universal had well-established reputations and infrastructure capabilities, while China’s local players needed to establish their footing in the business.[[32]](#endnote-32) Disney—with eight of the top-ten most popular theme parks around the world in 2017—was expected to remain the global market leader in theme parks.[[33]](#endnote-33) When Disney entered China in 2016, the Shanghai Disneyland park attracted larger crowds than Ocean Kingdom.

Zhigang wanted to give Ocean Kingdom Chinese appeal while maintaining Western quality standards. For instance, Ocean Kingdom’s minimum expenditure to maintain quality standards in the park was similar to the expenditures of Western theme parks—at least per square metre.[[34]](#endnote-34) And Ocean Kingdom adopted the safety standards prescribed by the American Society of Testing and Materials to ensure high quality in the park’s design, operation, and maintenance.[[35]](#endnote-35)

Ocean Kingdom was considered a revolutionary theme park when it opened. The park’s aquarium was awarded five Guinness World Records: World’s Largest Aquarium, World’s Largest Aquarium Tank, World’s Largest Underwater Viewing Dome, World’s Largest Aquarium Window, and World’s Largest Acrylic Panel.[[36]](#endnote-36) Ocean Kingdom’s aquarium was its selling point, and it differed from the aquariums at rival theme parks not only because of its size but also because visitors could walk through the underwater viewing dome that passed through the aquarium, creating the experience of walking underwater.[[37]](#endnote-37) Chimelong also won three Thea Awards that recognized “achievement, talent, and personal excellence within the themed entertainment industry.”[[38]](#endnote-38) Ocean Kingdom was the only Chinese amusement park to win this award. The chief executive officer (CEO) of Chimelong, Chen Wancheng, stated,

This is an honour not only for Chimelong Group, but also for the whole nation. This award represents a kick off for Chimelong Group to strive even harder to build more world-class projects in the future to fulfil its mission of becoming a world-leading national tourist brand.[[39]](#endnote-39)

Ocean Kingdom not only pioneered the ocean-based theme park concept in China, but was also larger than most of the other ocean-based theme parks in the world. It was twice as large as the ocean park in Hong Kong.[[40]](#endnote-40) Unlike other marine theme parks, Ocean Kingdom provided both world-class rides and tranquil areas such as its calm lake. Cross stated, “Chimelong and Mr. Su [Zhigang] wanted to offer a place where guests could relax and feel better during a long day. Environmental elements like this make it a little more of a Chinese experience than your standard theme park.”[[41]](#endnote-41)

Although aquariums and marine parks were falling out of favour in the West, Chimelong developed Ocean Kingdom in China in response to the growing popularity of local attractions with live cetacean shows.[[42]](#endnote-42) Ocean Kingdom allowed guests to view up close rare whale sharks, beluga whales, polar bears, and other aquatic animals. It also featured themed zones, exotic animal exhibits, and several large outdoor events such as the float parade. The amusement park was considered a “cocktail” of leisure technologies specifically designed for Chinese middle-class consumption. Ocean Kingdom also had a large number of souvenir shops and food-and-beverage outlets.[[43]](#endnote-43)

Ocean Kingdom provided visitors with the opportunity for “edutainment”—a combination of education and entertainment—something that Chinese parents valued. They reported that they preferred visiting Ocean Kingdom over shopping malls for family entertainment.[[44]](#endnote-44) In 2018, the theme park won the Best Live “Edutainment” Show Award from IAAPA.[[45]](#endnote-45) This placed Ocean Kingdom at the top of the must-visit list for Chinese families, even though its ticket price of $51 was 16 per cent to 94 per cent higher than the ticket prices of other theme parks in China (see Exhibit 3).

Average theme park prices globally were around $30 to $40. According to experts, Ocean Kingdom’s ticket price was higher because quality consciousness for organized amusement facilities was rising among Chinese consumers. Chris Yoshii, vice-president of project design firm AECOM Asia Pacific, stated, “This sends a message to the industry that people are prepared to pay for quality in this market.” The ticket price for Ocean Kingdom was still lower than that for the Shanghai Disneyland theme park. The ticket prices for Shanghai Disneyland varied according to seasons, with a ticket price of $54 for summer and $65 for winter. Because of substantial investment requirements, such as the cost of land and planning and design fees, ticket sales alone were not considered sufficient to make a theme park profitable. Hotels, retail shops, and restaurants helped generate additional revenue; among Chinese theme parks, Ocean Kingdom had the largest hotel facilities.[[46]](#endnote-46)

Competition from Shanghai Disneyland

Ocean Kingdom opened in 2014 with a soft opening, like all other major theme parks. In its early days, the park averaged 60,000 visitors per day, a number similar to Walt Disney World in the United States on a busy day.[[47]](#endnote-47) However, in 2014, the population of the United States was 0.32 billion, while the Chinese population was 1.36 billion.[[48]](#endnote-48) According to the 2017 TEA/AECOM Theme Index, Walt Disney World remained the world’s most visited theme park. Chimelong, however, posted double-digit growth and attained a position among the top-11 theme-park chains in the world (see Exhibit 1).

Disney’s ambitious $5.5 billion Shanghai Disneyland theme park came close to breaking even within its second year of operations. According to Disney CEO Bob Iger, none of Disney’s international resorts had been able to hit that mark in the past 30 years. Shanghai Disneyland was not only the first theme park of its kind in mainland China, it was also Disney’s largest foreign investment.[[49]](#endnote-49) With 11 million visitors in 2017, Shanghai Disneyland was named one of the top-seven theme parks in the world, ahead of Disney’s Hong Kong and Paris parks but behind the most popular parks in Florida, California, and Japan.[[50]](#endnote-50) At the time when Shanghai Disneyland opened, most of Disney’s international parks were struggling with attendance.[[51]](#endnote-51) In 2017, Shanghai Disneyland was China’s most-visited park, ahead of its closest rival, Ocean Kingdom, which attracted 9.79 million visitors[[52]](#endnote-52) (see Exhibit 1). Shanghai Disneyland used the same features Disney leveraged in the American market, such as the Alice in Wonderland Maze, or Adventure Isle.

Ocean Kingdom was noticed for some quality issues, however. For example, water quality in the aquariums was poor, with floating debris from fish and animal waste.[[53]](#endnote-53) Algae growth on rocks and the reef negatively affected underwater viewing and was also expected to critically harm animal health and welfare over time. Although Chimelong’s website stated that Ocean Kingdom was “committed to inspire public awareness on animal care and conservation,” most of the animal shows—such as those of the sea lions, beluga whales, and dolphins—were only acrobatic performances, with little or no information given about the animals’ habits, habitats, or conservation challenges.[[54]](#endnote-54)

Ocean Kingdom’s Growth Strategy

Within a year of its opening, Ocean Kingdom announced construction of the second phase of the resort. Chimelong invested $3.2 billion in a 300-hectare animal park, an indoor water park, and a circus hall, which opened in 2016.[[55]](#endnote-55) The 300-hectare zoo was expected to be the largest all-day zoo in the world when completed. In February 2017, Ocean Kingdom opened the first breeding centre in the world for orcas to develop the public’s awareness of whale protection and related studies.[[56]](#endnote-56) A total of nine whales, including five males and four females ranging in age from 5 to 13 years, were bred at the centre.[[57]](#endnote-57)

With the increasing demand from other ocean theme parks, China planned to breed more orcas for zoos and parks. By 2017, there were more than 570 captive whales in China (see Exhibit 4). Ocean Kingdom also planned to introduce China’s first orca show.[[58]](#endnote-58) However, more than a dozen countries such as Switzerland and Chile, as well as some states in the United States, had already banned breeding of whales.[[59]](#endnote-59) Referring to the documentary *Blackfish*, conservationists and the general public gave negative comments about Chimelong’s practice of breeding whales, to which the firm did not respond.[[60]](#endnote-60) Critics argued that China’s prodigious demand for whales and dolphins was driving a gloomy international trade in wild marine mammals, and some conservationists claimed that this might threaten the survival of several species. Conservationists also argued that although orcas were harmless to humans in the wild, when kept in captivity, they would see humans as targets.[[61]](#endnote-61)

The Road Ahead

The Chinese market responded positively and enthusiastically to recent theme park offerings, as demonstrated by the success of Ocean Kingdom and Shanghai Disneyland. PGAV’s Cross, reflecting on Zhigang’s insights, stated, “After spending years with Su, I sincerely believe he has an intuition about what the mainland Chinese guest wants and needs. That is his reputation and it turns out it is mostly right.”[[62]](#endnote-62) Though Ocean Kingdom’s success in capturing the Chinese market was expected to be challenged by Disney and the opening of 36 other large-scale, ocean-based theme-park projects in China by 2020, Chimelong was expected to grow faster than its competitors.[[63]](#endnote-63)

Experts argued that the success of ocean parks such as Ocean Kingdom could be attributed to the fast growth of theme park tourism.[[64]](#endnote-64) However, despite much market potential, not many theme parks in China were profitable. According to a report published by Forward Intelligence Co. Ltd. in 2016, 70 per cent of China’s domestic theme parks were unprofitable, 20 per cent were stable, and only 10 per cent were profitable.[[65]](#endnote-65)

Protecting intellectual property was also considered an issue in China, where Disney earned 60 per cent of its revenues through intellectual property. According to experts, the sustainability of theme parks in China was likely to be decided by a firm’s ability to secure its intellectual property.[[66]](#endnote-66) For example, the world’s largest 5-D cinema made its debut at Ocean Kingdom, screening *Kaka’s Adventure* (starring Chimelong’s animated tiger, which was protected by intellectual property copyright) and attracting thousands of tourists each day.[[67]](#endnote-67)

Ocean Kingdom’s success was also affected by the criticism that marine shows were receiving globally from conservationists, who were demanding an end to animal shows from zoos and parks. In addition, with the increasing number of theme parks in China, critics feared the design and attractions of the theme parks would become homogeneous because they lacked any special point of differentiation or competitive advantage.[[68]](#endnote-68) Despite these issues, Ocean Kingdom had continued to expand its marine shows, and also strived to add a marine museum.[[69]](#endnote-69)

How should Zhigang deal with criticism about having marine animal shows and breeding the animals in Ocean Kingdom? Is Zhigang’s strategy to compete on the basis of an ocean-based theme park appropriate?

Exhibit 1: Ranking and Attendance—Amusement and Theme Parks Worldwide

(IN MILLION), 2014–2017

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **2017 Rank** | **Theme Park** | **Location** | **Attendance 2014** | **Attendance 2015** | **Attendance 2016** | **Attendance 2017** |
| 1 | Magic Kingdom at Walt Disney World | Orlando, USA | 19.33 | 20.49 | 20.40 | 20.45 |
| 2 | Disneyland | Anaheim, USA | 16.77 | 18.28 | 17.94 | 18.30 |
| 3 | Tokyo Disneyland | Tokyo, Japan | 17.30 | 16.60 | 16.54 | 16.60 |
| 4 | Universal Studios Japan | Osaka, Japan | 11.80 | 13.90 | 14.50 | 14.94 |
| 5 | Tokyo Disney Sea | Tokyo, Japan | 14.10 | 13.60 | 13.46 | 13.50 |
| 6 | Disney's Animal Kingdom at Walt Disney World | Orlando, USA | 10.40 | 10.92 | 10.84 | 12.50 |
| 7 | EPCOT at Walt Disney World | Orlando, USA | 11.45 | 11.80 | 11.71 | 12.20 |
| 8 | Shanghai Disneyland | Shanghai, China | n/a | 5.05 | 5.60 | 11.00 |
| 9 | Disney's Hollywood Studios at Walt Disney World | Orlando, USA | 10.31 | 10.83 | 10.78 | 10.72 |
| 10 | Universal Studios | Orlando, USA | 8.26 | 9.59 | 10.00 | 10.20 |
| 11 | Chimelong Ocean Park | Hengqin, China | 5.50 | 7.49 | 8.47 | 9.79 |

Source: “TEA/AEECOM 2017 Theme Index and Museum Index: The Global Attractions Attendance Report,” Themed Entertainment Association (TEA), 2018, accessed March 9, 2019, www.aecom.com/content/wp-content/uploads/2018/05/2017-Theme-Museum-Index.pdf; and “TEA/AEECOM 2016 Theme Index and Museum Index: The Global Attractions Attendance Report,” Themed Entertainment Association (TEA), 2017, accessed March 9, 2019, www.teaconnect.org/images/files/TEA\_235\_103719\_170601.pdf.

Exhibit 2: Amusement Park Investment Cost in Asia, Adjusted for Inflation

(US$ BILLION)

|  |  |  |
| --- | --- | --- |
| **Amusement Park** | **Opening Year** | **Investment** |
| Hong Kong Disneyland | 2005 | 4.16 |
| Tokyo Disney Sea | 2001 | 3.32 |
| Chimelong Ocean Park | 2014 | 5.50 |
| Shanghai Disneyland | 2016 | 5.50 |

Source: “The Business of Theme Parks (Part II): How Much Do They Cost? And Earn?,” Park Database, December 27, 2017, accessed March 9, 2019, www.theparkdb.com/blog/the-business-of-theme-parks-part-ii-how-much-do-they-cost-and-earn.

Exhibit 3: Ticket Prices of Main Theme Parks in China (US$), 2018

|  |  |
| --- | --- |
| **Amusement & Theme Parks** | **Ticket Prices** |
| Shanghai Disneyland (Shanghai) | 65.02 |
| Chimelong Ocean Kingdom (Hengqin) | 50.68 |
| OCT East (Shenzhen) | 43.44 |
| Songcheng Lijiang Romance Park (Lijiang) | 40.54 |
| OCT Happy Valley (Shenzhen) | 37.65 |
| Chimelong Paradise (Guangzhou) | 36.20 |
| Wanda Theme Park (Nanchang) | 31.86 |
| Changzhou Dinosaur Park (Changzhou) | 30.41 |
| OCT Window of the World (Shenzhen) | 26.06 |

Source: “Ticket Prices of Main Theme Parks in China in 2015 (in Chinese Yuan),” Statista.com, 2015, accessed March 9, 2019, www.statista.com/statistics/731350/china-main-theme-parks-ticket-prices; and “Theme Park Ticket or Service,” Shanghai Disney Resort, accessed March 9, 2019, www.shanghaidisneyresort.com/en/tickets.

Exhibit 4: Whales in Captivity by Province (China, 2017)

Source: Echo Huang, “As Countries Move to Ban Orca Captivity, China Opens its First Killer-Whale Breeding Center,” Quartz, February 28, 2017, accessed March 9, 2019, https://qz.com/919644/chinas-amusement-giant-chimelong-opened-the-nations-first-killer-whale-breeding-center.

ENDNOTES

1. This case has been written on the basis of published sources only. Consequently, the interpretation and perspectives presented in this case are not necessarily those of Guangzhou Chimelong Group Co. Ltd. or any of its employees. [↑](#endnote-ref-1)
2. “Building a World-Class National Tourism Brand,” Chimelong, accessed March 7, 2019, http://int.chimelong.com/en\_US/about. [↑](#endnote-ref-2)
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13. Josh Young, “Challenges and Triumphs: Building Chimelong’s Ocean Kingdom in China,” op. cit*.*  [↑](#endnote-ref-13)
14. All dollar amounts are in US dollars unless otherwise stated. [↑](#endnote-ref-14)
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