



# Case Study on Ocean Park



*Prepared by:*  
Cisco Advisory Services


June 11, 2008

Cisco Advisory Services

Connecting Technologies  
With Your Business

# Agenda



- 
- Introduction of Ocean Park
  - Introduction of Cisco Advisory
  - IT Master Planning Process
  - Summary of Recommendations
  - Deliverables & Benefits
  - Questions & Answers



# Disclaimer

- *Cisco Advisory Services would like to thank Ocean Park for being our reference customer.*
- *We fully respect confidentiality and sensitivity of customer data, thus this presentation has been sanitized to contain only information obtainable from Ocean Park website, annual reports and public sources.*
- *This presentation do not represent, reflect, suggest, imply or indicate any client-specific findings or recommendations of our engagement of which such information remains strictly confidential to Ocean Park.*

# Introduction of Ocean Park



# Introduction of Ocean Park

- A 30-year-old theme park in HK undertaking a 6-years US\$800m Master Redevelopment Project.
- Vision: To be the top “edutainment” attraction in Asia providing unsurpassed customer experience.
- Goals:
  - Inspire and Inform People via Education
  - Promote Conservation
  - Provide Unsurpassed Entertainment
  - Enhance Guest and Employee Experience
  - Explore New Business
  - Provide Safe and Secured Environment

*Source: <http://www.oceanpark.com.hk/>*

# Ocean Park's objectives over next 5-10 years

- Double the number of total guest visits
- Triple the annual revenue
- Increase staff size by 100%
- Contain costs

# Challenges of IT

- Business Process
- Islands of Data
- Infrastructure
- IT Operations
- IT Resources

**Ocean Park engaged Cisco to develop an IT Master Plan to support its business objectives**

*Source: SCMP dated 10 June 2008*

Cisco  
2000

Experie



# Introduction of Cisco Advisory

# Advisory Services Solution Portfolio

## Business Transformation and Architecture Planning

Advisory Services



### Strategic Technology and Architecture Planning

We create a vision and roadmap that aligns with the business and optimizes your communications infrastructure.



### Business Value Justification

We build a business case to support the roadmap and justify infrastructure investments.



### Program Management Office and Execution

We manage individual projects or programs, with responsibility for Cisco<sup>®</sup> and/or partner resources, deliverables, and rollout.



### Governance and Organizational Change Management

We design next-generation organization and governance structures to ensure customer success.

# Business Priorities



## Empowered Staff



## Real-Time Information



## Borderless Interaction

- Top line, bottom line growth, innovative thinking
- Globalization: Markets, talent
- IT service quality, availability, green
- Process change: Transactions to interactions
- IT as a strategic business enabler
- Compliance and security

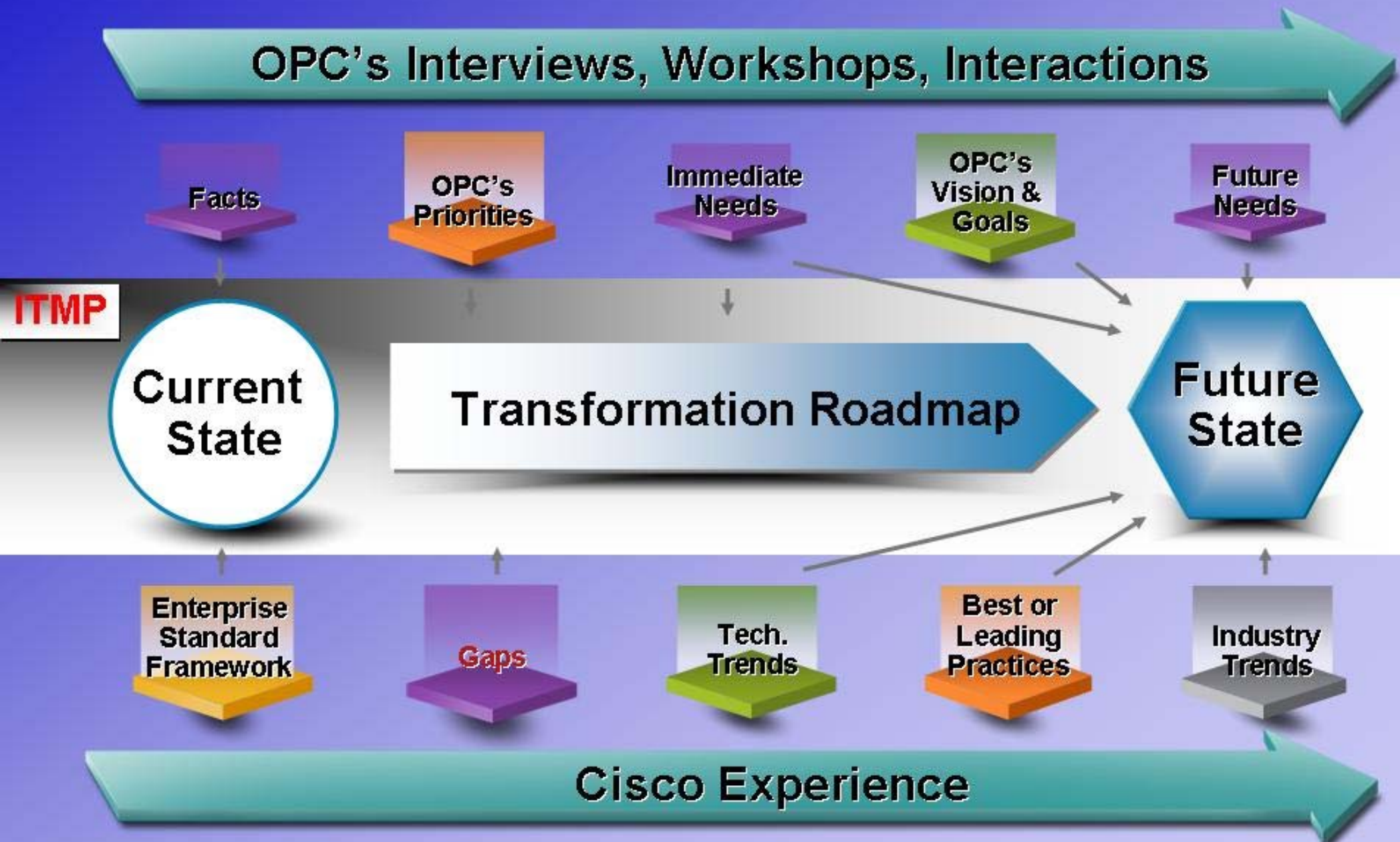
# The IT Master Plan Process



# Objectives of IT Master Plan

- Position Ocean Park as the premier provider of the “Next Generation Guest Experience”
- Improve visibility of activities throughout the Park
- Provide quick and easy access to business information
- Increase value delivered to Ocean Park’s guests and employees

# ITMP Development Process – An Overview



# Key Focus Areas

## Guest Experience

Attract & Retain  
park guests



## Revenue & Throughput

Attractions,  
Shows, Dining &  
Shopping  
Throughput



## Resource Efficiency

Productivity for  
improved  
operations



## Controls & Reporting

Component  
Inventory and  
Warehouse  
Management



# Summary of Requirements

1. Standardization
2. Automation
3. Integration
4. Centralization
5. Innovation
6. Collaboration
7. Mobility

# Factors in Prioritizing IT Master Plan



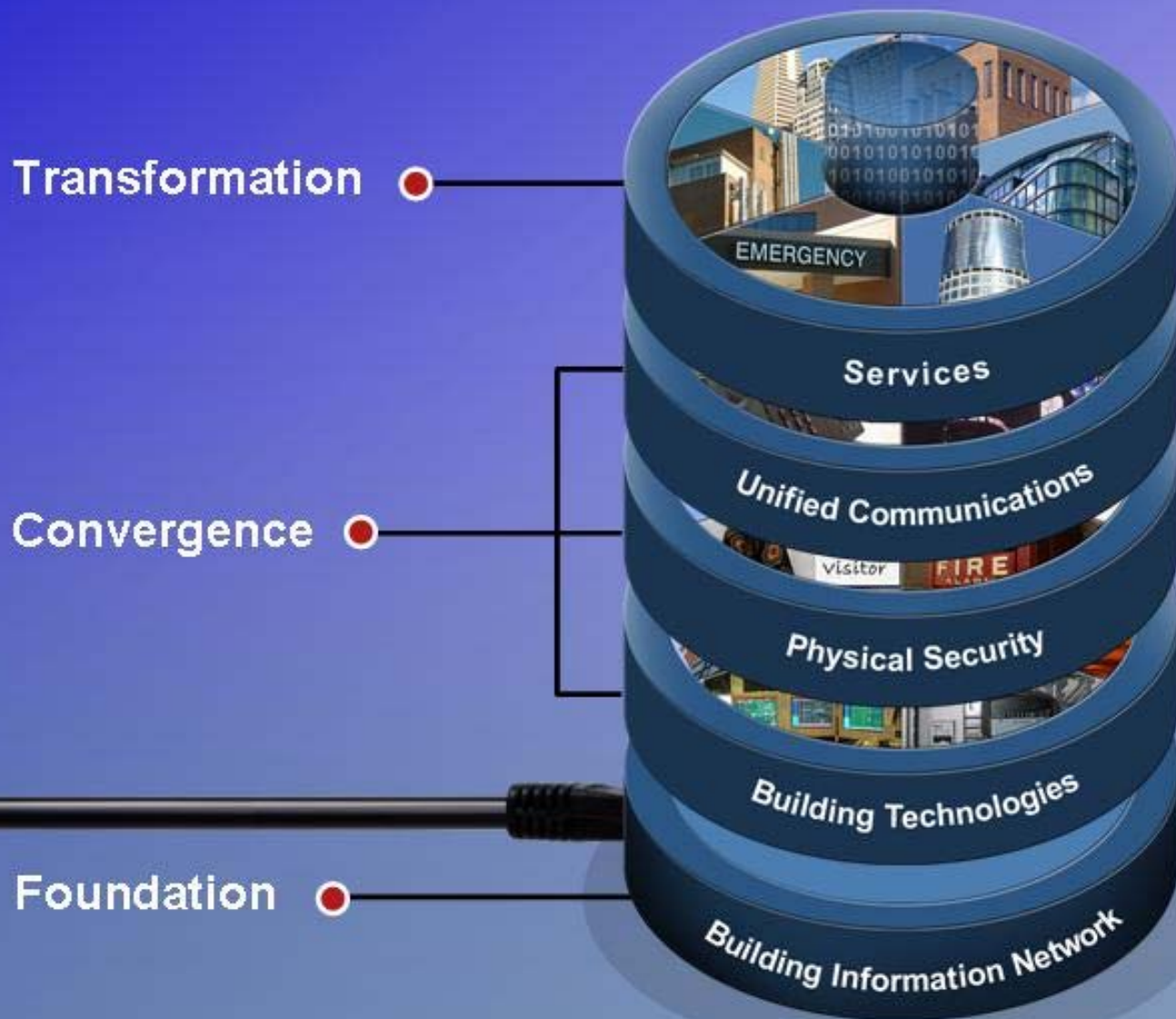
# Benchmarking Peers' Use of IT



# Summary of Recommendations



# “Connected” Theme Park



## **Differentiation**

Stakeholder attraction & retention

## **Managed Services**

Revenue opportunities & Remote delivery

## **Streamlined Processes**

Operational efficiencies

## **Adaptable Environments**

Flexibility & space optimization

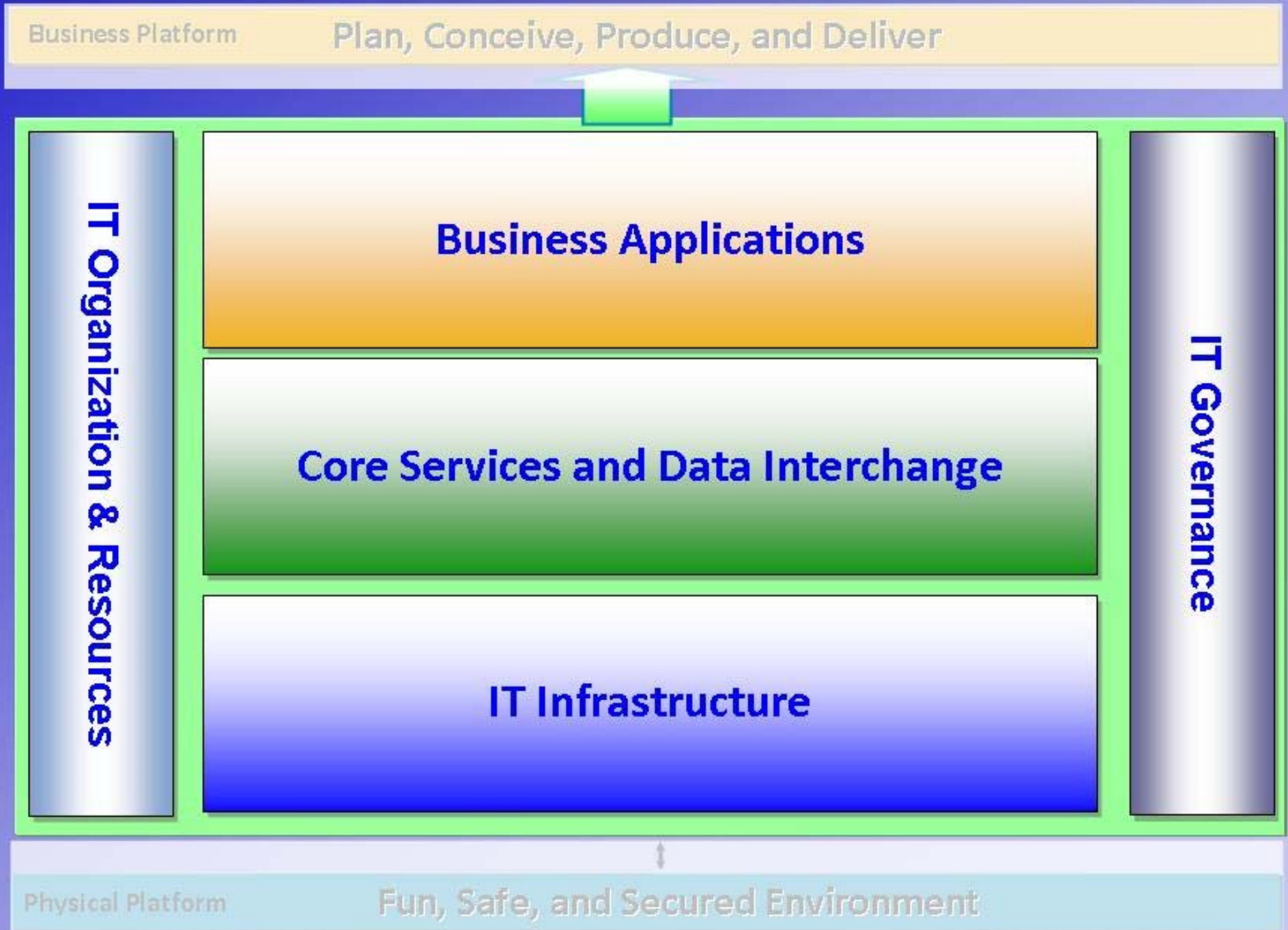
## **User Mobility**

Productivity, in the right place at right time

## **Cost Reduction**

Space, technology, energy & operations

# IT Platform Components



# How technologies change the way we WORK



**Video-Conferencing**

**Future Applications**



**Web Conferencing**



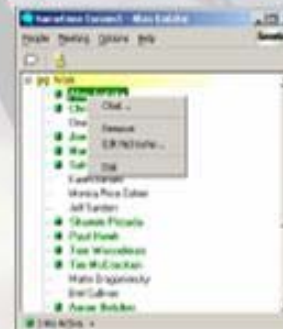
**Collaboration**



**Calendar**



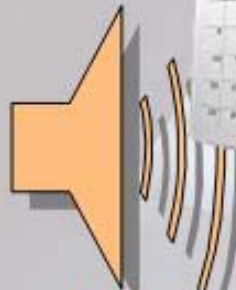
**Instant Messaging**



**Contact Center**



**Audio-Conferencing**



**Voice Messaging**



**E-mail**



**Telephone Services**



**Secure Platform**



# How technologies change the way we LIVE

Tenant Services and Technologies



High-Speed Internet



Wireless



VPN



IP Telephony



Audio and Video Conferencing



Visitor management



Interactive media



Digital signage



Lighting



Elevators



24/7 Monitor



HVAC- Sensors



Fire



Video surveillance



Access



Energy



Building Services and Technologies

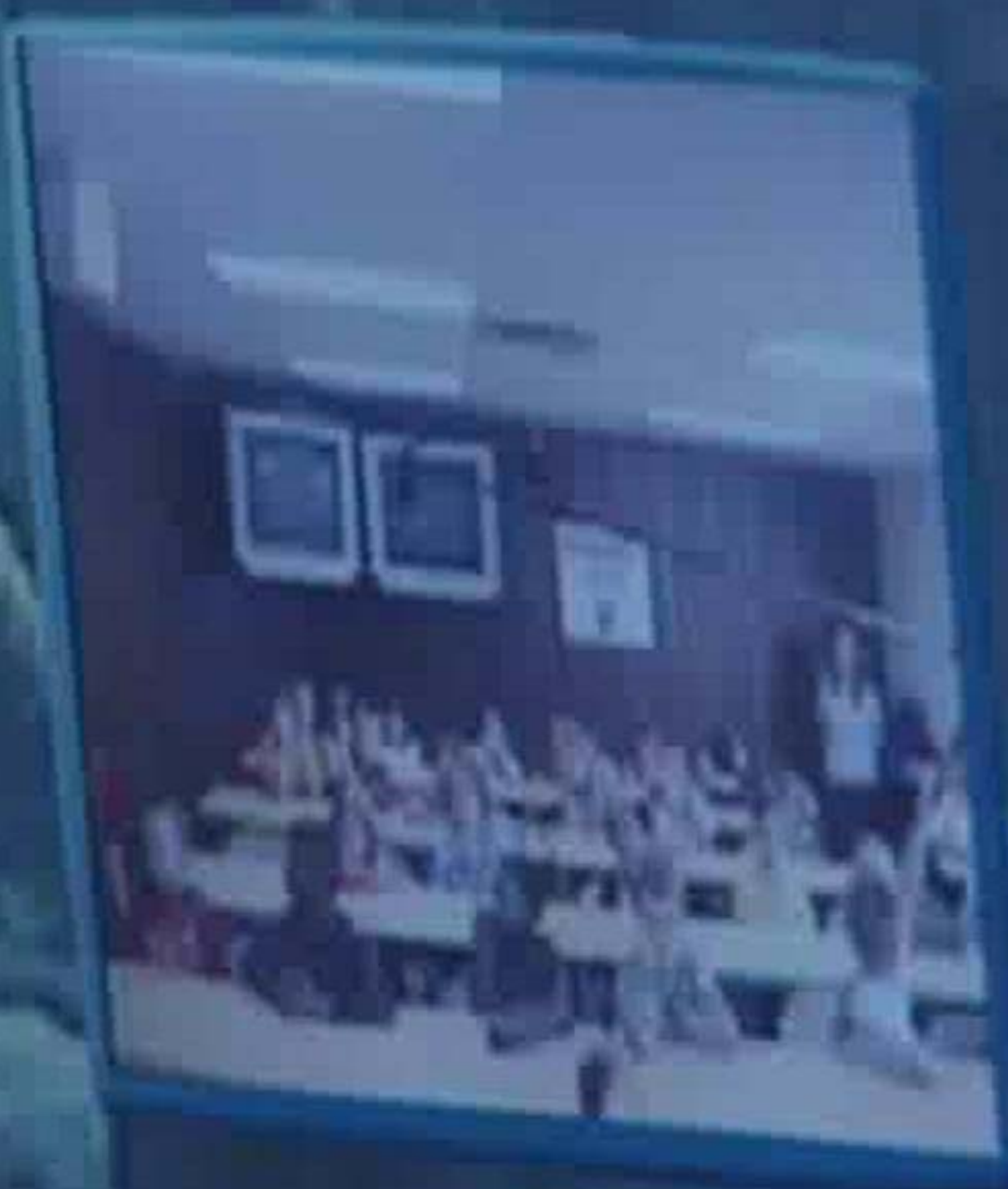
# How technologies change the way we PLAY



- Child Locator
- Using Wi-Fi Wrist-band
- Leverages Wi-Fi infrastructure
- Improve Guest Experiences and Services

*Source: SCMP dated 10 June 2008*

# How technologies change the way we LEARN





# Deliverables & Benefits

# IT Master Plan Deliverables

- Current State Assessment
- Benchmarking Report
- 3-5 Years IT Architecture Blueprint
- Implementation Roadmap
- Cost/benefit Analysis
- IT Governance
- IT Organization & Resources Plan
- Samples & Templates

# IT Master Plan Benefits

- Comprehensive planning of IT Strategies
- Identify “Need to have” from “Nice to have”
- Recommend best practice IT processes and governance
- Meticulous roadmap to guide the implementation

## Ocean Park plans major IT system overhaul

**San Francisco**

Ocean Park Corp., operator of Hong Kong's marine-themed amusement park, plans to overhaul its aging information technology systems as part of an expansion program.

Chief executive Tom Melhemann said an IT plan outlining how to support the further investment and redevelopment of the 31-year-old park, which expects to receive twice as many visitors and increase visitors as it does today in a decade.

Cisco Services Asia Pacific, the regional IT services arm of Cisco Systems, the world's largest networking equipment maker, was contracted for an undisclosed amount to map out and lead a four-year IT infrastructure revamp.

It has also been helping the park execute its larger Master Redevelopment Project.

"We need to evolve and that is the importance of having a blueprint for new IT infrastructure," Mr. Melhemann said.

"To fulfil our vision of transforming this a more generation theme park, technology is critical as it allows us to process all the diverse information from our different operational units into cohesive and reliable business decisions."

Almost HK\$5.5 billion will have been spent by Ocean Park, a not-for-profit company created by visitors, when the six-year redevelopment of the amusement park is completed in 2012.

Mr. Melhemann said the IT revamp was being funded separately from the park expansion, which would include new attractions, three hotels and an MRT station on the proposed South Island Line extension spread across more than 670,000 square metres of land.

Ocean Park's senior management and Cisco Services expect to conclude consultation with the park's various operating units soon and start the IT project in about six months.

"We want the staff to be the new system's user champions," Mr. Melhemann said. "We're working with them on how best to adapt the business model to the new IT master plan."

The first priority is to establish a modern communication system to support the various customer-facing and back-office operations.

That would include one of two systems for customers at the park's points of sale, better access to rides and a possible radio frequency identification setup to help locate a lost child, or track the delivery of goods and services.

Having a customer relationship management application would allow the park to have a more accurate analysis of "capturing more guest time and experience," Mr. Melhemann said.

"We want to develop a robust infrastructure on which to attach the components to transparently interface with customers, partners, operators, generators and others."

David Rubin, vice-president at Cisco Services Asia Pacific, said "This is one of our largest projects in Hong Kong, especially with the potential of a wide range of services. Ocean Park represents a discussion of how to have a proper IT plan and budget for it."

The Cisco unit's participation in the IT project, however, does not include the delivery of the company's networking and communications products.

Mr. Melhemann said the park's IT infrastructure upgrade would involve other IT hardware and software suppliers. "Cisco is helping us figure out the size to have from the need to have," he said.

Ocean Park, which reported record attendance last year, was held at No. 18 in the global rankings of the most-visited theme parks, with 4.8 million visitors.

In 2006, the theme park had 4.26 million visitors and was ranked 12th on the annual Thailand Entertainment Association/Economic Research Associates' Attraction Attendance Report.



Ocean Park chief executive Tom Melhemann expects to receive twice as many visitors as today in a decade. Photo: World-Chat

### Coming attraction

The IT revamp is being funded separately from the park expansion

By 2012, the six-year redevelopment of the park will have cost about, in HK\$

# \$5.5b

Source: SCMP dated 10 June 2008



# Questions & Answers





**CISCO**