

Hong Kong Disneyland: Differentiation Strategies in a Competitive Theme Park Market



Source: Pexels (2025)

Background

Having recently celebrated its 19th birthday, Hong Kong Disneyland (HKDL) continues to deliver unforgettable Disney experiences to guests of all ages and nationalities (HKDL, n.d.). Following the opening of the new themed area “World of Frozen”, the resort has returned to profit for the first time in nine years with a record performance in the fiscal year 2023/2024 (SCMP, 2025). Despite a history of financial losses, HKDL has successfully differentiated itself from other competitors such as Ocean Park Hong Kong, Shanghai Disneyland, and Universal Studio Beijing.

To enhance product localization, HKDL has consistently incorporated local cultural elements into its offerings. During its 15th anniversary celebration, for example, the park introduced the Hong Kong-style street food snack Mickey Egg Puff (米奇雞蛋仔) (Disney Magical Kingdom Blog, 2021). More recently, HKDL launched a new blind box (盲盒) merchandise series featuring HKDL’s original intellectual property (IP) character, the talking trash can “Push” (小推) (Yahoo! News, 2024). These culturally infused, HKDL-exclusive items are designed to resonate with local visitors while attracting international tourists seeking unique experiences.

Over the years, HKDL has partnered with various sectors to elevate the guest experience. AIA Hong Kong, a key strategic partner, has supported several major initiatives, including the “Iron Man Experience” in 2017, the annual “10K Weekend” marathon events, and the latest attraction “Frozen Ever After” (AIA Hong Kong, n.d.; Blue Cross, 2023). In addition, retail partnerships with Pandora and Starbucks have brought branded physical stores into the park, offering exclusive HKDL-themed products (HKDL, n.d.). These cross-promotional efforts enrich the park’s value proposition by leveraging expertise from multiple industries.

HKDL also designed seasonal events as part of its differentiation strategy. For example, the park hosts Halloween festivities featuring limited-time appearances by Disney villains (HKDL,

2024a) and Christmas-themed entertainment. Celebrity collaborations further boost attendance during special occasions. Notably, during Lunar New Year, HKDL presented *Disney Classic Live in Concert* featuring world-renowned pianist Lang Lang (HKDL, 2024b). These diverse offerings are aimed at increasing international appeal.

To manage seasonal fluctuations in attendance, HKDL introduced a new tiered ticketing system in 2023. This system includes four pricing levels, ranging from HK\$639 (Tier 1, regular days) to HK\$879 (Tier 4, peak days), allowing the park to balance guest flow and maximize revenue (HKDL, 2023).

Challenges

Despite its creative approaches to product differentiation, concerns remain about HKDL's ability to compete with its regional rivals. Its relatively small physical footprint, especially when compared to Ocean Park and Tokyo Disneyland, limits opportunities for large-scale expansion and the introduction of new attractions. Moreover, the launch of new themed areas such as *Zootopia* at Shanghai Disneyland and *Fantasy Springs* (including their own version of *World of Frozen*) at Tokyo DisneySea is expected to intensify competition and further impact HKDL's market share (CNN Travel, 2024).

Discussion Questions

1. What additional elements of Hong Kong culture could HKDL incorporate to enhance its local and international appeal?
2. In what ways have partnerships with brands like AIA Hong Kong, Pandora, and Starbucks enhanced HKDL's guest experience and financial performance?
3. Given its limited space for expansion, how can HKDL continue to innovate and stay competitive against larger parks?
4. What further strategies could HKDL adopt to mitigate the effects of seasonality on park attendance?

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Keywords

- Product Differentiation
- Localization
- Strategic Partnerships
- Theme Park
- Seasonal Marketing
- Revenue Optimization

Acknowledgement

This case study is based on and adapted from the work of undergraduate students’ CHAN Ngai; CHAN Wing Hei; HUNG Nga Wai; LAM Ka In; MAN Ching Tung; SIU Yan Lam; YAN Kit Mau from the School of Hotel and Tourism Management at The Hong Kong Polytechnic University.

香港迪士尼乐园：竞争激烈的主题公园市场中的差异化策略



Source: Pexels (2025)

背景

香港迪士尼乐园在近期庆祝了其 19 岁生日，持续为来自不同年龄和国籍的宾客带来难忘的迪士尼体验 (HKDL, n.d.)。随着全新主题园区“魔雪奇缘世界”的开幕，度假区在 2023/2024 财政年度创下业绩新高，实现了九年来首次恢复盈利 (SCMP, 2025)。尽管曾经历财务亏损，香港迪士尼乐园已成功地将其自身与香港海洋公园、上海迪士尼乐园及北京环球影城等其他竞争对手区分开来。

为加强产品本地化，香港迪士尼乐园持续将本地文化元素融入其产品中。例如，在其 15 周年庆典期间，乐园推出了港式街头小吃“米奇鸡蛋仔” (Disney Magical Kingdom Blog, 2021)。近期，乐园又推出了以乐园原创知识产权角色、会说话的垃圾桶“小推”为主题的盲盒商品系列 (Yahoo! News, 2024)。这些融合了文化特色、且为香港迪士尼乐园专属的商品，旨在与本地游客产生共鸣，同时吸引寻求独特体验的国际游客。

多年来，香港迪士尼乐园与不同行业伙伴合作，提升宾客体验。其重要策略伙伴友邦香港，曾支持多个主要项目，包括 2017 年的“铁甲奇侠飞行之旅”、年度“10K 周末”马拉松赛事，以及最新游乐设施“魔雪奇幻之旅”等 (AIA Hong Kong, n.d.; Blue Cross, 2023)。此外，与潘多拉及星巴克的零售合作，使品牌实体店进驻乐园，提供独家香港迪士尼乐园主题商品 (HKDL, n.d.)。这些跨行业推广活动，通过整合多行业专业知识，丰富了乐园的价值主张。

香港迪士尼乐园亦将季节性活动设计为其差异化策略的一部分。例如，乐园举办万圣节庆祝活动，其间迪士尼反派角色会限时现身；并推出圣诞主题娱乐项目 (HKDL, 2024a)。名人合作在特别场合进一步提升了乐园的吸引力。值得注意的是，在农历新年期间，香港迪士尼乐园呈献了由世界知名钢琴家朗朗领衔的《迪士尼经典音乐之旅》音乐会 (HKDL, 2024b)。这些多样化的产品旨在提升其国际吸引力。

为管理游客量的季节性波动，香港迪士尼乐园于 2023 年推出了全新的分级票务系统。该系统包含四个价格等级，从 639 港元（第 1 级，常规日）到 879 港元（第 4 级，高峰日）不等，使乐园能够平衡客流并最大化收入 (HKDL, 2023)。

挑战

尽管在产品差异化方面采取了创新方法，但香港迪士尼乐园是否有能力与区域竞争对手抗衡仍令人担忧。其相对较小的实体面积，特别是在与海洋公园和东京迪士尼乐园相比时，限制了进行大规模扩建和引入新景点的机会。此外，上海迪士尼乐园的《疯狂动物城》主题园区以及东京迪士尼海洋的《幻想之泉》（包含其版本的《魔雪奇缘世界》）等新主题园区的开幕，预计将加剧竞争并进一步影响香港迪士尼乐园的市场份额 (CNN Travel, 2024)。

讨论问题

1. 香港迪士尼乐园可以融入哪些更多的香港文化元素，以增强其对本地和国际游客的吸引力？
2. 与友邦香港、潘多拉和星巴克等品牌的合作，以何种方式提升了香港迪士尼乐园的宾客体验和财务表现？
3. 鉴于其扩建空间有限，香港迪士尼乐园应如何持续创新，以在对抗大型主题公园时保持竞争力？
4. 香港迪士尼乐园可以采取哪些进一步的策略来缓解季节性对乐园游客量的影响？

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关键词

- 产品差异化
- 本地化
- 策略伙伴关系
- 主题公园
- 季节性营销
- 收入优化

致谢

本案例研究基于并改编自香港理工大学酒店及旅游业管理学院本科生 CHAN Ngai; CHAN Wing Hei; HUNG Nga Wai; LAM Ka In; MAN Ching Tung; SIU Yan Lam; YAN Kit Mau 的作品。

香港迪士尼樂園：競爭激烈的主題公園市場中的差異化策略



Source: Pexels (2025)

背景

香港海洋公园万豪酒店于 2018 年开业，是一家四星级酒店，拥有 471 间融合现代设计与自然灵感的客房及套房。酒店还提供多功能的宴会设施，包括一间宽敞的无柱宴会厅(Ocean Park Hong Kong, n.d.)。酒店旨在同时满足本地居民和国际旅客的需求，提供一系列针对不同宾客需求的服务和住宿套餐。

为吸引海洋公园及其相邻水上乐园的游客，酒店推出了主题住宿套餐，如“海洋公园体验套餐”和“水上乐园体验套餐”。这些套餐包括一晚酒店住宿、双人早餐以及两张香港海洋公园或水上乐园的门票(Hong Kong Ocean Park Marriott Hotel, n.d.)。酒店地理位置便利，通过人行天桥与香港海洋公园相连，并提供前往水上乐园的免费穿梭巴士服务，使其成为主题公园游客的理想下榻之所。

作为其差异化策略的一部分，酒店设有特别主题客房，包括“胡子潜艇”、“Redd 森林”和“宝宝乐园”等。这些房间的设计灵感源自海洋公园的景点元素，为游客创造更具沉浸感和连贯性的体验。酒店还通过与热门动漫系列合作推出限时主题套餐来进一步提升吸引力。一个显著的例子是“高达之父的世界”套餐，旨在庆祝《机动战士高达》创作者大河原邦男先生的 50 周年纪念 (Geek Culture, 2023)。

酒店亦注重营造节庆体验和季节性活动。除了主题装饰、特别菜单和庆祝活动外，酒店还创造性地利用其大堂内标志性的 50 英尺高水族馆。例如，在复活节期间，

身着兔子服装的潜水员会在鱼群中游泳，为宾客带来难忘的视觉体验 (Hong Kong Ocean Park Marriott Hotel Instagram, 2024)。

此外，酒店善于利用本地大型活动推出适时促销。在一年一度的香港国际七人榄球赛期间——这是香港最大的体育赛事之一，酒店推出了“榄球精选住宿套餐”，包含住宿、自助早餐以及一张赛事单日门票 (Hong Kong Ocean Park Marriott Hotel Instagram, 2024)。这些有针对性的套餐使酒店能够触及利基市场，并通过策略性的产品设计和及时的营销活动，在竞争中脱颖而出。

挑戰

儘管在產品差異化方面採取了創新方法，但香港迪士尼樂園是否有能力與區域競爭對手抗衡仍令人擔憂。其相對較小的實體面積，特別是在與海洋公園和東京迪士尼樂園相比時，限制了進行大規模擴建和引入新景點的機會。此外，上海迪士尼樂園的《瘋狂動物城》主題園區以及東京迪士尼海洋的《幻想之泉》（包含其版本的《魔雪奇緣世界》）等新主題園區的開幕，預計將加劇競爭並進一步影響香港迪士尼樂園的市場份額(CNN Travel, 2024)。

討論問題

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2. 與友邦香港、潘多拉和星巴克等品牌的合作，以何種方式提升了香港迪士尼樂園的賓客體驗和財務表現？
3. 鑒於其擴建空間有限，香港迪士尼樂園應如何持續創新，以在對抗大型主題公園時保持競爭力？
4. 香港迪士尼樂園可以採取哪些進一步的策略來緩解季節性對樂園遊客量的影響？

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關鍵詞

- 產品差異化
- 本地化
- 策略夥伴關係
- 主題公園
- 季節性行銷
- 收入優化

致謝

本案例研究基於並改編自香港理工大學酒店及旅遊業管理學院本科生 CHAN Ngai; CHAN Wing Hei; HUNG Nga Wai; LAM Ka In; MAN Ching Tung; SIU Yan Lam; YAN Kit Mau 的作品。