

Think Ahead

ACCA

STRATEGIC BUSINESS LEADER

PRE-SEEN INFORMATION

Applicable for the September 2026 Exam

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1. Introduction

Hasper World (HW) is a theme park located in the country of Deeland. HW was established over 50 years ago and has since grown to become the third largest theme park in Deeland (based on both revenue and customer numbers).

2. Theme park industry information

Overview

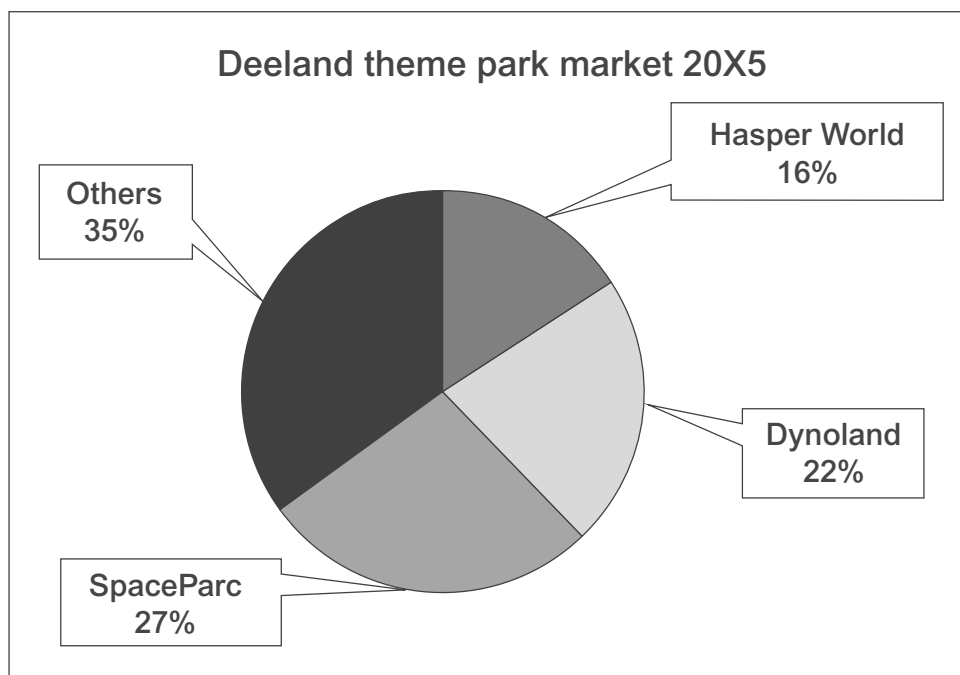
An amusement park is a commercial enterprise which features attractions such as rides, games and play areas and its purpose is to provide entertainment for visitors.

A theme park is a type of amusement park which has a central 'theme'. This theme might be based on a particular subject, such as outer space or on a particular group of characters, for example, those found in animated movies. Theme parks offer visitors a wide variety of attractions including rides, shows, play areas, food outlets and shops, all based on the chosen theme. Some theme parks are divided into themed areas, called 'lands' or 'zones', offering attractions and rides within those lands and zones, which immerse the visitor within the themed experience as they move around the park.

Theme parks differ from amusement parks, in that they feature a themed collection of rides and attractions whereas amusement parks feature an unconnected collection of rides and attractions. However, over the years, many amusement park operators recognised that by incorporating themes, stories, architecture, landscaping and characters into their parks, visitors became more engaged, and they were able to attract a wider variety of visitors.

The Deeland theme park market

Deeland has a population of over 60 million people and has a well-developed economy. A significant proportion of the population has disposable income to spend on a wide range of leisure and tourism activities.



The Deeland theme park market earned an estimated revenue of nearly \$1 billion in 20X5, and this is estimated to grow by over 10% in the next five years. The current growth has been driven by a strengthening global leisure and tourism market, wherein theme parks have become an

integral part of this, making them popular destinations for people whilst taking holidays or short breaks.

There are a wide range of theme parks operating within Deeland, ranging from small, regional parks to several large theme parks, offering visitors a wide variety of rides, attractions and food outlets.

The three largest theme parks (which are SpaceParc, Dynoland and HW) in Deeland together attracted over ten million visitors in 20X5, an increase of 4% on the previous year.

However, competition for theme park visitors also comes from a wide range of other leisure and tourism activities available in Deeland, such as coastal holiday resorts, museums, zoos and aquariums, and a wide variety of tourist attractions such as historic castles and famous landmarks.

Theme park market growth drivers

- Increasing disposable incomes of both home and international visitors, who are demanding more leisure and entertainment options.
- Growing popularity of themed entertainment, driven by global entertainment brands and movie franchises.
- Increasing adoption of technology in the attractions and experiences offered by theme parks, making them more realistic and exciting.

Typical theme park rides

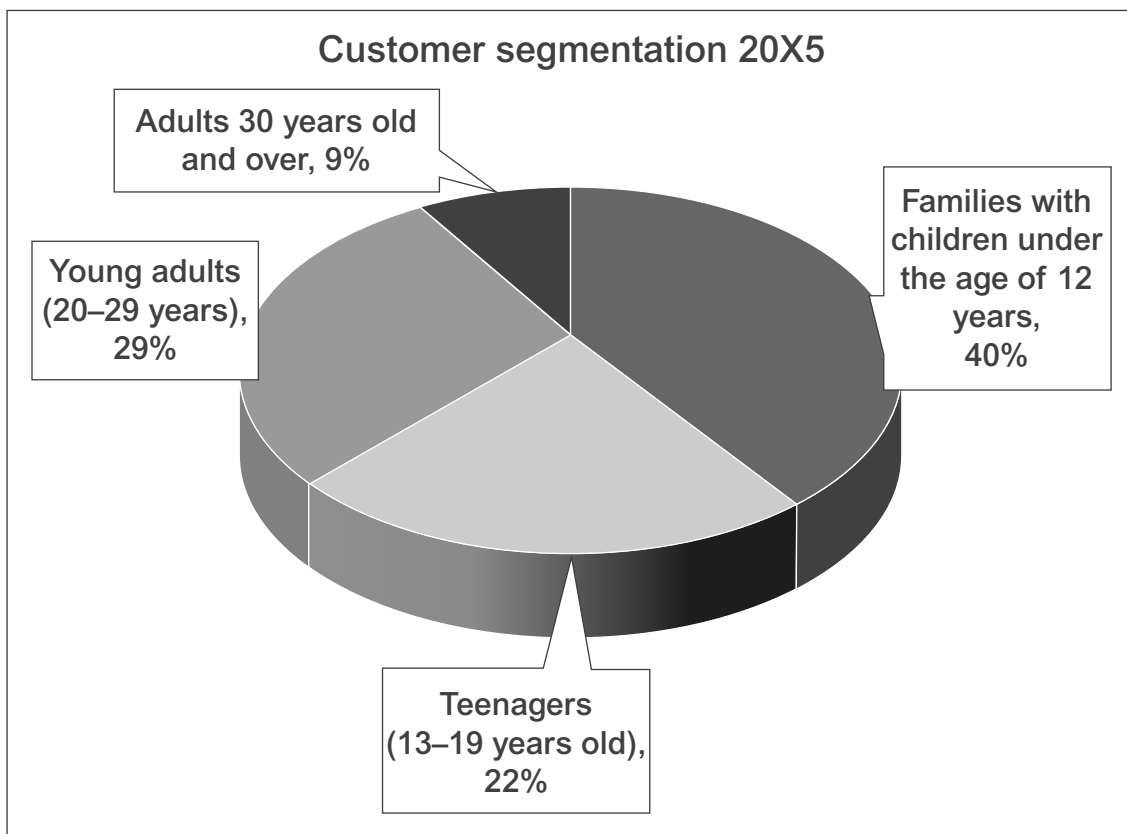
Ride	Description
Rollercoasters	A rollercoaster uses an elevated track which carries riders through elements which can include tight turns, steep slopes and full 360-degree loops, to create a thrilling experience. Rollercoaster rides are typically built and designed as a complete circuit in which riders depart from and return to the same location.
Flat rides	A flat ride typically spins around and usually includes a circular platform. Depending on their speed and patterns of movement, they may or may not be considered as exciting as rollercoasters. Slow-moving and low-height flat rides are generally intended for young riders (typically between the ages of 3 and 12 years). However, more exciting flat rides have been designed to include high speeds and other disorientating movements.
Drop rides	A drop ride incorporates a central tower structure with one or more carriages attached. Each carriage carrying riders is lifted to the top of the tower and then released, to free fall back down to ground level. A powerful braking system stops the carriage before it reaches the ground.
Dark rides	A dark ride uses vehicles to send riders into a dark, indoor environment and through a series of scenes or experiences. Dark ride vehicles take many forms including cars on a track and boats which float in channels of water. Some dark rides include interactive features like onboard games to compete against other riders.

Ride	Description
Water slides	A water slide ride uses vehicles such as boats and wooden logs (called log flumes) to send riders along channels of flowing water with various drops and turns, to deliver similar thrills to those experienced on a rollercoaster.
Playgrounds	Playgrounds are areas normally designed for children to play outdoors and contain a range of equipment such as swings, slides and climbing frames. Most theme parks use large areas of their site for playground areas to entertain children who are too young to be permitted on the more thrilling rides.

Theme park visitors

With an extensive range of attractions offered, most theme parks attract visitors from a wide range of ages and other demographics.

The three largest theme parks in Deeland also attract a significant number of international visitors, as Deeland is a popular international tourist destination, with its vibrant history, traditions and warm climate.



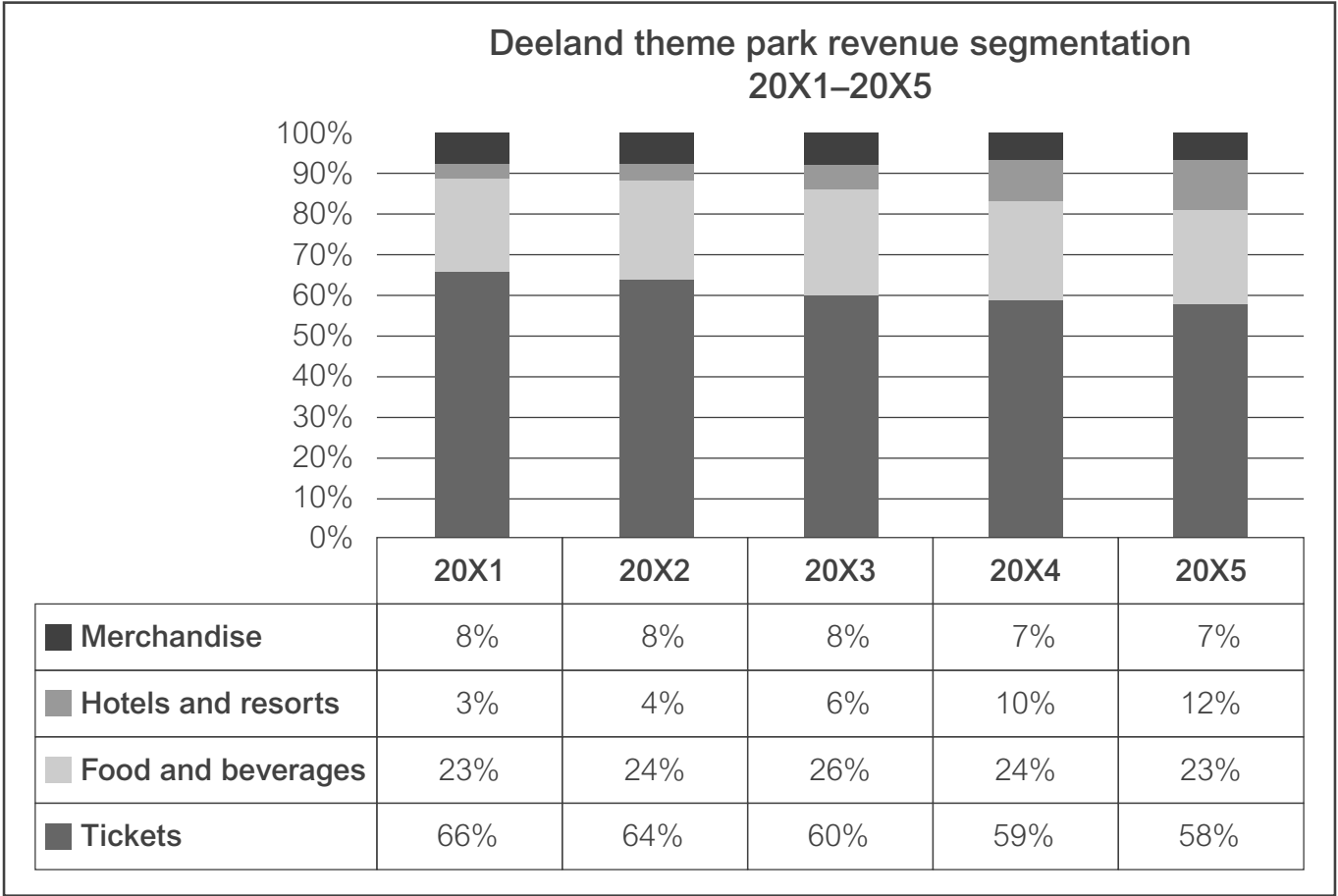
Revenue generation

Most theme park revenue is generated from the sale of tickets to enter the park, which permit visitors to use the rides and attractions.

A considerable proportion of theme park revenue is generated in the many food outlets which most theme parks operate onsite, and which include a wide variety of restaurants and cafes.

Merchandise, such as soft toys, clothing and general souvenirs is also a steady form of income for most theme parks.

The most notable change in revenue generation in recent years has been the development of onsite hotels, turning theme parks into holiday resorts, where visitors can stay for short or extended holiday breaks within themed hotels or holiday lodges. These have proved to be particularly popular with international visitors to Deeland.



Industry challenges

Theme park operations are subject to global economic conditions, including the resulting impact on spending by consumers. Slow economic growth or recession can decrease customer spending power or confidence, which will impact negatively on theme park visitor numbers and revenues.

As theme parks are attracting increasing numbers of visitors each year, attracted by more thrilling and exciting rides and experiences, this puts additional pressure on theme park operators to ensure the highest standards of health and safety. This includes not only the prevention of accidents and injuries due to faulty rides, but also food hygiene breaches and accidents and injuries caused by, for example, faulty barriers or poorly maintained pathways. Theme parks incur significant costs in maintaining and managing rides, food outlets and general premises to ensure the safety of visitors and staff (Note: The latest Deeland industry statistics indicate that the chances of a significant injury occurring on a theme park ride is extremely low).

The climate is also a key challenge to Deeland’s theme parks. Despite enjoying a warm and sunny climate for several months of the year, Deeland also experiences periods of heavy rain. Therefore, due to adverse weather conditions, there are occasions when theme park rides must be closed for safety reasons. This can impact adversely on visitor satisfaction.

Sustainability has become a key challenge for theme parks. Consumers are increasingly aware of sustainability issues, often making choices based on their sustainability and environmental priorities. Young adults under the age of 30 are increasingly prioritising their purchasing choices on sustainability and environmental issues. In a recent Deeland Travel and Tourism industry report, 53% of visitors prioritised sustainable choices when making decisions on which attractions to visit. This is putting pressure on Deeland's theme park operators to identify and implement ways in which they can operate more sustainably, many of which could potentially require significant investment, such as solar panel installation and waste recycling systems.

Latest developments

– Digital and mobile technologies

Some theme parks have successfully used digital technologies to enhance their offerings, such as designing mobile applications (apps) to provide visitors with real-time updates on ride queue times and live weather reports and which also allow visitors to pre-book restaurant facilities and review menus. In addition, mobile apps have been designed to enable visitors to use their mobile phones to access their onsite hotel rooms.

Wearable digital technology, such as RFID (radio frequency identification) wristbands, which can be obtained by visitors on entry to the park, are being used to monitor guest movements onsite, to assist in managing and monitoring visitor traffic and to manage queues by sending live information to visitors about waiting times for specific rides. The data collected from the use of mobile apps and RFID wristbands can allow theme park operators to provide personalised offers to visitors, helping to improve customer satisfaction.

– Theme park holiday resorts

Theme parks around the world are extending their facilities beyond providing rides and attractions, to also offering holiday accommodation in the form of onsite hotels. As such, theme parks are becoming holiday destinations in themselves. International tourism and increased consumer spending on entertainment and leisure activities has driven theme park operators to exploit this opportunity to encourage visitors to visit their theme park for longer than one day. Visitors can experience all the facilities of a typical hotel, such as cafes, restaurants, swimming pools, gyms and spa facilities, as well as enjoy all the rides and attractions the theme park has to offer. This means visitors can relax and enjoy all the park attractions at their leisure over a longer period of time.

– Advancements in technology

Technologies such as virtual reality (VR) and augmented reality (AR) are becoming increasingly used within theme park rides and attractions globally. These technologies provide visitors with new and immersive experiences, such as riders using a VR headset to ride on a traditional rollercoaster but experience an entirely different world. This combination of physically being on a rollercoaster yet seeing an entirely different world through the VR headset offers riders a novel and exciting experience. AR takes this a step further, whereby visitors can actually engage with virtual objects, characters and effects which blend seamlessly with the physical ride, allowing visitors to play an active part in the theme park experience.

Industry key performance indicators (KPIs)

KPI	Definition
Revenue per visitor	Average income generated per visitor, measured by dividing total revenue by total visitor numbers.
Visitor numbers	Number of visitors who have visited the theme park in a specified period of time.
Annual visitor attendance growth rate	Year-on-year increase in visitor numbers.
Safety incident rate	Total number of safety incidents divided by the number of visitors.
Net promoter score (NPS)	A measure of the likelihood that a visitor would recommend the theme park to a colleague, family or friend.

Industry body

Amusement and theme park operating standards in Deeland are set by the Organisation for Amusement Park Operators (OAPO). The OAPO sets and monitors all standards on design and manufacture, testing, operation, maintenance, inspection and quality assurance of all theme park rides. These standards undergo frequent review and revision to keep up with new technologies. The OAPO is also responsible for issuing operating licences to amusement and theme parks in Deeland, which are reviewed and re-issued each year.

Theme parks in Deeland must pass rigorous inspections to maintain their operating licences. Theme park staff follow detailed manufacturer guidelines for inspection and safety of rides and attractions, and many parks use outside specialists to periodically re-inspect rides.

3. Hasper World overview

Background

Hasper World (HW) was established in Deeland over 50 years ago by brothers Henrik and Arthur Glen. The Glen brothers, who were farmers in the northern region of Deeland, made use of some of their farmland to set up a small theme park to educate local children about the country's vibrant history and legends, based on the stories of Hasper, a mythical giant which is legendary in Deeland. Henrik and Arthur had a strong vision for the future of the business, recognising that the people of Deeland were increasingly wanting to spend their growing disposable incomes on family leisure time and having fun. HW was the first 'themed' amusement park operating in Deeland.

The Glen family initially invested in a range of playground equipment and several flat rides to encourage visitors in the local area to spend time outdoors having fun whilst learning about Deeland's history. Over the years, the business has invested in many rides and attractions and currently the HW theme park operates 11 rollercoasters (one of which is the tallest and longest in Deeland and was installed four years ago), two dark rides, one drop ride, two water slides, ten flat rides and several playgrounds, all spread across two square kilometres. There are various themed areas ('lands') within the park, such as Hasper's Magical Mountain, the Forbidden Forest and the Raging Rapids.

Unlike its two largest rivals, HW does not have an onsite hotel or accommodation for its visitors, as the board believes this to be out of line with its core theme park operations and focus. The Glen family see Hasper World as a 'differentiator' in the Deeland theme park market, in offering

its visitors both an entertainment and educational experience. HW is the only privately owned, family run theme park operating in Deeland.

Seasonality

Although HW benefits from the warm and dry climate for several months of the year, Deeland does experience periods of heavy rain during the months of November to February. As a result, HW closes its largest rollercoasters, water slides and drop ride during these months for safety reasons, as heavy rain can impact on the safe operation of the braking systems of these rides. During this period, HW takes the opportunity to undertake thorough maintenance programmes of these rides before the start of its main season which runs from March to October each year. However, the smaller rollercoasters, flat rides and dark rides continue to operate all year round. The playgrounds are also open all year round.

Tickets and pricing

At the entrance to the HW theme park, visitors are required to pay an admission fee. Children under five years of age can enter the park for free, accompanied by an admission fee-paying adult.

Although tickets can be purchased on the day at the park entrance, most visitors enter the park on pre-booked tickets, which can be paid for in advance on the HW website or on the HW app. These can be printed off or can be downloaded onto a smartphone. Tickets are scanned at the park entrance by a staff member. Once inside the park, all the rides and attractions are free to use. Visitors must pay separately for any food, beverages or retail items bought during their visit, i.e. these are not part of the entry fee. All the food and retail outlets located on HW's park are owned and operated by HW.

HW offers discounted ticket prices to visitors who book online and offers family tickets, group tickets and special offers for school groups and other young people's clubs. HW also offers monthly and annual season tickets to incentivise repeat visits.

Ownership and management

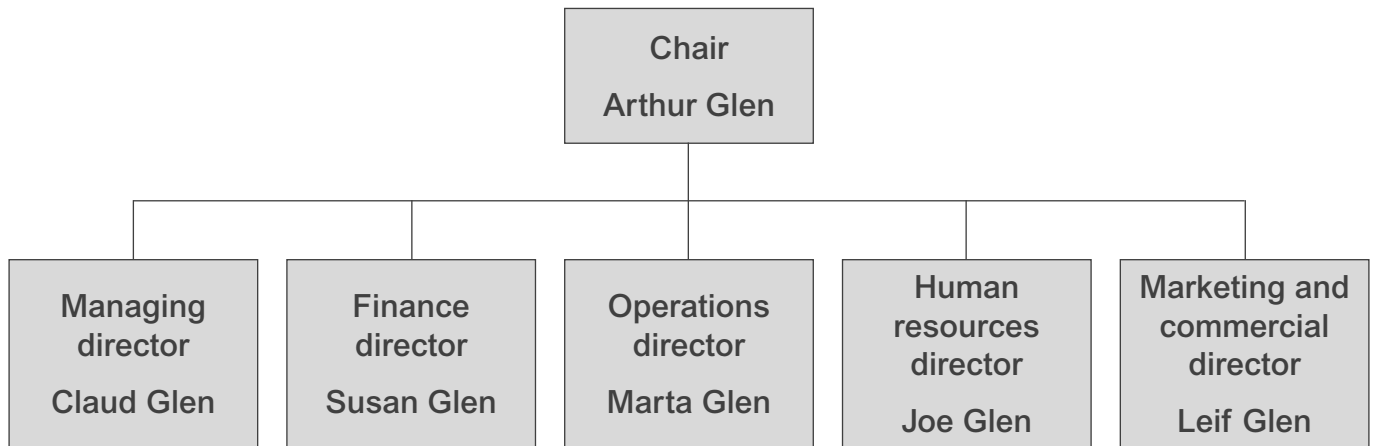
HW is 100% family owned. Henrik and Arthur (who are now both over 80 years old) retired over ten years ago from day-to-day board management responsibilities, although Arthur still acts as chair of the board. Both founders each retain 10% of the share capital of HW.

Arthur's son, Claud, is the current managing director of HW, a position he has held since his father's retirement. Prior to this, he had worked for HW for over 30 years in a wide range of roles, including as a ride operator, a customer services manager and marketing and commercial director.

All the current board positions are filled by the sons and daughters of the two founders. Together, the current executive board members own 50% of the share capital of HW. The remaining 30% of shares are held by other Glen family members, most of whom play no active role in the business (referred to as non-business-active (NBA) shareholders). Once a year, the HW board holds a family shareholder meeting, called the family council, at which performance and strategic matters are discussed. The family council is attended by business-active and NBA shareholders.

HW's board positions have only ever been held by Glen family members, which has been successful to date, as the family has a strong commitment to HW. However, at the last family council meeting, some of the NBA shareholders expressed concerns at the slowing performance of HW and the potential need to bring in fresh ideas.

Board structure



Operations and staffing

HW employs over 100 full-time equivalent (FTE) staff across a range of departments including ride operations, engineering and maintenance, customer services, security, retail and catering, and finance and administration.

A critical aspect of the safe functioning of the park is the control centre which is responsible for managing the day-to-day safe operation of the park activities. This includes monitoring and managing the functioning of the hardware and software of each ride, monitoring CCTV cameras to ensure site security, and communicating with ride supervisors, ride operators, security personnel and customer services staff to keep them informed and up to date on park activities such as safety and security incidents and up to date weather reporting.

HW also employs nearly 300 seasonal workers each year, who are employed during its busiest operational period of March to October. HW's seasonal staff work on a short-term contract basis, and most are contracted to work between four and eight months of the year. Most of these workers are employed as ride operators, ride assistants (assisting visitors on and off rides safely), customer services assistants, security guards and catering assistants in the food outlets within the park.

Over 80% of HW's seasonal workers are aged between 18 and 25 years old, many of whom are students or people looking for more flexible work opportunities. Training is provided to all seasonal workers prior to commencement of their employment to ensure they are fully prepared for their particular responsibilities within the park. This is normally a one- or two-day session, dependent on the role (which also includes an induction session to familiarise seasonal staff with the background and history of HW and the family values upon which the business is based). However, some positions, such as ride operators, require more detailed and specific training and require the candidate to pass a series of tests before being allowed to take up the position.

Ride operators are responsible for managing and operating the various rides at HW, ensuring that riders have a safe and enjoyable experience. This involves checking that riders are safely boarded before ride commencement and operating the specific ride system and technology. HW employs both full-time and seasonal ride operators.

Ride supervisors oversee the work of several ride operators and are normally experienced ride operators themselves. They assist ride operators in decisions such as ride closures and on safety issues.

Ride assistants support the ride operators in the day-to-day management of the rides. They assist visitors to board and disembark the rides safely and check that passenger safety equipment is correctly fastened before the ride commences.

IT systems

HW's computerised information systems cover all its major operational functions. HW has a website and a mobile app, both of which publicise all its theme park rides and attractions and allow visitors to book entry tickets. HW also operates a range of social media sites, which it uses to publicise the business and encourage feedback from its visitors about their experiences at HW.

Risk report extract

Risk category	Description
Safety and security	– Serious incidents leading to visitors or staff members being injured or becoming ill due to - o failure to follow health and safety systems - o inadequate infrastructure maintenance or management - o sabotage or a malicious attack on a ride or attraction (either a physical or cyber-attack) – There could be a reduction in visitors' confidence as a result of any of these safety and security issues occurring.
Innovation and customer satisfaction	– Growth potential could be adversely impacted if our visitors consider our attractions outdated or our rides no longer relevant or exciting. – Negative customer reaction, by word of mouth or wider social media, could reduce the likelihood of visitors to HW.
Competition	– There is intense competition for leisure time from other theme and amusement park providers and from a wide range of other attractions within Deeland and from global attractions.
Technological developments and cyber security	– The failure of our website or mobile app could impact adversely on our ability to operate. – A failure to keep up to date with technological developments in the industry or meet customer expectations will result in HW's inability to deliver growth and customer satisfaction. – Cyber-attacks could lead to data loss and significant disruption to business operations. – Loss or corruption of customer personal data could result in loss of customer confidence and reduced visitor numbers.

Risk category	Description
Climate change and environmental responsibility	– Climate change is impacting on weather systems, which could ultimately impact on the continuity of our operations. – Failure to conserve the planet's natural resources could impact adversely on meeting the expectations of our visitors and the wider community in which we operate.

4. Extracts from HW's website

Mission

To entertain, educate, excite and bring joy to the people of and visitors to Deeland.

Vision

To be a world leader in inspiring people through entertainment and fun.

Values

We value

- the safety, security and welfare of our visitors and staff and aim to build these into everything we do
- the planet, and aim to minimise our impact on its resources
- our local community and work to maximise our engagement and support in local community projects and events
- our visitors' entertainment needs and aim to be responsive and innovate towards their expectations.

5. Key performance indicators

