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A Roller Coaster Ride

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Teaching Notes

Synopsis

Fun Extreme Park is a new theme park in the South of Malaysia. The construction took four years and completed in July 2015. The park was built with an investment of RM300 million. A total of 500 staff was employed to run the park. The park was fully operational on 13 November 2015 and was open daily since. As the park takes 50 acres of land, it can fit 10 rides that are categorized as extreme rides and family rides. The rides are divided into two separate areas – all extreme rides reside on the left side of the park while the family rides are situated on the right side of the park. Over the years it has been operational, the park gained increasing popularity particularly contributed by their extreme rides. In the late 2018, the park has observed a decline in the number of visitors, which greatly affect their revenue and jeopardize their operation. Due to the downward trend of the visitors coming to the park, the Board of Directors has requested for solutions to improve the performance of the park. All department head were then requested by the CEO to come up with their respective suggestions that will improve the revenue or reduce the costs of the park.

A. Learning Outcomes

This is a teaching case. After completing and discussing this case, student should be able:

1. To understand and appreciate the functions of various departments of a theme park.
2. To understand the importance of synergy across departments for business success.
3. To discuss factors influencing the effectiveness of each department.
4. To assess the effect of suggested solution for the improvement of the park in relation to each department.
5. To evaluate the behavior of the cost and suggest any possible cost reduction in relevant departments.

B. Target groups

The case is aimed for Accounting or Business Degree related students in their final year. Students must have completed the following subjects:

- Marketing
- Financial Accounting
- Ethics
- Management Accounting

C. Case leading strategy

1. The class should be divided into groups of four students.
2. The duration of the case discussion will be a total of 2 hours and 30 minutes.
3. This may take at least one lecture session and a few tutorial slots particularly for students to present their case analysis.

- 10 minutes Case brief by lecturer
- 20 minutes Individual reading of the case
- 60 minutes Group discussion, analysis and preparation
- 30 minutes Preparation for presentation
- 20 minutes Presentation of the case
- 10 minutes Comments by lecturer

D. Suggested Questions

1. Discuss the possible reasons on the declining number of visitors to the park.
2. Suggest approaches to improve the number of visitors into the park.
3. Evaluate the strategies suggested by the sales and marketing team. Are they effective and feasible to be carried out? What other ways can they improve the sales of their retail products?
4. Discuss the strategies that can be implemented to improve the sales of food and beverage.
5. Suggest improvements that Engineering Department can implement to better improve the customer experience in the park.
6. Suggest possible cost reduction that the park could implement to improve their revenue.

Suggested answers to the questions can be obtained directly from the corresponding author.*