

# LAND OF OZ





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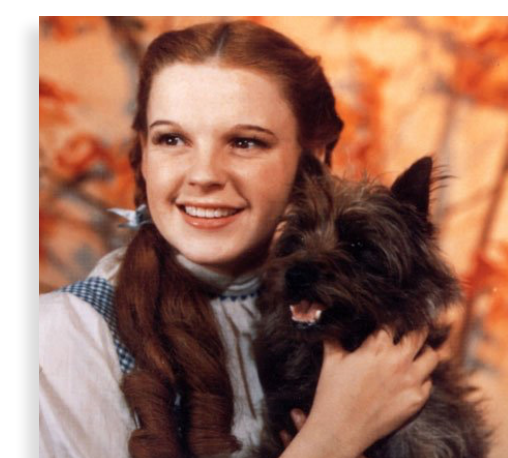
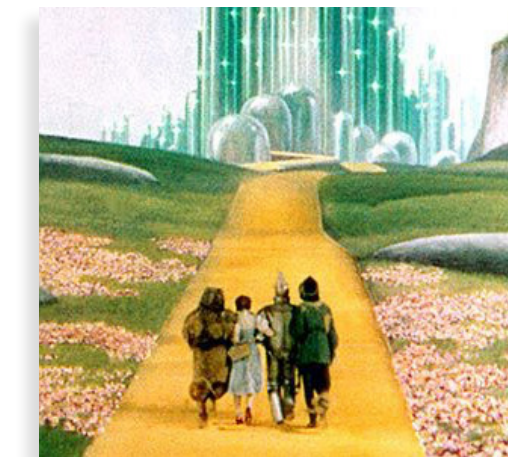
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## PROJECT OVERVIEW

- 01 Select a type of entertainment venue to develop in a specific country around a particular IP or cultural theme.
- 02 Conduct global research on your industry and chosen host country, a business rationale, physical layout/design, experience design, and other managerial factors.



ENTERTAINMENT VENUE:

THEME PARK



HOST COUNTRY:

UNITED KINGDOM



CHOSEN IP:

WIZARD OF OZ

# PHASE 01

## RESEARCH & BUSINESS RATIONALE



## A UNIVERSALLY BELOVED CLASSIC: THE WIZARD OF OZ

The Wizard of Oz is a classic American story, though it's arguably just as prevalent in school systems, pop culture, and the film industry in the UK as it is here in America. Since its debut in 1939, it remains a symbol of timeless storytelling and universal values of friendship and human intuition. Translated into over 40 languages, the Wizard of Oz has been adapted over 200 times across various cultures, through film, television, theatre, books, comics, games, and other media, and is considered to be the most watched film of all time, according to the Library of Congress. There is also a wide market gap and opportunity for theme parks that cater to a young adult audience.

The majority of British theme parks are designed for and catered to children (ages 3-12) and feature children's IP's like LegoLand, Peppa Pig, Peter Rabbit's Adventure, and Diggerland. Canterbury, England serves as the perfect location for the Land of Oz theme park as it's positioning as a local tourist hub, as well as the European coast allows for easy accessibility from American and European travelers. Most tourists travel to the UK from the US (4m), France (3.7m), Germany (3.3m), Ireland (2.8m), and Spain (2.5m). Europe itself is comprised of 71% tourists, whereas North America ranks at 12%, and our general target audience will travel from Europe.



"Why the Wizard of Oz Is The Most Popular Film of All Time," psychologytoday.com, 2019.

O'Keefe, Lisa. "Cool Coasters: The Ten Best ThemeParks in the UK," dayoutwiththekids.co.uk, 2018.

Foley, Niamh & Rhodes, Chris. "Tourism: Statistics and Policy" House of Commons Library, 2019.



UMBRELLA RESEARCH  
**GLOBAL SCAN**

10 LARGEST PARKS

PARK	COUNTRY	REVENUE 2018
Disney Parks, Experiences and Products	United States	\$ 157,311,000
Merlin Entertainments	United Kingdom	\$ 67,000,000
Universal Parks & Resorts	United States	\$ 50,068,000
OCT Parks China	People's Republic of China	\$ 49,350,000
Fantawild	People's Republic of China	\$ 42,074,000
Chimelong Group	People's Republic of China	\$ 34,007,000
Six Flags Inc.	United States	\$ 32,024,000
Cedar Fair Entertainment Company	United States	\$ 25,912,000
SeaWorld Parks & Entertainment	United States	\$ 22,582,000
Parques Reunidos	Spain	\$ 20,900,000

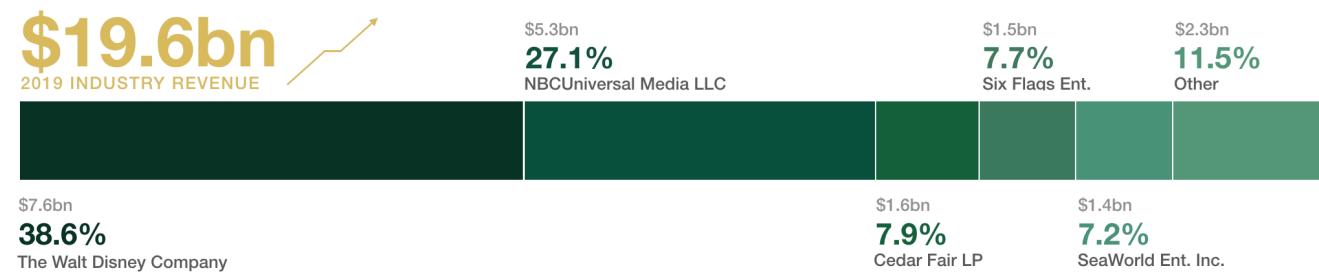
**GLOBAL PRIMARY COMPETITION:** Disney Parks

**GLOBAL SECONDARY COMPETITION:** Merlin Entertainments

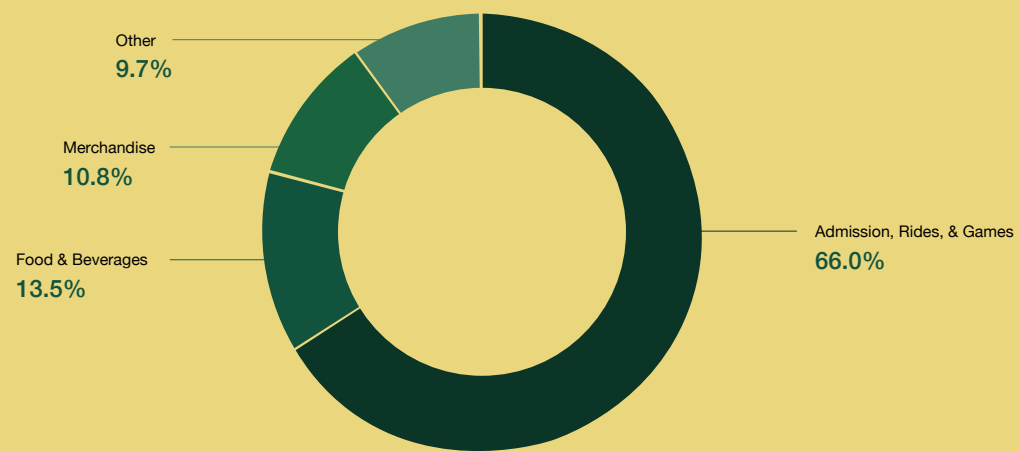
**LOCAL PRIMARY COMPETITION:** Merlin Entertainments

\*List of amusement park rankings,\* www.wikipedia.com, 2020.

## MAJOR INDUSTRY PLAYERS



## PRODUCTS & SERVICES



## MERLIN ENTERTAINMENT

Global Products & Services



### MIDWAY ATTRACTIONS

"Midway attractions are branded indoor attractions, where guests typically spend one or two hours. They're located in city centres, shopping malls or resorts. Brands include SEA LIFE, Madame Tussauds and LEGOLAND Discovery Centres."



### LEGOLAND PARKS

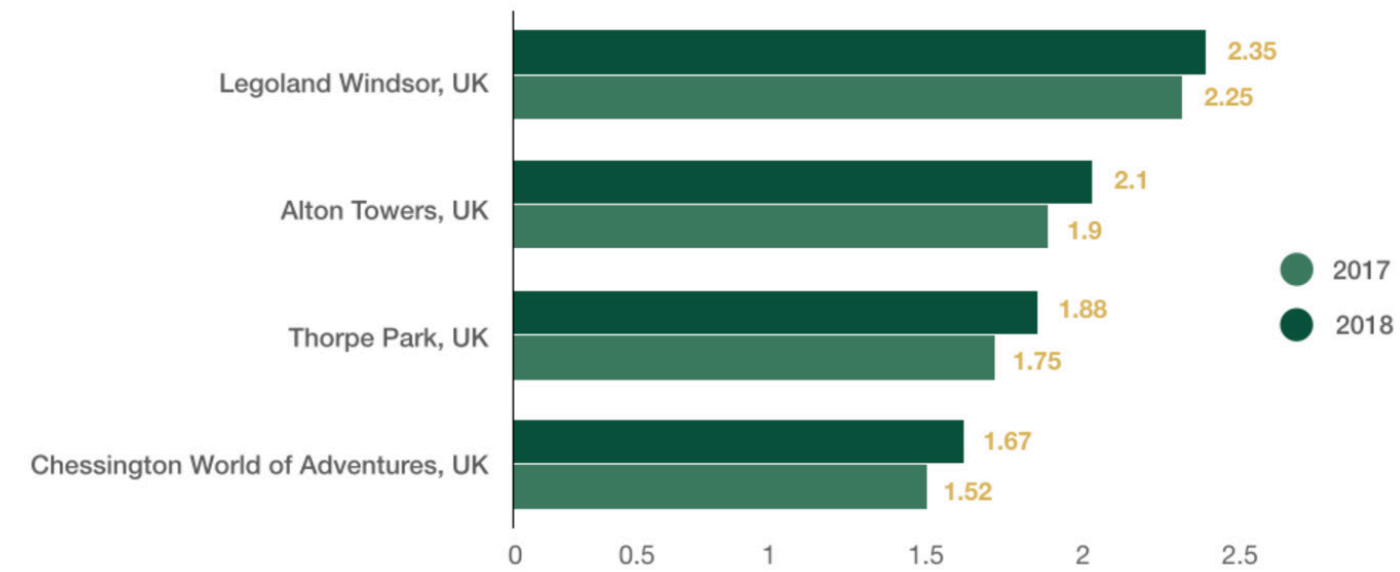
"LEGOLAND® Parks are aimed at families with children aged 3 to 12 looking for a thrilling adventure, with rides, shows and attractions inspired by popular LEGO® and DUPLO® brands. Guests can extend the fun with a stay at our LEGOLAND Hotels in our fully-themed bedrooms. The LEGOLAND Parks estate spans seven countries across three continents, with plans already announced for further parks in New York, USA and South Korea."



### RESORT THEME PARKS

"Resort Theme Parks are national brands aimed at families, teenagers and young adults, with themed accommodation at all locations. They include the leading theme parks in the UK, Italy and Northern Germany such as Alton Towers Resort and Gardaland Resort."

## LOCAL COMPETITION

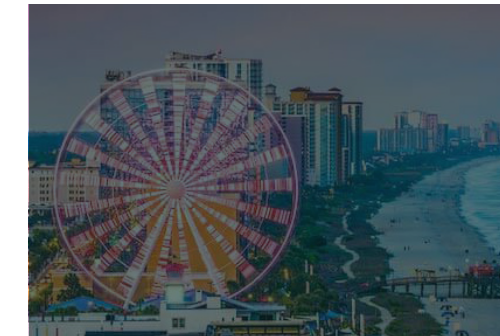


## INDUSTRY TRENDS



### IMMERSIVE ENVIRONMENTS

Using a strong brand to create a sense of place can provide the unique sensation of being transported to a magical destination.



### ADVANCING TECHNOLOGIES

Internet of Things (IoT) technology to improve operational efficiencies and enhance customer experiences.



### CUISINE EXPERIENCE

Operators are getting smarter about their food offerings and are recognizing that creative cuisine - alongside regional staples - is increasingly important.



## SOCIOCULTURAL

The UK has historically been influenced by the concept of social class; however, the population is multicultural. Over the years, companies have developed a variety of new products and markets to cater for the needs of different races and religions. There are still many opportunities out there for organizations to explore. The UK is one of the top 10 countries perceived to have the most educated population in the world. It is also No. 3 in the rank of overall Best Countries. However, it is worth mentioning that the costs of living and higher education are on the rise.

### POSITIVE

1. Many free public services
2. Densely populated with 66 million inhabitants
3. Open migration - Large, cheap workforce
4. High standard of living
5. The Employment Act 1996 & Equality Act 2010

### NEGATIVE

1. High and increasing dependency ratio - Age dependency ratio (% of working-age population) in United Kingdom
2. Some social unrest with regard to migration and ethnic groups
3. Ever-increasing further education costs



## TECHNOLOGICAL

As an MEDC (More Economically Developed Country), the UK has good access to technology. London is the hub for both financial and technological institutions. Businesses are frequently developing new technologies to offer the best solutions for their customers. The advanced technological infrastructure offers entrepreneurs unlimited opportunities to do business in the UK. Technology sector is a major contributor to the UK economy. It is worth noting that the investment and development are spreading across the country. The UK attracted £28bn in technology investment since 2011, compared to £11bn in France and £9.3bn in Germany.

### POSITIVE

1. Quality innovation skills
2. Expertise in Science and IT
3. Effective laws with regard to intellectual property
4. Plenty of internal competition to stimulate growth

### NEGATIVE

1. Slow technological development in comparison to the U.S.
2. Greater access to technology means better access for Land of Oz competitors





## ECONOMIC

The UK also has a strong economic position relative to other countries. It has a high GDP, diverse economy, but also a few issues. The minimum wage as of April 2019 for people aged 25 or over is £8.21 per hour which is likely to increase in near future. The current inflation rate is 1.7% as of September 2019. It rose to 3.1% in November 2017. It is worth noting that the Bank of England has set a 2% inflation target. It increased its key interest rate in November 2017. The rate has gone up from 0.25% to 0.5% (BBC, 2017). It is unlikely that there will be another quick increase; however, many analysts believe that the age of low interest rate is over.

### POSITIVE

1. 5th highest GDP in the world
2. Large population allows for profitable markets
3. Free market
6. Booming Tourism

### NEGATIVE

1. Slow recovery from the 2008/2009 economic recession
2. Lots of money spent on providing free public services and financial aid, even for migrants



## ENVIRONMENTAL

The UK set its environmental goals in 2015 along with many other EU countries, however, is challenged to target the goals. Sustainability Development Indicators (SDIs): The UK Government is working with DEFRA to create a list of indicators for UK sustainability. The indicators provide an overview of national progress towards a more sustainable economy, society and environment.

### POSITIVE

1. 75% of UK businesses feel that they have a role to play in delivering the United Nations Sustainable Development goals (UNSDG's), according to HSBC's navigator report
2. Strong ethics of corporate sustainable development

### NEGATIVE

1. Landfill in Britain generates approximately 460,000 tonnes of greenhouse gas emissions each year.
2. Biggest issues: plastic pollution, water shortage, biodiversity, climate change, air pollution.



## POLITICAL

The United Kingdom is a constitutional monarchy that runs under the influence of a parliamentary system. The UK is said to be a fair, stable country with plenty of opportunities for those operating within, and the country as a whole. The UK maintains very good relations with the United States, and many other countries in the world. It is a permanent member of the UN, and a great power, with considerable influence on global economic, cultural, military, scientific and political affairs.

### POSITIVE

1. Relatively 'fair' country, with the public having a large influence on the inner-workings
2. Proactive government
3. Politically stable
4. Split into national and local administrations
5. Part of WTO (World Trade Organization)

### NEGATIVE

1. Some well-hidden corruption
2. Uncertainty with political and economic development because of Brexit (EU benefits, WTO regulations, migration)

"Overview of the UK," [www.commisceo-global.com](http://www.commisceo-global.com), 2019.



## LEGAL

A 2012 British Franchise Association (BFA) study found that there are close to 1,000 brands using the franchising model in the United Kingdom, making a cumulative contribution to the economy of £13.4 billion. There are no franchise-specific laws in the United Kingdom. However, franchisors that are members of the BFA must ensure that their agreements are compliant with the BFA Code of Ethics. Franchising arrangements are therefore governed primarily by the law of contract. Franchisors should also consider the effect of other general laws affecting commercial relationships, such as employment law, competition law, data protection law and the relevant regulations concerning money laundering and anti-corruption.

### LEGAL ISSUES TO BE CONSIDERED

1. Corporate Structure
2. UK Tax Regime
3. Intellectual Property Rights
4. Data Protection
5. Visas and Immigration
6. Employment Laws
7. Trading and Regulation
8. Property

"Doing Business in the UK," [www.peningstonlaw.com](http://www.peningstonlaw.com), 2019.



## ETHICAL

Just over half (57%) of the British public now say that they consider British business to behave ethically, compared to 62% last year and 47% in 2003 when the survey was first launched. The British public's positive view of how ethically business behaves has dropped since last year and a higher proportion now think business behaves unethically. This change might be the result of a levelling out after a spike last year - in fact, this year's result is in line with many other years. Younger people have strong, polarised opinions. While only 5% of those aged 35-54 and 3% of those aged 55+ perceive business to be behaving 'very ethically', the figure for younger people, aged 18-34, is 12%. However, when it comes to perceptions about business behaving unethically, the differences across the across the age groups are not significant.

### ETHICAL ISSUES TO BE CONSIDERED

1. Tax Avoidance
2. Executive Pay
3. Environmental Responsibility



## DEMOGRAPHIC

The UK has a big consumer market. According to the data released in August 2019 by the Office for National Statistics, the population of the UK was 66.4 million in 2018. Births continue to outnumber deaths and the population is expected to reach 74 million by 2039. The population is getting older as well. In 2016, 18% of people were aged 65 and over, while 2.4% were aged 85 and over. This has implications on both the labour market and the health care system. However, there are a lot of opportunities for organisations to cater for the needs of the older population. Real estate, holiday, insurance, health care and many other companies have already benefited from this category of population.

### UK POPULATION FORECAST

## SOCIO-ECONOMIC GROUPS BY ETHNICITY

Socio-economic groups	Asian %	Black %	Mixed %	White %	Other %
Higher Managerial / Administrative	7.5	2.1	1.3	88.2	1.0
Lower Managerial / Administrative	4.9	2.7	1.3	90.5	0.6
Intermediate Occupations	4.8	2.4	1.2	91.0	0.5
Small Employers & Own Account Workers	6.7	1.7	1.0	89.8	0.9
Lower Supervisory and Technical	4.7	2.1	1.1	91.5	0.7
Semi-Routine Occupations	5.7	3.0	1.3	89.4	0.6
Routine Occupations	4.8	2.4	1.1	90.9	0.7
Never Worked / Long-Term Unemployed	17.5	6.2	2.5	71.1	2.7
Full-Time Students	15.1	6.5	3.7	72.3	2.3

### MICRO ENVIRONMENT

# CULTURAL VARIABLES

## VALUES

1. Formal titles should be used in business unless otherwise stated
2. Maintain a few feet of personal space
3. Always be on time to a meeting if not a bit early
4. Avoid making exaggerated claims

## NORMS

1. Class system: "Upper class," "Middle class," "Working class"
2. Middle class and working class have become more homogenous
3. 70% of women work



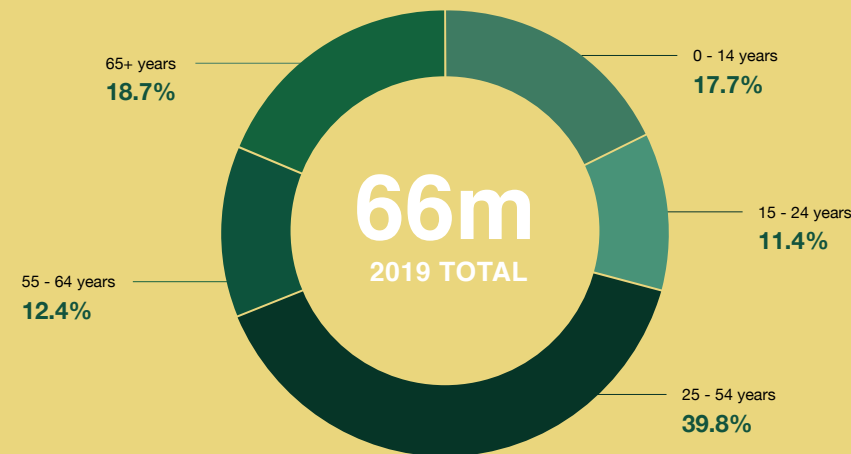
## ATTITUDES

1. Management style is open and progressive approach recognizing the significant role played by the employees
2. Employees expect to be consulted on issues that affect their working environment and morale
3. Always arrive promptly prepared for the discussions on the content of the business at hand

## BELIEFS

1. The official state-sanctioned religion is of the Christian Protestant faith
2. A third of the population have no religious connection
3. Minority religions include Islam, Hinduism, Sikhism, Judaism and Buddhism

## UK POPULATION DEMOGRAPHICS





## INDIVIDUAL & GROUP EMPLOYEE BEHAVIOR

According to Trompenaars cultural dimensions, English people act in an individualistic manner. This means they are more likely to consult their own education and resources before requesting someone else's assistance. Achievement-oriented, specific, and operating with an internal direction, UK employees are quick to take initiative and tackle issues head on. When operating within a group, employees work well together as a key trait to this region is universalism, especially as "Cultures based on particularism will find relationships more important than rules. You can bend the rules for family members, close friends, or important people." They explain logic behind the decisions they make, and because of open communication, they are able to function well in groups.

UNIVERSALISM *vs. Particularism*

INDIVIDUALISM *vs. Communalism*

NEUTRAL *vs. Affective*

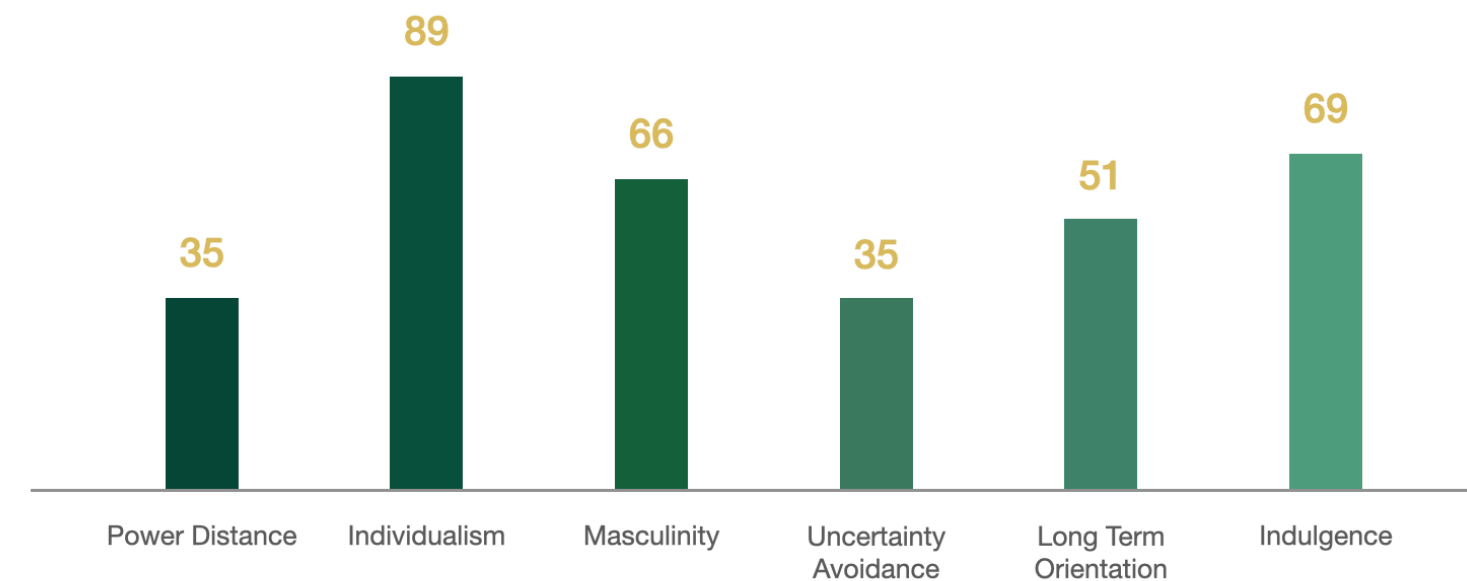
SPECIFIC *vs. Diffuse*

ACHIEVEMENT *vs. Ascription*

SEQUENTIAL TIME *vs. Synchronous Time*

INTERNAL DIRECTION *vs. External Direction*

## HOFSTEDE'S CULTURAL DIMENSIONS (UK)



"Trompenaars Cultural Dimensions," [www.expertprogrammingmanagement.com](http://www.expertprogrammingmanagement.com),

"GLOBE CEO Study," [www.theglobeproject.com](http://www.theglobeproject.com), 2014.

# MARKET PROFILE

**Location:** Canterbury, England

**GDP: \$2.7 trillion**

The value of inward FDI in the UK (i.e. the stock of FDI invested in the UK) was £1.5 trillion, up from £1.4 trillion in 2017. #6 in the world.

**Corporation Tax Rate:** 18%

**Tourism:** \$127 billion pounds per year

**Inflation rate:** (Sept. 2019) - 2.8% (stable)

**Economic Structure:**

Services - More than 76% of GDP

Manufacturing & Production - 21% of GDP

Other - Tourism, sports, real estate, technology, grocery

**GDPR:** Data protection regulation

**External Trade:** Member of WTO

**Open trade** (no franchise-specific laws in the UK)

**Currency:** Pounds, Shillings

**Population:** 66+million (est. 2019)

**Population growth rate:** 0.6% annual change (2017)

**Religion:** The UK's official religion is Christianity, and churches of all denominations can be found throughout the UK, such as Catholic, Protestant, Baptist and Methodist.

**Age:** 40.5 median age (20% older than 65)

**Flight time:** US - av. 10 hours, EU - av. 3.5 hours

**Land Area:** 93,628 mi<sup>2</sup>

**Political System:** Parliament Constitutional Monarchy

**Language:** English



# PHASE 02

GLOBAL STRATEGY DEVELOPMENT



## BRAND OBJECTIVES

01



Provide a quality, diversified park and entertainment space for guests of all ages.

02



Provide guests with an innovative approach to the immersive entertainment environment of the park.

03



Build strategic alliances with local investors and corporations to build, operate, and promote the park and all its facilities.

04



Incorporate features and amenities into the park that fit the local context and are accessible, safe, and easy to maintain for the long term.

05



Incorporate environmentally sustainable initiatives throughout the park and all of its features and amenities.

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## OUR VISION

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Land of Oz, with a focus on family entertainment and powerful storytelling, will be the world's leading Wizard of Oz theme park resort, providing excellent guest experiences through the thrill of discovery and adventure.



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## OUR MISSION

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Our mission is to entertain and inspire guests all over the world by bringing the magic of the Wizard of Oz to life and allow guests to step into a world of fantasy and adventure.





# OPERATING ENVIRONMENT

# A.

## PARKS, PRODUCTS & EXPERIENCES

The Parks, Experiences and Products segment owns and operates the Land of Oz Resort in Canterbury, England.



# B.

## DIRECT-TO-CONSUMER & INTERNATIONAL

The DTCl licenses the company's trade names, characters and visual and literary properties to various manufacturers, game developers, publishers and retailers throughout the world.

# TARGET AUDIENCE

## PRIMARY FAMILIES WITH YOUNG KIDS

5 - 10 Y.O.



## SECONDARY GEN Z & YOUNG MILLENNIALS

16 - 25 Y.O.

## BUSINESS MODEL CANVAS

KEY PARTNERS	KEY ACTIVITIES	VALUE PROPOSITION	GUEST RELATIONSHIP	CUSTOMER SEGMENTS
<ol style="list-style-type: none"> <li>Warner Brothers Entertainment Inc.</li> <li>Direct Investors</li> <li>Vendors and suppliers</li> <li>Local businesses</li> <li>Media outlets</li> </ol>	<ol style="list-style-type: none"> <li>Construction execution</li> <li>Design and experience execution</li> <li>Marketing</li> <li>Management</li> <li>Financial and legal operations</li> <li>Merch and ticket sales</li> </ol>	<p>The “Land of Oz” theme park aims to entertain and inspire guests from all over the world by bringing the magic of the Wizard of Oz to life. “Land of Oz” is the only park that utilizes the Wizard of Oz IP under the licencing of Warner Bros.Entertainment Inc.</p>	<ol style="list-style-type: none"> <li>Long-term</li> <li>Community-based</li> <li>Personal</li> </ol>	<p>Families with young kids (5-10 y.o.) local and tourists.</p> <p>Generation Z and young Millenials (16-25 y.o.) local and tourists.</p>
	KEY RESOURCES		CHANNELS	
	<ol style="list-style-type: none"> <li>Vendors and partners relationship</li> <li>Initial Capital</li> <li>Warner Brothers Entertainment Inc.</li> <li>Human capital (management, actors, general employees)</li> </ol>		<ol style="list-style-type: none"> <li>Land of Oz Website</li> <li>Land of Oz E-mail</li> <li>Social Media (FB, IG, Snapchat, Tik-Tok)</li> <li>Mobile Ad's</li> <li>Land of Oz App</li> </ol>	
COST STRUCTURE		REVENUE STREAMS		
<ol style="list-style-type: none"> <li>Construction and Design</li> <li>Human Resources</li> <li>Rent expenses</li> <li>Marketing</li> <li>Maintenance</li> <li>Partnerships / Vendor relationship</li> <li>CSR initiatives / donations</li> </ol>		<ol style="list-style-type: none"> <li>Ticket Sales</li> <li>DTCI licensing</li> <li>In house merchandise sale</li> <li>Initial Capital</li> <li>Park Revenue</li> </ol>		

## COMPETITIVE ANALYSIS

	LAND OF OZ	MERLIN ENTERTAINMENTS	DISNEYLAND PARIS
	INTERNAL	DIRECT COMPETITORS	
COMPANY HIGHLIGHTS	<p>Land of Oz is an entertainment theme park located in Canterbury, England. Founded in 2002, the park showcases elements of the world-famous “Wizard of Oz” story, including film settings, characters, original songs, and more. Land of Oz currently is set to have 1,000 park employees and 500 internal employees as of Spring 2020.</p>	<p>Formed in 1999, Merlin Entertainments is a global leader in location-based, family entertainment. As one of the world’s largest attraction operators, they create and deliver memorable, immersive brand experiences for our millions of guests. Today they operate more than 130 attractions in 25 countries around the world, from shorter dwell-time attractions such as SEA LIFE, Madame Tussauds and The London Eye, to iconic theme park resorts like LEGOLAND, Gardaland Resort and Alton Towers Resort.</p>	<p>Disneyland Paris, formerly Euro Disney Resort, is an entertainment resort in Chessy, France, a new town located 32 km (20 mi) east of the centre of Paris. It encompasses two theme parks, many resort hotels, Disney Nature Resorts, a shopping, dining, and entertainment complex, and a golf course, in addition to several additional recreational and entertainment venues. Disneyland Park is the original theme park of the complex, opening with the resort on 12 April 1992. A second theme park, Walt Disney Studios Park, opened in 2002, 10 years after the original park.</p>
KEY COMPETITIVE ADVANTAGES (Distinctive Competitives)	<p>Land of Oz is the only operating theme park that features any element of the Wizard of Oz franchise. We are the leading and sole provider of Oz-themed entertainment, apart from Broadway’s “Wicked.” We also stand out as we target a demographic who understands and grew up with Wizard of Oz as an essential element to their childhood and development. While most theme parks are designed for children, Land of Oz is structured like a map that tells a story, with guests playing the vital role as leading characters, and adults are encouraged to share and guide their children through the story.</p>	<p><b>Variety of offerings</b> “We are unique in that we operate across different formats, which can be split into two categories; theme parks and Midway attractions. Our theme parks are larger outdoor venues which can be explored over multiple days and incorporate on-site themed accommodation. These include two Operating Groups: LEGOLAND Parks and Resort Theme Parks.”</p> <p><b>Global Offerings</b> Merlin Entertainments owns and operates over 100 Midway attractions in 22 countries around the world.</p> <p><b>Multiple Popular IP’s</b> Many IP’s that each appeal to specialized target audience (kids)</p>	<p><b>Capitalizing on Walt Disney IP through Park Experiences</b> Disney uses product differentiation as a competitive advantage, meaning providing products and experience that other studios cannot by owning and acquiring other IP as well as reusing their IPs in innovative ways.</p> <p><b>The only Disney Park in Europe</b> Disney adapts its entire product portfolio (parks and resorts, movies, TV shows, consumer products) to local tastes and preferences.</p> <p><b>A Piece of Americana</b> A unique historical and cultural association with the Disney Brand, strong American presence through activities, food and merchandize.</p>

## COMPETITIVE ANALYSIS (CONT.)

		LAND OF OZ	MERLIN ENTERTAINMENTS	DISNEYLAND PARIS
		INTERNAL	DIRECT COMPETITORS	
MARKET INFORMATION	TARGET MARKET	<b>Primary</b> - Families w/ young kids (5-10) <b>Secondary</b> - Gen Z & Millennials (16-34)	<b>Primary</b> - Families w/ young kids (5-10)	<b>Primary</b> - Gen Z & Millennials (16-34)
	MARKET SHARE	N/A	<b>Operating income</b> (2018) - \$327 million	<b>38.6%</b> (All Disney Parks)
	MARKETING STRATEGY	<ol style="list-style-type: none"> <li>Strong Brand Identity</li> <li>Content Marketing 365 Marketing Strategy Personalized to consumers Integrate technology Focus on story</li> <li>Consumer Immersion / Interaction</li> </ol>	<ol style="list-style-type: none"> <li>Global Brand Identity</li> <li>Primary channel - Website</li> <li>Personalized to kids</li> <li>Focus on IP's &amp; experiences</li> <li>Consumer Immersion / Interaction</li> </ol>	<ol style="list-style-type: none"> <li>Using Nostalgia to Establish and Maintain Customer Loyalty.</li> <li>Targeting segmentation with a multi-channel strategy Personalization 365 Marketing Strategy</li> <li>Powerful storytelling that inspires</li> </ol>
PRODUCT INFORMATION	PRODUCTS & SERVICES	<ol style="list-style-type: none"> <li>Theme Park All Rides &amp; Amenities Consumer Products Food &amp; Drink Media offerings</li> </ol>	<ol style="list-style-type: none"> <li>Theme Park All Rides &amp; Amenities Consumer Products Food &amp; Drink Media offerings</li> </ol>	<ol style="list-style-type: none"> <li>Theme Park All Rides &amp; Amenities Consumer Products Food &amp; Drink Media offerings</li> </ol>
	PRICING	<b>Varies by Package</b> Munchkin Package - £40 Adult Package - £70	<b>Varies by Venue &amp; Experience</b> €40 - 80	<b>Varies by Venue &amp; Experience</b> €56 - 87
	DISTRIBUTION CHANNELS	<ol style="list-style-type: none"> <li>Parks &amp; Resorts</li> <li>Consumer Products</li> <li>Interactive Offerings</li> </ol>	<ol style="list-style-type: none"> <li>Parks &amp; Resorts</li> <li>Media Networks</li> <li>Studio Entertainment</li> <li>Consumer Products</li> <li>Interactive Offerings</li> </ol>	<ol style="list-style-type: none"> <li>Parks &amp; Resorts</li> <li>Media Networks</li> <li>Studio Entertainment</li> <li>Consumer Products</li> <li>Interactive Offerings</li> </ol>

## COMPETITIVE ANALYSIS (CONT.)

		LAND OF OZ	MERLIN ENTERTAINMENTS	DISNEYLAND PARIS
		INTERNAL	DIRECT COMPETITORS	
SWOT INFORMATION	STRENGTHS	<b>Strengths</b> <ol style="list-style-type: none"> <li>Exclusivity</li> <li>Reliable</li> <li>Proficient Team</li> <li>High Brand Value</li> <li>Vast Growth Opportunities</li> </ol> <b>Key Success Factors</b> <ol style="list-style-type: none"> <li>Strong Leadership (Management)</li> <li>Support from WB (Monetarily, Resources)</li> <li>High Company Morale</li> </ol>	<b>Strengths</b> <ol style="list-style-type: none"> <li>Multiple IP's</li> <li>Strong Target Audience</li> <li>Global Offerings</li> <li>Strong loyalty to Investors</li> </ol> <b>Key Success Factors</b> <ol style="list-style-type: none"> <li>Accessibility</li> <li>Support from global partners and stakeholders</li> <li>Consistency across all venues &amp; offerings</li> </ol>	<b>Strengths</b> <ol style="list-style-type: none"> <li>Owned IP</li> <li>Customer Loyalty</li> <li>Global Offerings</li> <li>Unique and distinctive branding</li> <li>Investor Loyalty</li> </ol> <b>Key Success Factors</b> <ol style="list-style-type: none"> <li>Global entertainment leader</li> <li>American Identity</li> <li>Multi-channel integration into everyday life.</li> </ol>
	WEAKNESSES	<ol style="list-style-type: none"> <li>Transnational Strategy</li> <li>Challenges of cultural integration</li> <li>Specialized IP</li> </ol>	<ol style="list-style-type: none"> <li>No specialized industry apart from family entertainment.</li> <li>Brands are spread thin across the globe, smaller scale offerings</li> </ol>	<ol style="list-style-type: none"> <li>Disconnect with European lifestyle</li> <li>Overcrowding</li> <li>Challenges with technology</li> <li>Diversity of offerings based on location</li> </ol>



## OPPORTUNITIES

1. Capitalize on expanding technology (incorporate into the park / provide tech-related entertainment services as an expansion model).
2. Brexit as an opportunity to strengthen relationships with other countries to attract more foreign investors.
3. Broad and international consumer reach and relationship building.
4. Nostalgia and timeless storytelling.

## THREATS

1. **Direct Competition** - Merlin Entertainments (UK) and Disneyland Paris (FR) - global competitors and local presence
2. **Awareness** - Because the park is the sole operating environment for land of Oz, awareness within the first year will be a challenge to tackle, which can be helped by a robust marketing campaign leading up to the launch of the park opening
3. **Travel Regulations** - Brexit deal might limit access to the UK for certain countries and nationalities, other limiting factors are unpredictable.
4. **Continuously Advancing Technology** - Theme parks will need to adapt and evolve with tech advancements to remain competitive in the industry
5. **Global Risks**

## GLOBAL RISKS

### Political Turmoil

Political uncertainty and the involvement in wars slows down the economy and restricts travelling. In the break out of a war that would affect Kent region directly, Land of Oz is under high risk of negative impact on the business. However, in case of a proxy war in which the UK is involved, Land of Oz will unlikely be affected. So, for instance, ongoing military intervention of the UK against Islamic State of Iraq and the Levant in Iraq, Syria, Libya and Tunisia as well as the current Persian Gulf Crisis do not affect the entertainment business sector in the UK.

### Economic & Financial Risk

Brexit and Covid-19 pandemic combined become the main economic risk. To address it it is necessary to consider the expansion of the branch of Direct to consumer products and capitalize on technological innovation.

### Energy Availability & Pricing

The UK is self sufficient in energy. The production of which is shifting towards more sustainable sources, yet remaining coal, natural gas, nuclear power. In 2017, the average annual domestic electricity bill for those with an electricity consumption of up to 3,800 kWh was 583 British pounds, which is the highest in Europe.

### Shifting Production & Consumption

Addressing Brexit many arrangements have yet to be made on import and export and the UK production capabilities. It might not directly affect the Land of Oz business, but might threaten our international supply chain.

### Currency Wars

On the international arena China is considered a currency manipulator. While currency war is unlikely to happen between the UK and the USA, it is crucial to monitor the ongoing currency war between China and the USA. In the case of a currency war arising between the US and UK, or the UK and China, our diverse board of investors will determine the necessary steps moving forward.

“An energy independent Britain.” (n.d.). Retrieved from <https://www.ecotricity.co.uk/our-green-energy>  
 “Should we worry about a currency war?” BBC.com, 2020.

## NATIONAL RISKS

### Legal Protection

The Health and Safety at Work etc Act 1974 requires that fairground equipment be designed, manufactured, supplied, constructed, operated, maintained and inspected so that it is safe, so far as reasonably practicable. Other legislation such as the Construction (Design and Management) Regulations 2015 (CDM 2015), the Provision and Use of Work Equipment, Regulations 1998 (PUWER), and the Lifting Operations and Lifting, Equipment Regulations 1998 (LOLER) places more detailed duties on duty holders regarding specific aspects of machinery use such as construction, operator competence, inspection intervals. In order to comply with the regulations, the team of the experiences in amusement park regulations will be hired.

### Technology Rights

General Data Protection Regulation (GDPR) does not apply in the UK after Brexit. However, the UK government has issued a statutory instrument - the Data Protection, Privacy and Electronic Communications (Amendments etc) (EU Exit) Regulations 2019. This amends the DPA 2018 and merges it with the requirements of the EU GDPR to form a data protection regime that will work in a UK context after Brexit.

### Nationalism / Expropriation

The UK Labour Party has stated that the future Labour government will nationalize water and energy companies, however the statement had a push back from international investors. Overall in the UK there have been 15 major nationalizations in the last 70 years.

### Trade Restrictions

As of April 2020, a “no-deal Brexit” remains a possibility. The transition period is scheduled to end on 31 December 2020 with a new free trade agreement; this deadline has been set by the UK Government but the EU side regards this as unrealistic. So far no trade restrictions were put in place.

## NATIONAL RISKS (CONT.)

### Corruption

Transparency International (TI) defines corruption as 'the abuse of entrusted power for private gain'. Even though corruption in the UK is not an endemic, in 2019 The UK dropped three places to 11th in the world in Corruption Perceptions Index. This index does not include perceptions about private-sector bribery or money-laundering, therefore realistically the situation with the corruption in the UK might be a little challenging today.

### Natural Disasters

Climate change all across the world creates extreme conditions and natural disasters. The UK most recent natural disasters are:

1. Flooding in much of England in November. 2019 was the wettest year on record across parts of the Midlands, Central and Northern England. Storm Ciara and Storm Dennis caused more flooding in February.
2. Outbreak of COVID19, originating in China.

## REGIONAL RISKS

### Regional Instability

Kent has become a popular destination for internal migration in the UK. The economy of the region is highly dependent on tourism and education. It is an overall stable environment with no extreme climate conditions.

### Financial Currency Instability

Unlike a currency devaluation as part of a trade war, a currency crisis is not a purposeful event and is to be avoided. It definitely affects all sectors of economy and the measurements will be taken upon the situation.

### Economic & Fiscal Policies

As of today the UK has many benefits for international corporations in the UK: 1) one of the lowest Corporation Tax rates in the G20 and is highly competitive within Europe 2) The UK is rated by the World Bank as the most business-friendly of Europe's 10 largest economies 3) The UK has a range of tax reliefs to give flexibility to domestic and international businesses.

## STRATEGIC ALLIANCES & JOINT VENTURES

Land of Oz perceives regional and international partnerships, joint ventures and alliances as an opportunity to achieve global reach as well as impact the local economy, sustainability and social cohesiveness in a positive way. The companies we will partner with include:

- 01 Marlow Theatre (park talent)
- 02 Garmendale Engineering (park engineers, contractors, designers)
- 03 Holiday Extras (travel agency)
- 04 University of Kent (student internships, class projects w/ park, etc)
- 05 IT & web development team (local experts)
- 06 Kent Ballooning (hot air ballooning)
- 07 Countrystyle Recycling (sustainability efforts team)



# INTERNATIONAL & GLOBAL STRATEGIES

## GLOBAL INTEGRATIVE STRATEGY

Land of Oz operates within a **Horizontal Integration Strategy**. Horizontal integrations help companies expand in size, diversify product offerings, reduce competition, and expand into new markets. We are positioning Land of Oz as an acquisition made by Warner Bros. Entertainment in Burbank, CA. As the owner and current operating production studio of the original Wizard of Oz, Warner Bros. retains all rights to the intellectual property. Land of Oz was not its own independent company acquired by Warner Bros., it was an individual franchise within the studio that had not been developed past initial movie release and various licensing agreements. The acquisition will be the piece of property in Canterbury, England that the park is built and operated on.

## ENTRY STRATEGY ALTERNATIVES

Land of Oz's entry strategy is a **combination of Franchising and Partnerships with Strategic Alliances**. Franchising is the act of granting a franchise for the sale of (goods) or the operation of (a service), while Partnerships with Strategic Alliances defines a contractual agreement between two or more enterprises stipulating that the involved parties will cooperate in a certain way for a certain time to achieve a common purpose. Land of Oz will be operated through these two strategies because it is an already-existing franchise owned and operated by Warner Bros. Entertainment, with significant opportunity for growth and development. The operational segments of the park (rides, food and drink, consumer products, waste recycling, etc) is fully dependent on our local partners (see Phase 1- Strategic Alliances).

## 5 COMMON OPERATING MODELS

1. Exporting
2. Licensing and Franchising
3. Partnerships with Strategic Alliances
4. Acquisition
5. Greenfield Venture (wholly owned subsidiary)

Anand, Sakshi. "Top 4 Global Business Management Strategies," [talentedge.com](https://www.talentedge.com), 2018.  
Global Business Strategies for Responding to Cultural Differences," [lumenlearning.com](https://www.lumenlearning.com), 2020.

## GLOBAL CORPORATE STRATEGY

### 01 INTERNATIONAL

Refers to exporting or importing goods and services to and from foreign markets.

### 02 GLOBAL / HUBSPOKE

Refers to companies that are seeking to boost their revenue and up-scaling their international reach follow the global strategy wherein they aim to expand the customer base and sell in more foreign markets. In an attempt to reduce costs, products or services are homogenised, and the horizon of international outreach is broadened by establishing operations worldwide.

### 03 MULTIDOMESTIC/MULTINATIONAL

Refers to businesses that adopt the multidomestic global business strategy to invest in establishing their own presence in a foreign market. So, instead of marketing foreign products to those customers, companies alter and then offer to engage with a foreign culture, customs and daily requirements.

### 04 TRANSNATIONAL

One of the most challenging strategies, the transnational global strategy can actually be seen as a mix of global and multidomestic strategies. The headquarters remain in the country of origin, but the strategy allows the establishment of similar full-scale operations in foreign countries too.

## LAND OF OZ: TRANSNATIONAL

Based on the above strategies, we propose Land of Oz is operated through a **Transnational Strategy**. Because integration into UK culture is essential to a long and sustainable relationship with the region and its people, in combination with our headquarters remaining as the Warner Bros. offices in Burbank, CA, this strategy makes the most sense for Land of Oz. Transnational Strategies, operating as a combination of standardization strategy and a multidomestic strategy, results in high "Global Integration" and high "Local Responsiveness." Additionally, according to "International Management: Managing across Borders and Cultures," transnational companies invest in foreign operations, have a central corporate facility, but give decision-making, R&D and marketing powers to each individual foreign market.

# PHASE 03

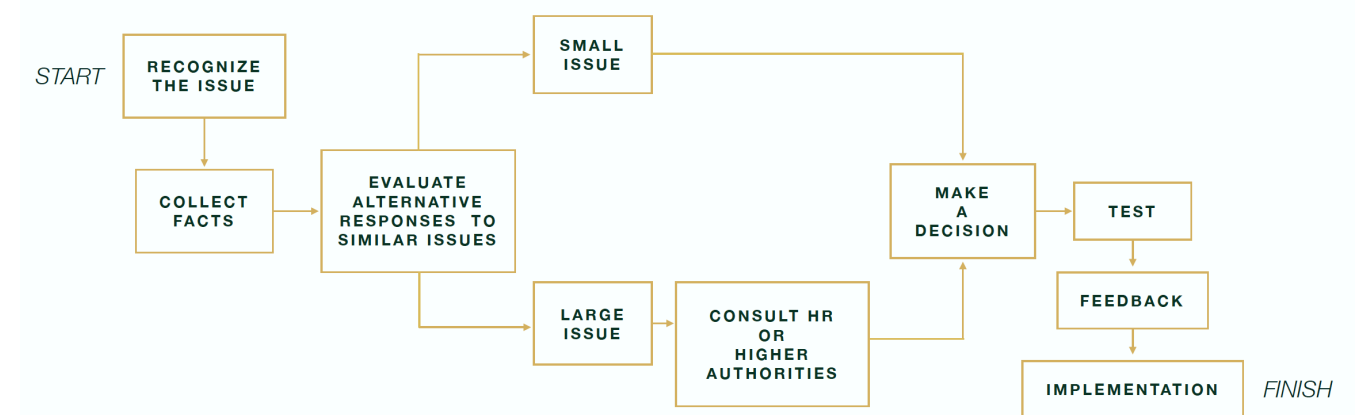
BUSINESS OPERATIONS & PARK DESIGN



## MORAL PHILOSOPHY HYPOTHESIS

*Based on Land of Oz company values and ethics, in combination with our moral philosophy hypothesis, all employees are expected to act with honesty and integrity in all situations, supervised or otherwise. As members of a progressive Western society, English people are optimistic and good mannered, considering respect, honesty, and integrity in everyday life. Through practice of analytical philosophy, English workers strive to implement an emphasis on argumentative clarity and precision, making use of logical and conceptual analysis.*

## DECISION MAKING FLOWCHART



*Internal direction,  
Taking independent responsibility*

*Based on brand value system*

*Achievement,  
Sequential time*

## INTERNAL COMMUNICATION CHANNELS

1. Email (Outlook)
2. Slack
3. Internal & External Teams - daily meetings
4. Manager & Employees - weekly 1:1 meetings

## EXPECTATIONS & BEHAVIORS

Land of Oz expects open and honest communication between managers and employee teams at all times. All employees are expected to respect and uphold all company values and “unwritten rules.”

### Company Values

- 01 Human Connection
- 02 Innovation
- 03 Quality
- 04 Sustainability
- 05 Impactful Storytelling
- 06 Adventure

### Unwritten Rules

- 01 Common respect for all employees and guests.
- 02 Honesty is always practiced.
- 03 See something, say something.
- 04 Respect
- 05 Competence
- 06 Responsibility
- 07 Integrity

## INTELLECTUAL CAPITAL (RESOURCE NEEDS)

### Human Capital

The value that the employees of a business provide through the application of skills, know-how and expertise. Human capital is an organization’s combined human capability for solving business problems and exploiting its intellectual property. Human capital is inherent in people and cannot be owned by an organization.

### Structural Capital

The supportive non-physical infrastructure, processes and databases of the organisation that enable human capital to function. Structural capital includes processes, patents, and trademarks, as well as the organization’s image, organization, information system, and proprietary software and databases.

### Relational / Social Capital

Consisting of such elements as customer relationships, supplier relationships, trademarks and trade names (which have value only by virtue of customer relationships) licences, and franchises.



STAFFING ORIENTATION PLAN				
ASPECTS OF ENTERPRISE	ETHNOCENTRIC	POLYCENTRIC	REGIOCENTRIC	*GLOBAL
<b>Strategic Orientation</b>	International	Multidomestic	Regional	Transnational
<b>Perpetuation</b>	Expatriates used for key positions	Locals used for key positions locally	Regional people used regionally	Best people used anywhere
<b>Evaluation &amp; Control</b>	Home standards applied	Locally determined	Regionally determined	Globally integrated
<b>Rewards</b>	High at home; low in subsidiaries	Wide variation	Based on contribution to regional objectives	Based on contribution to global objectives

\* Land of Oz applies a Global approach to our Staffing Orientation Plan. As a transnational organization, we pride ourselves on hiring the best people in the industry, with globally integrated employment plans and programs and rewards based on contribution to local and global objectives.



## COMPENSATION PACKAGE COMPONENTS

SALARY	TAXES	ALLOWANCES	BENEFITS
Local salary buying vs. home salary	Equalize any differential effects of taxes	Relocation expenses, housing, trips, etc.	Health insurance, stock options, paid vacation, etc.

## BALANCE SHEET APPROACH

SAMPLE COMPONENTS FOR EXPATRIATES	LOS ANGELES (US)	CANTERBURY (UK)
Base Salary & COLA	\$100,000	\$120,000
Relocation Allowance (20%)	-	\$24,000
Housing Allowance (20%)	-	\$24,000
Private Education for 2 Children	-	\$30,000
2 Trips Home Per Year	-	\$12,000

\*\*\*Additional costs not estimated here include any local differential, health insurance, placement services for spouse, moving expenses and home sale, predeparture training and preparation, etc. as well as other negotiated items. In some "dangerous" locales, there will be additional costs pertaining to the safety of personnel, such as insurance, security guards, etc.

## OPERATING MODEL CANVAS

SUPPLIERS	LOCATIONS
<ol style="list-style-type: none"> <li>Park Engineering partner (Garmendale Engineering)</li> <li>Experiential Design partner</li> <li>Consulting</li> <li>Manufacturers</li> <li>Catering Vendors</li> <li>Talent Acquisition (Marlowe Theatre, University of Kent)</li> <li>Facilities Supplies Vendors (Countrystyle Recycling)</li> </ol>	<p><b>Local (Kent, UK):</b></p> <ol style="list-style-type: none"> <li>Facilities Vendors</li> <li>Catering Vendors</li> <li>HR (all levels)</li> </ol> <p><b>National (UK):</b></p> <ol style="list-style-type: none"> <li>Engineering</li> </ol> <p><b>Global:</b></p> <ol style="list-style-type: none"> <li>Experiential Design</li> <li>Consulting</li> <li>Investor Relationship</li> <li>Marketing</li> <li>Manufacturing</li> </ol>
VALUE DELIVERY CHAIN	
<p><b>Process</b></p> <p>Management team development --&gt; Employee development --&gt; Park engineering and executing --&gt; Multi-channel marketing campaign --&gt; PR and Investment attraction strategy --&gt; CRS initiative management</p>	<p><b>VALUE PROPOSITION: Exclusive Experience</b></p> <p>"Land of Oz" is the only park that utilizes the Wizard of Oz IP under the licencing of Warner Brothers Entertainment Inc. "Land of Oz" theme park aims to entertain and inspire guests from all over the world by bringing the magic of the Wizard of Oz to life.</p>
ORGANIZATION	INFORMATION
<ol style="list-style-type: none"> <li>Board executive decision-making</li> <li>Hierarchical, but human-centered structure</li> <li>Independent problem solving, high level of responsibility, short power distance</li> </ol>	<ol style="list-style-type: none"> <li>HR Training System</li> <li>Web Development (UI/UX, Cloud Computing, App Development)</li> <li>Communication Strategy (Global and local)</li> <li>Management and Knowledge Platform</li> <li>Park Technology (Ticketing, Service connectivity)</li> </ol>
MANAGEMENT SYSTEMS	
<ol style="list-style-type: none"> <li>Monthly HR meetings</li> <li>Quarterly upper-management and board meetings</li> <li>Individual performance review (by objective)</li> </ol>	<ol style="list-style-type: none"> <li>Financial quarterly KPI</li> <li>Adaptable and adequate compensation and benefit policies yearly revision</li> </ol>



LAND OF OZ

# THEME PARK EXPERIENCES

01



## KANSAS

As the first stop in the park, Kansas is a fully, immersive environment designed for nonstop, complete family fun.

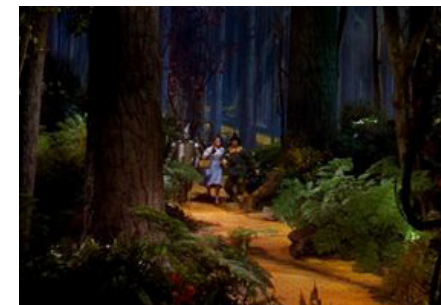
02



## MUNCHKIN LAND

Designed for the munchkins in our lives, Munchkin Land includes tasty treats, tailored costumes, music, and attractions for the whole family.

03



## JOURNEY THROUGH OZ

Designed to connect park segments in a creative way, the poppy field, the yellow brick road, and diverse vegetation are only a small part of this thrilling experience.

04



## EMERALD CITY

Similar to modern, interactive museums, Emerald City includes various installations and infinity rooms, each enforcing the idea that you've been transported to a new world.

SECTION 01

# KANSAS

As the first stop in the park, Kansas is designed for complete family fun. The scenic landscape includes Dorothy's home, along with her family barn. Guests have the chance to tour the home, interact with animals at the petting zoo, rent bikes, or eat at the famous "Kansas Kookin'" restaurant and cafe. With never-before-done at a UK theme park projection mapping throughout Dorothy's house and barn, guests are transported into the world of Kansas in the 1930's, complete with dialogue and sound effects from the original cast. When guests are ready to journey into Munchkin Land, they have the opportunity to walk by foot, or step into technicolor through our state-of-the-art (and completely safe) tornado simulation. Step off the ride onto Dorothy's front porch, and once you see the vivid color, you'll be sure of one thing - you aren't in Kansas anymore.

ANIMAL FARM



DOROTHY'S HOUSE



FORTUNE TELLER



BIKE RENTALS

KANSAS KOOKIN'

TORNADO SIMULATION

TECHNICOLOR TWISTER



LOLLIPOP STATION



JOIN THE LOLLIPOP GUILD



KIDDY TREATS



DRESS UP



FACE PAINT



SECTION 02

# MUNCHKIN LAND

Munchkin Land is designed especially for the little ones in our lives. While so many theme parks overlook kiddy areas, Land of Oz has taken extreme measures to ensure thrilling fun for kids of all ages. Munchkin Land is a full immersion of the beloved scenes and characters from the original film - including the Lollipop Guild, Lullaby League, Munchkin houses and rides, and the yellow brick road, of course! Here, enjoy tasty treats, tailored costumes, music, and attractions for the whole family.

SECTION 03

# JOURNEY THROUGH OZ

Journey through Oz is a creative approach of segmenting the park, and making the journey from one zone to another an interactive experience by itself. The poppy field, the yellow brick road, and diverse vegetation are only a small part of this thrilling experience. It additionally includes the fortune teller's cavern, the forest cabin, high-tech smart trees and simulations of every character that you meet along the way. Along this journey, visitors will be fully inserted with the story through the actors and small shops that fit perfectly into the playful, but realistic environment. If you keep your eyes peeled, you may even see the Wicked Witch of the West's castle off in the distance. But watch out for flying monkeys!

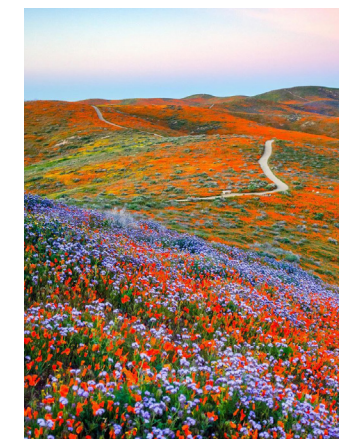
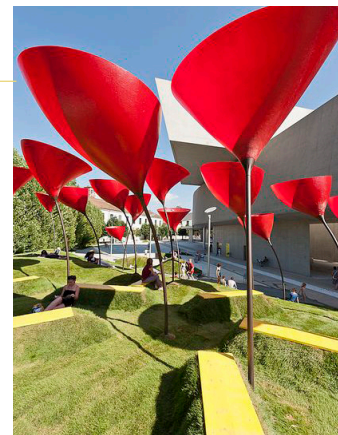
YELLOW BRICK ROAD



WITCH'S CASTLE



RELAX & UNWIND

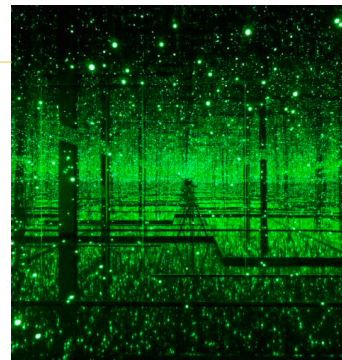


FOOD & DRINKS

ENGLISH COUNTRYSIDE

POPPY FIELDS

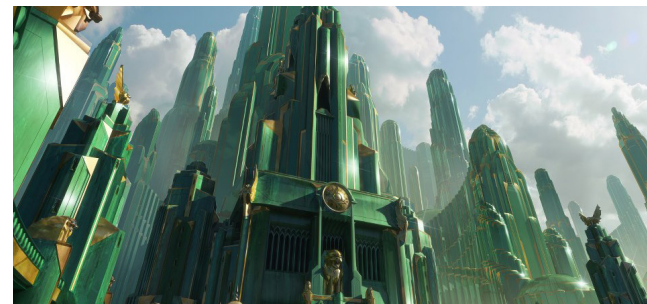
## EMERALD IMMERSIONS



## VIRTUAL REALITY



## TIME TRAVEL BOOTHS



## EMERALD EATS



## DINING



## JOURNEY HOME

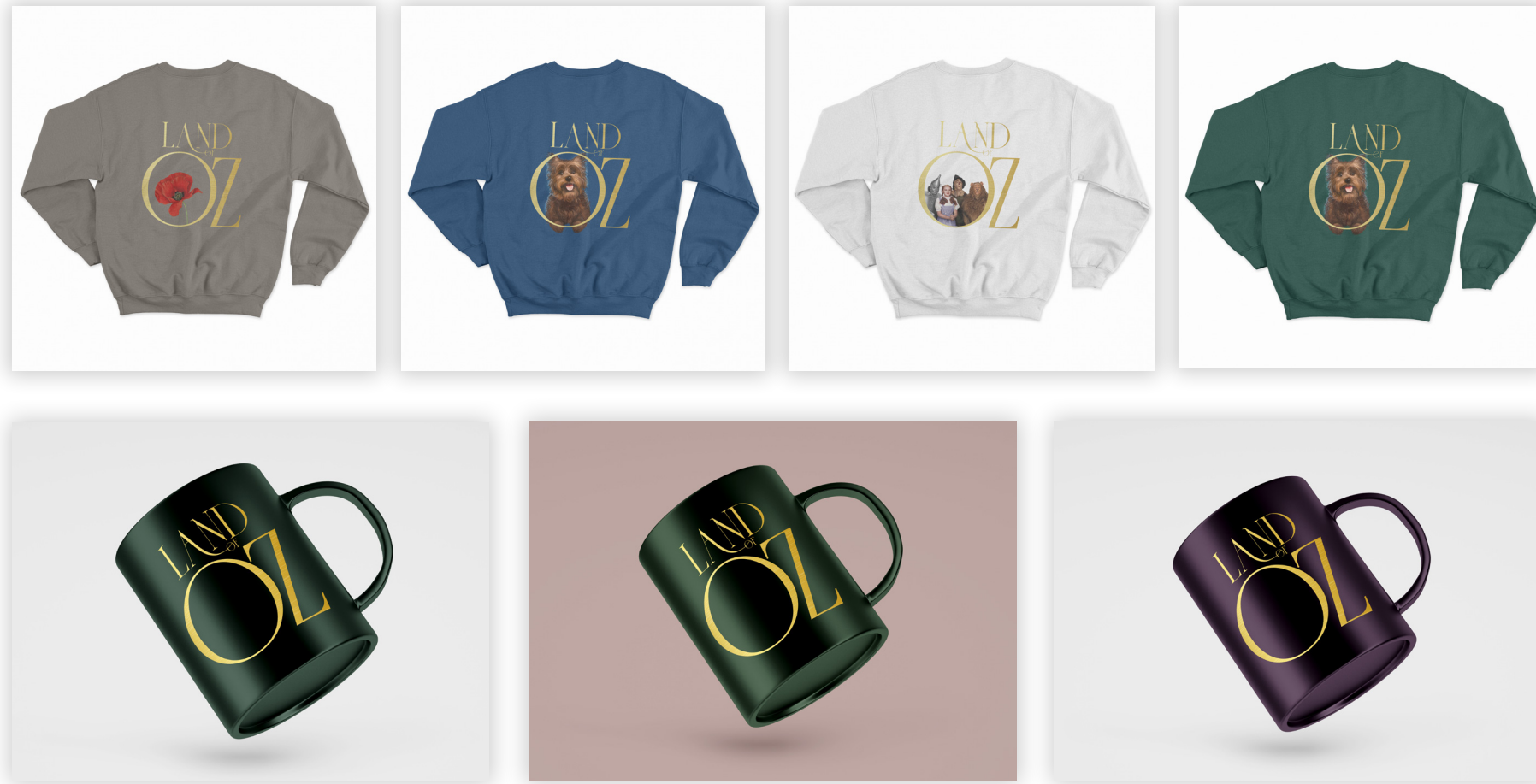


## SECTION 04

# EMERALD CITY

Emerald city is the awe-inspiring symbol of the story and therefore, the park. This bright, but modern and futuristic area hides many of the exciting attractions and rides awaiting guests inside. Similar to interactive museums, Emerald City includes various installations and infinity rooms, each enforcing the idea that you've been transported to a new world. The tall and breathtaking enclosure is located in the middle of the park, yet it is the last destination from where the visitors can take an incredible ride on the Aeronautic Balloon, that will deliver you all the way to your car in the Land oz Oz parking lot. Because a perfect theme park experience never includes throbbing feet at the end of a long day.

## MERCHANDISE



## TICKET DESIGN





THANK YOU