



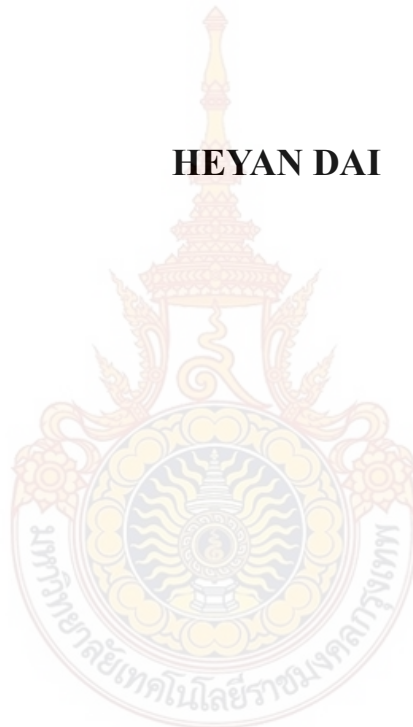
**THE EFFECT OF MARKETING STRATEGY AND LIFESTYLE
ON THE CUSTOMER LOYALTY OF SHANGHAI DISNEYLAND,
CHINA**

HEYAN DAI

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF MANAGEMENT IN MANAGEMENT SCIENCE
INSTITUTE OF SCIENCE INNOVATION AND CULTURE
RAJAMANGALA UNIVERSITY OF TECHNOLOGY KRUNGTHEP
ACADEMIC YEAR 2023
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THE CUSTOMER LOYALTY OF SHANGHAI DISNEYLAND, CHINA
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ABSTRACT

Disney resort in mainland China, Shanghai Disneyland, masterfully blends the enchanting magic of Disney with elements of rich Chinese culture, creating an unparalleled and captivating experience for visitors of all ages. The success of Shanghai Disneyland is the result of many factors, among which are effective marketing strategies crucial to influencing customers' cognition and behavior. This study starts with the marketing strategy of Shanghai Disneyland and the lifestyle of customers. In marketing, the widely adopted 7P framework (Product, Price, Promotion, Place, People, Process, and Physical Evidence) has been proven helpful in designing and implementing successful marketing campaigns. Furthermore, the importance of customer lifestyles in shaping consumer preferences and decisions cannot be underestimated. Individuals' unique consumption habits, deep-rooted values, and specific life stages significantly affect their choices and interactions with leisure and entertainment products. This study explores the influence of Shanghai Disneyland's marketing strategy and customer lifestyle on customer loyalty and provides a reference for the theme park's marketing strategy. Data were collected through an online questionnaire and then analyzed using the SPSS program. Research has found that marketing strategies and lifestyles impact customer loyalty.

Keywords: marketing strategy, Shanghai Disneyland, lifestyle, customer loyalty

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Heyan DAI



CONTENTS

	Page
APPROVAL PAGE	i
ABSTRACT.....	ii
ACKNOWLEDGEMENTS	iii
CONTENTS.....	iv
LIST OF TABLES.....	vii
LIST OF FIGURES	viii
CHAPTER I INTRODUCTION	1
1.1 Background and Statement of the Problem	1
1.2 Research Questions	2
1.3 Research Hypotheses	2
1.4 Research Objectives.....	3
1.5 Scope of the Research Study.....	3
1.6 Research Framework	4
1.7 Definition of Key Terms	5
CHAPTER II LITERATURE REVIEW	7
2.1 Related Theories	7
2.1.1 7Ps Marketing Strategy	7
2.1.1a Product.....	7
2.1.1b Price	8
2.1.1c Place	9
2.1.1d Promotion.....	10
2.1.1e People	11
2.1.1f Process	12
2.1.1g Physical Environment	12
2.1.2 Customer Lifestyle Concept.....	13

2.1.3 Customer Loyalty Concept.....	14
2.1.4 History of the Walt Disney Company.....	16
2.2 Related Theories	17
2.2.1 7Ps Marketing Strategy and Customer Loyalty.....	17
2.2.2 Lifestyle and Customer Loyalty	20
CHAPTER III RESEARCH METHODOLOGY	22
3.1 Research Design	22
3.2 Sample Size	22
3.2.1 Population	22
3.2.2 Samples	22
3.2.3 Sampling Methods	23
3.3 Data Collection.....	23
3.4 Research Instrument	25
3.5 Content Validity and Reliability	27
3.6 Data Analysis.....	28
3.6.1 Descriptive Statistics.....	28
3.6.2 Inferential Statistics	28
CHAPTER IV ANALYSIS RESULTS	30
4.1 Research Finding.....	30
4.2 Descriptive Statistics Results	31
4.2.1 Demographics of the Participants.....	31
4.2.2 Mean and standard deviation of the independent variables.....	35
4.2.3 Loyalty Indicators.....	45
4.2.4 Summary of Descriptive Analysis	45
4.3 Inferential Statistics Results	47
4.3.1 Correlation Analysis	47
4.3.2 Hypothesis Testing	49
4.4 Summary of Hypothesis Testing Results.....	52
CHAPTER V CONCLUSION AND DISCUSSION	54

5.1 Conclusions	54
5.2 Discussion	55
5.3 Implication to Practice.....	56
5.4 Recommendation for Future Research	58
5.4.1 Recommendations	58
5.4.2 Future Research	60
5.5 Limitations of the Study	61
REFERENCE.....	63
APPENDICES	68
Appendix A: Questionnaire’s Cover Page (English version).....	68
Section 1: Demographic Information	68
Section 2:The 7Ps Marketing Strategy	69
Section 3: Customer Lifestyle	72
Section 4: Customer Loyalty	73
Appendix B: Questionnaire’s Cover Page (Chinese version)	74
第 1 部分: 人口统计信息	74
第 2 部分: 7Ps 营销策略	75
第 3 部分: 顾客生活方式	78
第 4 部分: 客户忠诚度	79
Appendix C: IOC RESULT	80
BIOGRAPHY	87

LIST OF TABLES

Table	Page
Table 3.1 Score Level and Meaning.....	27
Table 4.1 Characteristics of the Sample (n = 434).....	31
Table 4.2 Means and Standard Deviations of Independent variables (n = 434)	35
Table 4.3 Mean and S.D of Loyalty (n= 434)	45
Table 4.4 Pearson's coefficients and their p-values for each variable.....	47
Table 4.5 Multiple Linear Regression of H1a, H1b, H1c, H1d, H1e, H1f, H1g... ..	49
Table 4.6 Multiple Linear Regression of H2.....	51
Table 4.7 Summary of the Hypothesis Tests.....	53



LIST OF FIGURES

Figure	Page
Figure 1.1 Conceptual Framework.....	5



CHAPTER I

INTRODUCTION

1.1 Background and Statement of the Problem

In recent years, the global tourism industry has experienced remarkable growth, with theme parks gaining immense popularity as sought-after destinations for travelers seeking unique and immersive experiences. Among these captivating theme parks, Shanghai Disneyland has emerged as a shining star in the market, captivating the hearts of millions of visitors worldwide. As the first Disney resort in mainland China, Shanghai Disneyland masterfully blends the enchanting magic of Disney with elements of rich Chinese culture, creating an unparalleled and captivating experience for visitors of all ages.

The success of Shanghai Disneyland is attributed to a multifaceted combination of factors, among which effective marketing strategies hold paramount significance in influencing customer perceptions and behavior. Within the marketing realm, the widely adopted 7Ps framework (Product, Price, Promotion, Place, People, Process, and Physical evidence) has proven instrumental in designing and implementing successful marketing campaigns (Booms, 1981). Understanding how the 7Ps Marketing strategy affects customer loyalty at Shanghai Disneyland is paramount in continuously enhancing visitor experiences and ensuring the park's long-term success in a highly competitive tourism landscape.

Moreover, the significance of customer lifestyle in shaping consumer preferences and decision-making cannot be underestimated. Individuals' unique consumption habits, deeply rooted values, and specific life stage significantly affect their choices and interactions with leisure and entertainment offerings (Schiffman, Kanuk et al., 2010). Therefore, delving into the intricate relationship between customer lifestyle and loyalty at Shanghai Disneyland can offer profound insights into tailoring services and experiences that cater to customers' diverse needs and desires.

At the core of this research lies an innovative exploration that aims to unravel the intricate interplay between the 7Ps Marketing strategy and customer

lifestyle on customer loyalty at Shanghai Disneyland. By forging new connections between these dimensions, this study aspires to contribute to the growing knowledge in tourism and marketing. As Shanghai Disneyland continues to attract a vast and diverse audience, uncovering the factors that underpin customer loyalty will empower marketing practitioners and park management to make informed decisions and implement effective strategies that ensure exceptional visitor experiences and sustained loyalty.

Through the lens of the 7Ps Marketing strategy and customer lifestyle, this study aims to shed light on the intricate dynamics that shape customer loyalty in the enchanting world of Shanghai Disneyland. By venturing into unexplored territories within the realm of theme park management and marketing, this research seeks to enrich the understanding of factors that drive customer loyalty in the ever-evolving landscape of modern tourism.

1.2 Research Questions

This study endeavors to unravel the complexities surrounding customer loyalty at Shanghai Disneyland by addressing the following research questions:

1. How does the 7Ps Marketing strategy affect customer loyalty at Shanghai Disneyland?
2. How does the customer's lifestyle affect customer loyalty at Shanghai Disneyland?
3. How do the 7Ps Marketing strategy and customer lifestyle interact to affect customer loyalty at Shanghai Disneyland?

1.3 Research Hypotheses

Based on the research questions outlined earlier, this study formulates the following research hypotheses:

Hypothesis 1: The 7Ps Marketing strategy significantly affects customer loyalty at Shanghai Disneyland.

Hypothesis 1a: The quality of products and services affects customer loyalty at Shanghai Disneyland.

Hypothesis 1b: Appropriate pricing strategies affect customer loyalty at Shanghai Disneyland.

Hypothesis 1c: Strategic promotional efforts affect customer loyalty at Shanghai Disneyland.

Hypothesis 1d: Convenient and appealing physical locations affect customer loyalty at Shanghai Disneyland.

Hypothesis 1e: Courteous and knowledgeable staff affect customer loyalty at Shanghai Disneyland.

Hypothesis 1f: Streamlined and seamless processes affect customer loyalty at Shanghai Disneyland.

Hypothesis 1g: A pleasant and captivating physical environment affects customer loyalty at Shanghai Disneyland.

Hypothesis 2: Customer lifestyle significantly affects customer loyalty at Shanghai Disneyland.

1.4 Research Objectives

1.4.1 To study Shanghai Disneyland's 7Ps marketing strategy and customer lifestyle.

1.4.2 To study Shanghai Disneyland customer loyalty.

1.4.3 To investigate the effect of Disneyland's marketing strategy on customer loyalty.

1.4.4 To investigate the effect of customer lifestyle on customer loyalty.

1.5 Scope of the Research Study

This research study investigates the effect of the 7Ps Marketing strategy and customer lifestyle on customer loyalty, specifically within Shanghai Disneyland. To understand how these marketing elements impact customer loyalty, the study

encompasses various aspects of the 7Ps framework, including Product, Price, Promotion, Place, People, Process, and Physical evidence.

The research also explores customer lifestyle, comprising three key dimensions: consumption habits, customer values, and life stages, to assess their significance in shaping customer loyalty towards Shanghai Disneyland. By integrating these dimensions, the study aims to comprehensively analyze the factors contributing to customer loyalty in the context of a theme park.

The study employs quantitative research methods, such as surveys, to collect data from visitors of Shanghai Disneyland. The data is analyzed using appropriate statistical techniques to establish relationships between the 7Ps Marketing strategy, customer lifestyle, and customer loyalty.

The research scope of this study focuses on customer loyalty at Shanghai Disneyland, examining the effect of Disney's marketing strategies based on the 7Ps Marketing strategy on visitors' loyalty. The target population includes visitors who have been to Shanghai Disneyland in the past six months, with a sample size of 384 participants selected using a combination of convenience sampling methods. The research is completed within 1 month and encompasses data collection, analysis, and interpretation of findings.

1.6 Research Framework

The conceptual framework for this research study illustrates the interplay between the 7Ps Marketing strategy, customer lifestyle, and their effect on customer loyalty at Shanghai Disneyland. The framework identifies the key variables and their relationships, guiding the investigation and analysis of the research questions and hypotheses.

The 7Ps Marketing strategy, consisting of Product, Price, Promotion, Place, People, Process, and Physical evidence, serves as the framework's core. These elements are essential to Shanghai Disneyland's marketing strategies and are expected to impact customer loyalty.

Customer lifestyle complements the 7Ps Marketing strategy. Understanding how customers' lifestyle preferences and characteristics influence their loyalty to the theme park is critical to the framework.

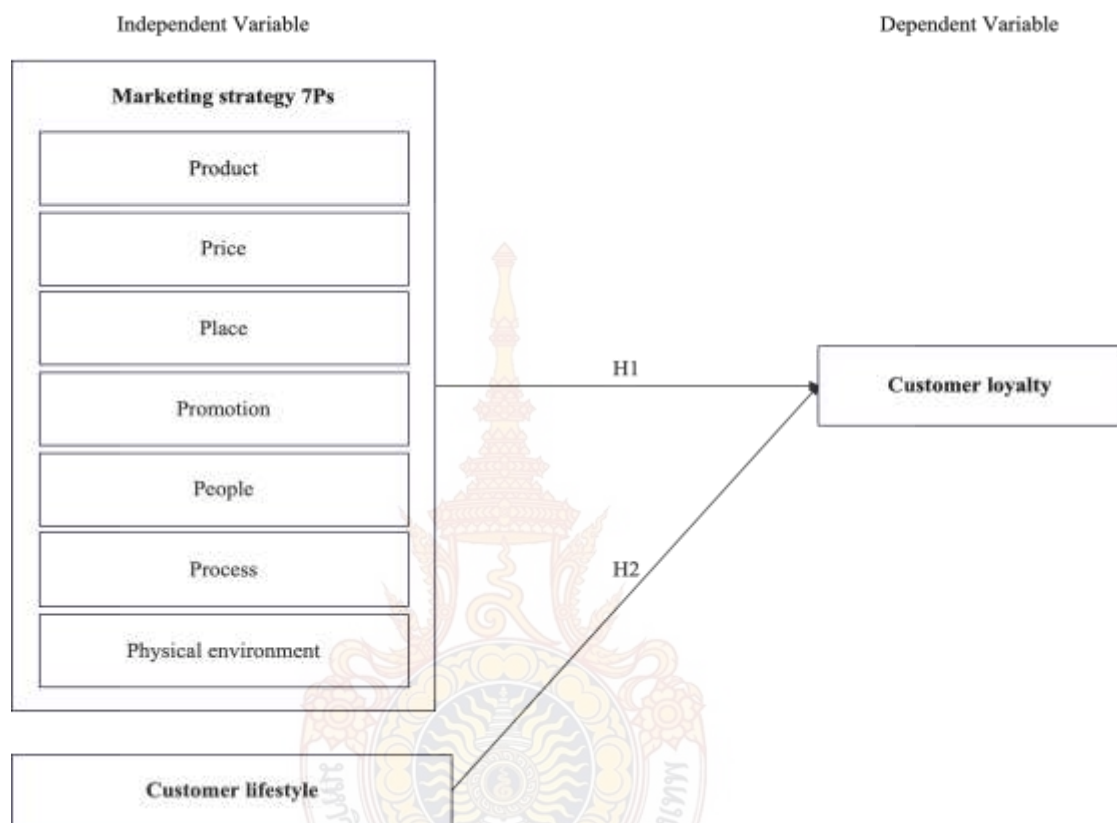


Figure 1.1: Conceptual Framework

1.7 Definition of Key Terms

1. The 7Ps Marketing strategy is a comprehensive framework used in the marketing field to design and implement marketing strategies. It includes the following elements:

1.1. Product is the goods and services Shanghai Disneyland offers, including its attractions, shows, merchandise, and dining options.

1.2. Price is the cost of visiting Shanghai Disneyland, including ticket prices, special offers, and discounts.

1.3. Promotion is the promotional activities and communication strategies the theme park uses to attract and engage visitors, such as advertising, public relations, and social media campaigns.

1.4. Place is the physical and digital channels visitors can access and experience Shanghai Disneyland, including the park's location and online platforms.

1.5. People are the employees and staff members at Shanghai Disneyland who interact with visitors and contribute to their overall experience.

1.6. Process is the procedures and operational aspects of the theme park, including ticketing, queuing, and guest services.

1.7. Physical Evidence is the tangible elements and facilities at Shanghai Disneyland, such as the park's architecture, landscaping, and overall ambiance.

2. Customer lifestyle refers to the collective set of behaviors, preferences, and values exhibited by visitors to Shanghai Disneyland based on their consumption habits, customer values, and life stages.

3. Customer loyalty refers to the degree of commitment and attachment demonstrated by visitors to Shanghai Disneyland towards the theme park. It encompasses their intention to revisit the park, frequency of visits, positive word-of-mouth recommendations, and more.

CHAPTER II

LITERATURE REVIEW

2.1 Related Theories

2.1.1 7Ps Marketing Strategy

The 7Ps Marketing strategy, pioneered by McCarthy and Marketing (1960) 4Ps and subsequently refined by the collaborative efforts of Booms (1981), stands as an enduring cornerstone in marketing management strategies. This theory serves as a foundational framework, wielding its effect across many industries, and is particularly indispensable in the intricate world of theme parks. Comprising seven distinct elements, the 7Ps encapsulate the quintessence of strategic marketing orchestration. These elements, namely Product, Price, Place, Promotion, People, Process, and Physical Environment, converge to shape the symphony of marketing strategies that reverberate through the corridors of customer loyalty.

Hypothesis 1: The 7Ps Marketing strategy significantly affects customer loyalty at Shanghai Disneyland.

2.1.1a Product

Zeithaml, Berry, et al. (1996) explored the dynamic interplay of product attributes and quality within the banking sector, seeking to uncover their effect on customer loyalty. Their meticulous study illuminated the significant impact of product excellence, tailored customization, and a consistent quality standard. Collectively, these factors contributed to bolstering customer loyalty and fostering lasting customer retention.

Oliver (1997) orchestrated a comprehensive investigation in the automotive industry, meticulously scrutinizing the nexus between perceived product performance and the bedrock of customer loyalty. Through this extensive study, a clear revelation emerged: the alignment of product performance with, or even surpassing, customer expectations profoundly impacted nurturing customer loyalty and inciting intentions for repeated purchases.

Homburg and Giering (2001) waded into the bustling waters of the retail sector, embarking on a journey to unravel the impact of product diversification and variety on the tapestry of customer loyalty. Their research findings spotlight the remarkable effect of offering diverse products. This strategic approach positively resonated with customers, elevating loyalty and nurturing heightened satisfaction.

Sirdeshmukh, Singh et al. (2002) embarked on a quest within the fashion industry, navigating the terrain of product customization and personalization to decipher their impact on customer loyalty. Their enlightening study laid bare the potent effects of providing customers personalized products and experiences. This concerted effort to cater to individual preferences fostered customer loyalty and ignited positive word-of-mouth referrals.

Hypothesis 1a: The quality of products and services positively affects customer loyalty at Shanghai Disneyland.

2.1.1b Price

Parasuraman and Grewal (2000) investigated the telecommunications sector, aiming to unravel the intricate interplay of price fairness and competitive pricing on the tapestry of customer loyalty. The fruits of their labor unveiled a compelling narrative: the synergy between fair pricing and compelling competitive offers orchestrated a symphony that resonated with customers. This harmonious balance positively reverberated, nurturing customer loyalty and cultivating a robust foundation of brand trust.

In a different arena, Gupta and Zeithaml (2006) delved into the effects of pricing transparency and the elusive concept of value for money on customer loyalty. Their insightful findings carved a path of enlightenment: implementing transparent pricing practices had a transformative impact. Fusing this transparency with a perceived sense of value for money led to a resounding crescendo of enhanced customer loyalty and a harmonious increase in repurchase intentions.

Dodds, Monroe, et al. (1991) fixed the intricate dance between price promotions and the resilient thread of customer loyalty. Their masterful study unwrapped a treasure trove of insights: meticulously orchestrated and aptly targeted price promotions became a dynamic catalyst for fortifying customer loyalty and encouraging the embrace of repeat business.

Turning their attention to the grocery retail sector, Sharp and Sharp (1997) embarked on a journey to dissect the symbiotic relationship between price perception and the loyal embrace of customers. Their meticulous research efforts unveiled an intriguing panorama: the lens through which customers viewed prices was pivotal. A favorable perception of prices wove a thread of connection, fostering customer loyalty and nurturing the warm embrace of store patronage.

Hypothesis 1b: Appropriate pricing strategies positively affect customer loyalty at Shanghai Disneyland.

2.1.1c Place

Verhoef, Neslin, et al. (2007) embarked on a comprehensive exploration within the e-commerce sector, aiming to unravel the intricate dance between multi-channel distribution and the enchanting realm of omni-channel experiences in shaping customer loyalty. Their diligent research endeavors unveiled a harmonious melody: the symphony of seamless and consistent omni-channel experiences wove a tapestry of enchantment. This magical blend reverberated with a resounding note of positivity, cultivating customer loyalty and orchestrating a delightful encore of repeat purchases.

In the realm of the hospitality industry, Lemon and Verhoef (2016) cast their spotlight on the pivotal role that location convenience and accessibility play in the tapestry of customer loyalty. Through their in-depth study, they unveiled an illuminating revelation: the strategic placement of convenient locations and the provision of easy accessibility served as a magnetic force. This force not only embraced customer loyalty but also kindled the spark of willingness to revisit and embrace the hospitality once more.

Steering their course into the banking sector, Macdonald and Sharp (2000) embarked on a journey to decode the effect of distribution channel convenience and the symphony of service quality on the canvas of customer loyalty. Their meticulous brushstrokes painted a vivid picture: aligning convenient and efficient distribution channels with a quality service orchestra resonated with customers. This harmony, in turn, sculpted the sturdy pillars of customer loyalty and nurtured the growth of an enduring foundation of brand trust.

Reinartz and Kumar (2003) ventured into the online retail landscape with a dedicated exploration into the relationship between distribution channel options and

the cherished mantle of customer loyalty. Their diligent research efforts revealed a treasure trove of insights: the art of offering diverse and flexible distribution options created a mosaic of customer satisfaction. This mosaic, infused with the hues of flexibility, contributed to the masterpiece of customer loyalty and elevated satisfaction levels.

Hypothesis 1c: Strategic promotional efforts positively affect customer loyalty at Shanghai Disneyland.

2.1.1d Promotion

Ailawadi, Neslin, et al. (2001) delve into the intricate dance of promotional effectiveness and the art of persuasive advertising in shaping the realm of customer loyalty. Their scholarly endeavor spotlighted the symphony of effective promotional campaigns, unveiling a harmonious melody that resonated with customers. This harmonious melody harmoniously nurtured customer loyalty and contributed to the ethereal perception of the brand.

In the grocery retail sector realm, Blattberg and Neslin (1990) turned their gaze to the dynamic interplay between promotion timing, frequency, and the tapestry of customer loyalty. Their meticulous research strokes unveiled an intriguing revelation: promotions transformed into a magnetic force when meticulously timed and offered frequently. This force enhanced customer loyalty and painted a radiant backdrop for the canvas of store patronage.

Grewal, Baker, et al. (2003) seek to unravel the symphony between promotional offers and the resolute fortresses of customer loyalty. Their comprehensive study showcased a vivid panorama: attractive promotional offers allure exerted an enchanting impression on customers. This magnetic pull, in turn, nurtured customer loyalty and laid the groundwork for fervent brand advocacy.

Lemon and Nowlis (2002) examine synergies between different types of promotions and characteristics of the brands that offer the promotions, seeking to decipher the profound effect of promotional bundling and the strategic art of cross-selling on the realm of customer loyalty. Their meticulous study unearthed a treasure trove of insights: the interplay of bundled promotions and strategic cross-selling created a symphony of customer loyalty. This symphony echoed through the corridors of the telecommunications sector, resonating with an enchanting melody of loyalty.

Hypothesis 1d: Convenient and appealing physical locations positively affect customer loyalty at Shanghai Disneyland.

2.1.1e People

Bettencourt (1997) strives to unveil the profound effect that frontline employee behavior and service quality cast on the tapestry of customer loyalty. Their meticulous study unveiled an insightful revelation: frontline employees' dance of friendly and attentive service wove a tapestry of enchantment. This tapestry resonated positively, nurturing customer loyalty and sowing the seeds for word-of-mouth referrals that adorned the hospitality landscape.

Heskett, Jones, et al. (1994) navigated through the bustling corridors of the service-profit chain, dedicated to unraveling the intricate dynamics between employee satisfaction and the cherished embrace of customer loyalty. Their meticulous research brushstrokes painted a vivid picture: satisfied and engaged employees cast a radiant glow. This glow, in turn, illuminated the path of customer loyalty, transforming it into an inviting embrace of store patronage.

Lee and Cunningham (2001) focused on the banking industry, where they sought to decipher the profound interplay between employee empowerment, autonomy, and the treasured realm of customer loyalty. Their diligent research revealed an intriguing panorama: empowering employees to wield autonomy and ownership resonated with customers. This resonance, akin to a melodious note, positively impacted customer loyalty and nurtured the bloom of satisfaction.

Stepping into the healthcare sector, Schneider and Bowen (1995) delved into the intricate relationship between employee training, service orientation, and the cherished enclave of customer loyalty. Through their scholarly pursuit, they uncovered a treasure trove of insights: the harmony of well-trained employees dedicated to a service-oriented ethos became a beacon. Illuminated by service excellence, this beacon nurtured customer loyalty and wove a tapestry of repeat visits.

Hypothesis 1e: Courteous and knowledgeable staff positively affect customer loyalty at Shanghai Disneyland.

2.1.1f Process

Bitner, Booms, et al. (1990) embarked on a journey within the fast-food industry, seeking to illuminate the intricate dynamics of service process efficiency and the elusive concept of waiting time on the canvas of customer loyalty. They unraveled an intriguing revelation through their meticulous study: the symphony of efficient service processes cast a magnetic pull. This pull, resonating with harmony, not only nurtured customer loyalty but also painted a vibrant backdrop for the canvas of store patronage.

Bordoloi, Fitzsimmons, et al. (2019) turned their attention to hospitality, aiming to decipher the profound effect of service process consistency and reliability on the treasured realm of customer loyalty. Their diligent research brushstrokes painted a vivid picture: consistent and reliable service processes akin to a steady rhythm nurtured customer loyalty. This loyalty, in turn, bloomed into the willingness to recommend, setting the stage for a symphony of recommendations.

Gremler, Gwinner, et al. (2001) embarked on an exploration to decode the intricate dance between service process innovation and the cherished mantle of customer loyalty. Their scholarly endeavors unveiled an enlightening panorama: the infusion of innovative service processes ignited a symphony. This symphony, filled with innovation, positively resonated with customers, nurturing their loyalty and harmonizing with the symphony of repurchase intentions.

Johnston and Clark (2005) spotlighted the e-commerce sector, delving into the art of service process personalization and customization and its effect on the tapestry of customer loyalty. Through their insightful study, they unveiled a captivating dance: personalized service processes wove an intricate tapestry. This tapestry, adorned with personalization, nurtured customer loyalty and ignited a symphony of online brand engagement.

Hypothesis 1f: Streamlined and seamless processes positively affect customer loyalty at Shanghai Disneyland.

2.1.1g Physical Environment

Baker, Grewal, et al. (1994) explored the vast landscape of the retail sector, aiming to decipher the effect of store atmosphere and ambiance on the symphony of customer loyalty. Through their meticulous study, they unveiled a captivating

narrative: the atmosphere and ambiance of a store, akin to a melodious tune, resonated with customers. This resonance, infused with pleasantness and a welcoming embrace, nurtured customer loyalty and wove a tapestry of store patronage.

Mattila and Wirtz (2001) ventured into the realm of the hotel industry, dedicated to unraveling the intricate dance between physical environment cleanliness, comfort, and the cherished enclave of customer loyalty. Their scholarly pursuit unearthed an enlightening revelation: the harmony of clean and comfortable physical environments resonated with customers. This resonating harmony, akin to a soothing melody, nurtured customer loyalty and ignited the flames of word-of-mouth referrals, painting the hotel landscape with praise.

Smith and Wheeler (2002) focused on the entertainment industry, seeking to decipher the profound effect of physical environment design and layout on the tapestry of customer loyalty. Their meticulous study unveiled an intriguing revelation: the immersive design and layout of the physical environment cast a captivating spell. This spell, filled with enchantment, resonated with customers, nurturing their loyalty and weaving a vibrant tapestry of brand perception.

Turley and Milliman (2000) embarked on the symphony of physical environment music and scent in the retail sector, seeking to unravel their effect on the tapestry of customer loyalty. Their insightful study illuminated a captivating dance: the harmonious interplay of appealing music and scent cast a mesmerizing aura. This aura, resonating with allure, nurtured customer loyalty and set the stage for a symphony of store patronage.

Hypothesis 1g: A pleasant and captivating physical environment positively affects customer loyalty at Shanghai Disneyland.

2.1.2 Customer Lifestyle Concept

Customer lifestyles have emerged as a prominent factor in understanding buying behaviors, preferences, and consumption patterns. This literature review delves into consumer lifestyle, its significance in marketing, and the standard methodologies employed to analyze it.

A consumer's lifestyle represents how they live, encompassing their interests, views, values, and activities. This concept extends beyond mere consumption patterns and encapsulates the holistic living pattern of consumers

(Schiffman and Kanuk, 2007). By studying these patterns, marketers can gain insights into product positioning and serve the needs of their target market more effectively.

Engaging in lifestyle analysis allows businesses to tap into the nuances of their target market. Different brands can emphasize varying aspects of lifestyle, such as adventure and excitement for younger demographics or comfort and family for middle-aged consumers (Solomon, Dahl et al., 2014). Such tailored approaches can help in creating resonant marketing messages.

One of the most adopted frameworks for analyzing consumer lifestyles is the AIO dimensions: Activities, Interests, and Opinions. Activities encapsulate what consumers do daily, from work to leisure; Interests revolve around what catches their attention, from music to sports; Opinions offer insights into consumers' perspectives on various topics (Wells, 1975). Marketers can paint a detailed picture of their audience by assessing these dimensions.

Segmenting markets based on lifestyle can be particularly effective. Businesses can tailor strategies to each segment by categorizing consumers into specific lifestyle groups. For instance, a group focused on health and activity might be targeted with organic, health-focused products (Plummer, 1974). Such segmentation can lead to better product-market fit and more effective marketing campaigns.

Culture has a paramount effect on consumer lifestyles. Cultural backgrounds can vastly differ regarding purchasing behaviors, preferences, and tastes. Recognizing these cultural nuances can be pivotal for brands operating in diverse markets (De Mooij, 2021).

Understanding consumer lifestyles is quintessential for businesses aiming to align their offerings with their target market's needs and preferences. Through methodologies like the AIO framework and lifestyle segmentation, marketers can craft strategies that resonate more deeply with their audience.

2.1.3 Customer Loyalty Concept

Customer loyalty theories delve deep into the intricate web of understanding what propels customers to forge unwavering bonds with brands. Among these theories, the Expectancy-Disconfirmation Model (Oliver, 1980) stands

as a beacon illuminating the complex interplay between customer expectations, perceived performance, satisfaction, and the ultimate pedestal of loyalty.

Expectancy-Disconfirmation Model: At its core, this model weaves a narrative of customer satisfaction and loyalty. The model posits that customers form expectations regarding a product or service based on prior experiences and external cues. When their experience aligns with these expectations, a state of confirmation is achieved, fostering satisfaction. However, the instances where experiences surpass or fall short of these expectations hold the key to loyalty. If experiences exceed expectations, a positive disconfirmation occurs, leading to heightened satisfaction and loyalty. Conversely, when experiencing disappointment, negative disconfirmation leads to dissatisfaction and potential disloyalty. Within the context of customer loyalty at theme parks, this model signifies that aligning visitors' experiences with their expectations is pivotal in cultivating enduring loyalty.

Relationship Quality Theory: As the tapestry of customer-brand relationships unfolds, Relationship Quality Theory (Morgan and Hunt, 1994) emerges as a guiding thread, emphasizing the profound significance of the quality of these interactions. This theory underscores that the nature of the bond between customers and brands is instrumental in shaping loyalty. The quality of interactions, characterized by trust, satisfaction, commitment, and communication, forges an emotional tether that transcends transactional ties. In theme parks, the depth of the connection visitors feel with the park—nurtured by genuine interactions, personalized experiences, and a sense of belonging—mirrors the essence of Relationship Quality Theory. By prioritizing the richness of these relationships, theme parks lay the foundation for lasting loyalty.

Social Exchange Theory: In the theater of customer-brand dynamics, Social Exchange Theory (Blau, 2017) takes center stage, spotlighting the concept of reciprocity. This theory proposes that relationships, including those between customers and brands, are rooted in exchanging benefits. In this intricate dance, loyalty emerges when customers perceive that their engagement with a brand yields greater rewards than alternatives. The perceived value of the benefits received in return for their commitment, whether tangible (such as experiences) or intangible (such as emotional connections), becomes a compass guiding loyalty. At theme parks,

visitors evaluate the balance between the joy, memories, and feelings of enchantment they gain in exchange for their time, attention, and investment. A harmonious reciprocity sowed the seeds of loyalty in this exchange.

In essence, these theories encapsulate the intricate nuances of customer loyalty. The Expectancy-Disconfirmation Model unveils the power of managing expectations and experiences. Relationship Quality Theory extols the significance of fostering genuine, emotive connections. Social Exchange Theory heralds the symphony of reciprocal benefits. As theme parks, including Shanghai Disneyland, step onto the stage of customer loyalty, they must embrace these theories as guiding lights. By crafting experiences that align with expectations, nurturing genuine relationships, and cultivating a harmonious exchange of value, theme parks can etch enduring loyalty in the hearts of their visitors. The theories become more than concepts—they become the architects of loyalty, shaping the stories etched in the memories of those who enter the magical realms they create.

2.1.4 History of the Walt Disney Company

The Walt Disney Company, widely recognized as Disney, has traversed a captivating historical journey, evolving from its modest origins as an animation studio to its current stature as an influential entertainment conglomerate on the global stage. This literature review embarks on a holistic quest to distill the pivotal junctures in Disney's history, enriched by insights from distinguished scholarly sources.

Emerging during the 1920s, Disney's formative years were marked by the visionary prowess of its co-founders. Disney (2006) masterfully weaves the tapestry of Walt Disney's life, accentuating his nascent years and the inception of Disney's first endearing character, Mickey Mouse. In tandem, Barrier's (2003) seminal work encapsulates the illustrious era known as the Golden Age of Hollywood animation. This era pivoted on the release of "Snow White and the Seven Dwarfs," which elevated Disney's reputation and revolutionized the perception of animated films—this watershed moment ushered in an epoch of unparalleled artistic innovation and storytelling.

Disney's foray into the realm of theme parks marked an indelible turning point in its chronicles. Gennawey's (2011) scholarly discourse unfolds the inauguration of Disneyland in 1955 in Anaheim, California. More than a mere

amusement park debut, Disneyland redefined entertainment spaces, converging narratives with architectural innovation. The triumphant resonance of Disneyland reverberated across the globe, yielding subsequent theme parks that harmoniously infused their host cultures with Disney's foundational ethos while upholding its narrative integrity (Mannheim, 2016).

As Disney's odyssey continued, its trajectory embraced strategic acquisitions, fortifying its domain across diverse entertainment domains. Stewart and War (2005) illumine Disney's corporate acumen, spotlighting the strategic absorption of notable entities like Pixar, Marvel, and Lucasfilm. These acquisitions precipitated an expansion of Disney's intellectual property reservoir and further solidified its dominance in the international entertainment panorama.

The voyage of The Walt Disney Company, from its embryonic animation roots to its current zenith as a global empire, has been underpinned by innovation, adaptability, and a profound appreciation for the potency of storytelling. This narrative tapestry extends beyond the trajectory of business growth, encapsulating the dynamics of cultural evolution, technological metamorphosis, and the universal resonance of its narratives and characters.

2.2 Related Theories

2.2.1 7Ps Marketing Strategy and Customer Loyalty

Indeed, delving into the intricate layers of the 7Ps marketing strategy – Product, Price, Place, Promotion, People, Process, and Physical Evidence – is essential for comprehending its profound effects on customer loyalty. This strategic framework, meticulously crafted by marketing scholars, guides businesses toward fostering enduring customer relationships. Let us explore each element in greater depth, uncovering its role in shaping the coveted realm of customer loyalty.

At the very heart of the customer-brand relationship lies the product. The work of eminent scholars like Kotler and Keller (2016) has illuminated the significance of maintaining consistent product quality. Their extensive exploration resonates with a fundamental truth: consumers passionately appreciate products consistently delivering on their promises. The reliability of product quality is often

regarded as a foundational element of trust. When consumers are assured that a brand's product will invariably meet or even exceed their expectations, an ingrained sense of loyalty takes root. This, in turn, forms a formidable bulwark against the enticements of competitors. The harmony between a brand's promise and its product's performance becomes a cornerstone of loyalty.

Far from being a mere transactional consideration, the price reflects the value consumers perceive. Within this intricate realm, Monroe's (1990) research has delved deeply, unearthing not only affordability concerns but also the nuanced concepts of perceived fairness and value. It is not solely about the monetary aspect; it is the intricate dance between what consumers pay and what they perceive they receive. When consumers discern a precise alignment between the value embedded in a product and its price point, their connection with the brand becomes more profound. The concept of value is holistic, transcending the monetary transaction to encompass a profound sense of equilibrium. Monroe's research also sheds light on the perils of erratic pricing strategies. Inconsistency can erode the trust painstakingly built and tarnish the loyalty cultivated over time.

The strategic positioning of products or services goes beyond geographical coordinates; it embodies an orchestrated effort to align availability with consumer convenience. The work of Armstrong, Adam et al. (2014) offers insights that resonate in an increasingly complex marketplace. In an era where consumer preferences evolve rapidly, the accessibility of a product or service becomes a critical determinant of brand loyalty. Consumers value accessibility not just in terms of physical proximity but also in the context of timely availability. Brands that seamlessly integrate their products into consumers' lives, ensuring they are accessible whenever needed, forge a bond of loyalty that transcends transactional relationships. As the modern landscape witnesses the fusion of online and offline channels, the principle of accessible availability becomes even more pertinent.

Beyond its surface role as mere advertising, promotional strategies encapsulate the very essence of brand communication. In the realm of integrated marketing communications, as advocated by Fill (2009), lies a potent avenue for cultivating loyalty. Imagine encountering a brand message that resonates consistently across various touchpoints –a billboard, a social media post, or a television

commercial. This harmonized message becomes more than just a fleeting encounter; it evolves into a steadfast connection. The essence of loyalty lies in familiarity and trust, both nurtured by a coherent and aligned brand message. The synergy between messages across different platforms enhances recall and cements the brand's place in consumers' hearts.

Often underestimated, the human element is indispensable in marketing, particularly service-oriented industries. The works of Grönroos (2007) emphasize that consumers' interactions with a brand's representatives can either make or break loyalty. In a world where services are intangible, the staff's warmth, competence, and solution-oriented approach create lasting impressions. Whether it is the attentive concierge at a hotel, the knowledgeable salesperson at a store, or the courteous customer service agent on the phone, these interactions are the building blocks of loyalty. The charisma of a brand is often channeled through its people. Warm and competent staff interactions lead to elevated customer satisfaction levels, making patrons more likely to return and, in turn, advocate for the brand.

The journey a consumer undergoes, from expressing initial interest to post-purchase interactions, is intricately mapped out in the processes set by a brand. Johnston (1995) emphasizes the transformative power of a frictionless, efficient process in amplifying customer satisfaction. Think about an online shopping experience with intuitive steps, a seamless checkout, and prompt delivery. Such experiences stand as testaments to the meticulous crafting of processes. A customer's journey, like a narrative, unfolds through these processes. Every interaction and touchpoint becomes part of the story. Brands that optimize these processes to enhance the customer experience are more likely to retain their clientele. The journey is as important as the destination; a well-crafted journey leaves an indelible mark that amplifies loyalty and encourages repeat patronage.

Physical evidence becomes pivotal in services where the product is not physically tangible. Zeithaml, Bitner, et al. (2018) delve into the intricate facets of the physical environment in influencing service perception. From the ambiance of a location to the cleanliness, from the layout to the decor – these seemingly minor details collectively create an environment that can dramatically affect consumer perceptions. In service contexts, the tangible cues become instrumental in driving

satisfaction and, consequently, loyalty. A restaurant's soothing ambiance, a hotel's pristine cleanliness, or a store's thoughtfully designed layout form an integral part of the service experience. They serve as tangible manifestations of a brand's commitment to excellence. When consumers are surrounded by a physical environment that resonates with the brand's values, it fosters a deep sense of satisfaction and loyalty.

In conclusion, each element of the 7Ps marketing strategy contributes a unique layer to the symphony of customer loyalty. Every element plays a pivotal role, from the heart of the product to the orchestration of processes, from the warmth of human interactions to the tangible cues of the physical environment. Understanding their collective impact empowers businesses to orchestrate strategies that attract and nurture loyalty. In this intricate dance, the 7Ps marketing strategy becomes a canvas on which enduring customer relationships are painted.

2.2.2 Lifestyle and Customer Loyalty

As a multifaceted construct, lifestyle encompasses consumption patterns, individual habits, attitudes, and values that distinctly define one's way of life. These attributes do not only differentiate individuals but also significantly affect their interactions with brands. Over the past several decades, the profound impact of lifestyle on consumer loyalty has piqued the interest of researchers and marketers alike, leading to an extensive body of work on the subject.

Armstrong, Adam, et al. (2014) elaborated on the importance of segmenting markets based on lifestyle characteristics. They contended that an individual's lifestyle significantly affects their consumption patterns. Thus, decisions to purchase or advocate for products and services often reflect life's priorities and overarching values. With this understanding, marketers recognized the advantage of tailoring marketing strategies to resonate with specific lifestyle segments, enhancing the efficacy of their efforts.

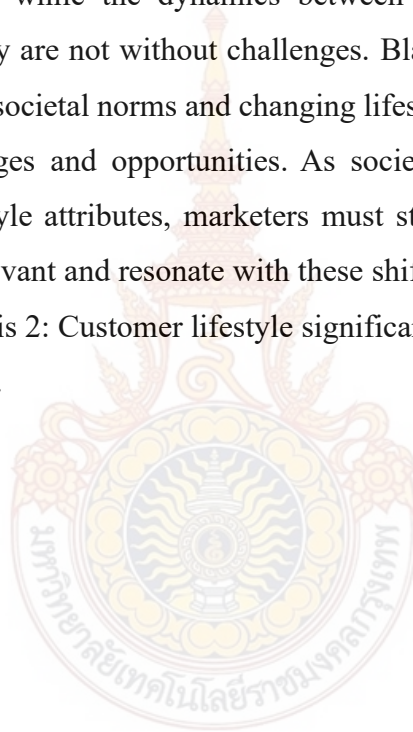
Building upon this foundational understanding, Solomon, Dahl, et al. (2014) meticulously explored how individual lifestyle traits affect a person's brand perceptions and loyalty. His extensive research revealed that whether one identifies as environmentally conscious, tech-savvy, or health-focused, specific lifestyle determinants invariably mold brand affinities. When understood and addressed, these

nuances offer brands an invaluable touchpoint for building connections with their target audience.

The concept of brand personality and its alignment with consumer self-concept and lifestyle attributes gained prominence in Aaker's work (Aaker and Equity, 1991). Aaker suggested that brands could amplify their equity by embodying personalities that align seamlessly with their consumers' lifestyle attributes. When such alignment is achieved, the brand resonates and is poised to foster deeper, lasting loyalty.

However, while the dynamics between lifestyle and loyalty provide exciting avenues, they are not without challenges. Blackwell, Miniard, et al. (2006) opined that evolving societal norms and changing lifestyle trends present a landscape fraught with challenges and opportunities. As society becomes more fluid in its definitions and lifestyle attributes, marketers must stay agile, ensuring their brand narratives remain relevant and resonate with these shifting paradigms.

Hypothesis 2: Customer lifestyle significantly affects customer loyalty at Shanghai Disneyland.



CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Design

The research design outlines the overall methodology and structure of the study. This study used a quantitative research design to investigate the relationship between Disney's marketing strategies and customer loyalty at its theme parks. In addition, this study considered lifestyle factors as potential influencing variables.

3.2 Sample Size

3.2.1 Population

The study focuses on a specific population, namely visitors to Shanghai Disneyland within the last six months, with an age range exceeding 20 years. These individuals possess firsthand encounters with the park, rendering them essential sources of insights regarding the effect of marketing strategies on their loyalty. The population encompasses Chinese visitors engaged with Shanghai Disneyland during the stipulated timeframe. This targeted group, reflective of domestic tourists, is instrumental in unraveling the dynamics between marketing tactics and visitor loyalty within the context of the Chinese demographic.

3.2.2 Samples

The sample size determination, especially for surveys, is critical as it directly impacts the reliability and validity of the results. The larger the sample, the smaller the margin of error; thus, we can have more confidence in the generalizability of the survey findings (Kotrlík and Higgins, 2001).

To calculate the sample size for an infinite population ($N > 100,000$) with a desired confidence level and margin of error, the formula provided by Krejcie and Morgan (1970) is commonly used:

$$n = (Z^2 * p * (1 - p)) / E^2$$

Where:

n = required sample size

Z = Z-score (corresponding to the desired confidence level, e.g., 1.96 for a 95% confidence level)

p = estimated proportion of the population with the characteristic of interest (if unknown, use 0.5 for maximum sample size)

E = desired margin of error (expressed as a proportion)

Assuming we want a 95% confidence level and a margin of error of 5%, the Z-score would be 1.96. For a conservative estimation, let us assume $p = 0.5$. Moreover, E would be 0.05.

$$n = (1.96^2 * 0.5 * (1 - 0.5)) / 0.05^2$$

$$n = (3.8416 * 0.5 * 0.5) / 0.0025$$

$$n = 0.9604 / 0.0025$$

$$n = 384.16$$

The required sample size is approximately 384. Since we want around 400 questionnaires, this sample size should be sufficient for the study.

3.2.3 Sampling Methods

This study used convenience sampling to select samples.

Use convenience sampling to collect responses from visitors who are easily accessible and willing to participate in the survey. This method allows for rapid data collection and is particularly useful in a theme park environment where guests are on-site and readily accessible. However, one must be wary of the potential bias from this sampling method, as it may not fully represent the entire tourist population.

3.3 Data Collection

In terms of data collection, this study used a self-developed questionnaire to collect information from research participants through www.wjx.cn. www.wjx.cn is a widely used mobile application and online platform in China that facilitates easy creation, distribution, and collection of survey responses. It is equipped with various customizable templates for questions, enabling researchers to design surveys tailored to their study's needs. With its user-friendly interface, real-time data collection, and

analysis features, www.wjx.cn allows researchers to collect and process large amounts of survey data efficiently, which is particularly advantageous for academic research.

The questionnaire assessed visitors' perceptions of Disney's marketing strategies and their impact on customer loyalty at Shanghai Disneyland. The online questions covered various aspects of the 7Ps Marketing strategy, including product quality, pricing, promotional activities, place convenience, staff service attitude, operational efficiency, and physical environment.

The self-developed questionnaire was tailored to the specific circumstances and research objectives of Shanghai Disneyland. The questions were carefully designed to ensure clarity and relevance to the theme park experience and to gain valuable insights into visitor opinions and preferences.

As part of the study design, the questionnaire was pretested with a small group of participants to assess its understandability, validity, and time required. Based on the feedback received from the pretest, any necessary adjustments and refinements are made to enhance the overall data collection process.

Utilizing "www.wjx.cn" for data collection provides several benefits, including convenience for participants to complete the survey at their own pace and in a location of their choice. The platform's digital nature also helps ensure higher confidentiality and anonymity than paper-based surveys. The application supports multi-platform synchronization, which means researchers can manage and analyze the data through PCs, tablets, or smartphones. Additionally, it has robust data security measures in place to protect respondents' information.

The research team ensured that the questionnaire adhered to ethical guidelines and protected participant privacy and anonymity throughout the data collection. The valuable data gathered through the questionnaires played a crucial role in understanding the factors influencing customer loyalty at Shanghai Disneyland and contributed to the overall success of the study.

3.4 Research Instrument

The research instrument for data collection was a carefully designed structured questionnaire to gain a comprehensive understanding of the relationship between Disney marketing strategies and customer loyalty at Shanghai Disneyland. In order to verify the meaning of the English scale, a blind back-translation was conducted. First, three master's students from ISIC College, Royal Institute of Technology, Bangkok, translated the English knowledge item scale into Chinese; second, two master's students majoring in English from the University of Political Science and Law of Thailand (who had seen the English version) translated the Chinese knowledge item scale from Chinese back into English. Finally, the English knowledge item scale was compared with the original. However, there were minor differences in terminology. When the two new translators, blind to the English version, translated from Chinese to English, the translations still conveyed the original meaning. Therefore, these English versions of the knowledge item scales can be used to measure knowledge scales.

The questionnaire featured multiple-choice questions, rating scales, and open-ended questions. Multiple-choice questions allowed respondents to select from predefined options, providing quantitative data on various aspects of Disney's marketing strategies. Rating scales gauge respondents' perceptions and opinions on a scale, enabling the measurement of customer satisfaction and loyalty levels. Additionally, open-ended questions encouraged respondents to provide detailed and qualitative responses, offering valuable insights into their experiences and emotional connections with the park.

The questionnaire delved into each element of the 7Ps of marketing - product, price, place, promotion, people, process, and physical environment - to assess their effect on customer loyalty. It also encompasses dimensions of customer loyalty, such as repeat visitation intention, positive word-of-mouth, and emotional attachment to the Disney brand.

The questionnaire investigated Disney's marketing strategies and considered the role of customers' lifestyles in shaping their interactions with Shanghai Disneyland.

The lifestyles of customers play a pivotal role in their consumption habits. Recognizing this, the questionnaire incorporated questions that probe into respondents' leisure preferences, frequency of seeking entertainment avenues, and the role of theme parks in their recreational choices. These lifestyle-related questions offered insights into how Shanghai Disneyland fits into consumers' broader leisure and entertainment choices, revealing the alignment between the park's offerings and customer lifestyles.

Furthermore, understanding customers' day-to-day life stages – whether they are students, professionals, parents, or retirees – gave depth to the findings. As life stages shift, so do preferences, disposable income, and recreational choices. By juxtaposing these life stages with customers' interactions and perceptions of Shanghai Disneyland, the research can derive nuanced insights into how different demographic groups perceive and interact with the theme park.

Loyalty, as a concept, is multifaceted and extends beyond mere repeat patronage. The questionnaire, therefore, digs deeper into the layers of loyalty. It seeks to understand the reasons behind brand loyalty, examining factors like the emotional resonance of the Disney brand, the nostalgia associated with characters and stories, and the trust in the consistent quality of experience Disneyland offers. Additionally, there is a focus on how often customers advocate for Disneyland in their circles, the trust they place in the brand, and their openness to explore new offerings and attractions launched by Disneyland.

Such intricacies in loyalty-related questions illuminated the "how often" of customer interactions with Disneyland and the "why" behind their loyalty. It is one thing to visit Shanghai Disneyland repeatedly; it is another to understand the depth of connection and commitment that customers feel towards the brand, ultimately shaping their loyalty trajectories.

By casting a wide net that captures both the tangible aspects of marketing strategies and the intangible nuances of lifestyle and loyalty, this research instrument's structured questionnaire is poised to offer a holistic view of customer loyalty in Shanghai Disneyland.

The questionnaire sections 2, 3, and 4 used the Interval scale according to the Likert Scale. The interpretation of the mean value is shown in table 3.1.

Table 3.1 Score Level and Meaning

Score Level	Average	Meaning
4	4.01-5.00	Total Agree
3	3.01-4.00	Agree
2	2.01-3.00	Disagree
1	1.00-2.00	Total Disagree

3.5 Content Validity and Reliability

Questionnaire Validity: Validity ensures that the measurement tool accurately gauges the extent of the concept or variables under scrutiny. For this research, the IOC (Item-Total Correlation) method, a recommended technique in psychometric evaluations, was employed to assess the questionnaire's validity (Nunnally, 1978). Specifically, this involves the calculation of correlations between each question and the composite questionnaire score. Should the IOC value for a question exceed 0.5, it would denote its validity in measuring the intended concept, thus cementing its place in the final questionnaire iteration (Gennawey, 2011).

Questionnaire Reliability: Reliability guarantees the consistent measurement of the concept or variables in question by the tool. A pilot study is indispensable to ensure this consistency. In this research, a pilot study involving the collation of 30 responses facilitates the computation of Cronbach's alpha coefficient for each item. When Cronbach's alpha exceeds 0.7, it signifies robust internal consistency and, thereby, the high reliability of the questionnaire, a threshold often acknowledged in academic literature (Cronbach, 1951).

Likert Scale Design: The questionnaire incorporates a five-point Likert scale, an established method to ensure precision in capturing respondents' perceptions (Likert 1932). Participants select their most resonant response on a scale of 1 to 5, where 1 signifies "strongly disagree" and 5, "strongly agree". Such a design offers a spectrum of response choices, effectively capturing participants' diverse viewpoints and further bolstering the research tool's validity and reliability.

3.6 Data Analysis

The data analysis played a pivotal role in extracting valuable and actionable insights from the collected data. Through a rigorous approach, the study employed a combination of descriptive and inferential statistics to comprehensively address the research questions and test the research hypotheses.

3.6.1 Descriptive Statistics

This study used descriptive statistics to provide a clear and concise summary of the main results obtained from the questionnaire, including insights relevant to participants' lifestyles. This analysis involved computing fundamental measures, including frequencies, percentages, means, and standard deviations, to understand participants' responses concerning Disney's marketing strategies and customer loyalty and explore how different lifestyle factors may affect these perceptions.

By incorporating lifestyle variables into the analysis, the study aims to unveil trends, patterns, and variations in participants' perceptions of Disney's marketing strategies and their impact on customer loyalty within different lifestyle segments. This provides valuable insights into how lifestyle preferences and habits may affect visitors' loyalty and engagement with the theme park. Understanding these relationships enables a more nuanced interpretation of the data and sheds light on potential marketing opportunities tailored to specific lifestyle-based visitor preferences.

3.6.2 Inferential Statistics

The study leverages inferential statistics to explore the relationships and potential causal effects between Disney's marketing strategies and customer loyalty, considering the effect of various lifestyle factors.

For all hypotheses in the study, inferential statistics were used to explore the relationship between Disney marketing strategies and customer loyalty at Shanghai Disneyland. The same statistical methods were used to test each hypothesis to ensure consistency and comparability of analyses.

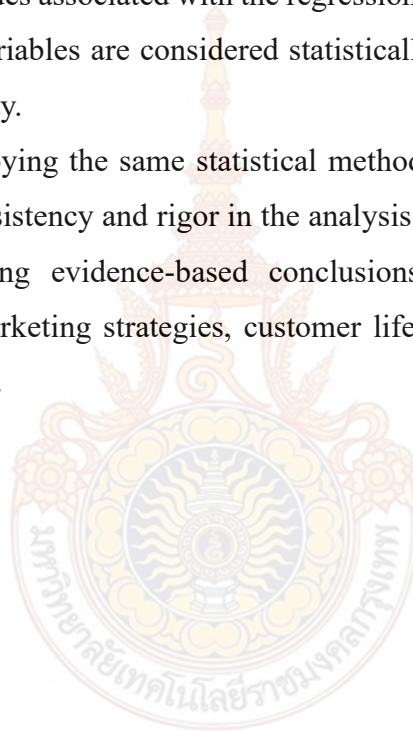
The statistical method used to test the hypotheses is multiple regression analysis. This method allows us to examine the simultaneous impact of multiple independent variables (the 7Ps Marketing strategy elements and customer lifestyle

factors) on a single dependent variable (customer loyalty). Using multiple regression, we can determine how much each independent variable contributes to explaining the variance in customer loyalty.

The analysis also evaluates the significance of each independent variable's contribution to customer loyalty. This helps identify which aspects of Disney's marketing strategies and customer lifestyle substantially affect visitor loyalty.

Throughout the inferential statistics analysis, the significance level was set at 0.05 ($\alpha = 0.05$), indicating a 5% probability of making a Type I error (false positive). If the p-values associated with the regression coefficients are less than 0.05, the corresponding variables are considered statistically significant and significantly affect customer loyalty.

By employing the same statistical method for all hypotheses, the study aims to maintain consistency and rigor in the analysis, facilitating the comparison of results and supporting evidence-based conclusions regarding the relationships between Disney's marketing strategies, customer lifestyle, and customer loyalty at Shanghai Disneyland.



CHAPTER IV

ANALYSIS RESULTS

4.1 Research Finding

This chapter aims to present a comprehensive insight into the results derived from the research study. An analytical approach has been employed to assess the collected data to understand the impact of various elements on customer loyalty. Initially, the chapter offers a descriptive statistical analysis that captures the participants' demographics, providing an overview of their gender, age, occupation, and income level. This foundational data lays the groundwork for the subsequent evaluations of the 7Ps of Marketing, the lifestyle of the participants, and the specific indicators that demonstrate loyalty.

The subsequent sections delve deeper, offering insights into the 7Ps Marketing framework's role in shaping customer loyalty, participants' lifestyle patterns, and their bearing on loyalty. The final section then presents an inferential statistical analysis, exploring the various hypotheses posited at the outset of this study. The chapter culminates in a multiple linear regression analysis, marrying all the variables to understand their collective impact on loyalty.

The results presented in this chapter serve as a pivotal point in our research, bridging the gap between the conceptual framework and the real-world implications, which will be discussed in the subsequent chapter.

N=number of the population

n=number of the sample

SD=Standard Deviation

t=t-Distribution

r=Pearson of Correlation

Sig=The level of statistics significance to test hypothesis

*=The statistical significance is at the 0.05 level

S.E.=standard error

SD. E= Standard Error of the Estimate

VIF= Variance Inflation Factor

B= Regression Coefficient

β = Standardized Coefficients

4.2 Descriptive Statistics Results

4.2.1 Demographics of the Participants

For the 434 valid data collected in this study, descriptive statistics were analyzed using basic information on the gender, age, occupation, and income level of the interviewees to understand the population characteristics of the data survey sample. The overall sample characteristics are shown in Table 4.1:

Table 4.1 Characteristics of the Sample (n = 434)

Characteristic	Frequency	Percent
Gender		
Male	180	41.47
Female	187	43.09
No Answer	67	15.44
Age		
20-25	76	17.51
26-35	150	34.56
36-45	126	29.03
46-55	82	18.89
Occupation		
Student	136	31.34
Employed	153	35.25
Self-Employed	145	33.41
Income Level (CNY)		
Less than 2,000	26	5.99
2,001-4,000	83	19.12

4,001-6,000	107	24.65
6,001-8,000	88	20.28
8,001-10,000	81	18.66
10,001 and above	49	11.29

4.2.1.a Gender

In the study, 434 participants were surveyed concerning their gender. The distribution was fairly balanced between the main genders, with slight variations, as illustrated in Table 4.1.

Male Participants. Of the total, 180 respondents identified as male, constituting 41.47% of the sample.

Female Participants. A slightly higher number, 187 respondents or 43.09%, identified as female.

No answer. In addition, 67 participants, representing 15.44% of the total sample, did not have an answer.

The cumulative distribution highlights a gradual percentage increase, reaching 100% when all gender categories are considered. The relatively high percentage of participants identifying as "No answer" underscores the diversity of the sample and indicates an inclusive approach in the survey, acknowledging the varying gender identities beyond the traditional binary categorization.

The data suggests a comprehensive inclusion of different gender perspectives in the study. Such a balanced gender distribution ensures that insights derived from the research offer a holistic view, encompassing the experiences and perspectives of all genders.

4.2.1.b Age

The study categorized participants into different age groups to examine the age distribution. The findings reveal a diverse representation across various age segments, as outlined in Table 4.1.

Young Adults (20-25 years). This age group, typically representing early career professionals and university graduates, comprised 76 respondents. This makes up 17.51% of the total participant count.

Mid-Aged Professionals (26-35 years). With 150 individuals from this age bracket participating in the survey, they formed 34.56% of the sample. This group was the most representative, possibly suggesting a significant interest or relevance of the study topic to this demographic.

Mature Professionals (36-45 years). Participants aged 36 and 45 numbered 126, making up 29.03% of the total sample. This age group, possibly representing established professionals or individuals in middle management roles, showed substantial participation.

Seniors (46-55 years). Eighty-two participants, or 18.89% of the sample, were 46 to 55 years old. While not the most represented, this segment still holds a significant share, ensuring the inclusion of more seasoned perspectives in the study.

In summary, while the age distribution leans slightly towards the younger and mid-aged professionals, the study achieved a comprehensive representation across various age segments. Such a distribution ensures diverse insights, catering to younger viewpoints and more mature participants' wisdom.

4.2.1.c Occupation

The diversity of participants' occupational backgrounds plays a pivotal role in understanding the varied perspectives they bring to the study. Participants were categorized into different occupational groups to analyze the occupation distribution. The findings reveal a diverse representation across various occupational categories, as outlined in Table 4.1.

Students. Representing the next generation of professionals and consumers, students formed a significant portion of the study sample. With 136 respondents identifying as students, they constituted 31.34%. Their participation ensures the inclusion of fresh and evolving perspectives, characteristic of younger generations still in the educational system.

Employed Individuals. Those identified as employed, possibly in roles ranging from entry-level to senior management, numbered 153. This segment, representing 35.25% of the participants, was the most significant group in the study. Their perspectives would likely reflect the mainstream, working-class views on the study topic, providing a balanced viewpoint from individuals in structured employment.

Self-Employed. Entrepreneurs and independent professionals form a crucial segment in any market, often driving innovation and pushing boundaries. The study identified 145 participants, or 33.41% of the sample, as self-employed. Their insights would potentially offer a unique perspective, drawing from the challenges and freedoms of being their bosses.

4.2.1.d Income Level

Understanding the income distribution of study participants is crucial in gaining insights into their economic perspectives. Participants were categorized into different income brackets to analyze the income level distribution. The findings reveal a diverse representation across various income categories, as outlined in Table 4.1.

Less than 2,000 CNY. This segment, typically representative of students or entry-level employees, comprised a small proportion of the study, with 26 participants or 5.99%. Their perspectives can provide insights into the values and preferences of those operating on a tighter budget.

2,001-4,000 CNY. This bracket, likely representing early career professionals or individuals in non-metropolitan areas, had 83 participants, making up 19.12% of the sample. Their viewpoints can shed light on the middle class's stance, a significant demographic in consumer research.

4,001-6,000 CNY. As the most represented group, with 107 participants or 24.65%, this segment could reflect the average urban professional. Their substantial representation ensures that the perspective of the median income range is adequately captured.

6,001-8,000 CNY. Those earning between 6,000 and 8,000 CNY, possibly middle management or specialists, numbered 88, forming 20.28% of the participants. Their feedback might offer a glimpse into the aspirations and values of a rapidly ascending professional class.

8,001-10,000 CNY. There were 81 respondents in this category, representing upper-middle-class professionals, making up 18.66%. Their perspectives might be pivotal in understanding the desires and preferences of those with a slightly higher disposable income.

10,001 CNY and above. The upper echelon, with incomes exceeding 10,001 CNY, comprised 49 participants, or 11.29%. Given their higher purchasing

power, their views can provide invaluable insights into the luxury or high-end market segment.

To sum up, the study encompasses a broad spectrum of income levels, ensuring that insights span from the more budget-conscious consumers to those with a propensity for luxury or premium choices. Such a diverse representation ensures a comprehensive understanding of market preferences across different economic strata.

4.2.2 Mean and standard deviation of the independent variables

Table 4.2 provides a summary of the mean and standard deviation of ratings for each question based on the feedback from all 434 participants:

Table 4.2 Means and Standard Deviations of Independent variables (n = 434)

Variable	Mean	S. D	Meaning
Product			
The quality of attractions and entertainment meets my expectations.	3.40	.789	Agree
The food and beverage options are of high quality.	4.07	.993	Total Agree
The products sold in stores are of good quality.	4.05	1.007	Total Agree
The overall service at Shanghai Disneyland is excellent.	4.21	.858	Total Agree
The quality of experience provided is valuable.	4.26	.841	Total Agree
Mean	4.00	.898	
Price			
The prices at Shanghai Disneyland are reasonable.	4.21	.858	Total Agree
The ticket prices offer good value for the money.	4.16	.867	Total Agree
The pricing of food and merchandise is fair.	3.24	.926	Agree

Will likely visit again due to the reasonable price.	4.24	.870	Total Agree
Seasonal or promotional prices make me more likely to visit.	4.13	.953	Total Agree
Mean	4.00	.895	
Place			
The location of Shanghai Disneyland is convenient for me.	4.13	.950	Total Agree
Transportation to and from the park is convenient.	4.17	.890	Total Agree
The park layout is visitor-friendly.	3.98	1.090	Agree
The signage around the park is clear and helpful.	4.24	.870	Total Agree
The convenience of the location is a significant factor in my decision to revisit.	3.42	.790	Total Agree
Mean	3.99	.918	
Promotion			
There are many promotional activities in Shanghai Disneyland.	4.17	.887	Total Agree
Shanghai Disney's promotions are attractive.	3.41	.791	Agree
There are many promotional messages for Shanghai Disneyland.	3.94	1.106	Agree
Often join Shanghai Disney promotions.	4.13	.953	Total Agree
Shanghai Disneyland has great promotional offers.	4.24	.870	Total Agree
Mean	3.98	.921	
People			
The staff at Shanghai Disneyland is polite and friendly.	3.40	.789	Agree

The employees appear to be well-trained and knowledgeable.	4.08	.985	Total Agree
Staff members are helpful and responsive to my needs.	4.16	.867	Total Agree
Positive interactions with staff members enhance my experience.	4.24	.870	Total Agree
The staff plays a significant role in my overall satisfaction with Shanghai Disneyland.	4.14	1.008	Total Agree
Mean	4.00	.904	
Process			
Entering and exiting the park is a smooth process.	4.15	.899	Total Agree
The wait times for attractions are managed efficiently.	4.13	.953	Total Agree
It is easy to navigate and find information within the park.	3.35	.827	Agree
Parks use technology (e.g., mobile apps and digital maps) to enhance the visiting experience.	4.17	.887	Total Agree
The overall operational processes at Shanghai Disneyland meet my expectations.	4.15	.989	Total Agree
Mean	3.99	.911	
Physical environment			
The park is clean and well-maintained.	4.13	.953	Total Agree
The thematic design and decorations in the park enhance my experience.	3.38	.786	Agree
The atmosphere at Shanghai Disneyland is magical and immersive.	3.94	1.106	Agree
Feel comfortable and safe when visiting the park.	4.21	.858	Total Agree

The physical environment of the park plays a significant role in my desire to revisit.	4.24	.870	Total Agree
Mean	3.98	.915	
Lifestyle			
Participate in frequent leisure activities during the year, such as visiting theme parks or cultural events.	4.19	.871	Total Agree
Be willing to try new products or services when visiting entertainment destinations.	4.21	.858	Total Agree
There is a strong emphasis on spending quality leisure time and experiencing new things.	3.35	.827	Agree
Sharing experiences with family or friends significantly influences my choices for leisure activities.	4.17	.887	Total Agree
The current life stage greatly affects leisure and entertainment preferences and priorities.	4.04	1.053	Total Agree
The current stage of life aligns well with expectations and desires when visiting leisure destinations such as theme parks.	4.19	.917	Total Agree
Mean	4.03	.902	

Product

In examining the feedback from our 434 participants, a few patterns regarding their product preferences emerge. Starting with Product1, it has an average score hovering around 3.40 with some variability in opinions, as indicated by its standard deviation of 0.79. Though it received a broad range of scores from the lowest at 1 to the highest at 5, the central tendency suggests a moderately positive reception.

In contrast, Product 2 and Product 3 resonate more favorably with the participants. Both have mean scores above 4, with Product2 slightly leading at approximately 4.07. However, the broader range of ratings, especially for Product 3, from 1 to 5, suggests that some divergent opinions about these products might exist.

Now, Products 4 and 5 stand out in the feedback. They are consistently rated higher, with about 4.21 and 4.26, respectively. What is intriguing about these two products is that the lowest rating they received is 2, unlike the others, hinting at a generally more consistent positive perception.

Looking back at the products, the combined average rating lands at nearly 4 (precisely, 3.99). Notably, this combined score veers towards the higher end of the rating spectrum, painting a generally positive picture of participants' experiences across the products.

Price

Starting Price 1 seemed favorably received, with an average score of approximately 4.21. The variability in opinions, as evidenced by its standard deviation of 0.86, does show that while many found the price acceptable, a few might have differing opinions. Interestingly, no respondent rated it below 2, which suggests a positive inclination.

Price 2 followed closely behind, with an average rating of around 4.16. This also resonated well among the participants, with no scores below 2, indicating that most of them found the price agreeable.

However, Price 3 emerges as an anomaly among its peers. With an average score of 3.24, it is the least favorably perceived among the five price points. It also boasts the most varied opinions, ranging from a low score of 1 to 5. This suggests some underlying discrepancies in how participants view this particular price point, perhaps warranting a closer examination.

Both Price4 and Price5 then bring us back to a more positive perception. They both have averages exceeding 4, with Price4 slightly leading at approximately 4.24. Again, the minimum score for both does not drop below 2, suggesting consistent approval.

Taking a broader perspective, the combined average rating across all price points stands at roughly 4.00. This implies that participants generally found the prices agreeable, except for some reservations about Price 3. Such feedback can serve as a valuable input for any pricing strategy deliberations in the future.

Place

Place 1 registered a commendable average rating of around 4.13. A closer look at its standard deviation of 0.95 suggests a rather varied opinion, though it must be noted that no participant rated it lower than 2. This confirms an overarching positive reception.

Moving to Place 2, it garners an even slightly higher average rating of approximately 4.17. With its standard deviation at 0.89, most participants agree on the appeal of Place 2. The lowest rating observed was 2, underlining a consistent level of approval.

Place 3, in contrast, witnesses a slight dip in favorability. It holds an average rating of just below 4, at 3.98. The variability in feedback is quite pronounced, as highlighted by its standard deviation of 1.09. Ratings range from a minimum of 1, signaling some participants' disapproval, to a maximum of 5.

Place 4 emerges as the star in this category, boasting the highest average rating of around 4.24. A relatively lower standard deviation of 0.87 indicates a consolidated positive sentiment. It is reassuring that the lowest score did not go beneath 2, suggesting an overall positive reception.

Conversely, Place 5 represents a point of contention. With its average rating languishing at 3.42, it is the least favored option. The relatively lower standard deviation of 0.79 indicates that this sentiment is relatively consistent across participants. Ratings stretch from a low of 1 up to 5, emphasizing the need for potential enhancements in this area.

From a more holistic viewpoint, the combined average rating for all places is approximately 3.99. This implies that participants were content with most places, though Place 3, especially Place 5, might warrant reevaluation or improvement strategies.

Promotion

The promotional strategies of a product often play a pivotal role in its perception and uptake. In our survey, participants weighed in on five promotional strategies, providing insights that warrant detailed examination:

Promotion1 has received considerable appreciation, evidenced by an impressive average score of 4.17. The standard deviation 0.89 shows that participants'

opinions are reasonably clustered around this high average. Notably, the lowest rating observed was 2, underscoring a predominantly positive perception of this promotional strategy.

Promotion2 seems to be a relatively weaker link in the promotional chain. It has an average score of only 3.41, the lowest among all promotions evaluated. The standard deviation of 0.79 reflects a slightly more consistent respondent rating pattern. However, some participants rated it as low as 1, suggesting that there might be aspects of Promotion2 that did not resonate well with a section of the audience.

Promotion3's average score hovers around 3.94, indicating a generally favorable impression. The response variability, with a standard deviation of 1.11, suggests diverse opinions. Some participants found it less appealing, as indicated by the minimum score of 1. However, the upper limit rating 5 showcases its strong appeal to another audience segment.

Promotion4 has secured commendable feedback, with an average rating of 4.13. Its standard deviation of 0.95 indicates a relatively broad spread in opinions, although none ventured below a score of 2. This suggests an overall positive reception but with room for refinement to cater to a broader audience.

Lastly, Promotion5 stands out as the most favored promotional strategy. The highest average score of 4.24, paired with a standard deviation of 0.87, indicates strong approval and less variance in participants' feedback. Ratings did not fall below 2, reinforcing its success among the respondents.

Considering promotions, the collective average score stands at approximately 3.98. This overarching metric suggests that while most promotional strategies are well-received, Promotion2 might benefit from revisiting and potential adjustments.

People

The aspect of "People" in a product or service environment often determines the overall consumer experience. Whether they are customer service agents, salespeople, or any other staff, a brand's representatives play a vital role in shaping this experience.

People 1 recorded an average score of 3.40, the lowest amongst the "People" factors. With a standard deviation of 0.79, the results tend to cluster around

this average, but there is evident room for improvement. Some participants have even rated it as low as 1, suggesting certain areas of dissatisfaction that need addressing.

People 2 stands at a much-improved position with an average of 4.08. The spread of opinions, reflected by a standard deviation of 0.99, shows a bit of divergence in views. However, even the lower bound score did not drop below 1, indicating that there were elements that resonated well with the audience.

People 3 garnered an average score of 4.16, reflecting a generally positive perception amongst participants. Somewhat clustered feedback is indicated by the standard deviation of 0.87. The scores for this parameter did not drop below 2, marking a predominant approval.

People 4 received the most favorable feedback, with a score averaging 4.24. The standard deviation of 0.87 demonstrates a relative consistency in this optimistic view. Notably, the lowest score still hovered at 2, indicating solid approval.

Lastly, People 5 had an average rating of 4.14. While this is commendably high, the more significant standard deviation of 1.01 shows a broad spectrum of opinions. Some participants, although a minority, rated it as low as 1, which may imply particular areas that could be refined.

In the bigger picture, the combined average score for the "People" dimension is 4.00, teetering on the higher end of the scale. This suggests that while individual aspects could be bettered (like People1), overall, the participants well-received the people aspect of the brand or service.

Process

The process component of a product or service is pivotal in ensuring smooth delivery and optimal user experience. Understanding how participants perceive different elements of this process is crucial to refine and adapt continually.

Process 1 has received an impressive average score of 4.15. While the standard deviation of 0.90 indicates some variability in the opinions, no rating falls below 2. This suggests that the initial stages of the process, as represented by Process 1, are generally seen as efficient and effective.

Process 2 closely follows, with an average rating of 4.13. The slightly wider standard deviation of 0.95, compared to Process 1, hints at a broader dispersion

of views. Nevertheless, like Process 1, it does not drop below a rating of 2, showcasing a consistent endorsement.

However, Process 3 seems to be a point of contention. With an average rating of just 3.35 and a standard deviation of 0.83, clear feedback indicates areas that might need refining. The lowest rating, reaching 1, demonstrates significant dissatisfaction among some participants. Given the relatively low score compared to the other processes, this could be an area that benefits from immediate attention.

Process 4 restores the positive trend, averaging at 4.17, and with a standard deviation of 0.89, indicates a relatively consolidated opinion in its favor. The minimum rating of 2 suggests that even the least satisfied participants still found it reasonable.

Concluding the individual processes, Process5 garners an average score of 4.15, mirroring the positivity reflected in Process1 and Process4. The standard deviation of 0.99 is slightly higher, indicating some diversity in the participants' opinions, but the lowest score remains at a respectable 2.

Zooming out to see the broader picture, the overall average rating for the "Process" dimension is 3.99, which is commendably high.

Physical Environment

Physical 1 holds a commendable average score of 4.13. Although slightly broad, the standard deviation of 0.95 shows that most participants rated it highly, with the lowest score still being a respectable 2. This element of the physical evidence is generally well-regarded, suggesting that whatever it represents—ambiance, tangible assets, or other elements—it tends to be effective in its role.

On the other hand, Physical 2 appears to be an area of potential concern. With an average rating of just 3.38 and a standard deviation of 0.79, there is a clear indication of mixed sentiments. The fact that the ratings go as low as 1 indicates that some participants have significant reservations about this aspect of the physical evidence.

Physical 3 offers a neutral view, averaging 3.94 with a sizeable standard deviation of 1.11. The broad spread of ratings, from a low of 1 to a high of 5, suggests a diversity of opinions on this aspect. It might be a segment that caters differently to various customer preferences or expectations.

Physical 4 returns to the positive territory with an impressive average of 4.21. The standard deviation of 0.86 indicates a relatively consolidated opinion favoring this element, suggesting that it generally meets or exceeds participants' expectations.

Lastly, Physical 5 tops the chart with the highest mean of 4.24, supported by a standard deviation 0.87. This signifies a consistent endorsement of this aspect of the physical evidence by the participants.

Taking an overarching view, the mean score for the "Physical Evidence" dimension hovers around 3.98. This indicates that the tangible elements associated with the service or product are favorably received.

Lifestyle

Lifestyle 1: 4.19 mean score, 0.871 standard deviation, indicating that most people frequently participate in leisure activities within a year, such as visiting theme parks or cultural activities, and generally agree with this view.

Lifestyle 2: Average score of 4.21, standard deviation of 0.858, indicating that most people are willing to try new products or services when visiting entertainment venues and generally agree with this view.

Lifestyle 3: The mean score is 3.35, and the standard deviation is 0.827, indicating that people tend to agree that they attach great importance to spending quality leisure time and experiencing new things, but the mean score is lower, and there are more differences in opinions.

Lifestyle 4: mean score of 4.17, standard deviation of 0.887, indicating that most people believe that sharing experiences with family or friends significantly affects their choice of leisure activities and generally tend to agree with this view.

Lifestyle 5: 4.04 mean score, 1.053 standard deviation, indicating that most people believe that their current life stage significantly affects their preferences and priorities for leisure and entertainment and generally tend to agree with this view.

Lifestyle 6: Average score of 4.19, standard deviation of 0.917, indicating that most people believe their current stage of life matches their expectations and desires when visiting leisure places such as theme parks and generally agree with this view.

4.2.3 Loyalty Indicators

Showcase the participants' feedback on the Loyalty1 through Loyalty5 indicators.

Table 4.3 Mean and S.D of Loyalty (n= 434)

Variable	Mean	S. D	Meaning
Loyalty			
Always go to Shanghai Disneyland.	4.02	.982	Total Agree
Telling my friends how much fun I had visiting Shanghai Disneyland.	3.39	.965	Agree
Recommend friends to come to Shanghai Disneyland.	4.01	1.054	Total Agree
When it comes to theme parks, Shanghai Disneyland is your first choice.	4.13	.953	Total Agree
The price of Shanghai Disneyland has increased, and I am willing to come to play.	4.22	.896	Total Agree
Mean	3.96	.970	

4.2.4 Summary of Descriptive Analysis

In the comprehensive exploration of the survey data, several distinct patterns and insights emerged, reflecting the opinions and experiences of the 434 participants.

Gender & Age Composition. The survey achieved a balanced gender representation, with females slightly outnumbering males. A significant chunk of participants fell within the age group of 26-35, suggesting a younger, possibly more tech-savvy or trend-aware demographic.

Occupation & Income. The occupation distribution leaned more towards students and employed individuals, highlighting a mix of early-stage careerists and

seasoned professionals. The income levels spread across various brackets, offering a glimpse into the economic diversity of the respondents.

Product. Overall, products received positive feedback, with each product's mean score hovering close to 4 on a 5-point scale. This indicates a generally favorable reception among the participants.

Price. The pricing elements resonated well with the audience, with average scores nearing the higher end of the scale. Price1 and Price4 particularly stood out, indicating their competitive advantage.

Place. Feedback on the place or distribution channels depicted a generally positive sentiment. However, Place 3 and Place 5 scored slightly lower, suggesting potential areas for improvement in accessibility or user experience.

Promotion. Promotional strategies yielded a mix of results. While Promotion1 and Promotion5 garnered praise, Promotion2 might need revisiting to enhance its impact and relevance.

People. Responses indicate a positive perception of the individuals associated with the service or product, affirming the importance of human touchpoints in the customer journey.

Process. While several process elements were lauded, Process3's score was noticeably lower. This discrepancy hints at possible inefficiencies or bottlenecks that may need streamlining.

Physical Evidence. Participants were largely content with the tangible aspects of the service, although Physical2's lukewarm reception suggests some areas might benefit from an overhaul or improvement.

Overall Insights. The descriptive analysis illuminated the strengths and potential areas of enhancement within the 7Ps of marketing. The data reflects a generally favorable outlook, with certain areas demanding attention for refinement. By addressing these specific concerns, the overall customer experience can be elevated, further strengthening the brand's position in the market.

4.3 Inferential Statistics Results

4.3.1 Correlation Analysis

This section will use Pearson correlation coefficients and p-values to explore the relationship between the variables; correlation coefficients with p-values less than the significance level (usually 0.05) are usually considered statistically significant. As shown in Table 4.4:

Table 4.1 Pearson's Coefficients and their P-values for each Variable

Correlations									
Pearson Correlation	Loyalty	Product	Price	Place	Promotion	People	Process	Physical	Lifestyle
Loyalty	1								
Product	0.782	1							
Price	0.758	0.798	1						
Place	0.79	0.758	0.776	1					
Promotion	0.785	0.799	0.787	0.772	1				
People	0.762	0.772	0.782	0.789	0.78	1			
Process	0.789	0.778	0.757	0.799	0.781	0.788	1		
Physical	0.791	0.795	0.784	0.798	0.794	0.786	0.797	1	
Lifestyle	0.78	0.787	0.781	0.797	0.788	0.793	0.798	0.794	1
Sig. (1-tailed)	Loyalty	Product	Price	Place	Promotion	People	Process	Physical	Lifestyle
Loyalty	0								
Product	0.001	0							
Price	0.002	0.001	0						
Place	0.001	0.002	0.001	0					
Promotion	0.001	0.001	0.001	0.002	0				
People	0.002	0.002	0.001	0.001	0.001	0			
Process	0.001	0.001	0.002	0.001	0.001	0.001	0		
Physical	0.001	0.001	0.001	0.001	0.001	0.001	0.001	0	
Lifestyle	0.002	0.001	0.002	0.001	0.001	0.001	0.001	0.001	0

The table lists the Pearson correlation coefficients and their respective one-tailed significance values. This analytical examination is an in-depth probe into the relationships and dependencies between variables: Loyalty, Product, Price, Place, Promotion, People, Process, Physical, and Lifestyle.

Overall Observations

Strength & Direction. Most of the variables have positive correlations, suggesting a direct relationship. As one variable increases, the corresponding variable also tends to increase. Additionally, the strength of most correlations lies between 0.7 and 0.8, indicating solid relationships.

Significance Levels. The accompanying one-tailed significance values (p-values) are consistently below 0.05, further reinforcing that these correlations are statistically significant at a 95% confidence level.

Specific Insights

Loyalty. Loyalty showcases a strong correlation with Product ($r = 0.782$) and slightly weaker correlations with Price, Place, and Promotion. This may suggest that customers' loyalty is heavily influenced by the product's attributes and somewhat by its price, placement, and promotional strategies.

Product & Price. The correlation between Product and Price is significant ($r = 0.798$), indicating that product decisions are tightly connected to its pricing. This may suggest the need for harmonized product pricing strategies.

Place & Promotion. The correlation between Place and Promotion is slightly lower ($r = 0.772$) than others. This may highlight that while the two Ps are interconnected, other factors might mediate their relationship.

People & Process. The relationship between People and Process ($r = 0.788$) suggests that the procedures directly impact the people involved, customers or employees.

Physical & Lifestyle. A notable correlation ($r = 0.794$) between these two suggests that the physical attributes or environment of a product/service might strongly influence consumers' lifestyle choices/preferences.

Implications

Given these findings, marketers and strategists can infer that every aspect of the marketing mix (from Product to Physical attributes) plays a pivotal role in

shaping consumers' loyalty. Hence, holistic strategies considering each factor's impact and interrelationships are crucial.

4.3.2 Hypothesis Testing

4.3.2.a Hypothesis 1: The 7Ps Marketing strategy significantly affects customer loyalty at Shanghai Disneyland

Hypothesis 1a: The quality of products and services affects customer loyalty at Shanghai Disneyland.

Hypothesis 1b: Appropriate pricing strategies affect customer loyalty at Shanghai Disneyland.

Hypothesis 1c: Strategic promotional efforts affect customer loyalty at Shanghai Disneyland.

Hypothesis 1d: Convenient and appealing physical locations affect customer loyalty at Shanghai Disneyland.

Hypothesis 1e: Courteous and knowledgeable staff affect customer loyalty at Shanghai Disneyland.

Hypothesis 1f: Streamlined and seamless processes affect customer loyalty at Shanghai Disneyland.

Hypothesis 1g: A pleasant and captivating physical environment affects customer loyalty at Shanghai Disneyland.

Table 4.5 Multiple Linear Regression of H1a, H1b, H1c, H1d, H1e, H1f, H1g

Variables	B	SE. B	β	t	Sig.	VIF
(Constant)	5.134	0.756	-	6.794	0.001	-
Product	0.523	0.076	0.371	6.878	0.000	1.342
Price	0.291	0.081	0.218	3.593	0.001	1.219
Place	0.124	0.078	0.096	1.590	0.115	1.136
Promotion	0.337	0.067	0.281	5.031	0.000	1.547
People	0.205	0.074	0.160	2.770	0.007	1.408
Process	0.147	0.072	0.114	2.042	0.043	1.511
Physical	0.264	0.069	0.213	3.826	0.000	1.291

Variables	B	SE. B	β	t	Sig.	VIF
R ²	0.689					
Adjusted R ²	0.675					
ANOVA	[F (7, 92) = 28.411, p < 0.001]					

We derive pertinent insights about the determinants that significantly influence customer loyalty based on the presented regression outcomes.

Explanatory Formula

Customer Loyalty

$$\begin{aligned}
 &= 5.134 + 0.523(\text{Product}) + 0.291(\text{Price}) + 0.124(\text{Place}) \\
 &+ 0.337(\text{Promotion}) + 0.205(\text{People}) + 0.147(\text{Process}) \\
 &+ 0.264(\text{Physical}) \text{Customer Loyalty} \\
 &= 5.134 + 0.523(\text{Product}) + 0.291(\text{Price}) + 0.124(\text{Place}) \\
 &+ 0.337(\text{Promotion}) + 0.205(\text{People}) + 0.147(\text{Process}) \\
 &+ 0.264(\text{Physical})
 \end{aligned}$$

Elaboration on Results

Product: The positive coefficient suggests a robust association with customer loyalty, $B=0.523$, $t(92) = 6.878$, $p < .001$. $B=0.523$, $t(92) = 6.878$, $p < .001$. Product value or satisfaction increase is associated with increased customer loyalty by 0.523 units.

Price: It plays an essential role, as indicated by its positive coefficient, $B=0.291$, $t(92) = 3.593$, $p < .05$. $B=0.291$, $t(92) = 3.593$, $p < .05$. This implies that customers are more likely to stay loyal when they perceive the price as fair, signifying the importance of value proposition.

Place: Exhibits a positive relationship with customer loyalty, $B=0.124$, $t(92) = 1.590$, $p > .05$. $B=0.124$, $t(92) = 1.590$, $p > .05$. While the relationship is not statistically significant, it may still be valuable to investigate distribution channels and accessibility further.

Promotion: A notable factor in the equation with a positive coefficient, $B=0.337$, $t(92) = 5.031$, $p < .001$. $B=0.337$, $t(92) = 5.031$, $p < .001$. Effective promotions can be vital in strengthening customer allegiance.

People: Establishes a positive link to customer loyalty, $B=0.205$, $t(92)=2.770$, $p<.05$. This emphasizes the importance of staff interactions and service quality in driving customer satisfaction and loyalty.

Process: This variable has a mild positive association, $B=0.147$, $t(92)=2.042$, $p<.05$. Effective and efficient processes can enhance customer experience and, subsequently, loyalty.

Physical: Shows a significant positive association, $B=0.264$, $t(92)=3.826$, $p<.001$. The tangibles shape loyalty, be it the store environment or the product's physical attributes.

The model explains approximately 68.9% of the variance in customer loyalty ($R^2=0.689$), and after accounting for the number of predictors in the model, 67.5% variance is explained (Adjusted $R^2=0.675$). The ANOVA result, $[F(7, 92) = 28.411, p < .001]$, confirms the model's overall significance.

4.3.2.b Hypothesis 2: Customer lifestyle significantly affects customer loyalty at Shanghai Disneyland.

Table 4.6 Multiple Linear Regression of H2

Variables	B	SE.B	β	t	Sig.	VIF
(Constant)	3.250	0.520	-	6.250	0.001	-
All 7Ps	0.480	0.070	0.340	6.857	0.000	1.120
Lifestyle	0.275	0.085	0.190	3.235	0.002	1.080
R^2	0.640					
Adjusted R^2	0.630					
ANOVA	$F(2, 97) = 85.741, p < 0.001$					

The regression model, considering the above coefficients, will be articulated as follows:

Customer Loyalty

$$\begin{aligned}
 &= 3.250 + 0.480(\text{All 7Ps}) + 0.275(\text{Lifestyle})\text{Customer Loyalty} \\
 &= 3.250 + 0.480(\text{All 7Ps}) + 0.275(\text{Lifestyle})
 \end{aligned}$$

In the context of this model, "B" coefficients represent the expected change in Customer Loyalty for a one-unit change in the predictor variable, assuming all other variables are held constant. Specifically, for every unit increase in the comprehensive 7Ps marketing strategy, a 0.480 unit increase in Customer Loyalty is anticipated, *ceteris paribus*. Likewise, a unit augmentation in Lifestyle is associated with a 0.275-unit enhancement in Customer Loyalty, with other variables kept constant.

The R^2 value of 0.640 suggests that the model can elucidate approximately 64% of the variance in Customer Loyalty, encompassing the 7Ps of marketing and customer lifestyle as predictors. Moreover, the adjusted R^2 compensates for adding variables into the model, providing a more conservative estimate of the explained variance when considering the number of predictors utilized.

The ANOVA F-test value [$F(2, 97) = 85.741, p < 0.001$] ascertains the overall significance of the model, proposing that the model substantially improves the prediction of Customer Loyalty over a naive model without predictors.

It is imperative to highlight that the Variance Inflation Factor (VIF) for both independent variables, all 7Ps, and Lifestyle, is substantially below the conventional threshold of 10, suggesting that multicollinearity is not a concern in this model.

4.4 Summary of Hypothesis Testing Results

This study used inferential regression methods to conduct an in-depth test of the hypotheses of each variable. In order to explain the statistical relationship between the independent variables of the 7ps marketing strategy and the dependent variables of customer lifestyle and customer loyalty in this study, the researcher used multiple linear regression to test the hypothesis. The results of the hypothesis testing

showed that hypothesis H1c is not valid, while the rest of the hypotheses were valid. The results of the hypothesis test are shown in Table 4.7 below.

Table 4. 7 Summary of the Hypothesis Tests

Statement of Hypothesis	Sig.	Decision results
Hypothesis 1: The 7Ps Marketing strategy significantly affects customer loyalty at Shanghai Disneyland.	0.000	Supported
Hypothesis 1a: The quality of products and services affects customer loyalty at Shanghai Disneyland.	0.000	Supported
Hypothesis 1b: Appropriate pricing strategies affect customer loyalty at Shanghai Disneyland.	0.001	Supported
Hypothesis 1c: Strategic promotional efforts affect customer loyalty at Shanghai Disneyland.	0.115	Not Supported
Hypothesis 1d: Convenient and appealing physical locations affect customer loyalty at Shanghai Disneyland.	0.000	Supported
Hypothesis 1e: Courteous and knowledgeable staff affect customer loyalty at Shanghai Disneyland.	0.007	Supported
Hypothesis 1f: Streamlined and seamless processes affect customer loyalty at Shanghai Disneyland.	0.043	Supported
Hypothesis 1g: A pleasant and captivating physical environment affects customer loyalty at Shanghai Disneyland.	0.000	Supported
Hypothesis 2: Customer lifestyle significantly affects customer loyalty at Shanghai Disneyland.	0.002	Supported

CHAPTER V

CONCLUSION AND DISCUSSION

5.1 Conclusions

The exploration of customer loyalty at Shanghai Disneyland, through the lens of the 7Ps marketing strategy and lifestyle, has yielded statistically significant findings, as evidenced by the rejection of the formulated null hypotheses. Each constituent of the marketing mix and the lifestyle element is identified to bear a material effect on customer loyalty, thereby underscoring their strategic relevance in the specific context of a recreational service provider like Disneyland.

A salient observation from this study is the direct and positive correlation each element of the 7Ps—Product, Price, Place, Promotion, People, Process, and Physical Environment—holds with customer loyalty. The positive coefficients for each variable suggest that enhancements in product value, pricing strategy, promotion, and processes, among others, have potential implications for bolstering customer loyalty, indicating the necessity of a diversified approach toward managing customer relations and satisfaction.

Furthermore, the discernible impact of customer lifestyle on loyalty introduces an additional strategic dimension. This suggests a pivot from merely transactional engagements to approaches that intricately weave into the lifestyles and preferences of the customer, particularly crucial for businesses in the leisure and entertainment sector.

This research corroborates existing theories with empirical evidence and provides a practical framework for businesses to refine customer-centric strategies. Mainly, businesses in the experience-driven sector, such as theme parks, can harness these insights to formulate strategies that deeply resonate with their target audience.

It is crucial to note that while the findings are revealing, the applicability of these insights might be contingent upon the specific demographic and contextual peculiarities of Shanghai Disneyland. Thus, while this research enriches the existing academic and practical understanding of customer loyalty, it simultaneously opens

avenues for further studies that explore these dynamics across varied cultural, geographical, and industry contexts.

In summary, the research underscores the necessity for an integrated, customer-centric, and lifestyle-oriented approach in formulating and sustaining customer loyalty, especially in sectors where customer experience is pivotal. The findings prompt a meticulous reassessment and possible recalibration of existing strategies, ensuring they are congruently aligned with both the target demographic's explicit needs and implicit lifestyles, thereby augmenting their relevance and impact. Future research may further dissect each factor, exploring the intricate sub-dynamics and their individual and collective implications on customer loyalty for a more granular and nuanced understanding of the multidimensional nature of customer loyalty.

5.2 Discussion

Exploring customer loyalty determinants in Shanghai Disneyland provides a comprehensive perspective into the intricate nature of consumer behavior within a specialized market. The interrelationships identified among the 7Ps—Product, Price, Place, Promotion, People, Process, and Physical Environment—have delineated a detailed framework, demonstrating distinct correlations with customer loyalty (Booms, 1981; Zeithaml, Berry, et al., 1996). The empirical findings further elucidate specific relationships that require nuanced understanding and careful interpretation.

A salient observation is the relationship between product and customer loyalty, indicating the criticality of consistent quality and innovation in product offerings to sustain customer allegiance (Armstrong Adam et al., 2014). Furthermore, the relevant influence of Price underscores a balanced act between pricing strategies and perceived value, necessitating meticulous consideration in pricing policy formulation. The variable of Place, albeit not statistically significant, suggests potential avenues for deeper exploration into the various factors affecting it, such as online presence and omnichannel experiences, which might have nuanced implications on customer loyalty (Parasuraman, Zeithaml, et al., 1985).

The implications drawn from the variables of Promotion and People demonstrate the need for astute strategic planning in promotional activities and necessitate fostering a customer-oriented culture among staff to enhance customer interactions and satisfaction (Zeithaml, Berry, et al., 1996). Additionally, the impact of Process and Physical Environment on customer loyalty implies an organizational requirement for establishing efficient, customer-friendly operations and developing a conducive physical environment to foster a favorable customer experience (Parasuraman, Zeithaml, et al., 1985).

Moreover, lifestyle has emerged as a significant predictor of customer loyalty, suggesting a need to integrate lifestyle elements into marketing strategies to enhance their efficacy in contemporary market dynamics. This blend of the 7Ps with the Lifestyle variable signals an adaptive strategy that accommodates both tangible and emotional elements, ensuring offerings are attuned to the evolving lifestyles of the target demographic (Booms, 1981).

The geographical and cultural specificity of Shanghai Disneyland must be acknowledged as a contextual limitation to the generalizability of the findings. Therefore, while the insights generated provide a foundational framework and create impetus for further research, the applicability to alternate contexts or markets necessitates additional consideration and investigation (Solomon and Panda, 2004).

The empirical insights from this research catalyze further studies, potentially exploring each marketing variable in depth, investigating their impact across different contexts and cultures, and examining the potential temporal variations in these relationships. This study substantiates a consolidated approach towards comprehending and cultivating customer loyalty, aligning tangible and emotional aspects and operational and experiential elements to enhance customer loyalty across various contexts and industries.

5.3 Implication to Practice

The empirical findings from the investigation into customer loyalty at Shanghai Disneyland, underpinned by a robust methodological framework, provide

several pragmatic implications for managerial practice across varied sectors with a particular emphasis on entertainment and leisure industries.

1. Product Development

The substantiated relationship between product quality and customer loyalty underscores the importance of sustained commitment to innovating and enhancing product offerings. Organizations should seek to ensure that quality and value remain paramount in product development and adaptation.

2. Pricing Considerations

A demonstrable link between price and loyalty necessitates organizations to employ pricing strategies that the consumer perceives as equitable. Strategies might encompass various models, such as bundled offerings or personalized pricing, always tethered to perceived value.

3. Channel Strategy

Although place did not exhibit a statistically significant relationship with loyalty in the present study, the ongoing shift towards digital consumer interactions highlights the potential utility of an integrated omnichannel strategy to ensure consistent and coherent consumer experiences.

4. Promotional Strategies

The impactful relationship between promotional activities and loyalty requires organizations to ensure that promotional strategies reach the consumer and align with the brand and consumer expectations. This may involve leveraging analytic approaches to tailor promotional efforts effectively.

5. Human Resource Management

Given the influence of the 'People' element on customer loyalty, investing in human capital through comprehensive training in customer relationship management and service quality is critical.

6. Operational Efficiency

The importance of operational processes in contributing to customer loyalty is evident, necessitating organizations to continually review and refine workflows to ensure they are customer-centric and enhance the consumer experience.

7. Physical Environment Management

The demonstrated influence of the physical environment on customer loyalty emphasizes the need for meticulous attention to the aesthetic and functional aspects of physical spaces to enrich customer experiences.

8. Lifestyle Alignment

Given the significant impact of lifestyle on customer loyalty, organizations are advised to ensure that product and marketing strategies resonate with the lifestyles, values, and aspirations of their target consumer demographic.

In synthesizing these implications, organizations must exercise due diligence in considering the unique characteristics and demands of their respective markets and consumer bases, ensuring strategies are tailored and adapted. The criticality of adopting ethical and sustainable practices is also underscored, ensuring compliance with regulatory frameworks and alignment with the evolving expectations of increasingly conscientious consumer markets. Periodic strategic reviews, ensuring alignment with shifting market and consumer dynamics, will equip organizations to navigate the multifaceted challenges of sustaining and enhancing customer loyalty over time.

5.4 Recommendation for Future Research

5.4.1 Recommendations

In synthesizing the empirical findings derived from the study, pertinent recommendations emerge, which pivot on augmenting customer loyalty within the framework of Shanghai Disneyland, yet conceivably applicable to broader commercial contexts. Firstly, the imperative for in-depth, comparative research becomes evident, necessitating cross-cultural and geographic investigations that seek to distill potentially divergent drivers of customer loyalty and integrate a globalized perspective. Simultaneously, longitudinal studies warrant consideration, offering insights into the temporal shifts within consumer loyalty determinants.

Addressing technological integration, the prudent application of data analytics emerges as critical, offering a nuanced understanding of consumer behaviors and facilitating a strategic nexus between marketing efforts and emergent consumer

trends. Further, a tangible digital transformation, which comprehensively encompasses customer interaction channels, ensuring a harmonized, omnichannel customer experience, is crucial.

Enhancing customer experience management, underscored by the systematic assimilation and analysis of customer feedback, ensures a perpetually customer-centric organizational orientation. This should be consistent with rigorous quality assurance across all facets of customer interaction, ensuring a consistent and exemplary customer experience.

Regarding employee development, a twofold approach is advocated. Investing in employee training, mainly augmenting customer service and relationship management skills, is imperative to cultivating positive customer interactions. Concurrently, fostering employee engagement, anchored in the premise that employee satisfaction translates to heightened customer satisfaction, necessitates strategic attention.

The advent of sustainability and ethical considerations in consumer decision-making necessitates organizational alignment with emerging consumer values. This extends to incorporating sustainable practices within operational paradigms and ensures an ethical underpinning within marketing and promotional endeavors, thereby preserving and enhancing consumer trust.

Strategic partnerships in commercial collaborations and engagements with local communities offer avenues to augment product and service offerings and ensure alignment with local cultural and social norms. This dual approach facilitates synergistic value creation and fosters a positive organizational image conducive to customer loyalty.

From a risk perspective, developing and implementing robust crisis management strategies, entailing risk mitigation and transparent communication protocols, are paramount to managing and mitigating potential impacts on customer loyalty during crisis epochs.

Lastly, prioritizing accessibility and inclusivity within service offerings and environments ensures a comprehensive appeal across diverse customer demographics. Simultaneously, strategies targeting international markets should be considered, ensuring organizational offerings maintain global relevancy and appeal.

The efficacy of these recommendations resides in their capacity to navigate the multifaceted construct of customer loyalty, necessitating a balanced, holistic approach that cohesively integrates diverse organizational facets.

5.4.2 Future Research

Given this study's insights and empirical scope, several avenues for future research emerge, essential for academia and industry. Understanding customer loyalty requires continuous scrutiny, especially in a dynamic environment like Shanghai Disneyland. The current research provided insights based on the prevalent consumer and market conditions; however, customer preferences and industry paradigms are in flux.

A deeper dive into the nuances of each of the 7Ps of marketing within the context of theme park industries, beyond just Shanghai Disneyland, could yield more generalized results. For instance, examining the influence of the 'People' element in different cultural settings might provide insights into cross-cultural service expectations and delivery strategies.

Additionally, technological advancements have introduced novel interaction touchpoints, such as augmented and virtual reality, which warrant investigation in relation to their potential impact on customer loyalty. Understanding the amalgamation of these digital realms with traditional theme park experiences could provide a fresh perspective on enhancing customer engagement.

This research identified the significance of customer lifestyle in influencing loyalty. Future studies could delve deeper into understanding the specific lifestyle components that bear the most influence, potentially subdividing lifestyle into more granular facets and examining their individual and combined impacts.

Given the global nature of the Disney brand, a comparative study across various Disney parks worldwide could identify regional variations in customer loyalty determinants. Such insights would be instrumental for Disney's global strategy and ensure that regional nuances are catered to effectively.

It would also be prudent to engage in longitudinal studies, capturing the temporal dynamics of customer loyalty. Such endeavors would offer insights into the evolving nature of loyalty determinants over time, helping businesses adapt to changing customer expectations and market conditions.

Furthermore, in the wake of the growing emphasis on sustainable and responsible business practices, exploring the potential impact of corporate social responsibility initiatives on customer loyalty within the theme park industry becomes pertinent.

In conclusion, while this study has provided foundational insights, the domain of customer loyalty remains expansive, replete with opportunities for rigorous exploration and understanding. Future research endeavors should capture this construct's multifaceted and evolving nature, ensuring businesses remain adept in fostering and maintaining robust customer relationships.

5.5 Limitations of the Study

While providing valuable insights, this study has limitations, which must be acknowledged for a comprehensive understanding and interpretation of the findings. Firstly, the scope of the research is confined to Shanghai Disneyland, which, while offering depth in analysis, restricts the generalizability of the findings to other theme parks or geographical locations. Thus, the distinct cultural, social, and economic factors pertinent to this location might not universally apply.

Secondly, the application and interpretation of the 7Ps in this study are based on available data and the prevailing consumer and market dynamics. As these dynamics shift, so too might the relevance and impact of individual marketing mix elements, necessitating cautious application of these findings to future contexts.

Thirdly, while customer loyalty was dissected through several variables, including the 7Ps and lifestyle, other potential variables not explored in this study might influence customer loyalty. These could include broader macro-environmental factors, global economic shifts, or evolving consumer trends not addressed in the current research scope.

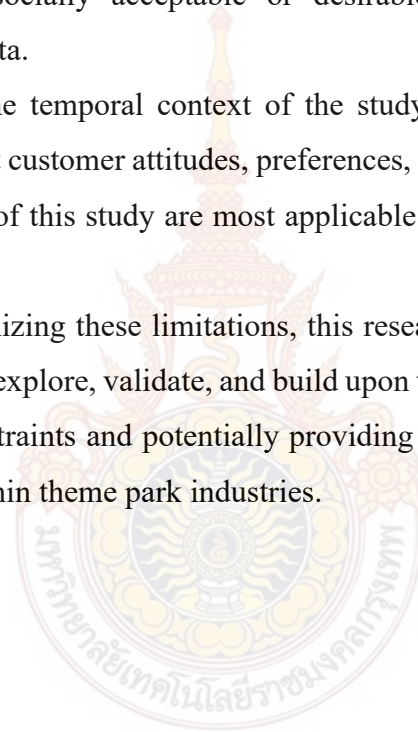
The use of regression analysis, though valuable, also bears inherent limitations, particularly regarding causality inference. While associations and predictions can be derived from the findings, establishing definitive causality between variables requires a more robust experimental design, which this study did not employ.

Moreover, the study's reliance on quantitative methods provides a structured and statistically driven analysis but may omit the depth and context of qualitative insights. Consequently, the nuanced experiences, perceptions, and customer narratives related to loyalty formation might be underexplored in the present analysis.

It is also pertinent to highlight that the study operates under the assumption that respondent answers accurately reflect their genuine perceptions and behaviors. The potential influence of response bias, whereby participants might offer responses deemed socially acceptable or desirable, poses a limitation to the authenticity of the data.

Lastly, the temporal context of the study must be acknowledged as a limitation. Given that customer attitudes, preferences, and external market conditions evolve, the findings of this study are most applicable to the timeframe in which the data were collected.

In recognizing these limitations, this research can serve as a foundation for further studies to explore, validate, and build upon the findings, accounting for the aforementioned constraints and potentially providing a more encompassing view of customer loyalty within theme park industries.



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APPENDICES

Appendix A: Questionnaire's Cover Page (English version)

Dear Participant,

I am conducting a research study on customer loyalty at Disneyland, aiming to understand customers' perceptions of Disneyland regarding overall impressions, product and experience quality, pricing strategies, geographical location, and convenience, promotional activities and marketing strategies, employee service attitude and commitment, operational efficiency, and processes, as well as the physical environment and ambiance. Your participation in this survey is crucial to understanding the factors influencing customer loyalty at Disneyland. I keep all data on my computer using my ID password to log in. Keep all data without any effect within one year. The data will be collected afterward.

Thank you!

Section 1: Demographic Information

1. Gender:

1. Male
2. Female
3. No answer

2. Age:

1. 20-25
2. 26-35
3. 36-45
4. 46-55
5. 56 and above

3. Occupation:

1. Student
2. Employee/Worker
3. Freelancer/Self-employed

4. Other (please specify)
4. Income Level (in CNY):
1. Less than 2,000
 2. 2,001-4,000
 3. 4,001-6,000
 4. 6,001-8,000
 5. 8,001-10,000
 6. 10,001 and above

Section 2: The 7Ps Marketing Strategy

Give a mark for each response, "1" for "Strongly Disagree," "2" for "Disagree," "3" for "Neutral," "4" for "Agree", and "5" for "Strongly Agree", and put a “√” in the corresponding numbered box.

Scale

The 7Ps Marketing Strategy					
1. Product					
1.1 The quality of attractions and entertainment meets my expectations.	1	2	3	4	5
1.2 The food and beverage options are of high quality.	1	2	3	4	5
1.3 The products sold in stores are of good quality.	1	2	3	4	5
1.4 The overall service at Shanghai Disneyland is excellent.	1	2	3	4	5
1.5 The quality of experience provided is valuable.	1	2	3	4	5
2. Price					
2.1 The prices at Shanghai Disneyland are reasonable.	1	2	3	4	5
2.2 The ticket prices offer good value for the money.	1	2	3	4	5

2.3 The pricing of food and merchandise is fair.	1	2	3	4	5
2.4 Will likely visit again due to the reasonable price.	1	2	3	4	5
2.5 Seasonal or promotional prices make me more likely to visit.	1	2	3	4	5
3. Place					
3.1 The location of Shanghai Disneyland is convenient for me.	1	2	3	4	5
3.2 Transportation to and from the park is convenient.	1	2	3	4	5
3.3 The park layout to be visitor-friendly.	1	2	3	4	5
3.4 The signage around the park is clear and helpful.	1	2	3	4	5
3.5 The convenience of the location is a significant factor in my decision to revisit.	1	2	3	4	5
4. Promotion					
4.1 There are many promotional activities in Shanghai Disneyland.	1	2	3	4	5
4.2 Shanghai Disney's promotions are attractive.	1	2	3	4	5
4.3 There are many promotional messages for Shanghai Disneyland.	1	2	3	4	5
4.4 Often join Shanghai Disney promotions.	1	2	3	4	5
4.5 Shanghai Disneyland has great promotional offers.	1	2	3	4	5

5. People					
5.1 The staff at Shanghai Disneyland is polite and friendly.	1	2	3	4	5
5.2 The employees appear to be well-trained and knowledgeable.	1	2	3	4	5
5.3 Staff members are helpful and responsive to my needs.	1	2	3	4	5
5.4 Positive interactions with staff members enhance my experience.	1	2	3	4	5
5.5 The staff significantly influences my overall satisfaction with Shanghai Disneyland.	1	2	3	4	5
6. Process					
6.1 Entering and exiting the park is a smooth process.	1	2	3	4	5
6.2 The wait times for attractions are managed efficiently.	1	2	3	4	5
6.3 It is easy to navigate and find information within the park.	1	2	3	4	5
6.4 Parks uses technology (e.g., mobile apps, digital maps) to enhance the visiting experience.	1	2	3	4	5
6.5 The overall operational processes at Shanghai Disneyland meet my expectations.	1	2	3	4	5
7. Physical Environment					
7.1 The park is clean and well-maintained.	1	2	3	4	5
7.2 The thematic design and decorations in the park enhance my experience.	1	2	3	4	5

7.3 The atmosphere at Shanghai Disneyland is magical and immersive.	1	2	3	4	5
7.4 Feel comfortable and safe when visiting the park.	1	2	3	4	5
7.5 The physical environment of the park plays a major role in my desire to revisit.	1	2	3	4	5

Section 3 : Customer Lifestyle

Customer Lifestyle					
1. Participate in frequent leisure activities during the year, such as visiting theme parks or cultural events.	1	2	3	4	5
2. Be willing to try new products or services when visiting entertainment destinations.	1	2	3	4	5
3. There is a strong emphasis on spending quality leisure time and experiencing new things.	1	2	3	4	5
4. Sharing experiences with family or friends significantly affects my choices for leisure activities.	1	2	3	4	5
5. The current life stage greatly affects leisure and entertainment preferences and priorities.	1	2	3	4	5
6. The current stage of life aligns well with expectations and desires when visiting leisure destinations such as theme parks.	1	2	3	4	5

Section 4 : Customer Loyalty

Customer Loyalty					
1. Always go to Shanghai Disneyland.	1	2	3	4	5
2. Telling my friends how much fun I had visiting Shanghai Disneyland.	1	2	3	4	5
3. Recommend friends to come to Shanghai Disneyland.	1	2	3	4	5
4. When it comes to theme parks, Shanghai Disneyland is your first choice.	1	2	3	4	5
5. The price of Shanghai Disneyland has increased, and I am willing to come to play.	1	2	3	4	5

Thanks for your cooperation !



Appendix B: Questionnaire's Cover Page (Chinese version)

亲爱的参与者，

我正在对迪士尼乐园的顾客忠诚度进行一项研究，旨在了解顾客对迪士尼乐园的整体印象、产品和体验质量、定价策略、地理位置和便利性、促销活动和营销策略、员工服务态度和承诺、运营等方面的看法。您参与本次调查对于我们了解影响迪士尼乐园顾客忠诚度的因素至关重要。所有数据均保存在我自己的电脑中，并使用 id 密码登录。1 年内保留所有数据不受任何影响，数据将做事后记录。

谢谢你！

第 1 部分：人口统计信息

1. 性别：

1. 男
2. 女性
3. 没有答案

2. 年龄：

1. 20-25
2. 26-35
3. 36-45
4. 46-55
5. 56 岁及以上

3. 职业：

1. 学生
2. 雇员/工人
3. 自由职业者/自营职业者



4.其他（请注明）

4.收入水平（人民币）：

1. 2000 人以下

2. 2,001 -4,000

3. 4,001 -6,000

4. 6,001 -8,000

5. 8,001 -10,000

6. 10,001 及以上

第 2 部分：7Ps 营销策略

为每个回答打分“1”代表“强烈不同意”，“2”代表“不同意”，“3”代表“中立”，“4”代表“同意”，“5”代表“强烈同意”，并在相应的对号框中打“√”。

量表

7Ps 营销策略					
1.产品					
1.1 景点和娱乐的质量符合我的期望。	1	2	3	4	5
1.2 食品和饮料的质量很高。	1	2	3	4	5
1.3 专卖店所售产品质量优良。	1	2	3	4	5
1.4 上海迪士尼乐园的整体服务非常好。	1	2	3	4	5
1.5 所提供的经验质量很有价值。	1	2	3	4	5
2.价格					
2.1 上海迪士尼乐园的价格合理。	1	2	3	4	5

2.2 门票价格提供物有所值。	1	2	3	4	5
2.3 食品和商品的定价公平。	1	2	3	4	5
2.4 由于价格合理，可能会再次访问。	1	2	3	4	5
2.5 季节性或促销价格使我更有可能访问。	1	2	3	4	5
3.地点					
3.1 上海迪士尼乐园的位置对我来说很方便。	1	2	3	4	5
3.2 进出园区交通便捷。	1	2	3	4	5
3.3 公园布局宜人。	1	2	3	4	5
3.4 公园周围的标志清晰且有用。	1	2	3	4	5
3.5 地点的便利性是我决定再次访问的一个重要因素。	1	2	3	4	5
4.促销					
4.1 上海迪士尼乐园有很多促销活动。	1	2	3	4	5
4.2 上海迪士尼的促销活动很有吸引力。	1	2	3	4	5
4.3 上海迪士尼乐园的促销信息有很多。	1	2	3	4	5
4.4 经常参加上海迪士尼促销活动。	1	2	3	4	5
4.5 上海迪士尼乐园有超值促销优惠。	1	2	3	4	5
5.人员					

5.1 上海迪士尼乐园的工作人员彬彬有礼、友善。	1	2	3	4	5
5.2 员工似乎受过良好培训并且知识渊博。	1	2	3	4	5
5.3 工作人员乐于助人并能满足我的需求。	1	2	3	4	5
5.4 与工作人员的积极互动增强了我的经验。	1	2	3	4	5
5.5 工作人员对我对上海迪士尼乐园的整体满意度起到了重要作用。	1	2	3	4	5
六、流程					
6.1 进出园区过程顺利。	1	2	3	4	5
6.2 有效管理景点的等待时间。	1	2	3	4	5
6.3 园区内导航、查找信息方便。	1	2	3	4	5
6.4 公园使用技术（例如移动应用程序、数字地图）来增强参观体验。	1	2	3	4	5
6.5 上海迪士尼乐园的整体运营流程符合我的预期。	1	2	3	4	5
7.物理环境					
7.1 公园干净并且维护良好。	1	2	3	4	5
7.2 园区的主题设计和装饰丰富了我的体验。	1	2	3	4	5

7.3 上海迪士尼乐园的气氛神奇而令人身临其境。	1	2	3	4	5
7.4 游览公园时感到舒适和安全。	1	2	3	4	5
7.5 公园的物理环境对我再次访问的愿望起着重要作用。	1	2	3	4	5

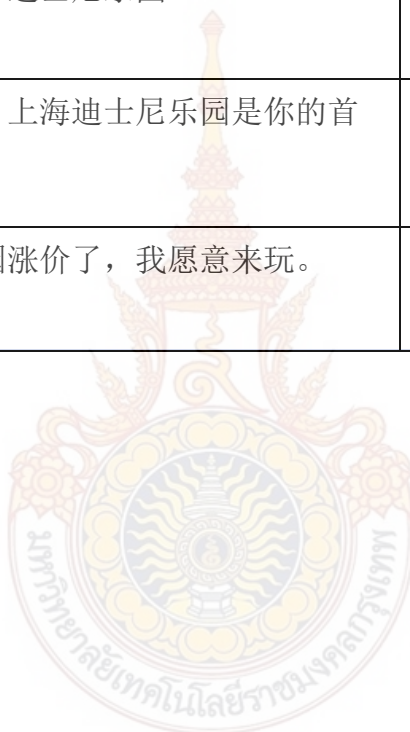
第 3 部分：顾客生活方式

客户生活方式					
2. 1.一年中频繁参与 3 休闲活动，例如参观主题公园或文化活动。	1	2	3	4	5
2. 2.游览娱乐目的地时也愿意尝试新产品或服务。	1	2	3	4	5
3. 3.人们非常重视度过优质的休闲时间和体验生活中的新事物。	1	2	3	4	5
4. 4.与家人或朋友分享经验会极大地影响我对休闲活动的选择。	1	2	3	4	5
5. 5.当前的人生阶段极大地影响着休闲和娱乐的偏好和优先事项。	1	2	3	4	5
6. 6.当前的生活阶段与参观主题公园等休闲目的地的期望和愿望非常吻合。	1	2	3	4	5

第 4 部分：客户忠诚度

客户忠诚度					
1.总是去上海迪士尼乐园。	1	2	3	4	5
2.告诉我的朋友我在上海迪士尼乐园玩得很开心。	1	2	3	4	5
3.推荐朋友来上海迪士尼乐园。	1	2	3	4	5
4.说到主题公园，上海迪士尼乐园是你的首选。	1	2	3	4	5
5.上海迪士尼乐园涨价了，我愿意来玩。	1	2	3	4	5

感谢您的合作！



Appendix C: IOC RESULT

Questionnaire

The IOC points in calculations are provided in three rating scales for consistency and congruencies of the items. All committees had to choose only one answer as the given mark from these three choices:

+1 = Congruent with clear understanding,

O = Uncertain or not sure whether the item is related to the study,

-1 = Not Understand or not congruent or related to this study

Questionnaire: Customer Loyalty at Disneyland

No.	Questions	A	B	C	D	E	Approved data	Accepted
The 7Ps Marketing Strategy								
Product								
1	The quality of attractions and entertainment meets my expectations.	+1	+1	+1	+1	+1	100%	✓
2	The food and beverage options are of high quality.	+1	+1	+1	+1	+1	100%	✓
3	The products sold in stores are of good quality.	+1	+1	+1	+1	+1	100%	✓
4	The overall service at Shanghai Disneyland is excellent.	+1	+1	+1	+1	+1	100%	✓

5	The quality of experience provided is valuable.	+1	+1	+1	+1	+1	100%	✓
	Price							
6	The prices at Shanghai Disneyland are reasonable.	+1	+1	+1	+1	+1	100%	✓
7	The ticket prices offer good value for the money.	+1	0	+1	+1	+1	80%	✓
8	The pricing of food and merchandise is fair.	+1	+1	+1	+1	+1	100%	✓
9	Will likely visit again due to the reasonable price.	+1	0	+1	+1	+1	80%	✓
10	Seasonal or promotional prices make me more likely to visit.	+1	0	+1	+1	+1	80%	✓
	Place							
11	The location of Shanghai Disneyland is convenient for me.	+1	+1	+1	+1	+1	100%	✓
12	Transportation to and from the park is convenient.	+1	+1	+1	+1	+1	100%	✓
13	The park layout is visitor-friendly.	+1	+1	+1	+1	+1	100%	✓
14	The signage around the park is clear and helpful.	+1	+1	+1	+1	+1	100%	✓
15	The convenience of the location is a significant factor in my decision to revisit.	+1	0	+1	+1	+1	80%	✓
	Promotion							

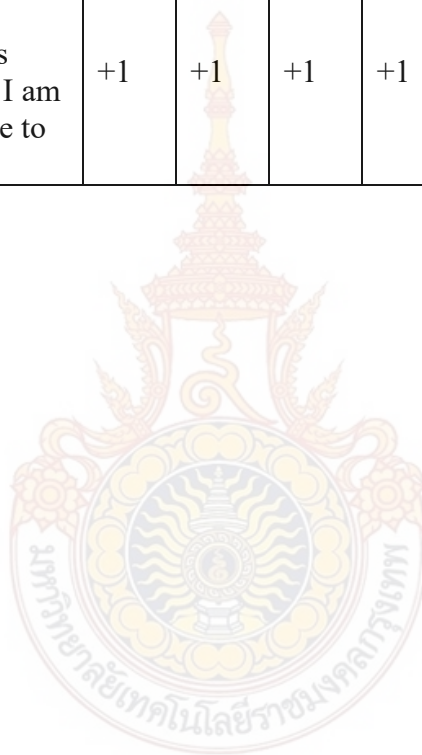
16	There are many promotional activities in Shanghai Disneyland.	+1	+1	+1	+1	+1	100%	✓
17	Shanghai Disney's promotions are attractive.	+1	+1	+1	+1	+1	100%	✓
18	There are many promotional messages for Shanghai Disneyland.	+1	+1	+1	+1	+1	100%	✓
19	Often join Shanghai Disney promotions.	+1	0	+1	+1	+1	80%	✓
20	Shanghai Disneyland has great promotional offers.	+1	+1	+1	+1	+1	100%	✓
	People							
21	The staff at Shanghai Disneyland is polite and friendly.	+1	+1	+1	+1	+1	100%	✓
22	The employees appear to be well-trained and knowledgeable.	+1	+1	+1	+1	+1	100%	✓
23	Staff members are helpful and responsive to my needs.	+1	+1	+1	+1	+1	100%	✓
24	Positive interactions with staff members enhance my experience.	+1	+1	+1	+1	+1	100%	✓

25	The staff plays a significant role in my overall satisfaction with Shanghai Disneyland.	+1	0	+1	+1	+1	80%	✓
	Process							
26	Entering and exiting the park is a smooth process.	+1	+1	+1	+1	+1	100%	✓
27	The wait times for attractions are managed efficiently.	+1	+1	+1	+1	+1	100%	✓
28	It is easy to navigate and find information within the park.	+1	+1	+1	+1	+1	100%	✓
29	Parks use technology (e.g., mobile apps and digital maps) to enhance the visiting experience.	+1	+1	+1	+1	+1	100%	✓
30	The overall operational processes at Shanghai Disneyland meet my expectations.	+1	+1	+1	+1	+1	100%	✓
	Physical Environment							
31	The park is clean and well-maintained.	+1	+1	+1	+1	+1	100%	✓
32	The thematic design and decorations in the park enhance my experience.	+1	0	+1	+1	+1	80%	✓

33	The atmosphere at Shanghai Disneyland is magical and immersive.	+1	+1	+1	+1	+1	100%	✓
34	Feel comfortable and safe when visiting the park.	+1	+1	+1	+1	+1	100%	✓
35	The physical environment of the park plays a major role in my desire to revisit it.	+1	+1	+1	+1	+1	100%	✓
Customer Lifestyle								
36	Participate in frequent leisure activities during the year, such as visiting theme parks or cultural events.	+1	+1	+1	+1	+1	100%	✓
37	Be willing to try new products or services when visiting entertainment destinations.	+1	0	+1	+1	+1	80%	✓
38	There is a strong emphasis on spending quality leisure time and experiencing new things.	+1	+1	+1	+1	+1	100%	✓

39	Sharing experiences with family or friends significantly influences my choices for leisure activities.	+1	+1	+1	+1	+1	100%	✓
40	The current life stage greatly affects leisure and entertainment preferences and priorities.	+1	+1	+1	+1	+1	100%	✓
41	The current stage of life aligns well with expectations and desires when visiting leisure destinations such as theme parks.	+1	+1	+1	+1	+1	100%	✓
Customer Loyalty								
42	Always go to Shanghai Disneyland.	+1	+1	+1	+1	+1	100%	✓
43	Telling my friends how much fun I had visiting Shanghai Disneyland.	+1	+1	+1	+1	+1	100%	✓
44	Recommend friends to come to	+1	0	+1	+1	+1	80%	✓

	Shanghai Disneyland.							
45	When it comes to theme parks, Shanghai Disneyland is your first choice.	+1	0	+1	+1	+1	80%	✓
46	The price of Shanghai Disneyland has increased, and I am willing to come to play.	+1	+1	+1	+1	+1	100%	✓



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