The Comparative analysis of Customer Experience's impact on Customer Loyalty between Local Brand and Foreign Brand Theme Parks in China

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Abstract: The purpose of this study is to analyze the influence of customer experience on customer loyalty, and to help theme parks located in mainland China improve service quality effectively through the research results. The research establishes research hypotheses and regression equations through the "service theater model", and then collects customer evaluation scores on theme parks in the form of questionnaires, and then calculates the data through multiple linear regression to get the results. Finally, this paper will also analyze the questionnaire data and regression results, and put forward theoretical and practical suggestions for the analysis.

Keywords: Service quality, Customer experience, Customer Loyalty, Theme Park, Tourism

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1. Introduction

1.1 Overview of the development of theme parks in China

Compared with foreign countries, the development of theme parks in China started relatively late, but it has formed a certain scale. It can be divided into four periods: The first period was before 2002. This period was the stage of exploration and construction, and major first-tier cities were keen on themes (Xian Wu, 2022). The construction and development of parks generally have a short life cycle.

In 2002, the "21st Century China Theme Park Development Forum" hosted by the National Tourism Administration was a turning point in the second period, after which the theme park officially entered the stage of high-quality development. Compared with before 2002, theme parks in this period tended to be standardized and standardized. The development of China's economy and the country's strong support for theme parks have made the development of local theme parks in China more prosperous, and the types and locations of theme parks have become more diverse.

The opening of Disney's Shanghai Park in 2016 is the third stage, which changed the development process of China's local theme parks (Xian Wu, 2022). Shanghai Disney's strong customer flow and ability to attract money has made local Chinese brands feel a crisis of survival. Developers have realized the importance of creating a "super IP" and "theme park + IP" development model with rich stories. For example, Huaqiang Fangte Group, with 5000 years of Chinese civilization as the background and high technology as the means, Fangte Oriental Mythology

Theme Park is built.

The fourth stage of promoting my country's local theme parks is the full outbreak of the new crown pneumonia epidemic in 2020 and the official opening of Universal Studios Beijing in 2021. According to data, the annual registration of theme parks in my country has been increasing year by year in recent years. Even affected by the new crown pneumonia epidemic, China still adds 26,000 theme parks in 2020, an increase of 54% compared with 2019 (China National Tourism Administration, 2021). The successful operation of Universal Studios in the Chinese market has brought new inspiration to the development of local theme parks.

1.2 The situation of Chinese local brand theme parks

1.2.1 Market capacity

Today, my country has become the theme park market with the largest number of tourists in the world. According to the "2019 Theme Parks and Museums Report", Disney, the world's largest theme park, has experienced a significant decline in the number of tourists for the first time, and the annual growth rate of tourists from international brands such as Lego is less than 1%; at the same time, the local Chinese The theme park has entered a rapid stage. Huaqiang Fangte Group has an annual growth rate of up to 20%, and its passenger flow ranks fifth in the world. Happy Valley surpasses Universal Studios and ranks third in the world.

1.2.2 Location layout

According to the "2021 China Theme Park Competitiveness Evaluation Report", by the end of 2019, a total of 339 theme parks have been built in my country, including 87 large and super large theme parks. China's theme parks present a spatial layout with more east and less west, with the largest number in East China. In terms of the overall distribution, it is generally even and distributed nationwide. The brand group companies have their own main market groups, which form a good competitive trend with each other.

1.2.3 Environment and Facilities

Local theme parks are basically the same in appearance design and project content construction, and most of them still stay in the traditional profit model of "equipment amusement", providing tourists with traditional entertainment facilities such as merry-go-rounds and pirate ships. It is a technological innovation, and the display facilities are similar. And with the popularity of digital services today, most local theme parks still use the old-fashioned paper map play mode.

1.2.4 Dilemma of Local brand theme park

The revisit rate of tourists in local theme parks in China is relatively low. The revisit rate of tourists in China's natural ecology, cultural and historical model theme parks accounts for less than 1%, while the revisit rates of Tokyo Disneyland and Universal Studios in the United States are as high as 84% and 50% respectively. OCT Group and its Happy Valley Group, which have a higher revisit rate, are only

half of Tokyo Disney. Enhancing the stickiness of tourists to theme parks and increasing the rate of revisiting are the primary problems for local brand theme parks at present.

1.3 The situation of international brand theme parks in China

As of 2022, there are only two international brand theme parks in mainland China, namely Shanghai Disneyland and Beijing Universal Studios.

1.3.1 Shanghai Disneyland

Since its official opening on June 16, 2016, the Shanghai Disneyland theme park has welcomed over 11 million guests and generated positive returns. the use of localization techniques in China. Disney's location in Shanghai's Pudong New Area offers the benefits of a sizable tourist industry in the Yangtze River Delta and a relatively advanced degree of economic growth. As the financial hub of my nation, the area boasts a sophisticated economy, high resident spending, excellent infrastructure, and significant demand for leisure goods.

In order to establish a target market positioning that includes all age groups, Shanghai Disney continues to use Disney's original target market positioning, with the "children's market" driving the growth of the "family market." By examining the age distribution information of the customers who bought Shanghai Disney tickets, it was discovered that 32% of them were 25 to 29 years old, 32% were 30 to 35 years old, 10% were between the ages of 18 and 24 years old, and the remaining 45% were above the age of 50 and below the age of 18. Few people have

made the aforementioned purchases. The majority of them are financially independent "post-80s" family members, with the remainder mostly consisting of college students between the ages of 18 and 24. The number of college students in my nation is enormous, especially when it comes to the Chinese market. More than 25 million college students are enrolled in our nation's universities, and they enjoy a wealth of holidays, free time for leisure activities, and relatively high levels of consuming ability and desire. This group is powerful and has a lot of untapped potential in the leisure and entertainment business.

1.3.2 Beijing Universal Studios

Guo Wenjie, deputy director of the Beijing Municipal Bureau of Commerce, introduced at the press conference on "Beijing International Consumption Center-Urban Construction" hosted by the Beijing News Center on February 10, 2022, that since the first phase of Beijing Universal Theme Park opened in September 2021, the operating income was 1.645 billion yuan, and the cumulative number of tourists received exceeded 2.1 million. The opening of the park under the epidemic has made Universal Studios Beijing untimely. If the number of pre-opening beta testers is deducted, the actual number of visitors to Universal Studios Beijing in 2021 may be less than 2 million. A simple calculation by the travel industry found that after the opening on September 20, 2021, the actual turnover of Beijing Universal Studios is about 65% of the previously expected minimum turnover, and the actual passenger flow is about 80% of the expected minimum passenger flow. With such

data, there is a certain gap between the income and the number of tourists from the pre-opening expectations.

2. Literature Reviews

2.1 The previous study of Customer Experience

The term "experience" is frequently used to describe goods provided in hedonistic consumption-related service contexts, such as travel, dining, lodging, and the arts (Holbrook & Hirschman, 1982). In the meantime, the phrase "customer service experience" has attracted a lot of attention since Pine and Gilmore (1999) first used it in their notion of the "experience economy." The total and subjective response a customer has to contact with a service provider, presumably involving customer perceptions and influence, has been characterized by other studies as a psychological phenomenon (Altune & Erkut, 2015; Li, Kim, & Wong, 2016; Palmer, 2010). In this context, academics hold that experience contains an empirical component, as suggested by the thesis put forth by Holbrook and Hirschman (1982). A later study by Berry, Carbone, and Haeckel (2002) put out the idea that in order for service providers to compete, their offerings needed to please customers and provide a satisfying experience. By identifying the leads that customers leave behind during the purchasing process, service providers do this. There is a growing understanding that the idea of customer experience needs a broadly acknowledged definition that incorporates several views due to its recent acceptance in theory and practice (Klaus & Maklan, 2012). According to Meyer and Schwager's (2007)

definition of the customer experience: Customer experience refers to an individual's internal, subjective response to having a direct or indirect connection with a firm. Direct communication usually begins with the customer and continues when they purchase, use, and receive services. Indirect contact typically refers to inadvertent interactions with business representatives of a good, service, or brand in the form of verbal recommendations or criticism, advertisements, news stories, reviews, etc. It's critical to comprehend the idea of customer experience as the theme park industry grows more service-oriented and offers more engaging experiences (Milman et al., 2012). (Dong & Siu, 2012). The customer experience in this study is defined as an internal reaction to any direct or indirect contact with a theme park and its resources, supporting Meyer and Schwager's premise. A review of the literature reveals the numerous elements of the customer experience. The physical setting in which the service process takes place is referred to as the "Servicescape" by Bitner (1992). Similarly, Gupta and Vajic (1999) refer to the elements that influence the consumer experience as "interaction." The phrase "experience room" was most recently used by Mossberg (2007) to refer to the customer experience. The "service theater model" that Grove, Fisk, and Dorsch (1998) suggested characterizes theme park service as a theatrical performance, in which performers (i.e., employees) are people who deliver a service to an audience (i.e., customers) in a setting (physical environment). The interactions between the actors, audience, and set affect how the customer feels overall. These three aspects of the customer experience were also covered by Walls, Okumus, Wang, and Kwan (2011) in their

exploratory study of the guest experience in luxury resorts. T Additionally, this study saw the customer experience as a multifaceted and diversified structure created by a number of factors: (i) the physical environment, (ii) interactions with employees, and (iii) interactions with other customers in the theme park.

2.2 The previous study of Customer Loyalty

Customer loyalty has been researched in various industries and is a key component of the literature on service marketing. It is generally acknowledged that once a person thinks he or she is receiving the best service from a service provider, customer loyalty increases (Ryu et al., 2012). Other advantages of loyal customers include taking up a larger amount of their money, coming back more frequently, and spreading good word about your business (Russell Bennett, McColl Kennedy, and Coote, 2007). As a result, every service provider should work to create a marketing plan whose major objective is to keep customers. Numerous studies have developed a wide range of customer loyalty concepts and definitions. For instance, customer loyalty is described as "a feeling of attachment or fondness for a company's employees, products, or services" by Jones and Sasser (1995, p. 94). Customer loyalty is the promise and intent of customers to keep making repeat purchases and using their preferred services over time (Han & Ryu, 2009). Cognitive, emotional, action, and action loyalty were the four stages Oliver (1997) described in relation to customer loyalty. Attitude and conduct are two factors that some scholars use to differentiate the four stages of consumer loyalty (Han, 2009).

The attitudinal dimension takes into account psychological (decision or assessment) commitment to service providers, whereas the behavioral dimension takes into account frequency of repeat purchases or consistent repeat patronage (Han, Kwortnik, & Wang, 2008). Recent researchers also looked into this and discovered significant links between these aspects (Evanschitzky and Wunderlich, 2006). As an illustration, Russell Bennett et al. (2007) investigated the causes of brand loyalty. According to their research, there is a correlation between behavioral and attitudinal loyalty, with behavioral loyalty perhaps increasing as attitudinal loyalty does. According to some tourism and hospitality researchers, attitudes should be more concentrated when evaluating customer loyalty (Ryu et al., 2012; Schall, 2003). According to their theory, the frequency of repeat purchases is insufficient as a measure of customer loyalty since, in the service industry, the customer's attitude and emotional attachment to the service provider or brand are also important (Schall, 2003). In order to gauge the consumer loyalty of theme park visitors, researchers used both behavioral and attitudinal methodologies in this study.

3. Description of methodology

3.1 Structural model

First of all, this study is based on the "Service Theater Model" proposed by Grove, Fisk, and Dorsch (1998), from (i) the physical environment, (ii) the interaction with the staff, and (iii) the interaction with other customers in the theme

park. Three aspects are used to evaluate the customer's experience in the theme park, and then the impact of these three aspects on customer delight and customer satisfaction is analyzed, and finally the role of customer satisfaction and customer delight on customer loyalty is introduced (Faizan Ali, 2018).
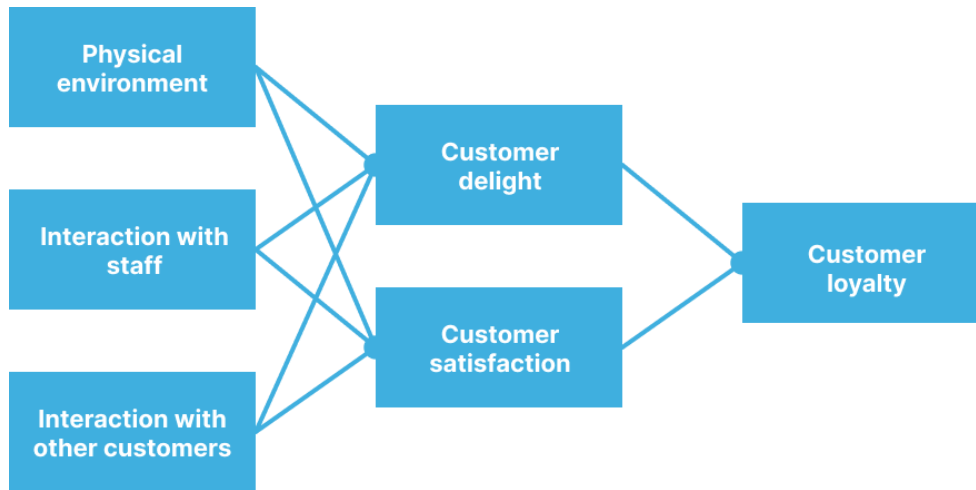
(Fig. 1. Structural model)

It also reflects the stakeholder value map of customers in the theme parks.
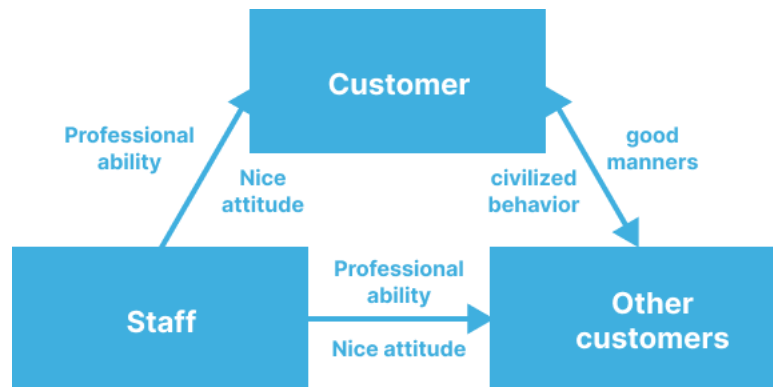
(Fig. 2. Stakeholder value map)

In order to have a good customer experience process, the staff in the theme park need to provide customers with professional service capabilities and a good service attitude. In the same theme park, customers are also stakeholders of each other, which requires civilized behavior and good courtesy on both sides. This is

the basis for satisfying a good customer experience process.

3.2 Data collection

After determining the model for analysis, I will obtain the experience data of tourists who have visited both local brand theme parks and international brand theme parks in the form of questionnaires. Therefore, the target group of my research is limited to Chinese tourists who have visited both local brand theme parks and international brand theme parks. Gender, age, etc. are not limited. The local brand theme park can be one of Chimelong, Happy Valley or Fantawild Amusement Park; the international brand theme park can be one of Shanghai Disneyland or Beijing Universal. With the help of many items and a five-point Likert scale, this study evaluated study structure. The majority of the validated metrics came from earlier research. Scores range from 1 (strongly disagree) to 5 (strongly agree) for all measures across categories. This study used six, three, and four modified Wu and Liang (2009) and Jani and Han questions to assess the physical environment, interactions with employees, and interactions with consumers (2013). And this study will refer to the two items proposed by Kim et al. (2013) to measure customer delight and use the three emotional load items proposed by Westbrook and Oliver (1991) to test customer satisfaction. Finally, four customer loyalty items from Kao et al. (2008) are adapted. The questionnaire questions for this study modified the descriptions of some items to fit the context of this study. The items measured by the local brand theme parks and the international brand theme parks in the

questionnaire are all consistent.

3.3 Analytical method

After obtaining customer data, based on structural equation modeling, this research will use multiple linear regression to test the hypotheses proposed later. This method uses Stata Version 15 for regression calculations. Through the quantitative calculation of linear regression, we can know more clearly and specifically which aspects of improvement can more effectively increase customer loyalty.

The linear regression function known as a linear regression equation is used in linear regression to model the relationship between one or more independent and dependent variables. Such a function is a linear combination with one or more regression coefficients, which are model parameters. When there is a high correlation between the dependent and independent variables, we can use linear regression to make predictions on the data. In order to identify the quantitative relationship of dependency between two or more variables, this study uses linear regression in mathematical statistics. The expression form of linear regression is $y = w'x + e$, where e is the normal distribution of error with mean 0. Simple regression refers to the situation when there is only one independent variable, and multiple regression refers to the situation where there are numerous independent variables.

Based on the structural model, the regression equation in this study is as follows:

Physical environment=PE; Interaction with staff=IWS;

Interaction with other customers=IWC; Customer delight=CD;

Customer satisfaction=CS; Customer loyalty=CL

$$CD= \alpha_1 PE + \beta_1 IWS + \gamma_1 IWC + e \qquad (1)$$

$$CS= \alpha_2 PE + \beta_2 IWS + \gamma_2 IWC + e \qquad (2)$$

$$CL= \alpha_3 CD + \beta_3 CL + e \qquad (3)$$

This research will calculate the customer data obtained by the questionnaire according to the above regression equation, so as to obtain an analysis of the impact of customer experience on customer loyalty. And this research will calculate the data of local brand theme parks and international brand theme parks separately.

4. Research Hypotheses

4.1 Physical Setting

Numerous studies have shown that the physical environment can influence people's emotions and level of satisfaction (Bitner, 1992; Ladhari, 2009; Pareigis, Edvardsson, & Enquist, 2011). The design and environmental components of the service environment, such as color, air, scent, lighting, facilities, and layout, are all included in its physical environment (Baker, Grewal, and Parasuraman, 1994; Han and Ryu, 2009; Lin and Liang, 2011). These variables are connected and affect

consumer satisfaction and behavior as a whole (Mehrabian and Russell, 1974). (Ariffin and Yahaya, 2013; Bitner, 1992). Consumers' emotional and cognitive health is impacted by their physical surroundings, according to earlier study in the retail and hospitality industries (Kim, Kim, and Lennon, 2009; Burns and Neisner, 2006). As hedonic services are offered by theme parks, the natural environment has a greater impact on how visitors perceive those services (Dong & Siu, 2012). This is due to the fact that visitors interact with one another and stay in the physical space longer.

This study concentrates on the environmental features of the physical environment because theme parks have complex environments and experiential products (Zeithaml et al., 2006). (Slatten et al., 2011). Although earlier studies have emphasized the significance of the physical environment, additional, in-depth research is required to complement the physical environment research. This is especially true for the influence of the physical environment on customer delight, which has received less attention in theme parks. There is literature on how satisfaction is influenced by the surroundings. This study makes the claim that visitors' opinions of the physical environment in theme parks are a significant determinant of their pleasure and joy. Consequently, the following hypotheses are made:

H1. Customer delight at a theme park is positively influenced by the physical surroundings.

H2. Customer satisfaction at a theme park is positively influenced by the

physical surroundings.

4.2 Staff' Interaction

Verhoef et al., 2009; Walls et al. (2011) proposed that customers' interactions with other customers and employees may affect their mood and satisfaction. Some researchers have identified the interaction between customers and employees as it may affect the level of emotional dedication and overall feeling of customers. In their investigation of winter theme parks, Slatten et al. (2011) also covered how interactions with staff affect visitors' moods. The impact of interactions with employees on group visitor satisfaction was validated by Xu and Chan (2010). Similar research was done by Arnold and Price (1993) in the context of multi-day rafting excursions. They also verified that interactions with staff impact mood and general customer satisfaction (i.e. delight). The main reason visitors come to theme parks is to partake in the leisure activities of the staff. In order to create favorable feelings and evaluations, employees are just as important as the physical environment. like Zeithaml According to et al. (2006), the service environment encourages interaction between customers and staff; as a result, little characteristics like a smile, a nice voice, perceived empathy, and a friendly demeanor toward customers may have an impact on customer satisfaction. feelings and impressions of the whole encounter (Slatten et al., 2011). The impact of employees on particular emotions, such as delight and satisfaction, must be studied in the context of theme parks, even if prior research has highlighted the significance of these interactions

in the development of mood and happiness across industries. This study anticipates that visitors' experiences with theme park employees would thrill and satisfy them. Consequently, the following theories are put forth:

H3. Customer delight at a theme park is positively impacted by interactions with staff.

H4. Customer satisfaction at a theme park is positively impacted by interactions with staff.

4.3 Customers' Interaction

Customers receive services in many service contexts concurrently with other customers. As a result, the customer's experience may be impacted by the existence of other part of the service environment (Grove et al., 1998) or the nature of the service process. The same is true for amusement parks, where visitors must interact physically with other visitors while making purchases. According to Wirtz and Bateson (1999), one of the key factors affecting F.Ali et al. (2018)'s findings on consumers' emotional states is their interaction with other customers. Customers' interactions with one another can influence their pleasure and improve their overall experience, according to Parker and Ward (2000) and Huang and Hsu (2010). According to Verhoef et al. (2009), one of the most important factors affecting consumer satisfaction when engaging in service is the social context (such as the existence and behaviour of other customers). Walls et al. (2011) conducted research and found conclusive evidence of the importance of customer interactions on

feelings of pleasure and delight. Cetin and Dincer (2014) further demonstrated the importance of customer interactions on customer satisfaction in the travel and hospitality sector. In order to experience various rides, guests at theme parks must spend a lot of time in the service area. They can interact with other visitors while waiting throughout their visit to the theme park. According to Zeithaml et al. (2006), the service environment might serve as a "socializer," encouraging interactions amongst customers. As a result, customers can directly or indirectly affect one another's emotions and behaviors by either being a part of the environment or by engaging in particular personal communication (Grove et al., 1998). Even while earlier studies across sectors have emphasized the value of customer interactions in fostering emotion and happiness, it is still important to examine these linkages in the context of theme parks. Customer interactions at theme parks are anticipated to produce joy and fulfillment. Consequently, the following premises are made:

H5. Customer delight in theme parks is positively impacted by customer interaction.

H6. Customer satisfaction in theme parks is positively impacted by customer interaction.

4.4 Customer Delight

Despite the fact that researchers have stressed the value of satisfying customers in creating customer happiness and commitment (Hicks et al., 2005; Oliver, 1997; Torres & Kline, 2006), there is still a dearth of empirical study on the

topic (Kim et al., 2013). Lin and Liang (2011) looked into how emotions affect customer loyalty and satisfaction. They claimed that happy feelings, like joy, had a big impact on customer loyalty and satisfaction. Additionally, Cohen and Areni (1991) noted that consumer emotions like delight have potent episodic memories and are simple to control cognitively, leading to customer trust and satisfaction (Arora and Singer, 2006). As noted by Kim et al. (2013) and Ariffin and Yahaya (2013), joy may have an impact on patron satisfaction and loyalty in the hospitality sector. In contrast, academics have extensively researched the connection between negative emotions (such as wrath, regret, and disappointment) and customer satisfaction or discontent in the literature on service marketing and hospitality (Mano & Oliver, 1993; Oliver, 1997). The role of joy in fostering consumer happiness and loyalty in theme parks has been covered in a number of studies (Loureiro, 2010; Kao et al., 2008). As a result, the following theories are put forth in this study:

H7. Customer delight has a positive impact on loyalty in theme parks.

4.5 Customer Satisfaction

Many academics agree that a key factor influencing customer loyalty is customer satisfaction (Anderson, Fornell, and Mazvancheryls, 2004; Homburg et al., 2006; Loureiro, 2010). Customers who are happy with the services received are more likely to make more purchases and to suggest them to others, according to Cronin and Taylor (1992). The association between these two variables was

examined in a variety of service industries, including fast food, banking, and dry cleaners. In addition, Chitty, Ward, and Chua (2007) postulated in their research of backpackers that satisfied consumers may become devoted ones. The strong impact of customer satisfaction on patron loyalty at theme parks was also investigated and confirmed by Kao (2008). As a result, the following are the study's hypotheses:

H8. Customer satisfaction has a positive impact on loyalty in theme parks.

5. Results

5.1 Questionnaire results analysis

5.1.1 Basic information of the sample

Focusing on consumer experience and its connection to delight, contentment, and behavior is an excellent use of theme park research. The target group of this study is limited to Chinese tourists who have visited both local brand theme parks and international brand theme parks. Their age and gender are not limited. During June 2022, I distributed questionnaires in social software chat groups of different types of people to collect data. The questionnaires are rated on 1-5 points around three aspects of customer experience, customer delight, customer satisfaction and customer loyalty. In this study, the topic types and evaluation items for local brand theme parks and international brand theme parks are exactly the same, with 23 questions each, 46 questions in total. Due to the long length of the questionnaire, there is an attention monitoring question in the middle to screen out invalid questionnaires.

In the end, over fifteen days, I collected a total of 241 pieces of data. After removing the invalid questionnaires that have not been to any local theme park or international theme park, and the invalid questionnaires that have not passed the attention test, there are still 166 valid questionnaire data. Next, I will compare the data of local brand theme parks and international brand theme parks horizontally and vertically. That is to say, after comparing the scores of their respective internal items, an intuitive comparative analysis is carried out.

5.1.2 Basic data analysis of local brand theme parks

After screening the questionnaire data, I organized and analyzed 166 evaluation data about the physical environment, interaction with staff, interaction with other tourists, customer delight, customer satisfaction and customer loyalty. The first is the internal comparative analysis of local brand theme parks. Below are the average scores for the six categories of local brand theme parks:
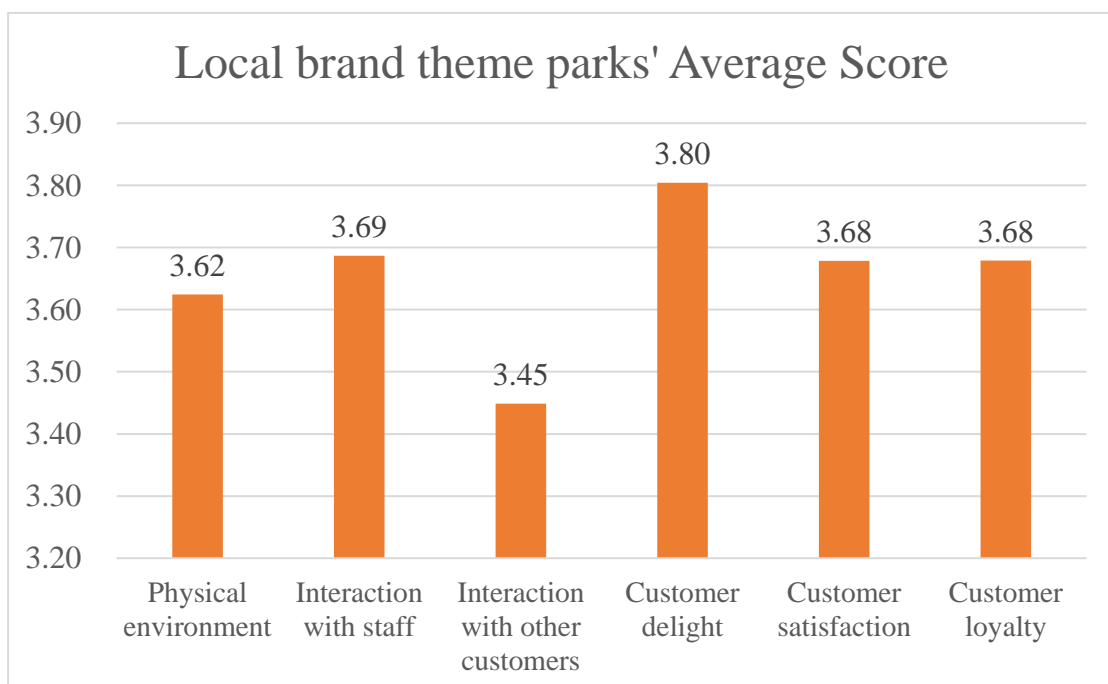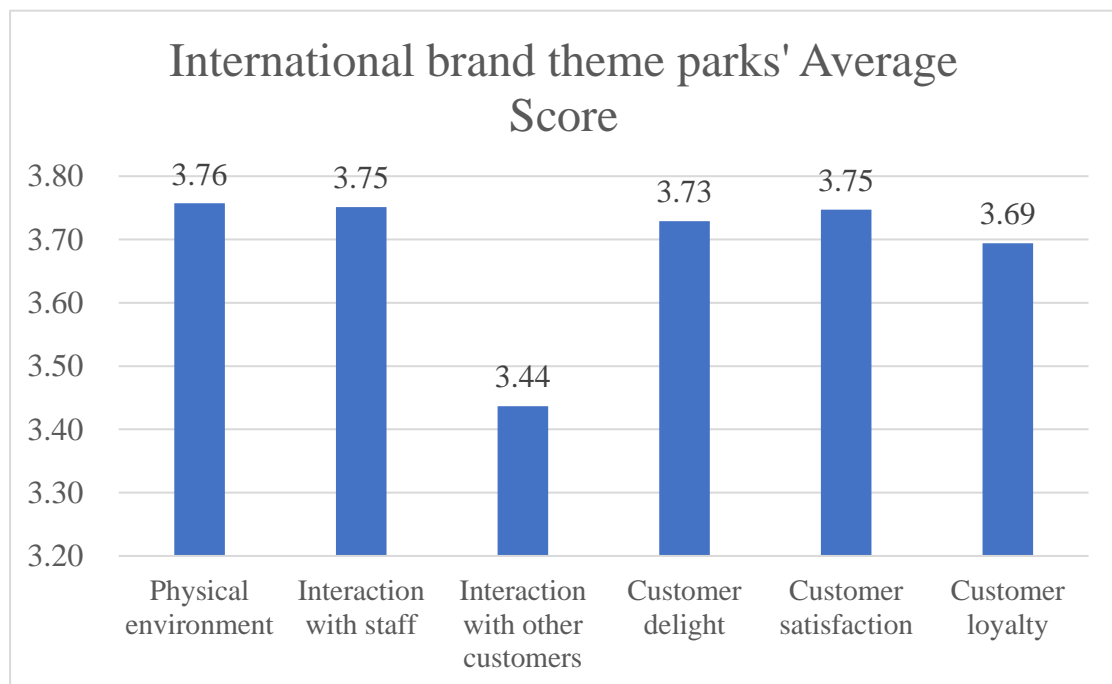
(Fig. 3. Local brand theme parks' Average Score)

In general, with 5 being the highest score and 1 being the lowest score, the scores of local brand theme parks are all above 3. The overall customer experience and service quality are passable, but none of them have reached an excellent level. The highest score is customer delight, reaching 3.8; the lowest score is interaction with other tourists, with an average score of 3.45. From the horizontal comparison, we can see that the customer experience is not particularly good, and it needs to continue to be improved and adjusted. The worst thing to do is the interaction with other tourists. This means that during the theme park visit, for the interviewed customers, the behavior of the tourists around them does not have a good impact on the experience. For example, there are uncivilized behaviors such as loud noise, jumping in line, littering and so on. The occurrence of these adverse effects means that they have not been discovered or stopped by the staff, or that the warning measures have not been done enough, so this is a point worthy of the attention of major local brand theme parks. In terms of interactive experience with staff, local brand theme parks have done a good job. It proves that the service attitude and professional ability of the staff are better than the other two, but a score of 3.69 indicates that there is still room for improvement. In terms of the physical environment, it shows that the atmosphere of the park, the innovation of mobile games, the cleanliness and comfort of the environment need to be further improved, and strive to achieve a higher level.

The satisfaction of the customers during the game is obviously high, which proves that everyone can still feel happy during the game. Satisfaction was not as high as delight, which means that after the tour, tourists recalled the whole experience and felt that there was something else they could do better. Most customers are willing to visit the theme park again. If they want to achieve higher customer loyalty, they need to continue to improve and work hard in terms of customer experience.

5.1.3 Basic data analysis of international brand theme parks

The figure below is a bar chart of the average scores of the six projects of international brand theme parks. Overall, most items scored above 3.7, with the exception of interaction with other tourists. The average scores for each item are as follows:
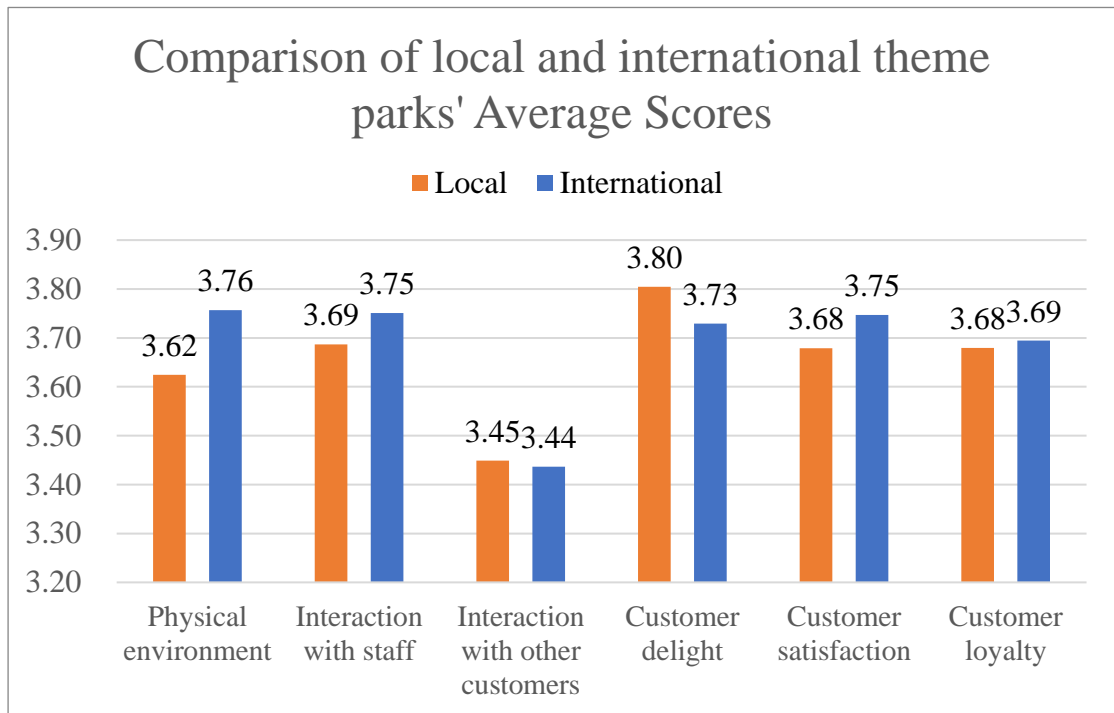

(Fig. 4. International brand theme parks' Average Score)

So, we can see that this is not only a disadvantage of local brand theme parks, but also international brand theme parks are not doing well enough in this regard. A large part of the reason is that the flow of people in the park is too large, resulting in serious queuing, which has a bad impact on the customer's playing experience. And this may also be that Disney and Universal Studios in other regions have no problems, so there is no unified management method. How to improve the flow of people in the park and improve the customer experience on the basis of increasing revenue is an issue that deserves the attention of Shanghai Disneyland and Beijing Universal Studios.

Another noteworthy point is that even though both customer delight and customer satisfaction are above 3.7 points, the customer loyalty score is lower than both of these two items. what is the reason? I think it is very likely that there are too many people in the park and the queue time is too long, so even if the game experience is good, some tourists are reluctant to play again. After all, the feeling of queuing for two hours and playing for two minutes is frustrating, and I don't want to experience it a second time.

5.2 Comparative analysis of the basic data of the local brand and international brand theme parks

Comparison of local and international theme parks' Average Scores

Local   International

	Physical environment	Interaction with staff	Interaction with other customers	Customer delight	Customer satisfaction	Customer loyalty
Local	3.62	3.69	3.45	3.80	3.68	3.68
International	3.76	3.75	3.44	3.73	3.75	3.69

(Fig. 5. Comparison of local and international theme parks' Average Scores)

After putting the data of both on the same chart, we can visually see the gap between the two. Overall, the scores of most projects of international brand theme parks are ahead of local brand theme parks. Among them, the "interaction with other customers" experience evaluation scores of the two are similar, and even the scores of local brands are higher, which shows the importance of comfortable space distance and acceptable queuing time. Surprisingly, in terms of customer satisfaction, the average rating of local brand theme parks is higher than that of international brands. I think this is because the international brand theme parks focus on interactive games for family fun and suitable for all ages, such as taking pictures with Disney dolls. The game projects of local brand theme parks are more thrilling and mobile games, such as roller coasters and so on. Thrilling mobile

games are therefore more adrenaline-pumping and therefore happier, and Disney and Universal Studios require visitors to be crazy about their branded movie characters to achieve that level of pleasurable excitement. Therefore, more respondents think that the experience of playing in local brand theme parks is more pleasant and happy.

For local brand theme parks, the areas for improvement are very intuitive. We can see that there is a certain gap between local brand theme parks and international brands in terms of physical environment and interaction with staff. For these two projects, local brands can refer to the experience of international brands and learn their strengths. This is worthy of the constant efforts of local brand theme parks. Then in terms of customer loyalty, there is little difference between the two, which proves that this is the direction that everyone needs to work on. However, which directions should be improved for local brand theme parks and international brand theme parks to promote customer loyalty, in other words, how customer experience affects customer loyalty, customer delight and customer satisfaction, needs to be obtained through multiple linear regression analysis. The next step is the results and analysis of multiple linear regression.

5.3 Analysis of Linear Regression Results of Local Brand Theme Parks

After rearranging the data, I used Stata software to perform multiple linear regression calculations on the data according to the structural model and regression equation. The regression results are as follows:

Table 1. Regression Results of Local Brand Theme Parks

VARIABLES	(1) a CD1	(2) b CS1	(3) c CL1
PE1	0.561***	0.689***	
	(0.113)	(0.0837)	
IWS1	0.231**	0.233***	
	(0.0982)	(0.0729)	
IWC1	0.243*	0.148*	
	(0.230)	(0.171)	
CD1			0.288***
			(0.0609)
CS1			0.520***
			(0.0626)
Constant	0.632***	0.145	0.668***
	(0.226)	(0.168)	(0.173)
Observations	166	166	166
R-squared	0.563	0.745	0.664

Standard errors in parentheses
*** p<0.01, ** p<0.05, * p<0.1

As can be seen from the chart, the regression results of this time are all positive and significant. That is, the research hypotheses 1 to 8 are correct. Therefore, after scientific quantitative calculation, it is concluded that improving the physical environment, the interaction with the staff, and the interaction with other tourists all have a positive effect on improving customer delight and customer satisfaction. By putting the regression results into the regression equation, we can know that for every 1 point increase in the physical environment score, the customer's delight can increase by 0.561 points, and so on. Then the final structural model result of the local brand theme parks is as follows:

Path coefficient ⟶ Supported Paths

*** p<0.01, ** p<0.05, * p<0.1
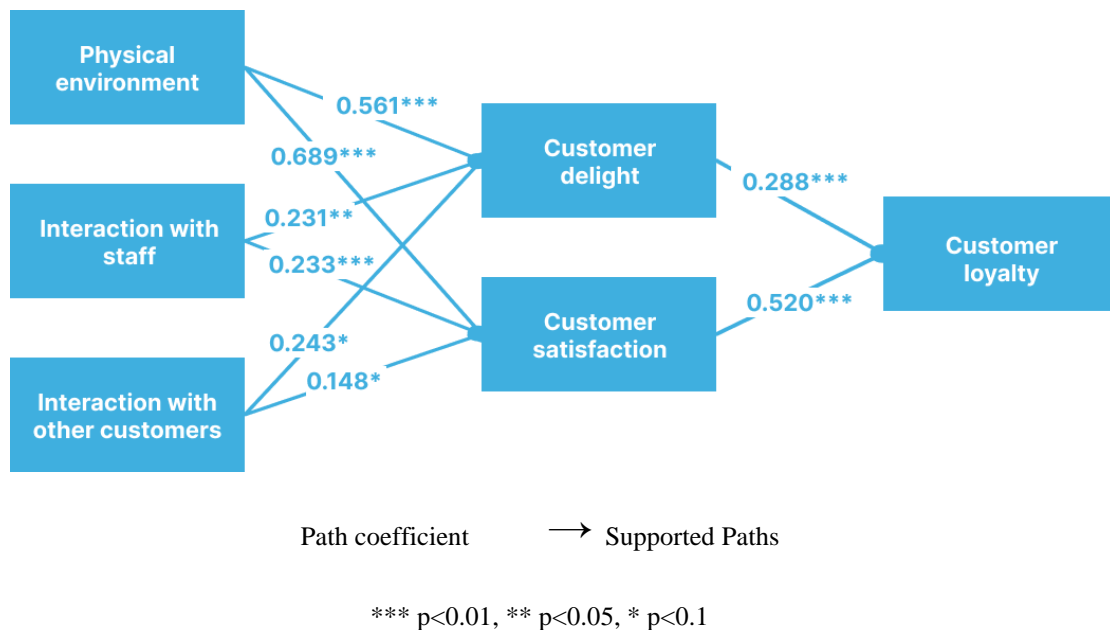
(Fig. 6. Structural model result of the local brand theme parks)

This shows that for local brand theme parks, the physical environment has the greatest effect on customer delight and customer satisfaction, while interaction with staff and interaction with other customers has a certain impact. For customer loyalty, both customer delight and customer satisfaction play a positive role. But in comparison, customer satisfaction is more important than customer delight. Therefore, if local brand theme parks want to improve customer loyalty as soon as possible and more effectively, they can start by improving customer satisfaction. For improving customer satisfaction, a better physical environment is the most helpful and can focus on improving this direction.

The final step is to determine the marginal error of the regression results for the five independent variables. Since the sampling survey will lead to biased research results, it is necessary to obtain the marginal error to increase the

objectivity and accuracy of the results. Because the number of valid samples in this study is 166, which is bigger than 30, it is a large sample. So, the sampling distribution satisfies the normal distribution. When using Stata for regression calculations, the confidence level is 95%. Therefore, according to the characteristics of the normal distribution, the 95% confidence level has a Z value of 1.96.

According to the evaluation formula of the marginal error in statistics:

$$\bar{x} \pm Z_{a/2} \times \sigma/\sqrt{(n)}$$

We can get the marginal error of the independent variable as follows:

Table.2 Marginal error of local brand

Independent Variable	Marginal Error
PE	± 0.1278
IWS	± 0.1343
IWC	± 0.1414
CD	± 0.1437
CS	± 0.1397

**5.4 Analysis of Linear Regression Results of International Brand Theme Parks**

Through the same method, according to the structural model and equation, we obtained the multiple linear regression results of international brand theme parks, as shown in the following table:

Table 3. Regression Results of Local Brand Theme Parks

VARIABLES	(1) d CD2	(2) e CS2	(3) f CL2
PE2	0.605***	0.651***	
	(0.0999)	(0.0805)	
IWS2	0.284***	0.266***	
	(0.0885)	(0.0713)	
IWC2	0.143**	0.0676*	
	(0.0673)	(0.0542)	
CD2			0.338***
			(0.0663)
CS2			0.462***
			(0.0721)
Constant	-0.100	0.0708	0.702***
	(0.200)	(0.161)	(0.170)
Observations	166	166	166
R-squared	0.705	0.774	0.669

Standard errors in parentheses

*** p<0.01, ** p<0.05, * p<0.1

It can also be seen from the chart that the regression results of this time are all positive and significant, and this result is more significant than that of local brand theme parks. The research hypotheses 1 to 8 are all correct again. Then I put the regression results into the regression equation again, we can find that: for international brand theme parks, for every one point increase in the physical environment score, the customer delight can increase by 0.605 points, and so on. Then the final structural model result of the local brand theme park is as follows:

Path coefficient   → Supported Paths

*** p<0.01, ** p<0.05, * p<0.1
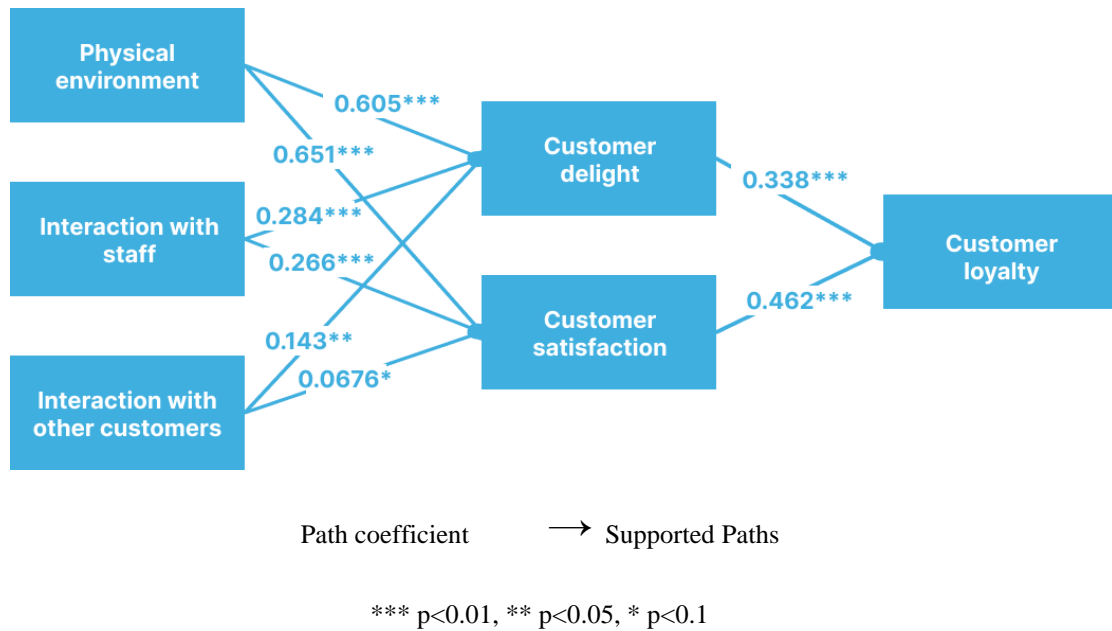
(Fig. 7. Structural model result of the international brand theme parks)

Therefore, we can clearly know that for international brand theme parks, the physical environment is still the most important, and has the greatest effect on improving customer delight and customer satisfaction. Then comes the interaction with the staff and the interaction with other customers. However, customer satisfaction and customer satisfaction have little difference in customer loyalty, and customer satisfaction has a slightly larger effect than customer delight. Therefore, if international brand theme parks want to improve customer loyalty faster and more effectively, they can consider both customer delight and customer loyalty. To improve both customer delight and customer satisfaction, focus on improving the physical environment. This improvement method is the fastest and most effective.

As with local brands, for the objectivity and accuracy of the research results, the same method will be used to estimate the margin of error for the data of

international brand theme parks. The results are in the following table:

Table.4 Marginal error of local brand

Independent Variable	Margin Of Error
PE	± 0.1320
IWS	± 0.1413
IWC	± 0.1417
CD	± 0.1559
CS	± 0.1436

6. Conclusions and suggestion

6.1 Theoretical implications

The purpose of this study is to study the impact of customer experience on customer loyalty, and to effectively help theme parks improve service quality through the research results. At the same time, it is equivalent to studying the antecedents and consequences of customer delight and customer satisfaction in the context of theme parks. The "service theater model," which is based on service experiences, examines user loyalty. Customer loyalty is one of the outcomes of customer joy, and the model incorporates antecedents (physical environment, interactions with other customers, and interactions with staff) as well as consequences (customer loyalty). The findings of structural equation modeling, which are supported by several linear regression calculations, demonstrate that the

physical environment, interactions with staff, and interactions with customers all significantly affect customer satisfaction and delight. The researchers emphasize that customer satisfaction and delight work synergistically to significantly increase client loyalty. The findings clarify the link between consumer contentment and delight, showing that delight has a favorable effect on satisfaction.

The study's findings demonstrate the importance of exploring the idea of customer satisfaction and how it relates to ideas like theme park loyalty because it has the highest coefficient of customer loyalty, which also means it has the highest correlation, for both domestic and foreign brand theme parks in China. The physical environment is crucial for increasing consumer happiness and delight. because it outperforms interactions with employees and other customers in terms of coefficients. Therefore, increasing consumer loyalty can be done more successfully by upgrading the theme park's physical environment. The results of this regression confirm and analyze in detail the relationship of customer experience, customer delight and customer satisfaction and customer loyalty in both local and international brand theme parks.

Through the direct analysis of the questionnaire results, it can also be seen that the overall customer experience of international brand theme parks is better than that of local brand theme parks. Therefore, local brand theme parks can learn from international brand theme parks if they want to build a better brand image and achieve better customer satisfaction, customer happiness and customer loyalty. First try to catch up with international brands like Disney and Universal Studios, and

then go abroad to bring happiness to more people around the world.

6.2 Generic Managerial implications for both types of theme parks in China

For management teams and theme park managers, this study offers some useful recommendations on how to increase patron loyalty. This implies that managers must comprehend both the value of ensuring client delight and the fun of personally influencing consumer loyalty.

The management of the physical environment, staff and visitor interactions with one another, and the physical environment of the theme park is how theme park operators can make sure that their patrons are not just happy but content. Customers can provide information to management about how they view the aspects of the experience that account for their happiness and satisfaction. This data ensures the recognition of elements that excite customers as well as those that leave a "mental impression" that could result in their happiness and loyalty.

Customer satisfaction and enjoyment are significantly impacted by the physical environment. According to this study, client satisfaction and happiness can be impacted by lighting, temperature, architecture, and decoration. Operators of theme parks should modernize the appearance of their spaces, for as by redesigning park entrances or repurposing outdated roller coasters. Adding additional attractions can heighten the sense of surprise and excite visitors. It is crucial how management incorporates these tangible environmental aspects to guarantee the optimum client experience. Making changes to the environment as a whole and

then determining how these changes affect consumer attitudes and behavioral intentions is one method that might be used.

The findings of this study further demonstrate the significance of employee engagement in enhancing customer satisfaction. Employers must be trained, rewarded, and motivated by management in a way that meets their needs. According to research, satisfied employees provide better services, which in turn boosts customer satisfaction (Slatten et al., 2011). This study also demonstrates how customer connection with other customers has a significant role in determining how happy and satisfied customers are. Theme parks offer a range of opportunities for customer involvement (activities provided by service providers, such as interactive activities and rides). Customer joy and satisfaction can be developed by creating interaction points and support facilities that encourage customer connection. Customers may feel unsatisfied and behave unsatisfactorily if these three factors—the physical environment, their interactions with personnel, and their interactions with other customers—are not appropriately balanced.

The findings of this study emphasize how crucial it is to comprehend how different aspects of customer experience, contentment, and loyalty interact with consumer satisfaction in a theme park scenario. The physical environment, interactions with staff, and interactions with other customers—all three aspects of the customer experience—have a big impact on how happy and satisfied customers are. Then, consumer satisfaction and enjoyment have a big effect on client loyalty. The capacity of theme parks to assure consumer happiness and delight by creating

and providing a suitable customer experience can therefore serve as a competitive advantage, encouraging customer loyalty (Pine & Gilmore, 1999).

6.3 Suggestion for local brand theme parks

6.3.1 Distinctive IP image

Universal Studios Beijing theme park is divided into seven theme parks: The Wizarding World of Harry Potter, Minions Land, Transformers Base, Kung Fu Panda's Unrivaled Land, Jurassic World, Hollywood and Future Water World. Each park has its own IP image, and the IP image is used to string the entire park into a story line to achieve the unique characteristics of the park. The successful operation of Universal Studios has revealed the importance of the integration of IP images in local theme parks in China. The cultural connotation of IP images determines the quality of IP and also determines the long-term development of IP. In recent years, with the rapid development of the domestic economy and the continuous influx of foreign capital, the development of theme parks has become more rapid. From the perspective of the number and advancement of amusement facilities, local theme parks are not inferior to foreign brands on this basis, but there is a huge gap in performance comparison. The importance of IP image is undeniable, but it is not only IP that differs from local theme parks. What is more important is how to express IP with heart, so that tourists can deeply understand the meaning of IP, which is more important than IP popularity in a sense. The expression of the theme park is not only to pack the IP image on the amusement equipment, but more

importantly, a whole set of processes such as immersive atmosphere, high-quality service, comfortable environment, and original ecological in-depth experience.

6.3.2 Fusion of technology and physical environment

Every entertainment project in Universal Studios Beijing incorporates technology. For less popular projects, such as Despicable Me, 5D technology is also used to allow tourists to experience the fun of becoming a "minion". The success lies in the application of technology to amusement projects under the premise of supporting IP; in the development of mobile terminal systems for positioning APP digital services, Beijing Universal Studios makes it more convenient for each tourist to play in the park. Buy tickets and make reservations online on the official APP and WeChat applet and learn about each project in the park in advance. The waiting time given by the official can reduce a lot of time in queuing and reduce the pressure on the passenger flow of the project and provide tourists with real-time accurate positioning. Accurate geolocation information. For local theme park companies, the successful use of technology in Universal Studios Beijing is a model worth learning, and the integration of high technology and culture is a specimen worth learning and thinking about. According to the data of the Prospective Industry Research Institute, the current theme parks mainly attract tourists aged 17-36, and tourists in this age group are more interested in novelty theme parks. For Gen Z youth, innovation is the key to attracting them, which requires the support of technology, which is a new challenge for local theme parks.

The development of local theme parks should start from the details, refine the scene layout, and upgrade the senses of tourists. Digital services are the premise for tourists to create a sense of integration for tourists. It is necessary to speed up the development of their own theme park program systems and change the old paper map model for tourists.

6.4 Suggestion for international brand theme parks

A theme park is not just a business, it should reflect humanity. Shanghai Disneyland and Beijing Universal Studios are paradises in children's hearts and fairy tales in people's hearts. However, the tourist flow in the scenic spot is very large, the overall is crowded and cluttered, and the interactive experience between tourists is poor. In response to the phenomenon of long queues of tourists, popular game items allow customers to wait for the number of online games. In this way, customers can take advantage of the waiting time to take photos or shop in the park, and make full use of the time to reduce dissatisfaction during the play. At the same time, dredging and guidance should be carried out in the park in a timely manner, and appropriate control should be carried out in combination with big data; corresponding rest areas can be set up during the queuing process to reduce the fatigue of tourists, and at the same time, pay attention to the coordination between the shape of the rest facilities and the overall scenic spot. Appropriate diversion measures must be taken in the park, the number of people must be limited, and price promotion measures must be introduced in a timely manner to reduce the obvious difference between low and

high seasons, enhance tourist satisfaction, and at the same time better maintain tourist safety. Strengthen the management of public rest facilities. The Disney scenic area is large, and tourists run on the road almost the whole way in order to experience more projects, which greatly increases the psychological tension of tourists, cannot achieve the purpose of relaxation, and it is even more difficult to experience the dreamy fairy tale world of Disney. At the same time, the park can increase the construction of public basic rest facilities, and set up corresponding cooling areas for hot weather.

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Appendix:

Questionnaire results:

https://docs.google.com/spreadsheets/d/1y94255z-

dWnJr2Xdt13mnep06Co7cUecFP_AxwBL0Ek/edit?usp=sharing