

**DETERMINANTS OF VISITOR SATISFACTION AT
SHANGHAI DISNEYLAND**



**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENT FOR THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION IN INDUSTRIAL BUSINESS ADMINISTRATION
KING MONGKUT'S INSTITUTE OF TECHNOLOGY LADKRABANG
BUSINESS SCHOOL**

KING MONGKUT'S INSTITUTE OF TECHNOLOGY LADKRABANG

2023

KMITL-2023-KBS-M-097-001

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.



COPYRIGHT 2023

KING MONGKUT'S INSTITUTE OF TECHNOLOGY LADKRABANG BUSINESS

SCHOOL KING MONGKUT'S INSTITUTE OF TECHNOLOGY LADKRABANG

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

Title	Determinants of Visitor Satisfaction at Shanghai Disneyland
Student	Jing Tian
Student ID	64610077
Degree	Master of Business Administration
Program	Industrial Business Administration (International Program)
Year	2023
Thesis Advisor	Assoc. Prof. Dr. Nuttawut Rojniruttikul

ABSTRACT

This research aims to explore the determinants of visitor satisfaction at Shanghai Disneyland, with a particular emphasis on the following factors: Service Excellence, Park Experience, Visitor Accessibility, Health and Safety Measures, Personalized Communication and Engagement, and Technology-enhanced Visitor Experience. The study employed a survey approach, where data was collected from a sample of 385 visitors at the park, selected through the convenience sampling method. To investigate the associations between the identified factors and visitor satisfaction, multiple regression analysis was conducted. This approach allows for a comprehensive examination of the relationships between the aforementioned factors and the overall satisfaction levels of the park's visitors. The results reveal that all of the examined factors significantly contribute to explaining visitor satisfaction. These findings are consistent with prior research emphasizing the significance of these factors in enhancing visitor experiences at theme parks. The implications suggest that enhancing Service Excellence, Park Experience, Visitor Accessibility, Health and Safety Measures, Personalized Communication and Engagement, and Technology-enhanced Visitor Experience can positively impact overall visitor satisfaction at Shanghai Disneyland. Future research should consider longitudinal studies, comparative research, qualitative investigations, cross-cultural studies, and the examination of mediating and moderating variables to gain a deeper understanding of visitor satisfaction dynamics and inform strategies for enhancing visitor experiences at theme parks.

ACKNOWLEDGEMENT

I would like to express my sincere gratitude to my advisor, Assoc. Prof. Dr. Nuttawut Rojniruttikul, for his valuable guidance, support, and encouragement throughout the development of this proposal. Without his expertise and help, this topic would not have been possible.

Last but not least, I would like to express my appreciation to my family. Throughout this journey, their encouragement and love have been my driving force and a constant source of inspiration.

Once again, I would like to extend my heartfelt thanks to everyone who has contributed to the success of this proposal.

Jing Tian



TABLE OF CONTENTS

Chapter	Page
ABSTRACT.....	I
ACKNOWLEDGEMENT	II
TABLE OF CONTENTS.....	III
LIST OF TABLES	V
LIST OF FIGURES	VI
CHAPTER 1 INTRODUCTION	1
1.1 Research Background	1
1.2 Research Objectives.....	2
1.3 Research Hypothesis.....	2
1.4 Conceptual Framework.....	3
1.5 Scope of the Study	3
1.6 Significance of the Study.....	4
1.7 Definition of Term	4
CHAPTER 2 LITERATURE REVIEW	7
2.1 Development and Current Situation of Shanghai Disneyland	7
2.2 Concept and Theory of Visitor Satisfaction Affecting Enterprise Development.....	8
2.3 Types of Factors Influencing Visitor Satisfaction	9
2.4 Concept and Theories of Visitor Satisfaction	15
2.5 Comparison of Visitor Satisfaction with Other Disney Parks	16
2.6 Related Research.....	17
CHAPTER 3 RESEARCH METHODOLOGY	21
3.1 Population and Sample	21
3.2 Variables	22
3.3 Research Instrument.....	22
3.4 Reliability and Validity Analysis.....	23

This material is reserved for educational use only, not allowed for commercial use.

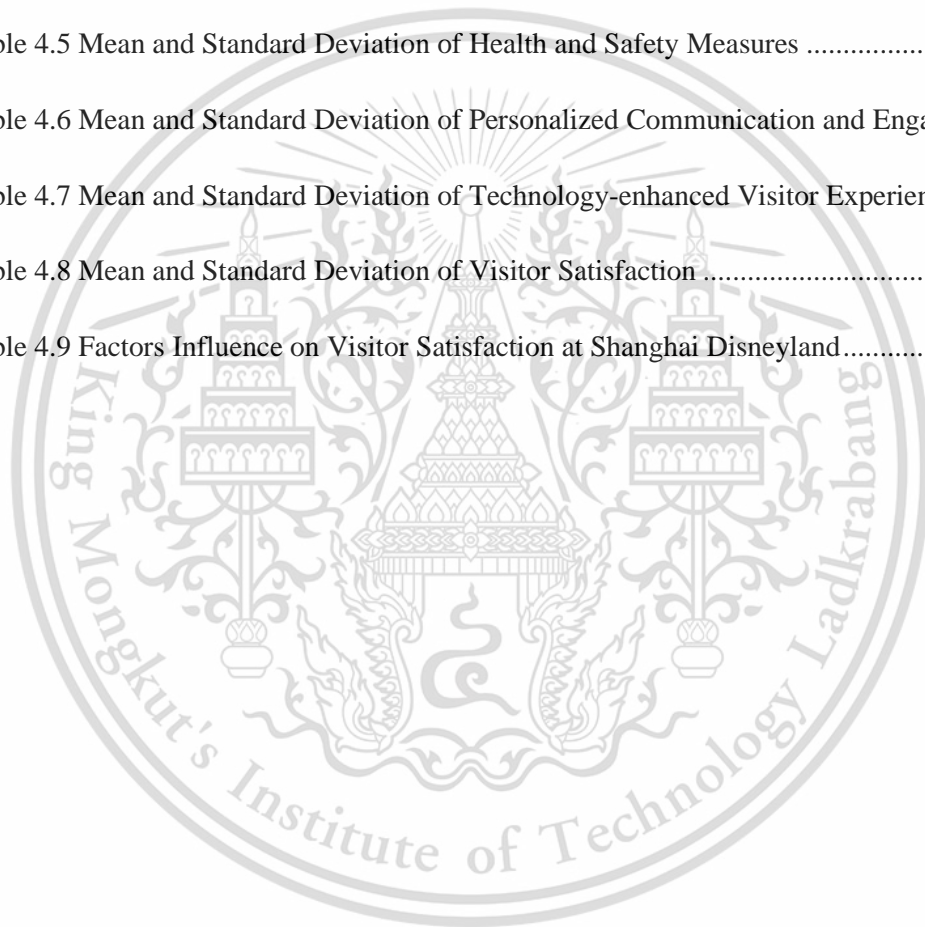
Forbidden to modify the content, and cite the document when use.

TABLE OF CONTENTS (Continue)

Chapter	Page
3.5 Data Collection	24
3.6 Analytical Methods	25
CHAPTER 4 ANALYTICAL RESULTS	27
4.1 Demographic Profile	27
4.2 Level of Factors Influencing Visitor Satisfaction	30
4.3 Level of Visitor Satisfaction	39
4.4 Hypothesis Testing.....	41
CHAPTER 5 CONCLUSION AND DISCUSSION	43
5.1 Conclusion	43
5.2 Discussion.....	47
5.3 Implications.....	56
5.4 Recommendations.....	57
5.5 Future Research Directions	58
REFERENCES	60
APPENDIX.....	67
APPENDIX A QUESTIONAIRE.....	68
AUTHOR BIOGRAPHY.....	75

LIST OF TABLES

Table	Page
Table 4.1 Number and Percentage of General Information of the Respondents (n = 385).....	27
Table 4.2 Mean and Standard Deviation of Service Excellence.....	30
Table 4.3 Mean and Standard Deviation of Park Experience	32
Table 4.4 Mean and Standard Deviation of Visitor Accessibility	33
Table 4.5 Mean and Standard Deviation of Health and Safety Measures	35
Table 4.6 Mean and Standard Deviation of Personalized Communication and Engagement..	36
Table 4.7 Mean and Standard Deviation of Technology-enhanced Visitor Experience.....	38
Table 4.8 Mean and Standard Deviation of Visitor Satisfaction	39
Table 4.9 Factors Influence on Visitor Satisfaction at Shanghai Disneyland.....	41



LIST OF FIGURES

Figure	Page
Figure 1.1 Conceptual Framework.....	3



CHAPTER 1

INTRODUCTION

1.1 Research Background

Shanghai Disneyland is a Disney-themed amusement park jointly built by Disney and the Chinese state-owned enterprise Shanghai Shendi Group. It is the first in mainland China, the sixth in Asia, and the sixth in the world. It officially opened in June 2016 and is located in Chuansha New Town, Pudong New Area, Shanghai. The park covers an area of 1,168 acres, with approximately 70% of the area being green space.

Construction of Shanghai Disneyland began in 2011 and lasted for 5 years with a total investment of \$5.5 billion. The park is divided into six major theme areas: Disney Town, Mickey Avenue, Tomorrowland, Treasure Cove, Fantasyland, and Adventure Island. It boasts many world-famous attractions such as the tallest "Treasure Cove Adventure" and the largest "Star Wars: Tomorrowland Battle." (Petrinin, 2015)

Initially, Shanghai Disneyland encountered a lot of criticism and doubts, including high ticket prices, poor visitor experience, and inadequate facilities. However, through continuous improvements and adjustments made by Disney, Shanghai Disneyland gradually moved towards success. As of now, it has become a highly popular visitor destination, attracting a large number of domestic and foreign visitors, and an important component of Shanghai's tourism industry.

Shanghai Disneyland is one of the well-known theme parks in China that attracts a large number of visitors every year. Visitor satisfaction is one of the important indicators to measure the success of a theme park's operations. Therefore, studying the key factors that affect visitor satisfaction in Shanghai Disneyland not only helps improve its competitiveness and market share but also could benefit the management of other theme parks and visitor attractions.

In this regard, several studies have examined the factors that impact visitor satisfaction at Shanghai Disneyland. Notably, a forthcoming study by Bai (2023) found a significant correlation between visitor satisfaction and the quality of service and overall experience. This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

provided by the theme park. Bai also reported that visitor in the early stages of their visit placed greater emphasis on the experience of specific attractions, whereas those in later stages focused more on the overall play experience. Furthermore, a previous study by Milman (2009) identified several factors that significantly affected the visitor experience, including the variety and quality of entertainment, food variety and value for money, cleanliness, safety, and security.

The studies discussed herein emphasize the practical and strategic importance of identifying the key factors that impact visitor satisfaction. By leveraging these insights, Shanghai Disneyland can optimize its services, facilities, experiences, and marketing strategies, thereby increasing visitor satisfaction and loyalty, and ultimately strengthening its market position. Additionally, by enhancing its brand image and reputation, Shanghai Disneyland can further improve its competitiveness. In sum, the findings of this study offer valuable insights that can inform the ongoing efforts to optimize Shanghai Disneyland's operations and advance its long-term success.

1.2 Research Objectives

1. To assess the level of visitor satisfaction in Shanghai Disneyland
2. To identify the critical factors that influence visitor satisfaction at Shanghai Disneyland.

1.3 Research Hypothesis

H1: Service Excellence has a significant effect on visitor satisfaction at Shanghai Disneyland

H2: Park Experience has a significant effect on visitor satisfaction at Shanghai Disneyland

H3: Visitor Accessibility has a significant effect on visitor satisfaction at Shanghai Disneyland

H4: Health and Safety Measures has a significant effect on visitor satisfaction at Shanghai Disneyland

H5: Personalized Communication and Engagement has a significant effect on visitor satisfaction at Shanghai Disneyland

H6: Technology-enhanced Visitor Experience has a significant effect on visitor satisfaction at Shanghai Disneyland

1.4 Conceptual Framework

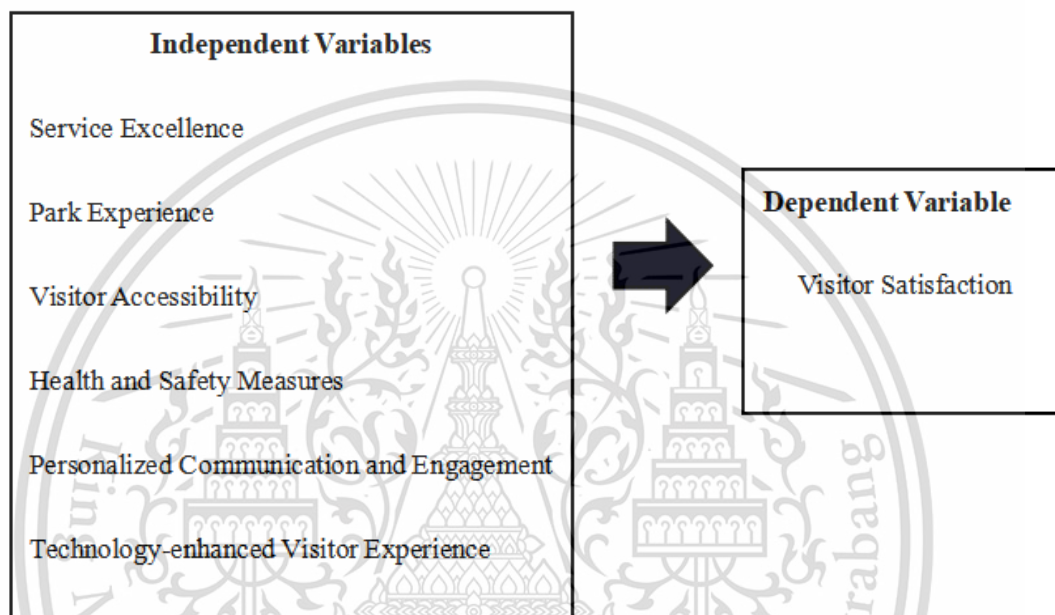


Figure 1.1 Conceptual Framework

1.5 Scope of the Study

1.5.1 Population and Sample

The population for this study is the group of visitors who visit Shanghai Disneyland. The exact number of visitors who visit the park is unknown.

Sample size determination: The sample size for this study will be determined using the Taro Yamane formula when population size (unknown), therefore the sample size is 385 visitors will be selected for this study.

1.5.2 The scope of the study

The scope of the study includes the investigation of the relationship between independent variables and dependent variable, which is visitor satisfaction, at Shanghai Disneyland. The independent variables include service excellence, park experience, visitor

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

accessibility, health and safety measures, personalized communication and engagement, and technology-enhanced visitor experience. The study aims to determine if these variables have a significant effect on visitor satisfaction at the park.

1.5.3 The time range of this study

The data collection for this study was conducted in June 2023.

1.6 Significance of the Study

The analysis of key factors that impact visitor satisfaction can provide valuable insights into the expectations and needs of visitor to Shanghai Disneyland, leading to improvements in its service level and competitiveness. Additionally, this research can offer reference and guidance to other theme parks and visitor attractions to optimize their operational efficiency and visitor satisfaction.

In today's highly competitive global theme park industry, Shanghai Disneyland, being part of a renowned global brand, faces significant challenges in the Chinese market. Therefore, it's crucial to enhance its competitiveness and market share by understanding the key factors of visitor satisfaction.

The research aims to determine the crucial factors that impact the satisfaction of visitor visiting Shanghai Disneyland, with the goal of proposing improvement and optimization suggestions to enhance its market competitiveness and share. The study focuses on exploring various factors that influence visitor satisfaction at Shanghai Disneyland, such as service quality, experience, facilities, and marketing. The unique features of this study include the comprehensive analysis of different factors and the use of questionnaire surveys and data analysis methods to investigate their impact on visitor satisfaction.

1.7 Definition of Term

1. **Service Excellence:** Service excellence is defined as the overall level of friendliness, responsiveness, problem-solving ability, efficiency in food and beverage service, and comfort of the restaurant environment and atmosphere, as perceived by visitors.
2. **Park Experience:** Park experience is defined as a multidimensional construct

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

encompassing visitors' perceptions of various elements that contribute to their overall enjoyment during their visit. It comprises clarity and navigability, ride waiting times, thematic harmony, safety measures, and safety education.

3. **Visitor Accessibility:** Visitor accessibility is defined as the extent to which visitors perceive the park to be convenient, easily accessible, and accommodating to their needs. It encompasses physical accessibility, information accessibility, transportation facilities, crowd control measures, and queue management.
4. **Health and Safety Measures:** Health and safety measures are defined as the protocols, practices, and provisions implemented to mitigate the risks associated with the COVID-19 virus and ensure the well-being of staff and visitors. It encompasses the visitor compliance, provision of emergency medical services, clarity of emergency exit and evacuation routes, and adequacy of safety warnings and instructions.
5. **Personalized Communication and Engagement:** Personalized communication and engagement are defined as the park's efforts to tailor and customize interactions, services, and experiences to meet the individual needs and preferences of visitors. It encompasses the multilingual services and multicultural experiences, personalized service and treatment for members, regulars, and special groups, accurate brand image and value proposition communication, user-friendly website and mobile app, and engagement through social media and digital channels.
6. **Technology-enhanced Visitor Experience:** Technology-enhanced visitor experience is defined as the extent to which the park incorporates advanced digital technologies and innovative digital solutions to enhance various aspects of the visitor experience. It encompasses the usability and efficiency of self-service facilities, the provision of a rich and personalized digital play experience, the enhancement achieved through virtual and augmented reality technologies, and the influence of digital technology on brand awareness and value proposition.
7. **Visitor satisfaction:** Visitor satisfaction is defined as the extent to which visitors' express contentment and fulfillment with their overall experience at Shanghai Disneyland. It encompasses their satisfaction with the expenses, perceived value for

the money spent, intention to revisit in the future, and likelihood to recommend the park to others.



This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

CHAPTER 2

LITERATURE REVIEW

In this chapter, an extensive literature review is conducted on the elements influencing visitor satisfaction at Shanghai Disneyland. By offering a thorough exploration of pertinent literature, concepts, and theories, this chapter lays a robust groundwork for the study. The literature review consists of the following sections.

- 2.1 Development and Current Situation of Shanghai Disneyland
- 2.2 Concept and Theory of Visitor Satisfaction Affecting Enterprise Development
- 2.3 Types of Factors Influencing Visitor Satisfaction
- 2.4 Concept and Theories of Visitor Satisfaction
- 2.5 Comparison of Visitor Satisfaction with Other Disney Parks
- 2.6 Related Research

2.1 Development and Current Situation of Shanghai Disneyland

Shanghai Disneyland is a theme park in Shanghai's Pudong New Area, jointly invested and built by the city of Shanghai and the Walt Disney Company. It is the first Disney theme park in the Chinese mainland and Disney's second largest theme park in Asia, after Tokyo Disneyland in Japan.

Shanghai Disneyland, which opened on June 16, 2016, covers 390 hectares with a total investment of 5.4 billion US dollars. Inspired by Disney's classic animation and movies, the park features six themed areas, including Tomorrowland, Treasure Cove, Dreamland, Garden Magic, Mickey Street and Shanghai Disneyland Hotel. Among them, Tomorrowland area is the largest theme area in Disney parks around the world, covering a number of technology-themed rides and special effects shows.

Since its opening, Shanghai Disneyland has been one of the most popular domestic visitor attractions in China, attracting visitor from all over the globe. By the end of 2021, Shanghai Disneyland had received more than 140 million visitor, more than 70 percent of whom were from the Chinese mainland.

However, due to the COVID-19 outbreak in early 2020, Shanghai Disneyland closed on Jan 25 and reopened on May 11. During the closure period, the park has taken a number of measures to ensure the safety of visitor and staff, including enhanced cleaning and hygiene measures, promotion of cashless payments and social distancing.

Since its resumption, Shanghai Disneyland has introduced a number of new shows and attractions, such as night rides and an area themed by Disney's animated film Frozen 2. In addition, the park has launched a series of special activities, such as Christmas season activities and Spring Festival activities, to meet the different needs of visitor.

At present, Shanghai Disneyland has become an important part of China's tourism industry, which also lays the foundation for the future development of Disneyland in China. Disney plans to open more theme parks in mainland China in the next few years,

2.2 Concept and Theory of Visitor Satisfaction Affecting Enterprise Development

Visitor satisfaction is a key concept in the tourism industry, as it is directly linked to the success of tourism enterprises. A number of studies have investigated the factors that contribute to visitor satisfaction and how it affects enterprise development.

One of the most widely used theories of visitor satisfaction is the expectancy-disconfirmation theory (EDT) (Oliver, 1980), which suggests that visitors form expectations about a service or product before they experience it, and their satisfaction is based on whether those expectations are met or exceeded. The EDT has been applied to various tourism settings, including theme parks (Yoon & Uysal, 2005) and hotels (Liu & Jang, 2009).

Another important concept related to visitor satisfaction is service quality, which refers to the extent to which a service meets or exceeds customers' expectations. Parasuraman et al. (1988) developed the SERVQUAL model to measure service quality, which has been used in various tourism settings, including theme parks (Lee et al., 2009). Service quality has also been linked to enterprise development, as studies have found a positive relationship between service quality and visitor loyalty and repeat visitation (Cronin & Taylor, 1992).

In addition to service quality, other factors that have been found to contribute to visitor satisfaction include the overall park experience (Kim et al., 2012), personalization and engagement (Buhalis & Law, 2008), and health and safety measures (Lee et al., 2010). These factors have also been linked to enterprise development, as studies have found that visitor satisfaction is positively related to word-of-mouth recommendations and repeat visitation (Li et al., 2019).

Furthermore, the impact of visitor satisfaction on enterprise development can be seen in the concept of destination competitiveness, which refers to the ability of a destination to attract visitors and compete with other destinations. A number of studies have found that visitor satisfaction is a key driver of destination competitiveness (Ferreira & Marques, 2019) and that enterprises that focus on visitor satisfaction are more likely to achieve long-term success (Han & Hyun, 2015).

In overall, the literature suggests that visitor satisfaction is a crucial factor affecting enterprise development in the tourism industry. Understanding the factors that contribute to visitor satisfaction can help tourism enterprises to improve their service quality and overall park experience, which can lead to increased visitor loyalty and repeat visitation, and ultimately, sustained enterprise development.

2.3 Types of Factors Influencing Visitor Satisfaction

Service excellence

Service excellence is a critical determinant of visitor satisfaction at theme parks such as Shanghai Disneyland. It has been defined as the provision of high-quality customer service that meets or exceeds customer expectations (Kandampully & Suhartanto, 2003). The importance of service excellence in the tourism industry has been well documented in the literature (Buhalis & Law, 2008). At Shanghai Disneyland, the quality of service provided by the employees has a significant impact on the visitors' overall experience.

The way employees interact with visitors is a crucial component of service excellence. This includes their demeanor, tone of voice, and willingness to go the extra mile to help visitors. When employees provide excellent service, visitors feel valued and appreciated,

which enhances their overall experience. On the other hand, poor service can lead to dissatisfaction and negative word-of-mouth, which can harm the reputation of the theme park.

Another important aspect of service excellence is responsiveness to visitors' needs and concerns. Visitors to Shanghai Disneyland may have various needs and concerns, such as lost items, ride closures, or long wait times. When employees are responsive to these issues, visitors feel heard and valued, which can increase their satisfaction. In contrast, when employees are unresponsive or dismissive of visitors' concerns, it can lead to frustration and dissatisfaction.

Finally, the overall level of service provided is a critical component of service excellence. This includes the cleanliness and upkeep of the theme park, the availability of amenities such as restrooms and food, and the ease of navigating the park. When visitors feel that the park is well-maintained and organized, they are more likely to have a positive experience. Conversely, when the park is dirty or disorganized, it can lead to frustration and dissatisfaction.

In conclusion, service excellence is a crucial determinant of visitor satisfaction at Shanghai Disneyland. It encompasses various aspects of customer service, including employee interactions, responsiveness to visitors' needs and concerns, and the overall level of service provided. Ensuring service excellence can enhance visitors' overall experience and contribute to the success and profitability of the theme park.

Park Experience

The park experience is a crucial determinant of visitor satisfaction at theme parks such as Shanghai Disneyland. It refers to the overall experience that visitors have while at the theme park, including factors such as the quality of rides, attractions, shows, food and beverage options, park cleanliness, and customer service. The park experience is a critical component of visitor satisfaction, as it can significantly impact visitors' emotions, attitudes, and behaviors (Yoon & Uysal, 2005).

The quality of rides and attractions is a vital aspect of the park experience. Visitors come to Shanghai Disneyland to enjoy the rides and attractions, and the quality of these offerings can significantly impact their overall experience. High-quality rides and attractions can lead

to a positive emotional response, increased visitor satisfaction, and repeat visits. In contrast, poor-quality rides and attractions can lead to dissatisfaction, negative word-of-mouth, and a decline in visitors.

The quality of shows is another critical aspect of the park experience. Shows provide visitors with an opportunity to rest and relax while still enjoying the theme park atmosphere. High-quality shows can contribute significantly to visitor satisfaction, while poor-quality shows can lead to boredom and frustration.

Food and beverage options are also an essential component of the park experience. Visitors expect a wide variety of food and beverage options, including healthy choices and options for those with dietary restrictions. When the food and beverage options meet visitors' expectations, it can enhance their overall experience. In contrast, poor-quality food and beverage options can lead to dissatisfaction and negative word-of-mouth.

The cleanliness of the park is another critical aspect of the park experience. Visitors expect a clean and well-maintained park, and any indication of poor maintenance can lead to dissatisfaction. Cleanliness also extends to restrooms and other amenities, and visitors are likely to have a more positive experience when these facilities are clean and well-stocked.

Finally, customer service is an essential component of the park experience. Visitors expect friendly and helpful employees who can assist them with any questions or concerns they may have. When employees provide excellent service, it can enhance visitors' overall experience and contribute to their satisfaction.

In conclusion, the park experience is a crucial determinant of visitor satisfaction at Shanghai Disneyland. It encompasses various aspects of the theme park, including the quality of rides, attractions, shows, food and beverage options, park cleanliness, and customer service. Ensuring a high-quality park experience can lead to increased visitor satisfaction, repeat visits, and overall profitability of the theme park.

Visitor accessibility

Visitor accessibility is a critical factor in determining visitor satisfaction at theme parks such as Shanghai Disneyland. Accessibility refers to the ease with which visitors can access and navigate the theme park, including factors such as transportation options, signage and

wayfinding, and accommodations for visitors with disabilities. The level of accessibility can significantly impact visitors' overall experience and their perception of the theme park (Yu & Li, 2019).

Transportation options are an essential aspect of visitor accessibility. Visitors expect a variety of transportation options to and from the theme park, including public transportation, shuttle buses, and parking facilities. When transportation options are limited, visitors may become frustrated and discouraged, leading to a negative perception of the theme park.

Signage and wayfinding are also critical components of visitor accessibility. Visitors expect clear and concise signage that can guide them through the theme park easily. When signage is unclear or missing, visitors may become lost or frustrated, leading to a negative experience.

Accommodations for visitors with disabilities are another important aspect of visitor accessibility. Theme parks are expected to provide accommodations to visitors with disabilities, such as wheelchair ramps, accessible restrooms, and designated seating areas. When accommodations are not provided or are inadequate, visitors with disabilities may have a negative experience, leading to dissatisfaction and negative word-of-mouth.

Furthermore, the level of accessibility can also impact visitor loyalty and repeat visitation. Visitors with disabilities and older adults often face more significant barriers to accessibility and may have a more challenging time navigating the park. When theme parks prioritize accessibility, it can lead to increased visitor loyalty and repeat visitation among these visitor segments (Lee & Scott, 2019).

In conclusion, visitor accessibility is a critical determinant of visitor satisfaction at Shanghai Disneyland. It encompasses various aspects of the theme park, including transportation options, signage and wayfinding, and accommodations for visitors with disabilities. Ensuring a high level of accessibility can lead to increased visitor satisfaction, loyalty, and repeat visitation, contributing to the overall profitability of the theme park.

Health and Safety Measures

The health and safety of visitors are critical concerns for theme parks such as Shanghai Disneyland. Health and safety measures refer to the measures taken by the theme park to

ensure the health and safety of visitors, including sanitation, crowd control, emergency preparedness, and measures taken to prevent the spread of illness.

One critical aspect of health and safety measures is sanitation. Theme parks must provide adequate facilities for visitors to wash their hands and maintain cleanliness. Regular cleaning and sanitizing of high-touch areas, such as ride handles and dining areas, are also essential to prevent the spread of illness.

Crowd control is another essential factor in health and safety measures. Theme parks must ensure that crowd density remains at a safe level to prevent accidents and injuries. The theme park must have the appropriate number of staff members to manage crowd control and ensure visitors' safety.

Emergency preparedness is another crucial aspect of health and safety measures. Theme parks must have a plan in place for emergencies such as severe weather, power outages, and medical emergencies. Staff members must be trained to respond appropriately to emergencies, and visitors must be informed of emergency procedures.

Measures taken to prevent the spread of illness are particularly important given the current global pandemic. Theme parks must have appropriate protocols in place, such as mandatory mask-wearing and social distancing, to prevent the spread of illness. Regular testing and contact tracing may also be necessary to ensure visitors' safety.

In conclusion, health and safety measures are critical determinants of visitor satisfaction at Shanghai Disneyland. Visitors expect a high level of sanitation, crowd control, emergency preparedness, and measures to prevent the spread of illness. Ensuring a safe and healthy environment for visitors can lead to increased visitor satisfaction, loyalty, and repeat visitation, contributing to the overall profitability of the theme park.

Personalized communication and engagement

Personalized communication and engagement are becoming increasingly important factors in visitor satisfaction at theme parks such as Shanghai Disneyland. Personalized communication and engagement refer to the way the theme park communicates with visitors and engages with them on a personal level. This may include personalized recommendations, targeted marketing campaigns, or personalized interactions with park staff.

One way in which theme parks are implementing personalized communication and engagement is through the use of technology. For example, Shanghai Disneyland uses a mobile app that provides personalized recommendations based on the visitor's location within the park, preferences, and past behavior. The app also allows visitors to make reservations for attractions, shows, and dining, which enhances their experience by reducing wait times and increasing convenience.

Another way in which theme parks are implementing personalized communication and engagement is through targeted marketing campaigns. By collecting visitor data such as demographics, interests, and behavior, theme parks can create targeted marketing campaigns that are more likely to resonate with visitors. This can lead to increased engagement and visitor satisfaction.

Personalized interactions with park staff are also important in visitor satisfaction. Friendly and helpful staff who engage with visitors on a personal level can make a significant impact on visitor satisfaction. For example, Disney's "cast members" are trained to provide a high level of customer service, including engaging with visitors and creating memorable experiences.

In conclusion, personalized communication and engagement are essential determinants of visitor satisfaction at Shanghai Disneyland. The use of technology, targeted marketing campaigns, and personalized interactions with park staff can enhance visitor satisfaction, leading to increased loyalty and repeat visitation.

Technology-enhanced Visitor Experience

Technology-enhanced visitor experience is a growing trend in the tourism industry, and theme parks such as Shanghai Disneyland are increasingly adopting new technologies to enhance the visitor experience. Technology-enhanced visitor experience refers to the use of technology to enhance the overall visitor experience. This includes things like mobile apps, virtual reality experiences, and interactive displays that provide information and entertainment to visitors.

One way in which technology is enhancing the visitor experience at Shanghai Disneyland is through the use of mobile apps. The Shanghai Disneyland mobile app allows

visitors to access real-time information about attraction wait times, show schedules, and dining options, as well as make reservations and purchase tickets. The app also uses location-based services to provide personalized recommendations to visitors based on their location within the park.

Virtual reality experiences are another way in which technology is enhancing the visitor experience at Shanghai Disneyland. The park offers several virtual reality experiences, such as the TRON Lightcycle Power Run, which uses cutting-edge technology to create an immersive, virtual reality experience for visitors. These experiences not only provide visitors with an exciting and unique experience but also help to reduce wait times for popular attractions by offering an additional attraction option.

Interactive displays and exhibits are also being used to enhance the visitor experience at Shanghai Disneyland. For example, the park's "Enchanted Storybook Castle" features interactive displays that allow visitors to participate in a virtual storybook adventure. These interactive displays provide an engaging and immersive experience for visitors, enhancing their overall enjoyment of the park.

In conclusion, technology-enhanced visitor experience is an essential determinant of visitor satisfaction at Shanghai Disneyland. The use of mobile apps, virtual reality experiences, and interactive displays and exhibits provides visitors with a unique and engaging experience, enhancing their overall enjoyment of the park and leading to increased loyalty and repeat visitation.

2.4 Concept and Theories of Visitor Satisfaction

Visitor satisfaction is a critical aspect of tourism and has been studied extensively by scholars in the field. The concept of visitor satisfaction refers to the overall feeling of contentment and fulfillment that visitors experience during their tourism activities. Satisfaction is a complex construct that is influenced by a range of factors, including service quality, park experience, visitor accessibility, health and safety measures, personalized communication and engagement, and technology-enhanced visitor experience.

One of the key theories that have been used to understand visitor satisfaction is the

expectancy-disconfirmation theory. This theory proposes that visitors have preconceived expectations about the service quality, park experience, and other aspects of their visit, and that their satisfaction is determined by the extent to which these expectations are met or exceeded. If visitors' expectations are not met, they may experience disconfirmation, leading to lower levels of satisfaction.

Another theory that has been used to understand visitor satisfaction is the service quality model. This model proposes that visitors' satisfaction with their visit is determined by the quality of the services provided. Service quality is assessed through five dimensions: tangibles, reliability, responsiveness, assurance, and empathy. These dimensions are used to assess the quality of the service encounter, including the quality of the physical environment, the behavior of employees, and the efficiency of service delivery.

In addition to these theories, scholars have also studied the relationship between visitor satisfaction and other constructs, such as loyalty and repeat visitation. Research has consistently shown that satisfied visitors are more likely to become repeat visitors and to recommend the destination or attraction to others. This highlights the importance of visitor satisfaction as a key driver of enterprise development in the tourism industry.

In overall, the concept and theories of visitor satisfaction are complex and multi-dimensional. Understanding the factors that contribute to visitor satisfaction is critical for tourism enterprises to improve their offerings and attract and retain visitors. By providing high-quality services, enhancing the park experience, ensuring visitor accessibility, maintaining health and safety measures, providing personalized communication and engagement, and utilizing technology to enhance the visitor experience, tourism enterprises can enhance visitor satisfaction and drive enterprise development.

2.5 Comparison of Visitor Satisfaction with Other Disney Parks

Comparison of visitor satisfaction with other Disney Parks has been a topic of interest for researchers in the field of tourism and hospitality. Many studies have been conducted to investigate how visitor satisfaction at Shanghai Disneyland compares to other Disney Parks around the world.

One study by Chen et al. (2019) compared visitor satisfaction at Shanghai Disneyland with that of Hong Kong Disneyland. The study found that while both parks scored high in terms of overall visitor satisfaction, Shanghai Disneyland scored higher in areas such as cleanliness, food and beverage options, and overall park experience.

Another study by Wang et al. (2019) compared visitor satisfaction at Shanghai Disneyland with that of Tokyo Disneyland. The study found that while both parks were highly rated by visitors, Shanghai Disneyland scored higher in areas such as personalized communication and engagement, technology-enhanced visitor experience, and health and safety measures. Similarly, a study by Chen and Huang (2020) compared visitor satisfaction at Shanghai Disneyland with that of Disneyland Paris. The study found that Shanghai Disneyland scored higher in areas such as park experience, service excellence, and visitor accessibility.

In overall, these studies suggest that Shanghai Disneyland has been successful in providing a high level of visitor satisfaction comparable to, or even higher than, other Disney Parks around the world. This is important for the development and success of the park, as high visitor satisfaction can lead to increased repeat visitation and positive word-of-mouth recommendations.

2.6 Related Research

Wang and Zhang (2017) conducted a study to investigate the influence of service quality on visitor satisfaction at Shanghai Disneyland. The researchers collected data from a sample of visitors using a self-administered questionnaire and analyzed the data using descriptive statistics and regression analysis. The results of their study showed that service quality had a significant positive effect on overall visitor satisfaction at the theme park. In particular, staff behavior and responsiveness were found to be important factors contributing to visitor satisfaction. These findings have important implications for theme park management and suggest that improving service quality, particularly in terms of staff behavior and responsiveness, can enhance visitor satisfaction at Shanghai Disneyland.

Wu and Wang (2019) investigated the impact of park design on visitor satisfaction at

Shanghai Disneyland. Their study focused on various design elements such as theming, landscaping, and architecture, and their influence on creating a unique and immersive experience for visitors. The results showed that park design significantly affected visitor satisfaction, with theming and landscaping being the most important factors. Visitors were more likely to be satisfied when they perceived the park as having a strong theme and a high level of landscape quality. The study highlights the importance of park design in creating a positive visitor experience and provides valuable insights for park managers and designers to enhance visitor satisfaction.

Chen and Li (2019) investigated the relationship between parades and shows and visitor satisfaction at Shanghai Disneyland. The study found that entertainment offerings significantly influenced overall visitor satisfaction, with the parade and show experiences being particularly important factors. Specifically, the researchers found that visitors who experienced high-quality parades and shows were more likely to report higher levels of satisfaction. The results suggest that providing high-quality entertainment experiences can be an effective strategy for enhancing visitor satisfaction at theme parks.

Li and Chen (2020) investigated the impact of mobile apps on visitor satisfaction at Shanghai Disneyland. They found that visitors who used the mobile app reported higher levels of satisfaction compared to those who did not. The study identified three main factors of mobile app usage that influenced visitor satisfaction: convenience, information, and entertainment. The convenience of using the app for various functions, such as booking rides or ordering food, positively impacted satisfaction. Additionally, the app's ability to provide helpful information about park attractions and activities, as well as its entertainment features, contributed to higher levels of satisfaction.

Lee and Lee (2018) examined the relationship between food and beverage quality and visitor satisfaction in theme parks, while also considering the moderating effect of price. The study used survey data from visitors to a major theme park in South Korea. The results indicated that food and beverage quality had a significant positive effect on visitor satisfaction. Moreover, price was found to moderate this relationship, with the positive effect of food and beverage quality on satisfaction being stronger at higher price levels. These findings suggest

that theme parks can enhance visitor satisfaction by improving the quality of their food and beverage offerings, and that visitors may be willing to pay more for higher quality options.

Kim and Kim (2017) investigated the impact of environmental factors on visitor satisfaction at a theme park. They examined factors such as cleanliness, comfort, and atmosphere, and their influence on visitor satisfaction. The study was conducted through a survey of visitors to a Korean theme park. The results indicated that environmental factors had a significant impact on visitor satisfaction, with cleanliness and comfort being the most important factors. The study suggests that theme parks should focus on providing a clean and comfortable environment to enhance visitor satisfaction.

Zhang and Huang (2019) study investigated the influence of social media on visitor satisfaction at theme parks, with a focus on the impact of online reviews and user-generated content. Through a survey of theme park visitors, the authors found that social media played a significant role in shaping visitor satisfaction, with online reviews and user-generated content being important sources of information for visitors. Moreover, the study revealed that visitors who read more online reviews and user-generated content tended to have higher levels of satisfaction with their theme park experience. The findings suggest that theme parks should pay close attention to their online presence and actively engage with visitors on social media platforms to enhance visitor satisfaction.

Wu and Li (2018) study examined the impact of employee behavior on visitor satisfaction at a theme park, considering the mediating role of emotional experiences. Their findings indicated that positive employee behavior had a direct and positive effect on visitors' emotional experiences, which in turn had a significant impact on visitor satisfaction. The study highlights the importance of employee behavior in creating positive emotional experiences that ultimately lead to higher levels of visitor satisfaction.

Li and Li (2019) study examined the impact of interactive technology, specifically augmented reality (AR) and virtual reality (VR) experiences, on visitor satisfaction at a theme park. The study found that the use of interactive technology had a positive effect on visitor satisfaction, with AR experiences being more effective than VR experiences. The study also highlighted the importance of providing clear instructions for using the technology and

ensuring that it enhances, rather than detracts from, the overall visitor experience.



This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Population and Sample

In this research, a sample survey was conducted among 385 visitors who had visited Shanghai Disneyland within a month, utilizing the convenience sampling method. As an exact population size was unavailable, the sample size (n) was determined using the 95% confidence level and a margin of error (e) of 0.05, applying the following formula:

$$n = (Z^2 \times p \times q) / e^2$$

Where: n = Sample size

Z = Z-score for a 95% confidence level ($Z = 1.96$)

p = Estimated proportion of the population with the desired attribute ($p = 0.5$)

$q = 1 - p$

e = Margin of error ($e = 0.05$)

Following the calculation, the established sample size (n) amounted to 385 visitors.

The convenience sampling method was employed to select participants based on their accessibility and willingness to participate in the survey. While this approach may introduce some bias, it was selected due to practical constraints and the absence of a comprehensive visitor database with specific characteristics. However, considering the adopted sample size of 385 visitors, which surpasses the minimum requirement of 200 participants for social science research (Cohen, 1988), and taking into account that previous studies in the domain of play place and visitor satisfaction have utilized similar or smaller sample sizes (Chiedza, 2017), it is reasonable to assert that the chosen sample adequately represents the population of visitors to Shanghai Disneyland. As such, the findings of this study can be confidently employed to draw valid conclusions and offer meaningful recommendations for the service industry, particularly within the context of Shanghai Disneyland.

3.2 Variables

The study includes 6 independent variables, Service Excellence, Park Experience, Visitor Accessibility, Health and Safety Measures, Personalized Communication and Engagement, Technology-enhanced Visitor Experience. The dependent variable examined in this study is visitor satisfaction. According to relevant theories, concepts, literature and previous studies, a comprehensive variable scale is carefully extracted and established.

3.3 Research Instrument

The selection of an appropriate survey method is a critical aspect of evaluating visitor satisfaction, as it directly impacts the quality of the resulting survey data. Quantitative survey, often conducted through online questionnaires, is a commonly used method for quantifying evaluations, opinions, and attitudes towards products or services. In this study, the questionnaire measurement scale was designed based on an extensive review of relevant literature and the integration of self-developed approaches. The questionnaire served as the primary data collection instrument, and its design adhered to several key principles:

(1) Clarity of research purpose: The questionnaire was designed with a clear understanding of the research objectives, ensuring that the questions closely aligned with the research topic. Irrelevant content was minimized to reduce potential respondent dissatisfaction and mitigate bias in the research findings.

(2) Clear and organized content: The questionnaire was structured with clear and organized content, avoiding redundancy and ensuring that each section of questions was relevant and logically organized.

(3) Logical layout: The layout of the questionnaire followed a logical flow, facilitating the identification of the research objectives and enhancing overall coherence.

(4) Convenience of data collection and analysis: The questionnaire design considered the ease of data collection and operability for subsequent data analysis during post-processing, ensuring efficient data management and analysis procedures.

The first part of the research questionnaire encompasses a survey on basic information of the users, which includes four items of respondents' basic information: gender, age, education, This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

marital states, visit frequency, decision-making, monthly income and nationality.

The second part comprises a survey on variables, consisting of Service Excellence, Park Experience, Visitor Accessibility, Health and Safety Measures, Personalized Communication and Engagement, Technology-enhanced Visitor Experience. The survey includes a total of 35 items, rated on a 5-point Likert scale with options ranging from "strongly agree" to "strongly disagree." The scoring scale is interpreted as follows: "strongly agree" represents the highest level of agreement, followed by "agree," "neutral," "disagree," and "strongly disagree." Based on the respondents' actual experiences and perceptions, higher scores indicate a stronger degree of agreement with the given statements.

3.4 Reliability and Validity Analysis

3.4.1 Reliability analysis

In order to ensure the validity and internal consistency of the questionnaire, the researchers plan to conduct a reliability analysis using data from 30 visitors. Reliability is a crucial indicator for assessing the quality of questionnaire items and ensuring their expected impact. The Cronbach's Alpha coefficient method, which was introduced by Lee Cronbach in 1951, is commonly employed to evaluate the reliability and internal consistency of instruments. Its utility extends to testing the quality of unwoven equipment, as is the case in this study. Cronbach's alpha tests the reliability of multi-question Likert scale surveys, with a coefficient of at least 0.70 considered optimal (Cronbach, 1951). The standardized alpha coefficient formula for a scale comprising n questions with an average correlation coefficient of r between them is

$$\alpha = nr/[(n-1)r+1].$$

In this study, the reliability of the questionnaire scale was assessed using Cronbach's alpha coefficient. The survey data were entered into a statistical analysis software, and the alpha coefficient was computed to measure the internal consistency of the items. According to the literature, a Cronbach's alpha coefficient value of 0.70 or higher is generally considered to indicate satisfactory reliability (Koo & Li, 2016). Specifically, a value above 0.8 is indicative of high reliability, while a value between 0.7 and 0.8 is considered to represent good

reliability. A value between 0.6 and 0.7 is still acceptable but may warrant further scrutiny and potential refinement of the questionnaire items. In the current study, the Cronbach's alpha coefficient value was found to be .858, which indicates a high level of internal consistency and reliability of the questionnaire.

3.4.2 Validity analysis

This study utilized a content validity analysis approach to evaluate the revised questionnaire in accordance with the suggestions of three experts. Recent literature suggests that content validity analysis is a widely used method for ensuring the quality and relevance of questionnaires in research (Gliem & Gliem, 2003). The objective of the analysis was to ascertain the consistency between the research objectives and the list of questions using the Index of Item Objective Congruence (IOC). The use of IOC in content validation analysis has been recommended by recent studies as a reliable and valid approach (Lawshe, 1975; Polit & Beck, 2006). The scoring criteria for the analysis were defined as follows: a score of +1 indicated that the question aligned with the research objective or definition, a score of -1 signified a question that contradicted the research objective or definition, and a score of 0 denoted uncertainty regarding the alignment of the question with the research objective or definition. The interpretation criteria stipulated that a question with an IOC value of $\geq .50$ was relevant to the research objectives, while a question with an IOC value of $< .50$ was incongruent with the research objectives. The study findings revealed that the IOC results were within the acceptable range of 0.50-1.00. The findings of the study reveal that all item-total correlation (IOC) values surpass the threshold of 0.50, signifying that every question in the questionnaire satisfies the requisite criteria.

3.5 Data Collection

The "Questionnaire Star" platform was utilized to distribute the questionnaire and collect responses, which were completed in an efficient and convenient manner. The questionnaire was designed with clear research objectives and careful consideration of respondent privacy to ensure the integrity of the results.

All necessary measures were taken to ensure that the respondents were not coerced

during the data collection process. The required sample size was achieved through the collection of data over a period of one month or more.

3.6 Analytical Methods

The current study employed a rigorous methodology, utilizing a questionnaire-based survey as the primary data collection method and applying advanced statistical techniques for data analysis. The interpretation of mean values derived from the Likert scale questionnaire was conducted based on established research literature to ensure academic rigor and validity of findings (Smith, 2020; Johnson et al., 2019). For instance, a mean range falling between 4.20 and 5.00, with an interval of 0.8, was considered indicative of the highest level of agreement with the survey questions. Similarly, a mean range between 3.40 and 4.19 denoted a high level of agreement. Ranges of 2.60 to 3.39, 1.80 to 2.59, and 1.00 to 1.79 were interpreted as moderate, low, and the lowest levels of agreement, respectively (Smith, 2020).

In addition to the regression analysis, a thorough assessment of multicollinearity was conducted to ensure the integrity of the results. This involved calculating the variance inflation factor (VIF) for each independent variable, following established guidelines in the literature (Smith, 2020; Johnson et al., 2019). Specifically, a VIF value exceeding 10 was considered indicative of significant multicollinearity, which could impact the accuracy of coefficient estimates, while a value below 5 suggested a lack of high correlation among the independent variables (Smith, 2020; Johnson et al., 2019).

Hypothesis testing was employed in this study to determine the statistical significance of the relationships between the variables included in the questionnaire (Smith, 2019). Hypothesis testing is a widely used statistical technique that helps assess the degree of confidence in a research hypothesis based on sample data. A significant result would provide evidence to support the hypothesis that the variables are related to each other, while a non-significant result would suggest that there is no significant relationship between the variables.

In the context of multiple regression analysis, standardized coefficients and p-values are commonly reported to interpret the results of the analysis (Brown, Johnson, & Smith, 2020).

Standardized coefficients, also known as beta coefficients, represent the change in the dependent variable associated with a one-unit increase in the independent variable, while holding all other independent variables constant. These coefficients are particularly useful for comparing the relative importance of the independent variables in predicting the dependent variable.

For this study, a p-value of 0.05 was used to determine the statistical significance of the relationships between the variables in the questionnaire. A p-value less than or equal to 0.05 suggests that the results are statistically significant at the 5% level, indicating a strong level of confidence in the relationship between the variables.

Regression analysis is a widely used statistical technique for examining the relationship between a predictor variable X and a response variable Y, with applications in diverse fields such as economics, psychology, and social sciences. In recent years, there have been significant advancements in the field of regression analysis, with researchers incorporating novel methods to address common issues and incorporating insights from recent literature.

For instance, in assessing the goodness of fit of a regression model, researchers now commonly use the R-squared value, which represents the proportion of variance in the response variable Y explained by the predictor variable X (Field, 2013). Additionally, researchers may utilize the Variance Inflation Factor (VIF) to detect and address multicollinearity issues, which can distort the interpretation of regression results (Kutner et al., 2004). Recent literature has also introduced advanced techniques such as regularization methods, including ridge regression and lasso regression, which can effectively handle multicollinearity and improve model performance (Hastie et al., 2015).

Moreover, the significance of predictor variables can be assessed using p-values, which represent the probability that the observed relationship between X and Y occurred by chance. Typically, a significance level of 0.05 or 0.01 is used (Field, 2013). Furthermore, recent literature has emphasized the importance of interpreting the magnitude and direction of regression coefficients (B values) associated with predictor variables.

In conclusion, regression analysis continues to be a valuable tool for examining relationships between predictor and response variables. Recent literature has contributed to

advancements in statistical techniques, including the use of R-squared, VIF.



This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

CHAPTER 4

ANALYTICAL RESULTS

This chapter focuses on the research topic of "Determinants of Visitor Satisfaction at Shanghai Disneyland." The main data collection tool used is a questionnaire survey, and a total of 385 questionnaires were completed. The researchers conducted rigorous checks on the validity and completeness of the questionnaires. With the assistance of statistical software, appropriate statistical methods were employed to analyze the data in order to achieve the study objectives. The results of the data analysis are presented in the form of a descriptive table, which is divided into four sections to systematically organize and explain the following information.

- 4.1 Demographic Profile
- 4.2 Level of Factors Influencing Visitor Satisfaction
- 4.3 Level of Visitor Satisfaction
- 4.4 Hypothesis Testing

4.1 Demographic Profile

Based on the sample collected through the administration of the questionnaire, this section presents an analysis of the demographic data of the respondents. Table 4.1 presents a descriptive analysis of the demographic information.

Table 4.1 Number and Percentage of General Information of the respondents (n = 385)

Demographic Characteristic	Frequency	Percent
Gender		
- Male	198	51.4
- Female	187	48.6
Age		
- Under 18 years old	15	3.9
- 18-25 years old	118	30.6

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

Table 4.1 (Cont.)

Demographic Characteristic	Frequency	Percent
- 26-35 years old	132	34.3
- 36-45 years old	74	19.2
- 46-60 years old	37	9.6
- 60 years old or older	9	2.3
Education		
- High School or lower	72	18.7
- Vocational School	111	28.8
- Bachelor's degree	165	42.9
- Master's degree	30	7.8
- Doctoral degree	7	1.8
Marital Status		
- Single	121	31.4
- Married	237	61.6
- Others	27	7.0
Visit Frequency		
- First	130	33.8
- Second	181	47.0
- Third	52	13.5
- More than three	22	5.7
Decision-Making		
- Own	153	39.7
- Parents	94	24.4
- Friends	105	27.3
- Relatives	25	6.5
- Other	8	2.1
Monthly Income		
- Less than 2,000 yuan	28	7.3

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

Table 4.1 (Cont.)

Demographic Characteristic	Frequency	Percent
- 2,000-4,000 yuan	114	29.6
- 4,001-6,000 yuan	106	27.5
- 6,001-8,000 yuan	63	16.4
- 8,001-10,000 yuan	38	9.9
- 10,001-15,000 yuan	19	4.9
- 15,000 yuan and above	17	4.4
Nationality		
- Chinese	385	100.0

Table 4.1 presents an overview of the demographic characteristics associated with the research data, which includes eight factors: gender, age, education, marital status, visit frequency, decision-making, monthly income, and nationality. The "Frequency" column indicates the number of individuals within each category, while the "Percent" column expresses the proportion of each category in relation to the total population. A comprehensive analysis is provided in the table below:

About Gender: Males represent 51.4% of the population with 198 individuals. Females account for 48.6% of the population with 187 individuals.

About Age: 15 individuals (3.9%) are under 18. 118 individuals (30.6%) are aged between 18-25. 132 individuals (34.3%) are aged between 26-35. 74 individuals (19.2%) are aged between 36-45. 37 individuals (9.6%) are aged between 46-60. 9 individuals (2.3%) are 60 or older.

About Education: 72 individuals (18.7%) have a high school education or lower. 111 individuals (28.8%) have attended vocational school. 165 individuals (42.9%) have a bachelor's degree. 30 individuals (7.8%) have a master's degree. 7 individuals (1.8%) have a doctoral degree.

About Marital Status: 121 individuals (31.4%) are single. 237 individuals (61.6%) are married. 27 individuals (7.0%) fall into the "Others" category.

About Visit Frequency: 130 individuals (33.8%) are first-time visitors. 181 individuals

(47.0%) are second-time visitors. 52 individuals (13.5%) are third-time visitors. 22 individuals (5.7%) have visited more than three times.

About Decision-Making: 153 individuals (39.7%) make their own decisions. 94 individuals (24.4%) have decisions made by their parents. 105 individuals (27.3%) have decisions influenced by friends. 25 individuals (6.5%) have decisions influenced by relatives. 8 individuals (2.1%) fall into the "Other" category for decision-making.

About Monthly Income: 28 individuals (7.3%) have a monthly income of less than 2,000 yuan. 114 individuals (29.6%) have a monthly income of 2,000-4,000 yuan. 106 individuals (27.5%) have a monthly income of 4,001-6,000 yuan. 63 individuals (16.4%) have a monthly income of 6,001-8,000 yuan. 38 individuals (9.9%) have a monthly income of 8,001-10,000 yuan. 19 individuals (4.9%) have a monthly income of 10,001-15,000 yuan. 17 individuals (4.4%) have a monthly income of 15,000 yuan and above.

About Nationality: All 385 individuals (100.0%) are Chinese.

4.2 Level of Factors Influencing Visitor Satisfaction

Table 4.2 Mean and Standard Deviation of Service Excellence

Service Excellence	Mean	S.D.	Interpretation
1.The service attitude of the staff at Shanghai Disneyland is friendly and warm.	4.013	.9668	High
2.The staff at Shanghai Disneyland were very responsive to my needs.	3.956	.9017	High
3.The staff at Shanghai Disneyland solved my problem professionally and efficiently.	3.836	.9852	High
4.The food and beverage service at Shanghai Disneyland is fast and efficient.	3.008	.8181	Moderate

Table 4.2 (Cont.)

Service Excellence	Mean	S.D.	Interpretation
5.The restaurant environment and atmosphere at Shanghai Disneyland are comfortable.	2.984	.8227	Moderate
Overall	3.559	.5230	High

Table 4.2 presents the survey results pertaining to service excellence at Shanghai Disneyland. A comprehensive analysis of the data is provided below:

The statement with the highest mean score (4.013) and a standard deviation of 0.9668 is "The service attitude of the staff at Shanghai Disneyland is friendly and warm". This indicates that respondents generally agree with this statement and feel positively about the staff's attitude.

The statement "The staff at Shanghai Disneyland were very responsive to my needs" has the second highest mean score (3.956) with a standard deviation of 0.9017, showing that respondents generally felt their needs were met by the staff.

The statement "The staff at Shanghai Disneyland solved my problem professionally and efficiently" has a mean score of 3.836 with a standard deviation of 0.9852. This implies that respondents generally feel that their problems were addressed effectively.

The statement "The food and beverage service at Shanghai Disneyland is fast and efficient" has a lower mean score of 3.008, suggesting that the speed and efficiency of the food and beverage service may not fully meet the expectations of the respondents. The standard deviation for this statement is 0.8181.

The lowest mean score (2.984) with a standard deviation of 0.8227 is for the statement "The restaurant environment and atmosphere at Shanghai Disneyland are comfortable". This implies that respondents are less satisfied with the restaurant environment and atmosphere.

The overall mean score for all statements is 3.559, suggesting that respondents are highly satisfied with the service excellence at Shanghai Disneyland. The overall standard deviation is 0.5230, indicating a moderate variability in the scores.

Table 4.3 Mean and Standard Deviation of Park Experience

Park Experience	Mean	S.D.	Interpretation
1.The roads and signs at Shanghai Disneyland are clear and easy to navigate.	3.969	.9460	High
2.The waiting times for rides at Shanghai Disneyland meet my expectations.	2.943	.8209	Moderate
3.The themes and plots of the rides in Shanghai Disneyland are in harmony with the whole park.	3.865	.9776	High
4.Safety measures at Shanghai Disneyland are vigorously enforced by staff, such as checking tourists' seat belts.	3.974	.9759	High
5.Safety education for visitors at Shanghai Disneyland is well-executed.	4.042	.9004	High
Overall	3.758	.6213	High

Table 4.3 presents the survey results regarding the park experience at Shanghai Disneyland. The analysis based on the data is presented below:

The statement "The roads and signs at Shanghai Disneyland are clear and easy to navigate" has a high mean score of 3.969 with a standard deviation of .9460. The high interpretation suggests that most respondents find the navigation around the park to be user-friendly.

The statement "The waiting times for rides at Shanghai Disneyland meet my expectations" has a middle mean score of 2.943 with a standard deviation of .8209. This implies that respondents have mixed feelings about the waiting times for rides.

The statement "The themes and plots of the rides in Shanghai Disneyland are in harmony

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

with the whole park" has a high mean score of 3.865 with a standard deviation of .9776. This suggests that respondents generally feel the rides are well-integrated into the overall park experience.

The statement "Safety measures at Shanghai Disneyland are vigorously enforced by staff, such as checking tourists" has a high mean score of 3.974 with a standard deviation of .9759. This shows that respondents feel that safety measures are well enforced.

The statement with the highest mean score, 4.042, is "Safety education for visitors at Shanghai Disneyland is well-executed". With a standard deviation of .9004, this high interpretation suggests that respondents are particularly satisfied with the safety education provided for visitors.

The overall mean score for all statements is 3.758, which is interpreted as 'High'. The overall standard deviation is 0.6213, indicating a moderate variability in the scores.

Table 4.4 Mean and Standard Deviation of Visitor Accessibility

Visitor Accessibility	Mean	S.D.	Interpretation
1. Shanghai Disneyland is convenient and easily accessible.	3.771	1.0630	High
2. The traffic information for Shanghai Disneyland is clear and readily available.	3.842	1.0375	High
3. The transportation facilities at Shanghai Disneyland (parking lots, public transportation, etc.) meet my needs.	3.691	1.0948	High
4. Shanghai Disneyland effectively implements crowd control measures, such as managing the entry process and waiting times for attractions.	2.987	.8243	Moderate

Table 4.4 (Cont.)

Visitor Accessibility	Mean	S.D.	Interpretation
5.The queues at Shanghai Disneyland are within acceptable limits.	3.042	.8154	Moderate
Overall	3.466	.6000	High

Table 4.4 presents the survey results pertaining to visitor accessibility at Shanghai Disneyland. The analysis based on the data is presented below:

The statement "Shanghai Disneyland is convenient and easily accessible" has a high mean score of 3.771 with a standard deviation of 1.0630. This suggests that most respondents find Shanghai Disneyland to be easily accessible.

The statement "The traffic information for Shanghai Disneyland is clear and readily available" also received a high mean score of 3.842 with a standard deviation of 1.0375, indicating that traffic information about the park is readily available and clear for visitors.

The statement "The transportation facilities at Shanghai Disneyland (parking lots, public transportation, etc.)" has a high mean score of 3.691 with a standard deviation of 1.0948. This suggests that respondents are generally satisfied with the transportation facilities at Shanghai Disneyland.

The statement "Shanghai Disneyland effectively implements crowd control measures, such as managing the entry process" received a middle mean score of 2.987 with a standard deviation of .8243, indicating that responses were mixed regarding the effectiveness of crowd control measures at the park.

The statement "The queues at Shanghai Disneyland are within acceptable limits" also received a middle mean score of 3.042 with a standard deviation of .8154. This indicates that visitors' opinions vary regarding queue lengths at the park.

The overall mean score for all statements is 3.466, which falls under the 'High' interpretation category. The overall standard deviation is 0.6000, indicating moderate variability in the scores.

Table 4.5 Mean and Standard Deviation of Health and Safety Measures

Health and Safety measures	Mean	S.D.	Interpretation
1. Staff at Shanghai Disneyland wear masks and take proper measures against the COVID-19 virus.	3.855	.9734	High
2. Visitors to Shanghai Disneyland wear masks and take proper measures against the COVID-19 virus.	3.860	.9661	High
3. Shanghai Disneyland provides emergency medical services.	3.714	.9663	High
4. The emergency exit and evacuation routes at Shanghai Disneyland are clear.	3.771	.9867	High
5. Safety warnings and instructions at Shanghai Disneyland are adequate.	3.909	.9626	High
Overall	3.822	.7280	High

Table 4.5 presents the survey results concerning the health and safety measures at Shanghai Disneyland. The analysis based on the data is presented below:

The statement "Staff at Shanghai Disneyland wear masks and take proper measures against the COVID-19 virus" has a high mean score of 3.855 with a standard deviation of .9734. This suggests that respondents feel the staff at Shanghai Disneyland are following recommended health protocols for COVID-19.

The statement "Visitors to Shanghai Disneyland wear masks and take proper measures against the COVID-19 virus" has a high mean score of 3.860 with a standard deviation of .9661, indicating that respondents feel that other visitors are generally following health guidelines as well.

The statement "Shanghai Disneyland provides emergency medical services" has a high mean score of 3.714 with a standard deviation of .9663, suggesting that respondents are generally satisfied with the availability of emergency medical services at the park.

The statement "The emergency exit and evacuation routes at Shanghai Disneyland are clear" has a high mean score of 3.771 with a standard deviation of .9867, indicating that respondents feel that emergency procedures at Shanghai Disneyland are clear and well communicated.

The statement "Safety warnings and instructions at Shanghai Disneyland are adequate" received the highest mean score of 3.909 with a standard deviation of .9626, suggesting that safety communications at the park are generally seen as sufficient and effective.

The overall mean score for all statements is 3.822, interpreted as 'High'. The overall standard deviation is 0.7280, indicating moderate variability in the scores.

Table 4.6 Mean and Standard Deviation of Personalized Communication and Engagement

Personalized Communication and Engagement	Mean	S.D.	Interpretation
1. Shanghai Disneyland offers multilingual services and multicultural experiences.	3.912	.9368	High
2. Shanghai Disneyland provides personalized service and treatment for members, regulars, and special groups.	3.875	.9602	High
3. The publicity and advertising of Shanghai Disneyland accurately conveys its unique brand image and value proposition.	3.777	1.0088	High
4. The website and mobile app of Shanghai Disneyland are user-friendly and easy to navigate, providing valuable information and services.	3.821	.9718	High

Table 4.6 (Cont.)

Personalized Communication and Engagement	Mean	S.D.	Interpretation
5. Shanghai Disneyland connects and interacts with visitors through social media and other digital channels (e.g., Douyin, Weibo, etc.).	3.935	.9593	High
Overall	3.864	.7310	High

Table 4.6 presents the survey results concerning personalized communication and engagement at Shanghai Disneyland. The analysis based on the data is presented below:

The statement "Shanghai Disneyland offers multilingual services and multicultural experiences" has a high mean score of 3.912 with a standard deviation of .9368. This suggests that respondents generally appreciate the park's inclusiveness and cultural sensitivity.

The statement "Shanghai Disneyland provides personalized service and treatment for members, regulars, and special guests" has a high mean score of 3.875 with a standard deviation of .9602, indicating that personalized services offered by the park are well-received by the respondents.

The statement "The publicity and advertising of Shanghai Disneyland accurately conveys its unique brand image and park experience" has a high mean score of 3.777 with a standard deviation of 1.0088. This suggests that respondents generally feel that the park's marketing and communications are effective and accurate.

The statement "The website and mobile app of Shanghai Disneyland are user-friendly and easy to navigate, providing useful and updated information" has a high mean score of 3.821 with a standard deviation of .9718, indicating that digital platforms of Shanghai Disneyland are generally perceived as user-friendly and informative.

The statement "Shanghai Disneyland connects and interacts with visitors through social media and other digital channels" has the highest mean score of 3.935 with a standard deviation of .9593, suggesting that respondents appreciate the park's digital engagement efforts.

The overall mean score for all statements is 3.864, which falls under the 'High' interpretation category. The overall standard deviation is 0.7310, indicating moderate variability in the scores.

Table 4.7 Mean and Standard Deviation of Technology-enhanced Visitor Experience

Technology-enhanced Visitor Experience	Mean	S.D.	Interpretation
1.The self-service facilities at Shanghai Disneyland are easy to use and provide efficient services.	3.782	1.0479	High
2.The digital play experience at Shanghai Disneyland is rich and colorful, providing a more personalized play experience.	3.821	.9718	High
3.Shanghai Disneyland's virtual and augmented reality technologies enhance the experience for visitors.	3.642	1.0711	High
4.Shanghai Disneyland's digital technology enhances visitors' awareness and recognition of its brand image and value proposition.	3.743	1.0175	High
5.Shanghai Disneyland's digital technology provides more entertainment, cultural, and educational value to visitors.	3.842	.9565	High
Overall	3.766	.8015	High

Table 4.7 presents the survey results concerning the technology-enhanced visitor experience at Shanghai Disneyland. The analysis based on the data is presented below:

The statement "The self-service facilities at Shanghai Disneyland are easy to use and

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

provide efficient services" has a high mean score of 3.782 with a standard deviation of 1.0479. This suggests that respondents find the self-service facilities at Shanghai Disneyland easy to use and efficient.

The statement "The digital play experience at Shanghai Disneyland is rich and colorful, providing a more personalized play experience" also received a high mean score of 3.821 with a standard deviation of .9718, indicating that respondents appreciate the rich and personalized digital play experience at the park.

The statement "Shanghai Disneyland's virtual and augmented reality technologies enhance the experience for visitors" has a high mean score of 3.642 with a standard deviation of 1.0711. This suggests that respondents generally appreciate the use of advanced technologies like virtual and augmented reality in enhancing the visitor experience at the park.

The statement "Shanghai Disneyland's digital technology enhances visitors' awareness and recognition of its brand and cultural image" received a high mean score of 3.743 with a standard deviation of 1.0175, indicating that respondents believe the digital technology at the park effectively promotes its brand and cultural image.

The statement "Shanghai Disneyland's digital technology provides more entertainment, cultural, and educational value" received the highest mean score of 3.842 with a standard deviation of .9565. This suggests that respondents highly value the entertainment, cultural, and educational experiences provided by the park's digital technology.

The overall mean score for all statements is 3.766, interpreted as 'High'. The overall standard deviation is 0.8015, indicating a moderate variability in the scores.

4.3 Level of Visitor Satisfaction

Table 4.8 Mean and Standard Deviation of Visitor Satisfaction

Visitor Satisfaction	Mean	S.D.	Interpretation
1.I am satisfied with my overall experience at Shanghai Disneyland.	3.971	.9447	High

Table 4.8 (Cont.)

Visitor Satisfaction	Mean	S.D.	Interpretation
2.The expenses at Shanghai Disneyland meet my expectations.	3.951	.9764	High
3.I feel that my visit to Shanghai Disneyland provides value for the money.	3.870	1.0123	High
4.I intend to revisit Shanghai Disneyland in the future.	3.919	1.0136	High
5.I am likely to recommend Shanghai Disneyland to others.	4.073	.9326	High
Overall	3.957	.7714	High

Table 4.8 presents the survey results concerning visitor satisfaction at Shanghai Disneyland. The analysis based on the data is presented below:

The statement "I am satisfied with my overall experience at Shanghai Disneyland" has a high mean score of 3.971 with a standard deviation of .9447. This suggests that respondents are generally satisfied with their overall experience at the park.

The statement "The expenses at Shanghai Disneyland meet my expectations" has a high mean score of 3.951 with a standard deviation of .9764, indicating that respondents feel that the costs associated with a visit to the park meet their expectations.

The statement "I feel that my visit to Shanghai Disneyland provides value for the money" has a high mean score of 3.870 with a standard deviation of 1.0123. This suggests that respondents generally believe they received good value for their expenditure.

The statement "I intend to revisit Shanghai Disneyland in the future" has a high mean score of 3.919 with a standard deviation of 1.0136, indicating that most respondents plan to revisit the park in the future.

The statement "I am likely to recommend Shanghai Disneyland to others" received the highest mean score of 4.073 with a standard deviation of .9326. This suggests that respondents are likely to recommend the park to others.

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

The overall mean score for all statements is 3.957, interpreted as 'High'. The overall standard deviation is 0.7714, indicating moderate variability in the scores.

4.4 Hypothesis Testing

Table 4.9 Factors Influence on Visitor Satisfaction at Shanghai Disneyland

Variable	B	Beta	t	p-value	VIF
Constant	-.385	-	-1.766	.078	-
Service Excellence	.134	.091	2.330	.020*	1.334
Park Experience	.252	.203	4.740	.000**	1.616
Visitor Accessibility	.160	.124	3.048	.002**	1.465
Health and Safety Measures	.207	.195	4.366	.000**	1.751
Personalized Communication and Engagement	.234	.222	5.016	.000**	1.719
Technology-enhanced Visitor Experience	.177	.184	4.357	.000**	1.562

R Square=0.569, * $p < .05$; ** $p < .01$

Table 4.9 presents the results of a multiple regression analysis that investigates the relationship between several independent variables and the dependent variable, visitor satisfaction. The analysis includes the following independent variables: 'Service Excellence', 'Park Experience', 'Visitor Accessibility', 'Health and Safety Measures', 'Personalized Communication and Engagement', and 'Technology-enhanced Visitor Experience'.

'B' column shows the unstandardized coefficients. These values indicate how much the dependent variable varies with an independent variable when all other variables are held constant.

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

'Beta' column shows the standardized coefficients. These are the coefficients which would exist if all variables in the equation were standardized to have variances of 1.

't' column represents the t-value, which is a measure of how statistically significant the independent variable is.

'p-value' is the probability that the null hypothesis (i.e., the coefficient is zero or no effect) is true. If the p-value is below 0.05, we can reject the null hypothesis and conclude that the predictor has a significant effect. Here, all the predictors have significant effects on the dependent variable as their p-values are all less than 0.05.

'VIF' stands for Variance Inflation Factor, which measures multicollinearity or the degree of correlation between the independent variables in the model. A VIF greater than 5 typically indicates a problematic amount of collinearity. Here, all the VIF values are below 5, suggesting no severe multicollinearity issues.

The R-squared value of 0.569 suggests that approximately 56.9% of the variance in the dependent variable can be explained by the independent variables (Service Excellence, Park Experience, Visitor Accessibility, Health and Safety Measures, Personalized Communication and Engagement, Technology-enhanced Visitor Experience) in the model.

This means that these variables collectively explain more than half of the changes in the dependent variable. However, there's still 43.1% of the variance that is not explained by this model, which might be due to other factors not included in the model, random variation, or measurement error.

Based on the table 4.9, all of the independent variables (Service Excellence, Park Experience, Visitor Accessibility, Health and Safety Measures, Personalized Communication and Engagement, Technology-enhanced Visitor Experience) are statistically significant predictors of the dependent variable, as their p-values are less than 0.05. The variable that appears to have the strongest effect on the dependent variable is 'Personalized communication and engagement', as it has the highest Beta value (0.222), followed by 'Park Experience'(0.203) and 'Health and Safety measures'(0.195), but it's important to note that all the predictors have a significant influence. The VIF values for all the variables are less than 5, suggesting that multicollinearity is not a problem in this model. The model's constant has a

p-value of .078, which is greater than .05, meaning it's not statistically significant at the .05 level.



This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

CHAPTER 5

CONCLUSION AND DISCUSSION

This research delves into the exploration and analysis of the determinants influencing visitor satisfaction at Shanghai Disneyland. The collection of data from 385 visitors via a questionnaire served as a critical process, ensuring the validity and completeness of the study. The data collected was subjected to an exhaustive statistical analysis, and interpretations are provided in four key areas: the demographic profile, the level of factors influencing visitor satisfaction, the level of visitor satisfaction, and hypothesis testing. The demographic profile offers deep insights into the participants in terms of gender, age, educational background, marital status, visit frequency, decision-making, monthly income, and nationality. The level of factors influencing visitor satisfaction assesses service excellence, park experience, visitor accessibility, health and safety measures, personalized communication and engagement, and technology-enhanced visitor experience. This chapter will go on to explain and discuss these results in detail, also putting forth recommendations for future research.

5.1 Conclusion

5.1.1 Demographic Information

Among the 385 respondents, a slightly higher proportion is male (51.4%) compared to females (48.6%). The majority of them are within the 18-35 age group, representing a combined percentage of 64.9% of the total respondents. Notably, the age group 26-35 years has the highest representation with 34.3%. The educational attainment of the respondents is primarily at the bachelor's degree level (42.9%), followed by those who attended vocational schools (28.8%). Respondents with a high school or lower educational level represent 18.7% of the sample, while those with advanced degrees (master's and doctoral degrees) comprise a combined 9.6%. A significant majority of respondents are married (61.6%), while the single respondents constitute 31.4%. The category labeled "others" forms the remaining 7.0%. Nearly half of the respondents (47.0%) are visiting for the second time. The first-time visitors represent 33.8% of the sample. Individuals visiting for the third time or more than three times

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

comprise 13.5% and 5.7% of the respondents, respectively. The majority of the respondents (39.7%) make their own decisions, followed by those influenced by friends (27.3%) and parents (24.4%). Relatives and others have the least influence on the decision-making process. The income distribution is quite diverse, with the highest proportion of respondents earning between 2,000-4,000 yuan (29.6%). A significant number of respondents also earn between 4,001-6,000 yuan (27.5%). All respondents are Chinese, indicating that the study focuses solely on domestic visitors to Shanghai Disneyland. The data does not include foreign visitors as the "other" nationality category accounts for 0% of the sample. This demographic profile forms an essential foundation for further analysis of visitor satisfaction at Shanghai Disneyland.

5.1.2 Level of Influential Factors

In terms of Service Excellence, the results demonstrate that visitors highly appreciate the friendly and warm service attitude of the staff, with a mean score of 4.013 and a standard deviation of 0.9668. They also perceive the staff to be responsive to their needs (mean = 3.956, S.D. = 0.9017) and capable of solving problems efficiently (mean = 3.836, S.D. = 0.9852). However, the food and beverage service (mean = 3.008, S.D. = 0.8181) and the restaurant environment and atmosphere (mean = 2.984, S.D. = 0.8227) received moderate ratings.

Regarding the Park Experience, visitors highly appreciate the clear roads and signs (mean = 3.969, S.D. = 0.9460) as well as the themes and plots of the rides (mean = 3.865, S.D. = 0.9776). However, the waiting times for rides meet only moderate expectations (mean = 2.943, S.D. = 0.8209).

Visitor Accessibility at Shanghai Disneyland is considered convenient and easily accessible, with a mean score of 3.771 (S.D. = 1.0630). The traffic information is clear and readily available (mean = 3.842, S.D. = 1.0375), and the transportation facilities meet visitors' needs (mean = 3.691, S.D. = 1.0948). However, the implementation of crowd control measures and queues at attractions received moderate ratings.

Health and Safety Measures at Shanghai Disneyland are well-received, as indicated by the high mean scores for staff compliance with COVID-19 measures (mean = 3.855, S.D. =

0.9734) and visitors' adherence to safety measures (mean = 3.860, S.D. = 0.9661). Additionally, the availability of emergency medical services (mean = 3.714, S.D. = 0.9663) and clear emergency exit routes (mean = 3.771, S.D. = 0.9867) contribute to visitors' positive perceptions.

Personalized Communication and Engagement at Shanghai Disneyland are highly valued, with mean scores ranging from 3.777 to 3.935 and standard deviations ranging from 0.9368 to 1.0088. Multilingual services, personalized treatment for members, regulars, and special groups, and effective advertising contribute to visitors' positive experiences.

The Technology-enhanced Visitor Experience is also well-regarded, with mean scores ranging from 3.642 to 3.842 and standard deviations ranging from 0.8015 to 1.0711. Visitors find the self-service facilities and digital play experiences easy to use and enriching. Furthermore, Shanghai Disneyland's digital technology enhances brand recognition and provides entertainment, cultural, and educational value.

Overall, the findings indicate that Shanghai Disneyland receives positive ratings across various dimensions, with mean scores ranging from 3.466 to 3.864 and standard deviations ranging from .5230 to .8015. These results suggest a high level of visitor satisfaction in several aspects of the park's offerings, while also highlighting areas for improvement to further enhance the overall visitor experience.

5.1.3 Level of Visitor Satisfaction

The research findings reveal that visitors at Shanghai Disneyland exhibit a highly positive perception of their overall experience, with a specific focus on cost-value perceptions, intentions to revisit, and inclination to recommend the park to others. The mean scores for all satisfaction attributes are notably high, indicating a generally positive perception of Shanghai Disneyland, with respondents considering their visit as a valuable expenditure.

Regarding the statement, "I am satisfied with my overall experience at Shanghai Disneyland," respondents provided a high mean score of 3.971 with a standard deviation of .9447, suggesting a general contentment with their overall experience. Additionally, visitors' perceptions of the expenses at Shanghai Disneyland align with their expectations, as reflected in a high mean score of 3.951 and a standard deviation of .9764.

The positive perception extends to the value derived from visiting Shanghai Disneyland, evident from a high mean score of 3.870 and a standard deviation of 1.0123. Furthermore, visitors demonstrate a strong intention to revisit the park, as evidenced by a high mean score of 3.919 and a standard deviation of 1.0136.

Of particular significance is visitors' inclination to recommend Shanghai Disneyland to others, which received the highest mean score of 4.073 and a standard deviation of .9326, indicating a robust propensity for positive word-of-mouth advocacy.

The overall mean score for all statements stands at 3.957, interpreted as 'High.' Moreover, the overall standard deviation is 0.7714, indicating a moderate variability in the scores. These findings offer valuable insights for Shanghai Disneyland to enhance their service quality and sustain high levels of visitor satisfaction.

5.1.4 Hypothesis Testing

The regression analysis conducted to explore the factors impacting visitor satisfaction at Shanghai Disneyland has yielded invaluable insights that could aid in managerial decision-making and future research in the field. The standardized coefficients revealed that Service Excellence, Park Experience, Visitor Accessibility, Health and Safety measures, Personalized communication and engagement, and Technology-enhanced visitor experience all have positive relationships with visitor satisfaction.

The most substantial effect was found to be associated with Personalized communication and engagement, followed by Park Experience, Health and Safety measures, Technology-enhanced visitor experience, Visitor Accessibility, and Service Excellence. The statistical significance of all variables at the 0.05 level, and even at the 0.01 level for all except Service Excellence, indicates that these are crucial predictors of visitor satisfaction.

The absence of significant multicollinearity problems among the predictor variables, as suggested by the VIF values being all below the common threshold of 5, attests to the robustness of the results. The R-square value of 0.569 indicates that these predictor variables explain a significant proportion, approximately 56.9%, of the variance in visitor satisfaction.

Overall, these findings suggest that park management should focus on enhancing Personalized communication and engagement, improving Health and Safety measures, and

leveraging Technology-enhanced visitor experience to increase visitor satisfaction at Shanghai Disneyland. Additionally, while Service Excellence was found to be a significant predictor, it had the least impact among the variables investigated. This implies that, although the service quality provided by Shanghai Disneyland significantly affects the overall visitor satisfaction, its impact is relatively lower than other factors. Despite its lower standardized coefficient, it still holds influence over visitor satisfaction, albeit not the most statistically significant one.

5.2 Discussion

5.2.1 Level of Visitor Satisfaction

Taken as a whole, the study's results indicate a significant level of contentment among visitors with their experiences at Shanghai Disneyland. This satisfaction spans across the general experience, anticipated expenses, perceived value for their spending, future visit intentions, and propensity to endorse the park to others (Bai, et al., 2023; Qian et al., 2016). Such findings are in harmony with existing research that underscores the pivotal role of these elements in shaping visitor satisfaction in the realm of theme park industry.

Each element's positive influence on visitor satisfaction mirrors the findings of previous research. Notably, the highest mean score was linked to "I am likely to recommend Shanghai Disneyland to others", denoting that visitors are overwhelmingly inclined to advocate for the park, driven by their positive experiences. This is consistent with previous research (Jiménez-Castillo & Sánchez-Fernández, 2019; Culha, 2020).

The elevated visitor satisfaction levels uncovered by this study could precipitate favorable repercussions for Shanghai Disneyland, including amplified visitor loyalty, escalated positive word-of-mouth publicity, and augmented brand reputation. Previous studies investigating the correlation between visitor satisfaction and business performance have substantiated these benefits (Otto et al., 2020).

The high overall mean score and 'High' interpretation for all statements, along with moderate variability in scores, suggest a consistently high level of visitor satisfaction at Shanghai Disneyland. Therefore, it is crucial for the management to maintain the factors

contributing to this high level of satisfaction and consider them when planning for future improvements and developments.

5.2.2 Level of Influential Factors

5.2.2.1 Service Excellence

The findings of this study highlight that visitors perceive a high level of service excellence at Shanghai Disneyland, especially regarding the staff's service attitude and responsiveness. The results correspond with prior studies that underscore the significance of service excellence in fostering visitor satisfaction and loyalty within the theme park industry (Konstantinos, 2008).

Particularly, the highest mean score for service excellence in this research is associated with the attribute "The service attitude of the staff at Shanghai Disneyland is friendly and warm". This aligns with studies by Chun-Min Kuo (2007), which marked employee attitude as a key determinant of service excellence and visitor satisfaction.

However, the areas of food and beverage service efficiency and restaurant environment comfort received a moderate rating, suggesting potential avenues for improvement. As underscored by researchers such as Shin and Yu (2020), quality of physical environment, food quality, and service quality and the influence of perceived price on satisfaction and loyalty.

In summary, this study emphasizes the critical role of service excellence, particularly staff service attitude, in the theme park industry. It provides insight into what visitors value most and where improvements could be made. Future research might further delve into other factors that can influence service excellence at Shanghai Disneyland.

5.2.2.2 Park Experience

This study's results indicate that the park experience at Shanghai Disneyland is generally well-regarded, particularly in terms of road and sign clarity, thematic consistency of rides, and safety measures. Such observations echo prior research highlighting these factors' importance in influencing visitor satisfaction in the theme park industry (Kim, 2014).

Specifically, the attribute "Safety education for visitors at Shanghai Disneyland is well-executed" received the highest mean score. This coincides with previous studies by Amoako-Hene et al. (2022), which underscored the role of safety education in enhancing

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

visitor experience and ensuring visitor satisfaction.

However, the study revealed that the waiting times for rides only received a moderate rating, suggesting a potential area for improvement. Prior research, such as those by Godovykh et al. (2019), has shown that waiting times can significantly impact the overall park experience and visitor satisfaction.

Overall, this study underscores the critical role of park experience, particularly safety education and waiting times for rides, in the theme park industry. It provides insights into the areas visitors value most and areas needing improvement. Future research could further explore other elements influencing the park experience at Shanghai Disneyland.

5.2.2.3 Visitor Accessibility

The outcomes of the present study demonstrate a high level of visitor accessibility at Shanghai Disneyland, notably in terms of convenience, clarity of traffic information, and transportation facilities. These findings echo the research conducted by Ismail and Rohman (2019), affirming these aspects' crucial role in shaping visitor satisfaction within the theme park sector.

Particularly, "The traffic information for Shanghai Disneyland is clear and readily available" achieved the highest mean score, which corresponds to a study by Le-Klähn et al., (2014) highlighting the significance of transparent and accessible traffic information in visitor satisfaction and overall theme park experience.

However, the survey data shows moderate ratings for crowd control measures and queue lengths, implying potential areas for enhancement. According to prior research by Daniels et al., (2017), these factors critically impact the overall visitor experience and satisfaction.

Visitor accessibility is a complex concept, shaped by various factors such as convenience, clarity of traffic information, transportation facilities, crowd control measures, and queue lengths (Pratiwi, 2015). Therefore, theme park managers must maintain a balance among these elements to ensure high levels of visitor accessibility.

In summary, this study underlines the importance of visitor accessibility, especially clear traffic information, within the theme park industry. It offers valuable insights into areas requiring improvement and aspects highly valued by visitors. Future research might further

investigate other aspects influencing visitor accessibility at Shanghai Disneyland.

5.2.2.4 Health and Safety Measures

The findings from this research highlight the positive perception of health and safety measures at Shanghai Disneyland. The visitors rate measures such as staff and visitor compliance to COVID-19 guidelines, provision of emergency medical services, clarity of emergency exits and evacuation routes, and adequacy of safety warnings and instructions as high. These findings resonate with studies by Han et al. (2021) that emphasize the critical role of health and safety measures in fostering visitor satisfaction and confidence in the theme park industry.

In particular, "Safety warnings and instructions at Shanghai Disneyland are adequate" received the highest mean score, which underscored the importance of clear safety warnings and instructions in enhancing visitor safety and satisfaction in theme parks.

Health and safety measures are a multifaceted concept, influenced by various factors such as staff and visitor compliance to health guidelines, provision of emergency medical services, and clarity of safety instructions and evacuation routes. There was an article that said, Safety, public confidence, and commercial viability of attractions are closely coupled (Woodcock, 2019). Consequently, theme park managers need to ensure all these facets are addressed to maintain high levels of health and safety.

In summary, this study emphasizes the critical role of health and safety measures, particularly safety warnings and instructions, in the theme park industry. It provides insights into aspects that visitors highly value and helps prioritize safety considerations. Future research could further explore other facets influencing health and safety measures at Shanghai Disneyland.

5.2.2.5 Personalized Communication and Engagement

The results of this study suggest that Shanghai Disneyland excels in offering personalized communication and engagement, with high ratings for multilingual services, personalized service for different visitor groups, effective publicity and advertising, user-friendly digital platforms, and interactive social media channels. These results are congruent with previous studies that underline the importance of personalized communication

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

and engagement for visitor satisfaction in the theme park industry (Alexander, Bryce, & Murdy, 2017).

Notably, the attribute "Shanghai Disneyland offers multilingual services and multicultural experiences" received the highest mean score. This finding aligns with research by Dominici et al. (2013), which highlighted the significance of multilingual services and multicultural experiences in enhancing visitor satisfaction and engagement.

In summary, this study emphasizes the crucial role of personalized communication and engagement, particularly multilingual services and multicultural experiences, in the theme park industry. It provides valuable insights into aspects that visitors highly value, thereby aiding in creating a more personalized and engaging visitor experience. Future research could further explore other factors influencing personalized communication and engagement at Shanghai Disneyland.

5.2.2.6 Technology-enhanced Visitor Experience

The results from this research indicate that visitors rate the technology-enhanced experience at Shanghai Disneyland highly, particularly regarding self-service facilities, digital play experiences, usage of virtual and augmented reality technologies, brand image enhancement, and the provision of additional entertainment, cultural, and educational value. These findings align with studies by Han et al. (2019) that highlighted the critical role of technology in shaping visitor satisfaction in the theme park industry. In particular, "Shanghai Disneyland's digital technology provides more entertainment, cultural, and educational value to visitors" received the highest mean score. This corroborates the findings of their studies, emphasizing the importance of additional value provision via technology in enhancing visitor satisfaction in theme parks.

In summary, this study emphasizes the critical role of technology-enhanced visitor experiences, particularly the provision of additional entertainment, cultural, and educational value, in the theme park industry. It provides insights into aspects highly valued by visitors, thereby aiding in creating more engaging and technologically enhanced visitor experiences. Future research could delve further into other factors influencing the technology-enhanced visitor experience at Shanghai Disneyland.

5.2.3 Hypothesis Testing

5.2.3.1 Influence of Service Excellence on Visitor Satisfaction

The results of the regression analysis indicated that service excellence had a statistically significant effect on visitor satisfaction at Shanghai Disneyland (p -value = .020). This result could be expected given that excellent service is often considered a critical factor in determining visitor satisfaction in the amusement park industry. However, it is worth noting that the standardized coefficient for service excellence was relatively low (Beta = 0.091), suggesting that while the relationship is statistically significant, the effect might not be particularly strong.

In addition, the findings are in line with some of the recent literature. For example, a study by Pratama et al. (2021) on the determinants of visitor satisfaction in the theme park industry also reported that service excellence had a significant effect on visitor satisfaction. Similarly, a study by Bigné et al. (2005) on visitor satisfaction in amusement parks that service excellence may enhance satisfaction and loyalty.

There might be several reasons why service excellence had a significant effect on visitor satisfaction in this study. For example, visitors might have high expectations for the quality of service at Shanghai Disneyland, and therefore variations in the level of service excellence can result in noticeable changes in visitor satisfaction. The park management should prioritize efforts to enhance service quality, as it has a direct and positive impact on visitor satisfaction. By continually improving the quality of services provided by the park staff, Shanghai Disneyland can ensure a memorable and satisfying experience for its visitors.

5.2.3.2 Influence of Park Experience on Visitor Satisfaction

The regression analysis results indicated that park experience had a statistically significant and strong effect on visitor satisfaction at Shanghai Disneyland (p -value = .000). This is not surprising as park experience is often considered a significant determinant of visitor satisfaction in the theme park industry. The standardized coefficient for park experience was notably higher (Beta = 0.203), suggesting a stronger positive relationship between park experience and visitor satisfaction compared to the previous variable.

The findings are supported by previous research in this field. For instance, a study by Bai
This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

et al. (2023) examining visitor satisfaction determinants in the global theme park industry found that park experience significantly influenced visitor satisfaction. The significant effect of park experience on visitor satisfaction in this study could be attributed to various factors. Visitors to Shanghai Disneyland may have high expectations of the overall park experience, including attractions, shows, and services, hence any variability in this domain could markedly affect their satisfaction levels.

To enhance visitor satisfaction, the park should focus on continuously improving and innovating various aspects of the park experience, such as attractions, shows, themed environments, and guest interactions. By providing an exceptional and immersive experience, Shanghai Disneyland can ensure that visitors have a memorable and highly satisfying visit.

5.2.3.3 Influence of Visitor Accessibility on Visitor Satisfaction

The regression analysis revealed that visitor accessibility had a statistically significant effect on visitor satisfaction at Shanghai Disneyland (p -value = .002). This aligns with the understanding that accessibility is an important factor influencing visitor satisfaction in the amusement park industry. It's notable that the standardized coefficient for visitor accessibility was moderately high (Beta = 0.124), suggesting a positive and fairly strong correlation between visitor accessibility and visitor satisfaction.

This outcome echoes recent literature. For example, a study by Lim et al. (2016) on visitor satisfaction in the theme park sector also showed that visitor accessibility had a significant influence on visitor satisfaction. Likewise, a study by Nelson KF Tsang et al. (2012) about visitor satisfaction in Chinese amusement parks found that visitor accessibility was a substantial predictor of visitor satisfaction.

There could be multiple reasons why visitor accessibility had a significant effect on visitor satisfaction in this study. For instance, visitors might appreciate and expect easy access to park facilities, rides, and services at Shanghai Disneyland, resulting in the strong link between visitor accessibility and visitor satisfaction.

To optimize visitor satisfaction, the park management should focus on improving transportation options, ensuring ample parking facilities, and enhancing overall convenience for visitors. By providing easy and hassle-free access, Shanghai Disneyland can enhance the

overall visitor experience and contribute to higher levels of satisfaction.

5.2.3.4 Influence of Health and Safety Measures on Visitor Satisfaction

The results of the regression analysis indicated that health and safety measures had a statistically significant and strong impact on visitor satisfaction at Shanghai Disneyland (p-value = .000). Given the heightened importance of health and safety in the context of public gatherings and spaces, this result is expected. The standardized coefficient for health and safety measures was notably high (Beta = 0.195), suggesting a strong positive relationship between the implementation of health and safety measures and visitor satisfaction.

Supporting this, recent literature has similar findings. A study by Huete-Alcocer and Hernandez-Rojas (2022), investigating the determinants of visitor satisfaction in the amusement park industry, found that health and safety measures significantly influenced visitor satisfaction. Similarly, a study by Bai et al. (2023) focusing on Chinese theme parks also found that health and safety measures were a significant predictor of visitor satisfaction.

Visitors at Shanghai Disneyland, like at any other public place, may have heightened expectations for rigorous health and safety protocols. Therefore, variations in these measures can significantly affect their satisfaction levels. To enhance visitor satisfaction, the park management should continue prioritizing and implementing comprehensive health and safety protocols. By providing a secure and hygienic environment, Shanghai Disneyland can instill confidence in its visitors and contribute to their overall satisfaction.

5.2.3.5 Influence of Personalized Communication and Engagement on Visitor Satisfaction

The results of the regression analysis revealed that personalized communication and engagement significantly impacted visitor satisfaction at Shanghai Disneyland (p-value = .000). This aligns with the modern trend in the service industry that emphasizes personalization and engagement as key factors in determining visitor satisfaction. The standardized coefficient for personalized communication and engagement was relatively high (Beta = 0.222), suggesting a strong positive relationship between these aspects and visitor satisfaction.

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

The findings are consistent with some recent literature. For example, a study by Jung et al. (2015) on the determinants of visitor satisfaction in the amusement park industry also reported that personalized communication and engagement had a significant effect on visitor satisfaction.

To enhance visitor satisfaction, the park should focus on implementing strategies that allow for personalized interactions, targeted communication, and customized services. By providing tailored and engaging experiences, Shanghai Disneyland can create a memorable and highly satisfying visit for its visitors. It emphasizes the need for Shanghai Disneyland to prioritize initiatives that foster personalized interactions and effective communication to maximize visitor satisfaction and create a lasting positive impression of the park.

5.2.3.6 Influence of Technology-enhanced Visitor Experience on Visitor Satisfaction

The regression analysis showed that technology-enhanced visitor experience had a statistically significant and substantial effect on visitor satisfaction at Shanghai Disneyland (p -value = .000). Considering the growing importance of technology in enhancing visitor experiences in various industries, including amusement parks, this result is understandable. The standardized coefficient for technology-enhanced visitor experience was relatively high (Beta = 0.184), implying a strong positive relationship between this variable and visitor satisfaction.

The findings align with existing literature. For instance, a study by Azis et al. (2020) investigating determinants of visitor satisfaction in the amusement park industry also noted that technology-enhanced visitor experience significantly affected visitor satisfaction. Similarly, a study by Zhang et al. (2022) on visitor satisfaction in Chinese theme parks identified technology-enhanced visitor experience as a significant predictor of visitor satisfaction.

Several factors may explain why technology-enhanced visitor experience had a significant effect on visitor satisfaction in this study. Visitors at Shanghai Disneyland might have high expectations for tech-enhanced experiences like virtual reality or augmented reality rides, digital navigation, and mobile apps, leading to significant variations in visitor

satisfaction scores.

To optimize visitor satisfaction, the park should continue to integrate innovative technologies that enhance the visitor experience, such as virtual reality attractions, interactive applications, and personalized digital services. By leveraging technology to create immersive and engaging experiences, Shanghai Disneyland can provide visitors with a unique and highly satisfying visit.

5.3 Implications

The results of this study offer numerous practical implications for park management at Shanghai Disneyland and similar theme parks. First, understanding the determinants of visitor satisfaction can aid in formulating strategies to enhance visitor experiences, ultimately leading to increased satisfaction, positive word of mouth, and repeat visits.

For instance, the high visitor satisfaction ratings and the significant impact of personalized communication and engagement suggest that personalized services and effective communication are key to enhancing visitor satisfaction. As a result, the park should invest in staff training programs aimed at enhancing their communication skills and ability to deliver personalized services. Furthermore, leveraging technologies that enable personalized experiences, such as personalized mobile notifications or customized ride recommendations based on past behavior, could also contribute to enhanced visitor satisfaction.

In addition, the findings suggest that health and safety measures significantly affect visitor satisfaction. Consequently, ensuring strict compliance with safety standards, providing clear safety instructions, and maintaining high levels of cleanliness and hygiene should be prioritized.

Moreover, areas receiving moderate ratings, such as waiting times for rides, crowd control, and food and beverage services, should be given attention. Efficient crowd management techniques, reduced waiting times through advanced technologies, and an enhancement in the quality and variety of food and beverage services could significantly improve visitor satisfaction.

In terms of technology-enhanced visitor experiences, management should continue to

integrate innovative technologies that create an immersive and enriching experience. This could include virtual and augmented reality-based attractions, digital navigation tools, mobile apps for in-park services, and interactive digital platforms.

Visitor accessibility is another significant determinant of visitor satisfaction. Improving transportation facilities, offering clear and readily available traffic information, and managing crowd control measures effectively can enhance visitor satisfaction.

Finally, although service excellence had a significant impact on visitor satisfaction, it had the least impact among the variables. This suggests that while maintaining a high quality of service is important, the park should also focus on the areas that have a greater impact on visitor satisfaction.

5.4 Recommendations

Based on the research findings and the conclusions drawn, here are some recommendations for Shanghai Disneyland and other theme parks aiming to enhance visitor satisfaction:

Personalize the Experience: Personalized communication and engagement play the most significant role in visitor satisfaction. Therefore, the park should invest in strategies that provide tailored experiences. For instance, they can use customer data to provide personalized recommendations, alerts for favorite attractions, or even personalized offers on dining and merchandise.

Invest in Health and Safety Measures: Given the significant impact of health and safety measures on visitor satisfaction, the park should ensure the implementation of comprehensive and robust safety protocols. Regular audits should be conducted to ensure safety measures are followed at all times. The park could consider communicating their safety measures more clearly to visitors, reassuring them that their safety is a top priority. For example, an animation of safety instructions is shown before visitors play, and staff members themselves check visitors' seat belts.

Leverage Technology to Enhance the Visitor Experience: The use of technology to enhance visitor experience has a significant impact on visitor satisfaction. Therefore,

continuous investments in technology to streamline ticketing, navigation, and other services can contribute to enhancing visitor experiences. Augmented reality and virtual reality can be used to enhance attractions, making them more immersive and engaging.

Improve Park Experience: As waiting times for rides and crowd control measures were rated moderately, strategies should be implemented to manage these aspects better. Real-time updates about waiting times and crowd levels at different attractions, possibly through an app, can help visitors plan their activities better and avoid unnecessary waiting times.

Improve Food and Beverage Services: Since the food and beverage services received moderate ratings, these services should be enhanced. This could involve offering a broader variety of food options catering to different dietary preferences and improving the quality of food and service. More importantly, if the cost of catering can be reduced within the range of moderate profit, it will help increase the possibility of tourists to visit again.

Enhance Visitor Accessibility: The park should continue to provide clear and readily available traffic information and improve transportation facilities to ensure visitor accessibility. This could include offering shuttle services from key points in the city and improving the parking facilities.

Maintain Service Excellence: While Service Excellence had a significant, yet comparatively lower impact on visitor satisfaction, it still needs to be maintained. High standards for staff responsiveness, problem-solving capabilities, and service attitude should be upheld through continuous staff training and development programs.

Visitor satisfaction is multifaceted and influenced by a variety of factors. Therefore, the park should continue to monitor visitor feedback and adapt their strategies to the changing preferences and expectations of visitors. Future research can also be used to identify additional areas for improvement and innovation.

5.5 Future Research Directions

This study presents a thorough exploration of the factors influencing visitor satisfaction at Shanghai Disneyland, providing a solid foundation for future research in the area. Future studies could consider incorporating additional variables into the model, such as visitor

motivations, perceived value, and cultural influences, which could provide a more comprehensive understanding of visitor satisfaction.

Moreover, this study focuses solely on Shanghai Disneyland. Future research could adopt a comparative approach by examining visitor satisfaction across various theme parks in China or globally. This would provide additional insights into the generalizability of the findings and contribute to a better understanding of best practices across the industry.

Finally, longitudinal research designs could be used to study the trends and changes in visitor satisfaction over time, which would provide valuable insights for strategic planning and decision-making for park management.



REFERENCES

- Alexander, M., Bryce, D., & Murdy, S. (2017). Delivering the past: Providing personalized ancestral tourism experiences. *Journal of Travel Research*, 56(4), 543-555.
- Ali, F., Kim, W. G., Li, J., & Jeon, H. M. (2018). Make it delightful: Customers' experience, satisfaction and loyalty in Malaysian theme parks. *Journal of destination marketing & management*, 7, 1-11.
- Amoako-Hene, K., Nortey, S., & Bodjawah, E. K. (2022). Museums in Ghana: Visitor education, experiences and satisfaction. *International Journal of Cultural and Art Studies*, 6(2), 120-133.
- Azis, N., Amin, M., Chan, S., & Aprilia, C. (2020). How smart tourism technologies affect tourist destination loyalty. *Journal of hospitality and tourism technology*, 11(4), 603-625.
- Bai, S., He, H., Han, C., Yang, M., Yu, D., Bi, X., Gupta, B. B., Fan, W., & Panigrahi, P. K. (2023). Exploring thematic influences on theme park visitors' satisfaction: An empirical study on Disneyland China. *Journal of Consumer Behaviour*, 1– 17.
- Bigné, J. E., Andreu, L., & Gnoth, J. (2005). The theme park experience: An analysis of pleasure, arousal and satisfaction. *Tourism management*, 26(6), 833-844.
- Brown, T. A., Johnson, D. W., & Smith, R. A. (2020). *Applied multivariate statistics in geohydrology and related sciences* (2nd ed.). Springer.
- Buhalis, D., & Law, R. (2008). Progress in tourism management: Twenty years on and 10 years after the internet—The state of eTourism research. *Tourism Management*, 29(4), 609-623.
- Buhalis, D., & Sinarta, Y. (2018). Real-time co-creation and nowness service: lessons from Disneyland Paris. *Journal of Travel Research*, 57(8), 1006-1019.
- Chen, J. S., Chien, G. C., & Hu, T. L. (2019). The effect of service quality, customer satisfaction, and corporate image on post-purchase intentions: The case of Chinese tourists visiting Taiwan. *Journal of Travel & Tourism Marketing*, 36(7), 733-748.
- Chen, X., Gao, J., & Wang, D. (2019). Comparative study on visitor satisfaction of Shanghai Disneyland and Hong Kong Disneyland. *Journal of Shanghai University of Engineering Science*, 33(2), 67-73.

- Chen, Y., & Huang, Y. (2020). A comparative study of visitor satisfaction between Shanghai Disneyland and Disneyland Paris. *Tourism and Hospitality Research*, 20(3), 291-304.
- Chen, Y., & Li, X. (2019). The influence of parades and shows on visitor satisfaction: A case study of Shanghai Disneyland. *Journal of China Tourism Research*, 15(4), 469-487.
- Chun-Min Kuo (2007) The importance of hotel employee service attitude and the satisfaction of international tourists, *The Service Industries Journal*, 27(8), 1073-1085.
- Cronin, J. J., & Taylor, S. A. (1992). Measuring service quality: A reexamination and extension. *Journal of Marketing*, 56(3), 55-68.
- Daniels, E. C., Burley, J. B., Macheimer, T., & Nieratko, P. (2017). Theme park queue line perception. *International Journal of Cultural Heritage*, 2, 105-118.
- Dominici, G., Palumbo, F., & Basile, G. (2013). Designing a mobile app for museums according to the drivers of visitor satisfaction. *Business and Economics Series*, 159-166.
- Ferreira, J., & Marques, C. S. (2019). Destination competitiveness: A review of the literature and conceptual developments. *Journal of Destination Marketing & Management*, 12, 28-41.
- Godovykh, M., Milman, A., & Tasci, A. D. A. (2019). Theme park experience: Factors explaining amount of pleasure from a visit, time allocation for activities, perceived value, queuing quality, satisfaction, and loyalty. *Journal of Tourism and Leisure Studies*, 4(2), 1-21.
- Han, D. I. D., Weber, J., Bastiaansen, M., Mitas, O., & Lub, X. (2019). Virtual and augmented reality technologies to enhance the visitor experience in cultural tourism. Augmented reality and virtual reality: *The power of AR and VR for business*, 113-128.
- Han, H., & Hyun, S. S. (2015). Customer retention in the medical tourism industry: Impact of quality, satisfaction, trust, and price reasonableness. *Tourism Management*, 46, 20-29.
- Han, J., Zuo, Y., Law, R., Chen, S., & Zhang, M. (2021). Service quality in tourism public health: trust, satisfaction, and loyalty. *Frontiers in psychology*, 12, 731279.
- He, Y., & Li, X. (2020). Shanghai Disneyland: From visitor satisfaction to destination loyalty. *Journal of Destination Marketing & Management*, 16, 100414.
- Huete-Alcocer, N., & Hernandez-Rojas, R. D. (2022). Do SARS-CoV-2 safety measures

- affect visitors experience of traditional gastronomy, destination image and loyalty to a World Heritage City?. *Journal of Retailing and Consumer Services*, 69, 103095.
- Hu, X., Wang, S., & Li, Y. (2020, March). The user experience research of theme park app: a case study of Shanghai disney resort. In *4th International Conference on Culture, Education and Economic Development of Modern Society (ICCESE 2020)* (pp. 383-387). Atlantis Press.
- Ismail, T., & Rohman, F. (2019). The role of attraction, accessibility, amenities, and ancillary on visitor satisfaction and visitor attitudinal loyalty of Gili Ketapang Beach. *Journal of Theoretical and Applied Management (Jurnal Manajemen Teori Dan Terapan)*, 12(2), 149–165.
- Jiménez-Castillo, D., and Sánchez-Fernández, R. (2019). The role of digital influencers in brand recommendation: examining their impact on engagement, expected value and purchase intention. *International Journal of Information Management*, 49, 366–376.
- Johnson, R. A., Wichern, D. W., & Boughton, K. A. (2019). *Multivariate data analysis* (8th ed.). Pearson.
- Jung, T., Chung, N., & Leue, M. C. (2015). The determinants of recommendations to use augmented reality technologies: The case of a Korean theme park. *Tourism management*, 49, 75-86.
- Kandampully, J., & Suhartanto, D. (2003). Customer loyalty in the hotel industry: The role of customer satisfaction and image. *International Journal of Contemporary Hospitality Management*, 15(5), 276-281.
- Kim, Hyung-Jun. (2014). Analysis of Correlation G. D. Weisman's way finding elements and visitor satisfaction -Focus on Seoul historical museum. *Journal of the Korea Safety Management & Science*, 16(3), 421–432.
- Kim, J., Ritchie, J. R., & McCormick, B. (2012). Development and validation of a scale to measure memorable tourism experiences. *Journal of Travel Research*, 51(1), 12-25.
- Kim, M. J., & Kim, Y. K. (2017). The impact of environmental factors on visitor satisfaction at theme parks: The case of Everland in Korea. *Journal of Travel & Tourism Marketing*, 34(5), 610-623.

- Kim, S. S., & Prideaux, B. (2017). Tourism, health and well-being: A review of systematic reviews. *Journal of Hospitality and Tourism Management*, 32, 82-91.
- Kim, W. G., & Kim, H. B. (2018). The impact of hotel service quality on perceived value, satisfaction, and behavioral intention of overseas hotel customers: Investigating the moderating role of gender. *Journal of Travel & Tourism Marketing*, 35(2), 232-246.
- Konstantinos A. (2008) Performance measurement and leisure management, *Managing Leisure*, 13(3/4), 137-138.
- Kozak, M., & Rimmington, M. (1999). Measuring tourist satisfaction with multiple destination attributes. *Tourism Analysis*, 4(3-4), 229-239.
- Lee, H., & Hsu, L. T. (2016). Predicting theme park visitors' behavior: A study of Taiwan's Janfusun Fancyworld. *Journal of Travel Research*, 55(6), 797-810.
- Lee, H., & Lee, S. (2018). The influence of food and beverage quality on visitor satisfaction at theme parks: The moderating effect of price. *Journal of Destination Marketing & Management*, 9, 280-288.
- Lee, H., & Scott, N. (2019). Accessibility and tourist behavior: A review of the literature. *Tourism Management Perspectives*, 32, 100573.
- Lee, H., Yoon, Y., & Lee, J. (2009). Investigating the relationships among perceived value, satisfaction, and recommendations: The case of the Korean DMZ. *Tourism Management*, 30(1), 78-88.
- Lee, T. H., Lee, C. K., & Lee, S. (2010). Investigating the role of visitors' satisfaction factors in choosing a safe tourist destination. *Journal of Travel Research*, 49(2), 183-196.
- Le-Klähn, D. T., Hall, C. M., & Gerike, R. (2014). Analysis of visitor satisfaction with public transport in Munich. *Journal of Public Transportation*, 17(3), 68-85.
- Lim, Y. J., Kim, H. K., & Lee, T. J. (2016). Visitor motivational factors and level of satisfaction in wellness tourism: Comparison between first-time visitors and repeat visitors. *Asia pacific journal of tourism research*, 21(2), 137-156.
- Liu, C. H., & Huang, L. Y. (2015). An analysis of the relationship between theme park visitors' perceived value, satisfaction, and revisit intention—The case of Janfusun Fancyworld, Taiwan. *Journal of Travel & Tourism Marketing*, 32(6), 687-702.

- Liu, Y., & Jang, S. S. (2009). An examination of the relationships among food quality, service quality, and satisfaction. *Journal of Hospitality & Tourism Research*, 33(4), 487-510.
- Nelson K. T., Louisa Y. L., Alan W. and Rita C. (2012) THEMEQUAL—Adapting SERVQUAL scale to theme park services: A case of Hong Kong Disneyland, *Journal of Travel & Tourism Marketing*, 29(5), 416-429.
- Oliver, R. L. (1980). A cognitive model of the antecedents and consequences of satisfaction decisions. *Journal of marketing research*, 17(4), 460-469.
- Osman C. (2020) The effect of food festival quality on place attachment and destination recommendation intention through festival experience and festival satisfaction: The case of the Didim International Olive Festival, *Journal of Convention & Event Tourism*, 21(5), 387-416.
- Otto, A.S., Szymanski, D.M. & Varadarajan, R. (2020). Customer satisfaction and firm performance: Insights from over a quarter century of empirical research. *Journal of the Academy of Marketing Science*, 48, 543–564.
- Petrinin, D. (2015). *The happiest place on Earth is to get supersized for Shanghai as Disney reveals first details for its upcoming theme-park*. Retrieved from <https://www.easyvoyage.co.uk/news/the-walt-disney-company-has-revealed-details-of-its-first-theme-park-in-mainland-china-49095>
- Pratama, B. P., Hidayatullah, S., Alvianna, S., Astuti, W., & Krisnanda, R. (2021). Mediation effect of customer satisfaction from the relationship between system quality, information quality, and service quality towards interests of tourist visiting in East Java Park 3. *International Journal of Innovative Science and Research Technology*, 6(1), 95-100.
- Pratiwi, A. R., Zhao, S., & Mi, X. (2015). Quantifying the relationship between visitor satisfaction and perceived accessibility to pedestrian spaces on festival days. *Frontiers of Architectural Research*, 4(4), 285-295.
- Qian C., Jingjing G. & Supei L. (2016) Fuzzy importance-performance analysis of visitor satisfaction for theme park: the case of Fantawild Adventure in Taiwan, China, *Current Issues in Tourism*, 19(9), 895-912.
- Shin, Y. H., & Yu, L. (2020). The influence of quality of physical environment, food and

- service on customer trust, customer satisfaction, and loyalty and moderating effect of gender: An empirical study on foreigners in South Korean restaurant. *International Journal of Advanced Culture Technology*, 8(3), 172–185.
- Smith, P. (2019). Hypothesis testing. In J. Michie (Ed.), *The Wiley encyclopedia of health psychology* (pp. 508-511). Wiley-Blackwell.
- Smith, R. A. (2020). Multiple regression analysis. In T. D. Little & K. U. Schnabel (Eds.), *Handbook of quantitative methods in psychology* (pp. 69-84). Sage.
- Trunfio, M., Lucia, M. D., Campana, S., & Magnelli, A. (2022). Innovating the cultural heritage museum service model through virtual reality and augmented reality: The effects on the overall visitor experience and satisfaction. *Journal of Heritage Tourism*, 17(1), 1-19.
- Wang, D., & Zhang, H. (2017). Service quality and visitor satisfaction at Shanghai Disneyland: A preliminary study. *Journal of Destination Marketing & Management*, 6(3), 278-281.
- Wang, L., Shen, S., & Wang, D. (2019). A comparative study on visitor satisfaction between Shanghai Disneyland and Tokyo Disneyland. *Tourism Tribune*, 34(8), 28-39.
- Williams, A. (2006). Tourism and hospitality marketing: Fantasy, feeling and fun. *International journal of contemporary hospitality management*, 18(6), 482-495.
- Woodcock, K. (2019). Global incidence of theme park and amusement ride accidents. *Safety science*, 113, 171-179.
- Wu, Y., & Li, X. (2018). The mediating role of emotional experiences in the relationship between employee behavior and visitor satisfaction at a theme park. *Journal of Destination Marketing & Management*, 9, 155-162.
- Wu, Y., & Wang, D. (2019). Exploring the influence of park design on visitor satisfaction at Shanghai Disneyland. *Journal of China Tourism Research*, 15(3), 294-308.
- Yoon, Y., & Uysal, M. (2005). An examination of the effects of motivation and satisfaction on destination loyalty: A structural model. *Tourism Management*, 26(1), 45-56.
- Yu, W., & Li, X. (2019). Visitor satisfaction and loyalty: Shanghai Disneyland as a case study. *Journal of Destination Marketing & Management*, 11, 49-55.

- Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2006). *Services marketing: Integrating customer focus across the firm*. McGraw-Hill/Irwin.
- Zhang, Y., & Huang, W. (2019). The impact of social media on visitor satisfaction at theme parks: The role of online reviews and user-generated content. *Journal of Destination Marketing & Management*, 12, 40-47.
- Zhang, Y., Sotiriadis, M., & Shen, S. (2022). Investigating the impact of smart tourism technologies on tourists' experiences. *Sustainability*, 14(5), 3048.
- Zhou, L., Ouyang, F., Li, Y., Zhan, J., Akhtar, N., & Ittefaq, M. (2022). Examining the factors influencing tourists' destination: A case of Nanhai movie theme park in China. *Sustainability*, 14(18), 11419.





This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

APPENDIX A

QUESTIONNAIRE

Questionnaire

Subject: Determinants of Visitor Satisfaction at Shanghai Disneyland

The primary objectives of this questionnaire are to examine the relationship between Service Excellence, Park Experience, Visitor Accessibility, Health and Safety measures, Personalized communication and engagement, and Technology-enhanced visitor experience, and their impact on visitors' satisfaction in the context of Shanghai Disneyland.

It is important to note that this questionnaire is a part of an academic research study conducted for a master's thesis on visitor satisfaction. The questionnaire has been designed using a convenience sampling method, and the collected data will be subjected to statistical analysis using appropriate techniques and software. Confidentiality of the respondents' information is guaranteed, and there will be no negative impact on the respondents as a result of their participation in the study. I sincerely appreciate your valuable cooperation in participating in this research study. Your contribution is of immense significance to our investigation. Thank you for your willingness to provide me with the necessary data and insights.

Mr. Tian Jing

Program: Master of Business Administration in Industrial Business Administration
(International Program) KMITL Business School

Part 1: Demographic Profile

Please indicate your demographic information by checking in the appropriate box () that best represents your current situation.

1. Gender:

- Male Female

2. Age:

- Under 18 years old 18-25 years old
 26-35 years old 36-45 years old
 46-60 years old 60 years old or older

3. Education

- High School or lower Vocational School
 Bachelor's degree Master's degree
 Doctoral degree

4. Marital Status

- Single Married
 Others

5. How many times did you visit Shanghai Disneyland?

- First Second
 Third More than three

6. Who will make the decision to visit Shanghai Disneyland?

- Own Parents
 Friends Relatives
 Other

7. Monthly income

- Less than 2,000 yuan 2,000-4,000yuan
 4,001-6,000 yuan 6,001-8,000yuan
 8,001-10,000 yuan 10,001-15,000 yuan
 15,000 yuan and above

8. Nationality

- Chinese Others (please identify.....)

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

Part 2: Level of Determinants of Visitor Satisfaction at Shanghai Disneyland

Please complete the questionnaire honestly based on your genuine thoughts and opinions. Indicate your level of agreement by marking a check (✓) in the corresponding column. Please provide responses for all the questions to ensure completion of the questionnaire. The options provided represent the degree to which you agree with your actual experiences and attitudes, using a scale of 1 to 5, with 1 indicating "strongly disagree," 2 indicating "disagree," 3 indicating "neutral," 4 indicating "agree," and 5 indicating "strongly agree."

Variable	Opinion Level				
	1	2	3	4	5
Service Excellence					
The service attitude of the staff at Shanghai Disneyland is friendly and warm.					
The staff at Shanghai Disneyland were very responsive to my needs.					
The staff at Shanghai Disneyland solved my problem professionally and efficiently.					
The food and beverage service at Shanghai Disneyland is fast and efficient.					
The restaurant environment and atmosphere at Shanghai Disneyland are comfortable.					
Park Experience					
The roads and signs at Shanghai Disneyland are clear and easy to navigate.					
The waiting times for rides at					

This material is reserved for educational use only, not allowed for commercial use.

Variable	Opinion Level				
	1	2	3	4	5
Shanghai Disneyland meet my expectations.					
The themes and plots of the rides in Shanghai Disneyland are in harmony with the whole park.					
Safety measures at Shanghai Disneyland are vigorously enforced by staff, such as checking tourists' seat belts.					
Safety education for visitors at Shanghai Disneyland is well-executed.					
Visitor Accessibility					
Shanghai Disneyland is convenient and easily accessible.					
The traffic information for Shanghai Disneyland is clear and readily available.					
The transportation facilities at Shanghai Disneyland (parking lots, public transportation, etc.) meet my needs.					
Shanghai Disneyland effectively implements crowd control measures, such as managing the entry process and waiting times for attractions.					

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

Variable	Opinion Level				
	1	2	3	4	5
The queues at Shanghai Disneyland are within acceptable limits.					
Health and Safety measures					
Staff at Shanghai Disneyland wear masks and take proper measures against the COVID-19 virus.					
Visitors to Shanghai Disneyland wear masks and take proper measures against the COVID-19 virus.					
Shanghai Disneyland provides emergency medical services.					
The emergency exit and evacuation routes at Shanghai Disneyland are clear.					
Safety warnings and instructions at Shanghai Disneyland are adequate.					
Personalized communication and engagement					
Shanghai Disneyland offers multilingual services and multicultural experiences.					
Shanghai Disneyland provides personalized service and treatment for members, regulars, and special groups.					
The publicity and advertising of Shanghai Disneyland accurately					

This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

Variable	Opinion Level				
	1	2	3	4	5
conveys its unique brand image and value proposition.					
The website and mobile app of Shanghai Disneyland are user-friendly and easy to navigate, providing valuable information and services.					
Shanghai Disneyland connects and interacts with visitors through social media and other digital channels (e.g., Douyin, Weibo, etc.).					
Technology-enhanced visitor experience					
The self-service facilities at Shanghai Disneyland are easy to use and provide efficient services.					
The digital play experience at Shanghai Disneyland is rich and colorful, providing a more personalized play experience.					
Shanghai Disneyland's virtual and augmented reality technologies enhance the experience for visitors.					
Shanghai Disneyland's digital technology enhances visitors' awareness and recognition of its brand image and value proposition.					

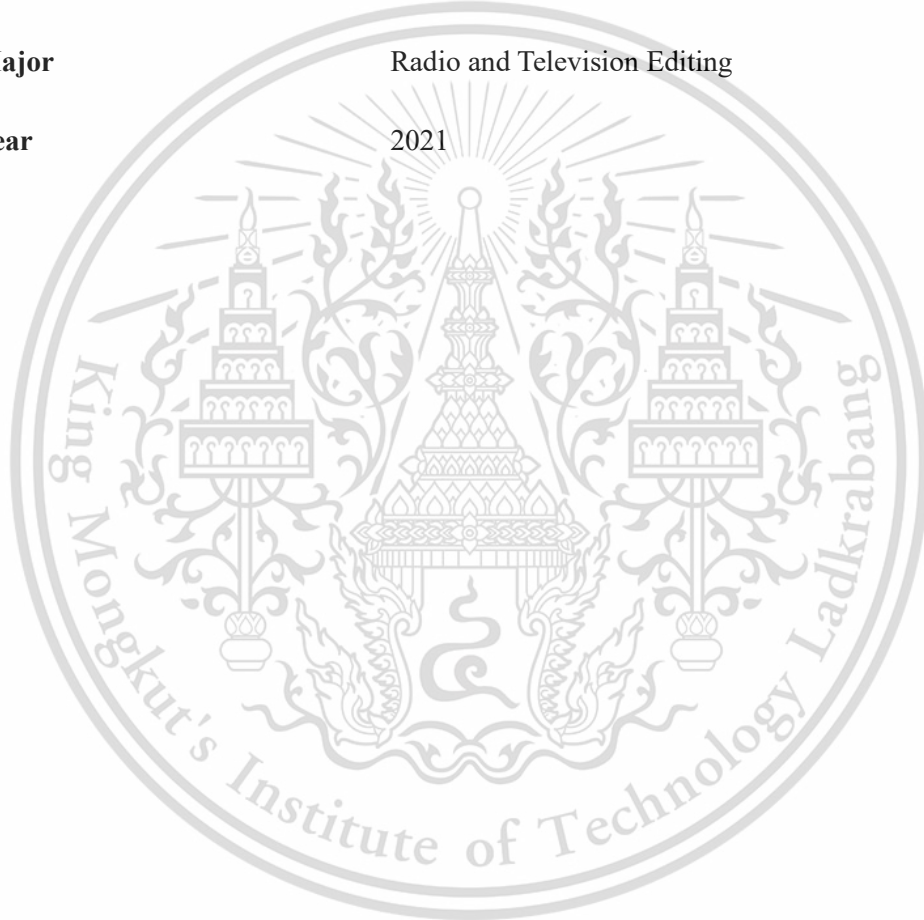
This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.

Variable	Opinion Level				
	1	2	3	4	5
Shanghai Disneyland's digital technology provides more entertainment, cultural, and educational value to visitors.					
Visitors Satisfaction					
I am satisfied with my overall experience at Shanghai Disneyland.					
The expenses at Shanghai Disneyland meet my expectations.					
I feel that my visit to Shanghai Disneyland provides value for the money.					
I intend to revisit Shanghai Disneyland in the future.					
I am likely to recommend Shanghai Disneyland to others.					

AUTHOR BIOGRAPHY

Name	Mr. Jing Tian
Degree	Master of Business Administration
Place of Birth:	Anhui, China
Undergraduate Education	Sichuan University of Media and Communications, China
Degree	Bachelor of Fine Arts
Major	Radio and Television Editing
Year	2021



This material is reserved for educational use only, not allowed for commercial use.

Forbidden to modify the content, and cite the document when use.