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AN ANALYSIS OF THE INFLUENCING FACTORS OF CUSTOMER RETENTION IN TOURISM RESORT INDUSTRY: A CASE STUDY OF LINGNAN IMPRESSION PARK, GUANGZHOU, CHINA

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Abstract

The customer retention is an important factor in today's increasingly tourism competitive markets which should be concerned seriously. At present, many academic customer retention researches mostly focused on the business market research in the hotel industry. In view of the tourism resort, especially the urban cultural themes attraction, analyzing the influencing factors of customer retention in such resort has its special significance. The aim of this study is to empirically explore the relationship among the cultural attractive, attraction operation, promotion strategy and tourist costs on customer retention in the urban cultural themes attraction. A quantitative research method was adopted to collect empirical data from the case study of Lingnan Impression Park, Guangzhou, China and the analysis of the influencing factors base on the integrated research approach for the urban cultural themes resort. The results indicate what extent these individual factors can have an impact on customer retention is beneficial for the resort marketing practices and several strategies are suggested about improving the degree of the customer retention to the urban cultural themes resorts in China.

Keywords: Customer Retention, Analysis, Case Study, China

1. Introduction

The cultural tourism attractions are involved in a highly competitive market environment due, in supply terms, to the cultural tourism market increasingly being flooded with new attractions, cultural routes and heritage centers and, in demand terms, to the fast changing requirements of customers (Richards and Wilson, 2006). Facing such intensive competition in the cultural tourism industry, what and how managers can do to retain customers is of great interest.

Research into the patterns of behavior of tourist has focused on several areas, including travel behavioral intentions (e.g. Chen and Tsai, 2007), travel motivations (e.g. Devesa *et al.*

2010), market heterogeneity (Castro *et al.* 2007). Almost studies like these are based on a desire to better understand customer retention, attempting to construct the repetitive patterns of tourist behavior regarding to special type of destinations and tourists. Almost studies like these are based on a desire to better understand customer retention, attempting to construct the post-trip behavioral intention patterns of tourist behavior regarding to special type of destinations and tourists. For example, in the study of Castro *et al.* (2007), the relationship between a destination's image and tourists' future behavior was investigated through an empirical work in the context of urban tourism. While Hutchinson *et al.* (2009) have conducted a research understanding the relationships of quality, value, equity, satisfaction and behavioral intention among golf travelers. The complex relationships among these constructs, i.e. destination attributes, perceived quality of a destination's offerings, visitor satisfaction and behavioural intentions has been modelled by Zabkar *et al.* (2010) using the structural equation modeling tested on the visitors at four different destinations in Slovenia, regarding of a city, a seaside resort, a recreational resort and a spa resort. Indeed, the past few decades have produced a substantial body of research on factors influencing tourist post-trip behavioral intentions. All these research findings contribute to a better understanding of which behavioral mechanisms and factors represent a viable basis for increasing customer retention at the level of individual providers as well as a destination as a whole. Indeed, the recent tourism literature reflects an increasing interest in the customer retention (Chi and Qu, 2008; Deng, 2012; Lee *et al.* 2011). Understanding the key antecedents and consequences of customer retention can help the managers implement efficient business and marketing strategies as well as ensure future sources of income through tourist revisiting and potential tourists' visiting.

However, how to measure the antecedents and consequences of tourist retention is the main challenge for tourist managers. Although there are substantial conceptual and empirical work have introduced some similar constructs—perceived service quality, perceived value, customer satisfaction to identify the antecedents of tourists retention by applying the methodology of structural equation model (Chen and Tsai, 2007; Chi and Qu, 2008; Lee *et al.* 2007; Lee *et al.* 2011). Account for the unique features of special attractions, obviously, existing retention models applied these similar associated metrics cannot be generalized as it is without questioning the applicability to the unique feature of special attraction. In addition, analyzing the factors influencing tourists travel decision is inevitable to involving the effects of cognitive psychology. Although it seems impossible to develop a model that fits all destination and variable tourist decision, still it is of interest to apply prior approach to investigate the factors influencing the customer retention of special destination concerned linking theory with practice.

In view of the relative paucity of studies in the customer retention of urban leisure culture tourism, the present study therefore aims to analyze the factors influencing the customer retention in this field. In recent years, with the rapid development of economy and the strategy of ecological civilization proposed, the urban leisure culture tourism resorts have become one of optimal attractions for tourists. Thus, the significance of this urban leisure culture resort area and the associated attractive is obvious. However, as the competition among travel destinations for the tourists market intensified, it becomes increasingly important for attraction managers to identify the variables that assist in the attraction and/or retention of tourist (Hutchinson *et al.* 2009).

Customer retention in tourism destination has become a critical part of destination marketing and management research, due to increasing competition and the recognition of the importance of revisitors. However, the issue of customer retention in tourism industry has still received relatively little research attention. In this study, we draw on a new conception model and contend that integrated independent constructs is a more suitable concept model to explain tourist retention. To clarify the influencing factors and investigate the antecedents of customer retention, this study explore four constructs, i.e. cultural attractive, service quality, tourist costs and promotion strategy.

This work has two main aims. On the one hand, to identify the relationship between those four independent constructs and the dependent variable and on the other hand, to differentiated the significance of these individual factors on customer retention.
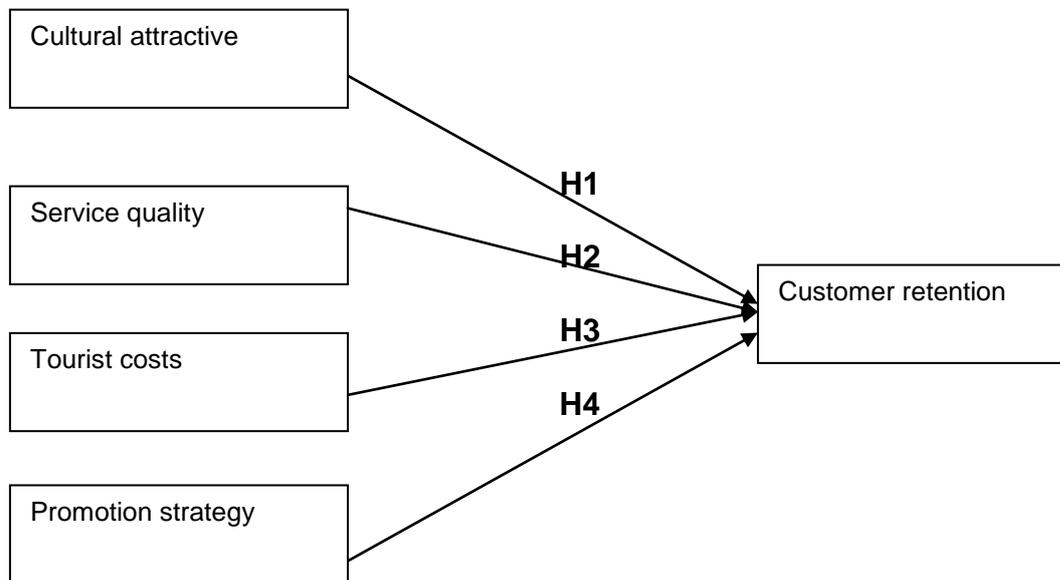
Figure 1. Conceptual model

2. Literature Review and Conceptual Model

In the past decade, companies and academics have become aware of the great benefits of maintaining a solid base of revisitors (Wang *et al.* 2012). Studies have documented that a 5% increase in customer retention can generate a profit growth of 25–95% across a range of industries (cited in Chi and Qu, 2008). In addition, retaining existing customers usually has a much lower associated costs than winning the new ones, which has historically been a matter of faith, and numerous studies have also supported the assertion (Chi and Qu, 2008; Deng, 2012; Lee *et al.* 2011). Furthermore, Deng (2012) contended that tourists with higher degree of intention to revisit are more likely to make positive word-of-mouth recommendations to friends and/or relatives. Indeed, retaining customer represents a cost-effective approach to future market share growth.

Research into customer retention comes from studies of customer behavior in service settings, especially in the context of hospitality (Qu and Yan, 2000). Such customer retention is also important to other entities, such as tourist attractions (Castro *et al.* 2007). Indeed, in the tourism context, international and domestic academics have revealed an abundance of studies on customers' future behavioral intentions. Understanding the determinants of customer retention will allow management to concentrate on the major influencing factors that lead to customer retention. Facing increasingly market competition, it is practical to find out the influencing factors of customer retention and make effective strategy in target market.

Prior researches provide beneficial and constructive suggestions to investigate the influencing factors of customer retention (e.g.Tang *et al.* 2012). Indeed, existing studies about customer retention are of great number, especially in the context of hospitality. In view of the characteristics of tourism, the same customer-oriented as hospitality, so many researchers show increasing interest in the customer retention in the context of tourism. Tang *et al.* (2012) defined four crucial factors influencing customer retention in the hotel and resort industry including customer satisfaction, service quality, switching costs and trust. Lu *et al.* (2011) independently indentify seven factors associated with Huangshan Scenic Area as perceived service, perceived price, perceived sentimental value, perceived social value, overall perceived, satisfaction, and trust as the key factors influencing the customer retention. In regarding to the context of cultural theme park attraction, maybe there needs a new conceptual model which is more suitable for the unique characteristics of this kind of attraction. Due to the scarcity of research on urban cultural theme park, no existing measurement model was readily available

for measuring factors affecting tourist retention. Thus, the study adopted the comprehensive procedure for developing measures. Four techniques were employed: a literature search, a panel of experts, a pilot study, and an onsite survey. Ultimately, four constructs, namely cultural attractive, service quality, tourist costs and promotion strategy have been refined and Figure 1 presents the conceptual model.

2.1. Cultural Attractive

It has been generally accepted in the tourism literature that destination tourism resources is the vital factor which appeals tourists to visit as well as revisit, especially in the resource-orient destination. As a kind of special tourism forms, cultural attractions constitute the bases which appeals tourist in the context of urban leisure culture tourism (Zeppel and Hall, 1992; Zhang *et al.* 1999). Chi & Qu (2008) contended that more favorable destination resources will lead to higher tourist intention to revisit. There are abundant elements contributing to the shaping of the tourism resources of attraction. And variable attractiveness in a attraction always be concerned highly as a factor of influencing tourists' perceived of attraction resources offering.

Urban cultural theme park, however, unlike the cultural heritage management sector which has a greater moral obligation to make sure that presentation be accurate and culturally sympathetic. The researchers were reminded further that tourists are members of the general public whose knowledge of culture and history may be limited. The usages of on-site display, performance, or even unusual architectural features are effective features to attract tourists, entertain them, and so educate them to a certain extent. That is to say, cultural attractions must provide something new to entice repeaters. While, the capital costs involved in building permanent displays or acquiring important artifacts, coupled with public sector financing constraints mean that attractions innovated activities are renewed infrequently. Smaller cultural thematic attractions may never be able to update their product offerings. In view of the realistic situation, some attractions marketers had to adopt a more passive approach in encouraging visitation other than adopt a service orientation by providing additional information and amenities for tourists. Given the vital role of attractiveness, in this study, we explore to examine the effect of cultural attractive on the customer retention.

H1 A good cultural attractive of the attraction's offering will increase customer retention

2.2. Service Quality

Service quality covers every aspect of the management of attraction organizations. In the context of tourism, it is mainly concerned with two aspects including tangible product designing and intangible service providing. Although designing unique products constitutes an important task for tourism managers, the ability to innovate the type of products is constrained with limited resources. While devoting to provide high quality service matching even exceeding customer expectation seems more efficient and rewarding. A research reported that friendliness and helpfulness of the staff were the elements that gave nature-based tourists most satisfaction (cited in Lu and Stepchenkova, 2012). In a study by Tang *et al.* (2012), service quality is confirmed as a key antecedent to customer retention, they found that there is a positive relationship between service quality and customer retention. Indeed, companies in the service industry are keen to assess quality of the services they provide to their customers for service improvement purpose, which can eventually contribute to customer retention.

The rationale for considering the level of service quality in tourism-based consumer behavior studies is that it is expected to affect the intention to return. Thus, better service quality will result in increased repeat visits in the absence of counter moves by competitors (Kozak, 2001). Thus, this study hypothesized that there is a direct relationship between service quality and customer retention.

H2 High service quality will increase the likelihood of customer retention

2.3. Tourist Costs

Lu *et al.* (2011) viewed the cost always be concerned as a practical factor which influence customer's choice to visit a destination and the cost can be in form of money, time and effort. Deng (2012) reckoned that cost was a main influencing factor of perceived value, cost has an effect directly and indirectly, in the form of perceived price fairness (i. e., the amount of money paid by a customer in exchange for a entrance ticket and variable products during the journey) on the customer intention to revisit, which have an impact on customer retention.

Kozak (2001) indicated that tourists may not recommend a destination for any reasons other than convenience and price, showing that it is not the destination but particular attributes to which there is intention to revisit. So the factors of convenience and price may influence customer retention. This study hypothesizes that there is negative relationship between tourist costs and customer retention.

H3 There is a negative relationship between cost and the customer retention.

2.4. Promotion Strategy

Promotion is, of course, one of the crucial activities frequently undertaken by tourist attraction organizations to convey relative information to target tourists so as to stir them to take positive actions after received the information about special product or service (Dick *et al.* 1996). Unlike the word famous tourist destinations like Disney, Hollywood and so on, whose brand is widely known by all orders of society, while in this case—Lingnan Impression Park, its marketing attractiveness is limited, within the power of marketing radiation is weak. Although above three factors mentioned are important to consider their relationship with customer retention. What highly valued by tourism manager is how to appeal tourists to visit even revisit the targeted attraction under the condition of existing offerings of attraction. Undoubtedly, various promotion means, on the one hand, can convey information to target marketing as well as enlarge popularity, on the other hand, can keep contact with customer in the long-run relationship. Similar to those marketing consumer products, destination marketers have had to turn to adopting promotion strategies to convey a positive message that will motivate tourists to visit them (Chen and Sambath, 2013). Also, it should be noted that the influence of attraction promotion strategy is not just limited to the destination selection phase, it also influence the tourists' future behavior. Many attractions and destinations tend to rely heavily on repeat visitation since the cost to retain this group is considered to be less expensive than to attract the other. Um *et al.* (2006) indicated that repeaters are the adopters of management innovation that has been implemented by marketers since opening, including special events and acquisition of new attractions, and other marketing promotion strategies. In the other words, repeaters' intentions may be influenced largely by promotional efforts to their positive memory and by disseminated information on new attractions. The revisitors often show more diversified and detailed demands for information and level of destination awareness.

Stand in the perspective of tourism managers, how to appeal tourists to visit even revisit is more practical, rather than only considering the offerings of attraction itself and travel motivations. In addition to touristic characteristics and motivation, customers' destination choices are strongly related to use of media (Richards, 2002). In view of the vital role of promotion strategy on appealing tourists, therefore, this study takes this factor into account to examine its relationship with customer retention. In addition, this study hypothesizes that there is positive effect of attraction promotion strategy on customer retention.

H4 More efficient destination promotion incur more possible customer retention

3. Research Methodology

3.1. Research Site

Lingnan Impression Park, also known as Guangzhou University City Museum, a national 4 A tourist attraction, is located in Guangzhou University Town, the south of Xiaoguwei Island,

established in the area of the original Lianxi village, whose recorded history can be traced back to Ming and Qing dynasty, within its history of over 700 years. The park covers an area of 16.5 hectares, including the historical and cultural relic building 4659 ㎡, transformed ancient dwellings 2538 ㎡ and 7849 ㎡ of new buildings. The Park consists of two parts: Lingnan culture tourism spot and mountain leisure park. On the one hand, the sightseeing district shows Lingnan traditional local-style dwellings and life scenes by showing a large number of Lingnan intangible cultural heritages, including ivory, wood, jade carving, GuangXiu decoration, ShiWan ceramic, etc. Streets are lined with the old watchmaker's, old photo studio, old department stores, old post office, old pharmacy, old wine shop, old cinema, old clothing store, etc. In addition to sightseeing, tourists still have chances to experience-- many folk crafts masters will teach our tourists how to product the local feature rich trinkets on-site. On the other hand, the leisure park includes play area and orchard. Tourists can enjoy various games and orchard harvest which satisfies the modern urban tourists for the demand of returning to nature and appreciating the natural scenery.

In a word, Lingnan Impression Park is famous by complete Lingnan architecture, authentic folk culture, amorous rural feelings, and pleasant rural vacation environment in Guangzhou, the capital of Guangdong province, its level of urbanization is very high. Indeed, the Park was established for protecting the Lingnan culture as urban cultural theme destination which encourages awareness of the cultural and natural environment through various educational programs and outdoor recreation activities. It has been identified as an alternative travel destination for domestic tourists in general and a major recreational space for urban dwellers in particular.

3.2. Data Collection

An on-site survey was conducted during the New Year Holiday, 2012. The Impression Park was selected as study site. The site was selected not only because it was representative of urban cultural theme in Guangzhou, but also for its convenient accessibility by the field research team. Systematic random sampling was used and survey questionnaires were distributed to every third tourist at the gate as they left the park. 150 questionnaires were distributed, of which 130 were returned completed. After eliminating the questionnaires with missing data, 94 responses were retained for further analysis. The response rate of the survey is 72.3%.

3.3. Measurements

Due to the scarcity of research on urban cultural theme park, no measurement scales were readily available for measuring factors affecting tourist experience. Thus, the study adopted the comprehensive procedure for developing measures. Four techniques were employed: a literature search, a panel of experts, a pilot study, and an onsite survey. This study modified the SERVQUAL scale (Parasuraman *et al.* 1988) to investigate factors affecting tourist experience. Based on the literature review and expert panel discussion, four factors relating to cultural attractive, attraction operation, tourist costs and promotion strategy were employed in the survey with 5-point Likert-type scales. In particular, the cultural attractive items were adopted from Xiao and Du (2011). The service quality items came from Hutchinson *et al.* (2009). The tourist costs items were adopted from Ankomah *et al.* (1996). The promotion strategy items were adopted from Um *et al.* (2006).

Four kinds of intention of customer retention were included in the survey: intention to share positive information, intention to recommend, intention to revisit and will be preferred while comparing with the same type of tourism destination. The respondents were asked to indicate on a 5-point Likert-type scale ranging from ''completely unwilling'' to ''quite willing'' whether they would be willing to share the positive information, would recommend it to their relatives or friends, would visit the park again, and would change tourist destinations to travel to cultural theme park.

3.4. Data Analysis

All data analysis was done using SPSS.17 software. To meet the study objective one, a principal component analysis was performed to examine the factor structure based on the rating result how much they agree with each item on the scale. Simultaneously, multiple linear regression analysis was applied to test the significance of relationship between all the independent variables (cultural attractive, attraction promotion, tourist costs and promotion strategy) and dependent variable (customer retention) in the conceptual model proposed in this study.

4. Data Analysis and Results

4.1. Respondents' Screening Analysis

In the final distributed questionnaire, there designed six questions relation to the tourists, including the number of visiting times, motivation, travel group composition, travel transportation, travel information sources and this time travel cost. The findings showed that most of the respondents (83%) were first-time visitors. Vacation/leisure was quoted as the major purpose of the trip (71.7%). The majorities (45.7%) of the respondents were traveling with friends and 26.6% were with group-organization travel agency, consequently, metro (35.1%) /tourist bus (36.2%) are the two main travel transportations. Referrals recommendations (36.2%) emerged as the key information sources for respondents to learn about the travel attraction, followed by travel agency promotion (31.9%). Table 1 provided the details of the respondents' screening analysis.

Table 1. Respondents' screening analysis summary

Characteristics	Frequency	Percentage
Number of visiting time		
First time	78	83%
Returning visitor	16	17%
Travel motivation		
Leisure	28	29.8%
Holiday	30	31.9%
Observe and study	36	38.3%
Travel group composition		
Travel agency	25	26.6%
With family	16	17%
With friends	43	45.7%
Alone	10	10.6%
Travel transportation		
Train	0	0.0%
Tour bus	34	36.2%
Self-driving	13	13.8%
Metro/bus	33	35.1%
Bicycle/walker	14	14.9%
Information sources		
Referrals recommendations	34	36.2%
Website	18	19.1%
Travel agency promotion	30	31.9%
Advertisement/billboard/brochure	12	12.8%
Tour expenses		
< 100yuan	36	38.3%
100~300yuan	43	45.7%
300~500yuan	7	7.4%
>500yuan	8	8.5%

4.2. Respondents' Demographics

The respondents' demographics profile is summarized as Table 2. The great majority of the respondents were aged below 35 but over 15 (76.6%) with a slight majority of female visitors (54.3%). In all, 66% had a university degree. Students (36.2%), teachers (25.5%) and clerk worker (25.5%) were main divisions of occupation for respondents. The great majority of the respondents had a monthly income less than 500 yuan (26.6%), this can be explained, to great extend, the students was the main divisions of occupation for respondents in this study. And approximately an half of the respondents (48.9%) were local city tourists.

Table 2. Respondents' demographic profile

Demographic characteristics	Frequency	Percentage
Gender		
Male	43	45.7%
Female	51	54.3%
Age		
16-24	40	42.6%
25-34	32	34%
35-44	10	10.6%
45-54	12	12.8%
55 and over	0	0.0%
Education level		
Primary	6	6.4%
High school	11	11.7%
University	62	66%
Postgraduate	15	16%
Occupation		
Student	34	36.2%
Teacher	24	25.5%
Clerical worker	24	25.5%
Self-employed	2	2.1%
Civil servant	4	4.3%
Retired	0	0.0%
Housework	6	6.4%
Monthly income		
<500yuan	25	26.6%
500-999yuan	5	5.3%
1000-1999yuan	13	13.8%
2000-2999yuan	16	17%
3000-5000yuan	16	17%
>5000yuan	19	20.2%
Current address		
Guangzhou city	46	48.9%
Guangdong other cities	26	27.7%
Outside the province	16	17%
HongKong, Macao and Taiwan	6	6.4%

4.3. Validity and Reliability Test

In this study a multi-attribute approach was employed to measure the factors influencing the dependent variable. As mentioned above, the individual factors were measured using a multi-item scale, including "cultural attractive" (7 items), "attraction operation" (7 items), "tourist costs" (4 items) and "promotion strategy" (4 items). To identify whether it is appropriate to employ the principal component method with varimax rotation, Kaiser-Meyer-Olkin (KMO) test and Bartlett's test of sphericity was conduct firstly. Table 3 shows the test result.

Table 3. KMO and Bartlett's test result

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.854
Bartlett's Test of Sphericity	Approx. Chi-Square	1395.392
	df	325
	Sig.	.000

Based on the above result, obviously, it was appropriate to conduct the factor analysis. A popular approach to measure reliability is to use the co-efficient alpha or Cronbach's alpha, in this study reliability for each of the factors was obtained using the calculation of a Cronbach a coefficient, the Cronbach a coefficients ranged from the lowest 0.811 (tourist costs) to the highest 0.857 (operation strategy). All the four factors were above the cut-off criterion of 0.7 recommended by Nunnally (1978). Therefore, it suggests that all factors were acceptably reliable. The result of the principal component of factor analysis is showed in Table 4.

Table 4. Underlying dimensions identified by the Principal Components Factor Analysis

Factors	Factor loadings	Eigen-value	Variance explained (%)	Cronbach's a
F1 Cultural Attractive		8.858	40.265	.817
Architectural feature	.742			
Pavilion feature	.632			
Performances	.608			
Education/aesthetic value	.682			
Cultural activities	.750			
Souvenirs feature	.670			
Natural scenic	.668			
F2 Service quality		2.059	9.360	.847
Enthusiastic service attitude	.723			
Professional tour guide	.646			
Effective complaint handling	.626			
Infrastructure and tour facilities	.548			
Scenic cruise line	.594			
Innovative performances	.631			
Commercialized environment	.679			
F3 Tourist Costs		1.424	6.474	.811
Ticket price	.520			
Dining price	.601			
Transportation costs	.772			
Shopping costs	.747			
F4 Operation Strategy		1.169	5.313	.857
Traditional publicity (i.e., brochures)	.626			
Emerging publicity (i.e., micro-blog)	.683			
Discount	.785			
Organize events	.621			

Employing the principal components factor analysis, four factors with an Eigen-value greater than one, ranging from the lowest 1.169 (operation strategy) to the highest 8.858 (cultural attractive), explained 61.412% of the variance of the influencing factors on customer retention scale. All the items with factor loading are greater than 0.5, ranging from the lowest .520 (ticket price) to the highest .785 (discount).

4.4. Multiple Regression Analysis

In order to analyze the linear relationship between a dependent variable and multiple independent variables, employing multiple regression analysis approach is an appropriate technique. By examining the technique, it can differentiate the significance of the individual

factors concerned in this study on urban leisure culture tourism customer retention. Thus, to meet the study objective as mentioned above.

Table 5. Multiple regression analysis result

Model		Un-standardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.205	0.477		4.620	0.000		
	Cultural attractive	0.331	0.059	0.347	3.551	0.000	0.914	1.094
	Attraction operation	0.200	0.058	0.219	3.442	0.001	0.812	1.256
	Tourist costs	0.169	0.044	0.066	2.084	0.003	0.796	1.349
	Promotion strategy	0.090	0.91	0.114	0.989	0.325	0.657	1.523

Notes: Dependent Variable: customer retention
Independent Variables: cultural attractive, attraction operation, tourist costs, promotion strategy

R=47.1% , R Square =22.2%, Adjusted R Square=18.7%

F=16.357 , p=0.000（p<0.05）

As shown in Table 5, the Tolerance Value ranged between 0.657 and 0.914 (acceptable if more than 0.10) and the VIF value ranged between 1.094 and 1.532 (acceptable if less than 5) (Hair *et al.* 2006). Analysis showed that there was no multicollinearity problem among all the independent variables in this study. The p-value for the four independent variables was less than 0.05, indicating that all the four factors had a significant relationship with customer retention. The analysis also showed that 70 percent of charge in customer can be explained by a combination of the three independent variables, they are cultural attractive, service quality and tourist costs. While the composition factor "promotion operation" inserted on the dependent variable "customer retention" in this study is not of great significance. So the proposed hypothesis above mentioned, H1, H2, and H3 is accepted except the H4.

5. Conclusions

5.1. Conclusion of Hypotheses

This study confirmed the results: there are positive relationships among cultural attractive, attraction operation, tourist costs and customer retention. While it rejected the hypothesis "More efficient destination promotion incurs more possible customer retention". Table 6 summaries the test results.

Table 6. Summary of hypothesis testing results

Hypothesis		Testing result
H1	Cultural attractive ⟶ Customer retention	Supported
H2	Service quality ⟶ Customer retention	Supported
H3	Tourist costs ⟶ Customer retention	Supported
H4	Promotion strategy ⟶ Customer retention	Rejected

5.2. Implications for Management

This study investigated the influencing factors on customer retention of urban leisure culture tourism by constructing a mold considering four factors, named "cultural attractive", "attraction operation", "tourist costs" and "promotion strategy". The structural relationship analysis indicates that cultural attractive appears to have the most important effect on customer retention. Hence, endeavors to improve the attractiveness of this scenic spot facilitate loyal visitors revisiting or make positive word-of-mouth and recommendation referral, thus being critical to the long term development of this attraction. Service quality does play an important role in affecting the level of customer satisfaction and future behavioral intentions. An increase in quality would generally induce an increase in costs. If a product with high quality cannot make customers satisfied, however, the quality in practice is of little use and its induced cost is wasteful. This situation is highlighted in the context of tourism, as service offering convey the quality. By better understanding how tourists value their trip experiences, tourism managers could be able to device more effective marketing strategies and service delivery to meet tourists' actual needs. Costs always be considered the main obstacle to have a trip, in this study, student is the major composition of tourist occupation, the income investigate shoes slightly low, thus, they are sensitive to the price. Promotion plan is, of course, a critical management for the tourism managers. There is not significant positive relationship between promotion strategy and customer retention, we cannot ignore the important effect of this role anyway. In term of the different stage of the attraction development, updated promotion strategies are desirable.

5.3. Limitations of the Research

Finally, the limitations of this study should be discussed to provide direction for further investigation. In terms of implications for urban leisure culture tourism managers, it would be desirable to take the market heterogeneity (i.e. cluster the tourists based on "level of perceived knowledge of local culture) into consideration to find out the unveil relationship between these individual factors and customer retention. It can be speculated that these relationships will be varied if cluster analysis were present. In addition, Tourists to a destination consist of both first-timers and repeaters. These together determine the annual number of arrivals. The opinion that repeated tourists are expected to be more likely than first-timers to choose the same destination in their future holiday decisions was proposed by Kozak (2001). However, there is few research found in the literature regarding of investigating the relationship between familiarity and intention to return and/or visit other destinations in the same country or geographical area. It seems worthy of further investigation with differences between the group divided by the number of visiting time when regarding to the intention to revisit. Similarly, increasing the size of the sample would allow generalization of this study.

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