JDSS Journal of Development and Social Sciences
www.jdss.org.pk

RESEARCH PAPER

Exploring the Staging of Experiences and Success Factors of Theme Parks through an Integrated Product Development Approach

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ABSTRACT

This paper delves into the staging of experiences at theme parks and identifies key factors that can contribute to their success, using an integrated product development approach. Theme parks, as intricate and multidimensional experiences, rely heavily on collaboration among designers, engineers, marketers, and managers to craft memorable attractions. The research investigates each phase of the visitor journey—pre-visit, on-site, and post-visit—highlighting critical success factors at each stage. Through a detailed case study of a successful theme park and questionnaire survey of users the study shows how the integration of various stakeholders can effectively meet and exceed visitor expectations in the local context. The results underline the importance of seamless teamwork in creating captivating experiences and provide actionable recommendations for industry professionals to maintain competitiveness through innovation, creativity, and efficient teamwork.

| **KEYWORDS** | Experience Economy, Experience Staging, Integrated Product Development, Success Factors, Theme Parks |

Introduction

In the modern setting of "experience generation," two tendencies are noted. One may argue that there is a tendency towards exaggerated and high-intensity life events, marked by speed and impulsivity (Pine & Gilmore, 1999, Horx, 2002; Grötsch, 2006). On the other hand, travelers are more and more looking for peace, authenticity, and "soft" travel experiences like climbing, trekking, ocean sailing, or lounging on the beach (Wang, 1999; Goulding, 2000; Taylor, 2001; Olsen, 2002). The tourism industry faces new issues as the business environment changes quickly. Nowadays, customers look for experiences and offer several options in an engaging, cozy, and increasingly genuine setting (Opaschowski, 2000; Foot, 2002; Reiter, 2004).

Theme parks offer higher-quality experiences at comparatively cheaper costs in a clean and safe atmosphere and have emerged as keyways to satisfy new leisure and tourism trends in mature countries. In addition, they satisfy the demands of soft individualism by offering time-saving and multi-optional options as well as eliciting sensory and emotional reactions (Bieger, Dreier & Frey, 2002). Theme parks have consequently emerged as popular travel destinations for general amusement across the globe (Walsh-Heron & Stevens, 1990; Swarbrooke, 1995; Milman, 2001). But during their explosive growth, problems with theme park development, management, and profitability have been overlooked (Bieger, 2001; Prideaux, 2002).

The research paper discusses the significance of "The Experience Economy: Work is Theatre and Every Business a Stage" by Pine and Gilmore (1999) as one of the most widely read and influential books on guest and consumer experiences. Building on the concepts introduced by Pine and Gilmore, the paper extends their technology for staging experiences

to encompass a broader range of settings, focusing on recreation experiences. The proposed model emphasizes the importance of both "technical performance" factors and "artistic performance" factors in the staging of experiences for customers and guests. The implications of the experience economy and the proposed model for park and recreation management, research, and education are examined in the paper's conclusion.

The experience economy's emergence has led to a profound shift in marketing, sales, and service encounters, as highlighted in Rossman's research. (Rossman, J. Robert; Duerden and Mat, 2022). The shift has resulted in the emergence of an experiences sector, which comprises corporate enterprises, government agencies, and non-profit organizations committed to creating memorable experiences for visitors (Pine & Gilmore, 1999; Gilmore & Pine, 2002). In this economy, people voluntarily swap important resources—like money, time, and psychological and physical safety—for emotionally and traditionally uplifting events arranged by "service" organizations and businesses that sell goods and services. Drawing from economics, this notion of exchange involves surrendering valuable resources, like money or personal opportunity costs, in return for the provided experience. These opportunity costs may encompass time spent on other pursuits or the acceptance of physical, social, or psychological uncertainties associated with engagement (Rossman, J. Robert;Duerden and Mat, 2022)

The analysis of theme park management success criteria and overall performance is the goal of this research work. It investigates how much theme park management considers guests' growing need for authenticity and immersive elements. The study is divided into multiple pieces. The first section looks at authenticity and how it fits into the changing traveler's behavior. Second, it examines how experiences are staged as a key factor in determining theme park success. Thirdly, it introduces the idea of theme parks and emphasizes the key elements that make them successful. The results of the interviews are presented in the empirical section of the paper and contrasted with theoretical discussions in the field of tourism. The results are also extensively explored, highlighting any discrepancies that might exist between management perceptions and conceptual discussions.

Literature Review

According to Camp (1997), "an outdoor attraction that integrates rides, shows, and various attractions, centered around a specific theme or group of themes, is commonly defined as a theme park." Usually, there is only one admission fee required of visitors (Camp, 1997; Page, 2000, p. 227). Theme parks are further defined by the International Association of Amusement Parks and Attractions as amusement parks with themed attractions, which include food, costumes, entertainment, retail establishments, and rides (Wong & Cheung, 1999, p. 320). In addition, attractions are seen as long-term assets that are supervised to amuse, educate, and delight tourists (Middleton, 1989, p. 229).

The thing that sets theme parks apart from other amusement parks is that they have a central theme that runs through most or all the park's attractions, making it an integral element of the experience for guests. In contrast to the past, when theme parks were linked to a single overarching theme, modern theme parks frequently include several themes throughout various attractions or themed zones (Wong & Cheung, 1999).

Authenticity and experience staging are two of the most notable characteristics that impact theme park success, however, many others are easily investigated (Birgit Pikkemaat, 2007). To determine whether theme parks are effectively creating experiences for tourists and visitors piece by piece to stage the ideal experience for them, it is crucial to investigate the authenticity of the parks, namely whether these can relay the intended "real" experience to their audience and the staging of experience (Birgit Pikkemaat, 2007).

Authenticity

As Olsen (Olsen, 2002 p. 159) observes the concept of authenticity remains a fertile idea in discussions on tourist motivations and experiences, authors aim to elucidate this notion for two primary reasons. Firstly, authenticity is frequently regarded as a significant trend in contemporary consumer behavior, and secondly, it is often juxtaposed with the concept of artificiality in theme parks.

MacCannell (1973) introduced authenticity as a concept in sociological studies of tourists' motivations, contending that tourists seek genuine authenticity but often encounter staged versions instead. Authenticity has been described as something genuine, contrasting with simulations or imitations (Golomb, 1995), and its initial association with museums and heritage sites has later expanded to encompass tourism experiences (Goulding, 2000). According to Cohen (1988), authenticity is a negotiation that is based on an individual's understanding of the item, education, past experiences, imagery, and self-concept, which includes their beliefs, perspectives, imagination, cultural background, and social relationships. Olsen (2002) further highlights how a person's social situation plays a part in categorizing their experiences as authentic or not. Most studies on authenticity examine people who try to "be authentic" (Cohen, 1988; Wang, 1999; Steiner & Reisinger, 2006).

In the past, mass tourism catered to the expectations of tourists who sought to shield themselves from encountering authentic experiences of foreign cultures and the challenges associated with tourism. This was achieved through the creation of an "environmental bubble". However, in contemporary times, the pursuit of authenticity has evolved in mass tourism. The quest for authenticity no longer exclusively revolves around seeking the exotic, undiscovered, and primitive; rather, even seemingly mundane aspects of tourism can offer opportunities for existential authenticity (Taylor, 2001). Consumers' decisions to engage with products, services, or experiences are influenced by their perception of the authenticity of such offerings (Yeoman, Brass, and McMahon-Beattie, 2007a). Hence, it is pertinent for theme parks and other industry managers to carefully consider the potential for authenticity in their products and services.

The work of MacCannell (1973) makes it clear that theme parks can satiate visitors' desire for authenticity. The quest for authenticity turns into a way of finding personal fulfillment in the modern world when travelers frequently feel alienated. Apart from this, travelers have an intense need to escape to other worlds, eras, or locations due to their detachment from reality (MacCannell, 1973). Given these authentic elements, theme parks can offer both a means of self-actualization and a means of escape to alternative environments. As tourists seek personal satisfaction within theme parks, the significance of crafting successful customer experiences within these attractions emerges as a crucial factor, which will be further explored in the ensuing discussion.

Staging of Experience:

Experiences encompass events that deeply engage individuals on a personal level. (Pine and Gilmore, 1999) The process of staging experiences goes beyond merely entertaining customers; instead, its core objective is to actively engage and immerse them in meaningful and memorable encounters (Pine and Gilmore, 1999). The dominant factor influencing consumers' motivation to purchase a product is its experience value (Pine & Gilmore, 1999, p. 11).

To elevate routine product and service consumption into noteworthy encounters, businesses must utilize psychological perspectives that amplify the experiential aspects of consumer behavior. To elicit desired connections, feelings, or memories, involves staging experiences by utilizing psychological knowledge about brain scripts, inferential beliefs,

sentence structuring, and media literacy. To generate perceptual tricks, for example, media literacy is employed like how magicians captivate their audiences. A purposeful use of lighting, materials, or architectural design can create illusions for viewers, increasing the overall effect of the experience (Mikunda, 1997).

Various opportunities for consumer engagement in experiences are identified, carrying on the conversation sparked by Pine and Gilmore's seminal work on the experience economy (Pine & Gilmore, 1999, p. 30). The characteristics of "consumer participation" and "environmental relationship" are combined to create four different experience realms: escape, education, entertainment, and estheticism. Experiences involve visitors in many ways, as seen by the axes in Figure 1. The degree of guest participation is represented by the horizontal axis, which goes from passive involvement where patrons don't directly affect the performance to active involvement. When it comes to passive participation, like when they go to a live opera, visitors have no direct control over the performance. On the other hand, active involvement happens when customers actively participate, such as when they go skiing. Whether the experience "goes into" the tourist (absorption) or the tourist "goes into" the experience (immersion) is the subject of the environmental interaction. Playing a virtual reality game is an example of an immersion experience, whereas watching television is an example of an absorption experience (Pine & Gilmore, 1999)
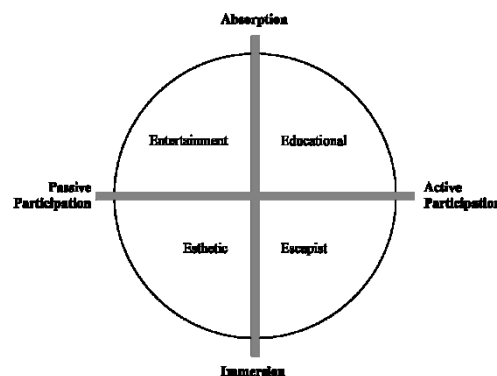

Figure1- TheRealmsofExperience

In the context of entertainment and theme parks, individuals typically absorb the environment and assume a passive role. However, it is important to note that this observation may not be universally applicable to all types of theme parks or across all areas within a specific theme park. A noteworthy example that aligns well with the research topic is Disney Land, where visitors at Cinderella's Castle enjoy dining in a stunning recreation of a medieval castle, reminiscent of the movie (Simon and Schuster, Institute 2001). Disney successfully crafts an augmented theme by utilizing its "cast members" (Ellis and J. D, 2008), employees who not only dress in precise replicas of medieval attire but also fully embrace the roles of medieval hosts (Ellis and J. D, 2008). Their dynamic performances, adjusting interactions to suit individual preferences, contribute to an immersive experience (Ellis and J. D, 2008). Theming extends beyond mere decorations, props, and characters; it involves customizing the experience for individuals (Ellis, 2008). By acknowledging diverse preferences and adding a touch of individualism to the theme, the attraction caters to a wider audience (Ellis and J. D, 2008). An analogous success in customizing experiences can be observed at Bahria Adventure Land Theme Park in Lahore, Pakistan, where thrilling rides captivate children while providing varied entertainment options for other family members during their outings (Kahloon S, 2020).

Bahria Adventure Land Theme Park in Lahore, Pakistan adeptly tailors the experience to suit individual preferences, catering to the targeted audience's specific tastes (Kahloon S, 2020). The Park offers an exhilarating view of the largest dancing fountain in

South Asia, which entices the attention of adults accompanying their children, as this unique service is not commonly found in other amusement parks in Karachi (Kahloon S, 2020).

(Hudson, 2006) highlights the increasing significance of experiences as a key innovation in various industries, including leisure and tourism. A study revealed that the most memorable experiences for customers are often associated with vacations (Hudson, 2006, p. 138). The demand for leisure products that engage customers on emotional, physical, spiritual, or intellectual levels is on the rise. Pine and Gilmore (1999) proposed a comprehensive five-characteristic model to create high-quality experiences for guests and tourists. The model emphasizes the following aspects:

- Embed the theme in the encounter
- Identifying an accurate "theatrical form" consistent with the theme and maintaining employees' alignment with their designated characters.
- Tailoring the encounter to meet individual preferences, going beyond generic market targeting.
- Enhancing the experience by stimulating multiple senses
- Integrating ("mix-in") memorabilia

A comprehensive model for orchestrating recreation encounters should consider factors influencing perceptions of service and experience quality. The proposed integrated model in Figure 2 combines Pine and Gilmore's (1999) concepts with pertinent customer service literature and quality management (Cronin & Taylor, 1994; Parasuraman, Zeithaml, & Berry, 1988; Parasuraman, Berry, & Zeithaml, 1991; Williams & Buswell, 2003; Kano, 1984).
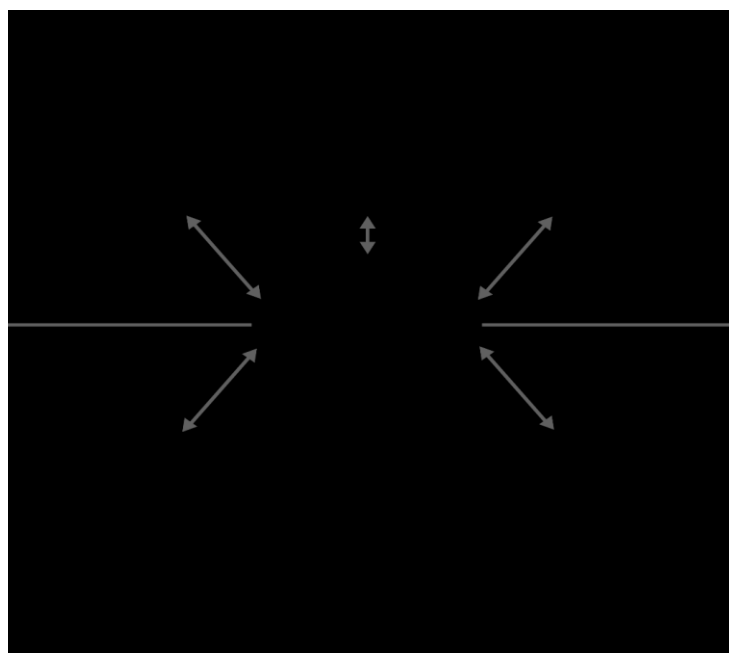

Figure 2 Co-Creation of value

Within this framework when staging the interaction, experts' technical performance is distinguished from their artistic performance. In the leisure industry, experiences are expected to not only provide fun and pleasure but also convey meaningful messages (Grötsch, 2006). The future trend appears to favor quick experiences and instant leisure, making indoor entertainment and theme parks more attractive when located near populated areas. Customers value invested time and sought higher experience quality through shorter trips to minimize potential disappointments (Reiter, 2004 p. 177).

Overall, consumers today seek both authenticity and convenience in their experiences, leading to a new complexity of consumerism. A quest for greater meaning beyond goods and services is reflected in the trend toward self-actualization (Yeoman, Brass, and McMahon-Beattie, 2007). The idea of theme parks will be briefly discussed as the conversation progresses, and then their success criteria will be objectively assessed.

Theme parks

Theme parks, as a prominent form of visitor attractions, aim to engross visitors in immersive and fantasy-driven experiences by employing a set of cues that evoke a sense of journeying to different times or places (Holbrook and Hirschman, 1982).

It seems that positivist studies on the idea of theme parks have received less attention in the field of tourist studies. Although research has been done on the idea of visitor attractions in general, only a few research works have focused specifically on theme parks (McClung, 1991; Fodness & Milner, 1992; Kau, 1993; Wong & Cheung, 1999; Milman, 2001; Johns &Gyimothy, 2002). In recent years, the research interest in theme parks seems to have decreased, with only a limited number of academic papers published on the topic (Bigné, Andreu &Gnoth, 2003). Most of the existing research on theme parks revolves around visitors' profiles and market segmentation, with fewer studies investigating the management aspects.

Penz and Rösch (2004) identify factors that could lead to the failure of theme parks, including issues related to theming, attractions, gastronomy, capacity management, target markets, services, pricing, public relations, and marketing strategies. Milman (2001) conducted interviews with North American attraction and theme park managers, revealing insights into the industry's future management perspective, emphasizing the importance of the family market and the need for more interactive attractions.

While there is recognition of the significance of theme parks for the leisure and tourism industry and their role in economic development (Middleton, 1989; Stevens, 2000; Milman, 2001), more comprehensive research from a management perspective is warranted to enhance understanding and ensure successful operations of theme parks.

As evident from the literature, the interplay of authenticity, staging of experiences, and theming plays a pivotal role in creating an unparalleled and captivating experience for theme park customers (Pikkemaat, 2007). These factors serve as the fundamental pillars of theme park success, driving the expansion and popularity of such entertainment venues. Building upon the extensive literature review, additional factors were carefully selected to be considered in this research project. The process involved a rigorous exploration of relevant literature to identify and shortlist the factors presented in the following table, which are deemed crucial for the achievement of success in theme parks:

Table 1
Success Factors of Theme Parks According to The Literature

Success Factors	Literature
Diverse Range of Options and Attractions: Theme parks must offer a diverse range of attractions and possibilities to cater to customers' varying requirements and desires.	Bigné et al., 2005 Kagelmann, 2004 Stevens, 2000
Uniqueness: The offered products and experiences should be clearly defined to distinguish the park from competitors and target specific customer segments.	Prideaux, 2002 Swarbrooke, 1995
Innovation: Continual innovation and redesign are essential to adapt to changing customer behaviors and maintain customer loyalty, especially for butterfly customers who have a limited attention span.	Prideaux, 2002 Milman, 2001 Opaschowski, 2000

Continuity/Theming: The entire theme park, including all activities and designs, should adhere to a cohesive theme to create an immersive experience for visitors.	Wong & Cheung, 1999 Goronzy, 2004
Environmental integration: Theme parks need to be well-integrated into the economic, social, and ecological environment of their hosting destinations, fostering a sense of belonging among the localpopulation.	Kagelmann, 2004 Bieger, 2001 Garrod, 2003
Capacity and queue management: Efficiently managing capacity during peak and off-peak times, and handling seasonal variations in demand are crucial for customer satisfaction and overall success.	Goulding, 2003
Functionality and infrastructure: Providing comprehensive one-stop solutions enhances the overall customer experience.	Bieger et al., 2002
Weather independency: Ensuring all-weather operations enables continuous business and minimizes disruptions caused by environmental factors.	Bachleitner, 1998
Escape/Imagination: Theme Park visitors seek immersive experiences that provide a temporary escape from everyday life. Hence, well integration of imaginative ideas in the entire park drives customer attention.	Goronzy, 2004 Opaschowski, 2000
Involvement/Interactivity: Encouraging customer involvement and interactivity adds value and enhances the overall experience.	Bigné, Andreu &Gnoth, 2003 Milman, 2001
Branding: Effective corporate branding improves the park's image, instills trust, and attracts customers more effectively and enlarge the turnover rate.	Penz & Rösch, 2004 Hennings, 2000 Middleton, 1989
Quality: Maintaining a high level of quality across all aspects of the theme park is crucial to customer satisfaction.	Penz & Rösch, 2004 Middelton, 1989
Safety and security: Providing adventurous experiences within a controlled environment ensures customer safety at a calculable risk.	Bieger, Dreier & Frey, 2002
Design: The design should accurately depict the theme and meet customers' requirements, including architectural aspects.	Wong & Cheung, 1999 Mikunda, 1997
Well-lit space: Fully illuminated space with theme-based lightening allures the attending audience as the space appears bright, fresh and happy.	S. Kyle Davis 2016

Bahria's Adventure Land (BAL) exemplifies the significance of various success factors in theme parks. Its diverse range of attractions appeals to a wide target audience, offering individualized experiences (Kahloon, 2020). The park's themed design, inspired by Arabian Nights, exemplifies the continuity and theming principle, as highlighted in the success factors for theme parks (Prideaux, 2002) (Kahloon, 2020). BAL's clustering of attractions aligns with Bieger's (2001) concept of the network effect, enhancing overall value and visitor satisfaction. This case study demonstrates how adhering to success factors, such as catering to diverse audiences and providing thematic continuity, contributes to a theme park's popularity and success. Therefore, effective management strategies should consider both tourists and locals, as the support of the community and the infrastructure in the surrounding peripheral area significantly influence the attraction (Swarbrooke, 1995; Prideaux, 2002).

Key elements that have a significant impact on theme parks' success were found through literature research and are compiled in Table 1. Every success criterion listed in the table has been discussed in the literature, despite it not being all-inclusive. Due to their potential to distort the results and their varied nature across different parks, general management-related factors including strategy, finance, and human resource management were purposefully left out.

Remarkably, the importance of authenticity and creating unforgettable experiences at theme parks has not yet been covered in the literature review. The next section will

empirically examine the success determinants in a few theme parks in Lahore, Punjab, to close this gap.

Material and Methods

This research adopts a mixed-method approach to comprehensively explore the success factors and challenges faced by theme parks in Punjab, Pakistan. A cross-sectional descriptive study is employed to gather quantitative data through self-administered survey questionnaires. This approach allows for a wide-ranging assessment of the importance of various success factors, as ranked by leisure park tourists in Punjab.

In addition, qualitative data is collected through semi-structured interviews with industry professionals and theme park managers. This qualitative approach provides in-depth insights and validation of the success factors and factors contributing to theme park failure.

The use of both primary data from the surveys and secondary data from a review of relevant literature strengthens the validity and reliability of the study. Using self-administrative questionnaires, the respondents provided the primary data for this investigation. The researcher was able to compile secondary data by reviewing several journals, newspapers, and articles based on existing literature related to tourism and entertainment attractions. Managers and guests of Punjab theme parks participated in in-person interviews that served as an objective means of testing each study component. On 5-point Likert scales (multiple item-based), they were asked to rank several success markers from 1 (extremely not important) to 5 (highly important). The research's target population will comprise male and female visitors to leisure parks in Punjab, Pakistan. A maximum of 500 people was included in the sample (both online and offline). The sample's age criterion was comprise adult nationals of Pakistan.

Data Analysis

The data analysis includes Confirmatory Factor Analysis (CFA) and path analysis to evaluate the measurement model and examine hypothesized linkages in the conceptual framework. Additionally, based on composite reliability, average variance retrieved, and other relevant statistics, the validity and reliability of the scales were examined with the support of an expert statistician. The opinion of an expert statistician was sought for the selection of appropriate analysis to extract valid/relevant results. The study revolves around the sixteen success factors that are asked from the respondents about their level of preferences and based on the results the success factors will be ranked and conduct analysis accordingly. By adopting this methodology, the research aims to contribute valuable insights to theme park management in Punjab, Pakistan, and enhance understanding of the key factors that impact their success or failure in the region. (T.AhmedBappy, S.SharifulHaque, M. Arifuzzaman, 2018).

Reliability Analysis

The purpose of reliability analysis is to determine the consistency of the scale, whether it is measuring what it is supposed to measure or not. Because this alpha value is greater than.8, it may be stated that the scale is dependable. (George and Mallery, 2018).

Table 3
(Cronbach`s Alpha Test)

Variables	Alpha Value
Success Factors and Demographics	.829

To test the reliability of the scale selected, a Cronbach`s Alpha has been tested and the alpha value is .829 which is greater than the threshold value and is accepted statistically. This concludes that the scale used in the study is reliable with an acceptable response level.

Ranking Of Success Factors of Theme Parks

- Safety and security: 4.62
- Quality: 4.57
- Design & Space: 4.49
- Capacity: 4.48
- Involvement:4.36
- Continuity Innovation (4.33)
- Functionality (4.30)
- Uniqueness (4.25)
- Branding (4.23)
- Environmental Integration (4.22)
- Impression and Emotion (4.21)
- Authenticity (4.20)
- Imagination (4.19)
- Weather independence (4.18)

Results and Discussion

The data lists the mapping of old values to new values and corresponding value labels for various attributes. The attributes include gender, age, residency in Pakistan, support for setting up a themed amusement park, frequency of visiting an amusement park, and amount spent on visiting an amusement park. The value labels are associated with the new values and provide a more descriptive meaning to the values. The ANOVA table presents the statistical comparison between 4 groups on 6 different variables. The table displays the sum of squares, degrees of freedom, mean square, F-statistic, and p-value for each variable. The variables that show a significant F-statistic (p-value < 0.05) are listed

Table 4
ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
	Between Groups	1.277	4	0.319	1.269	0.281
Gender	Within Groups	124.775	496	0.252		
	Total	126.052	500			
	Between Groups	3.768	4	0.942	2.687	0.031
Age	Within Groups	173.909	496	0.351		
	Total	177.677	500			
	Between Groups	0.033	4	0.008	0.383	0.821
Are you a resident of Pakistan?	Within Groups	10.725	496	0.022		
	Total	10.758	500			
Do you support setting up a theme-based amusement park?	Between Groups	0.523	4	0.131	5.793	0
	Within Groups					
		11.19	496	0.023		
	Total	11.713	500			
How often you visit an amusement park in a month?	Between Groups	15.195	4	3.799	1.821	0.123
	Within Groups					
		1034.76	496	2.086		

	Total	1049.95	500			
How much do you spend on visiting amusement park?	Between Groups	32.113	4	8.028	5.366	0
	Within Groups	742.071	496	1.496		
	Total	774.184	500			

Overall, the study's findings are intriguing, in contrast to the viewpoint taken in the literature previously discussed. Table 3 above displays the order of the success elements that theme park management has fulfilled. With an average rating of 4.62 out of 5.00, "safety and security" was ranked best among the variables in the leading cluster. This indicates that consumers are more concerned with safety and security factors for themselves in the park and demand their safety as the top priority. The second highest ranking categories are supplied customers (4.5) and then comes the next success factor which is design/storyboarding with a 4.4 mean value. The next success factor to be ranked after design is space with a mean value of 4.49 out of 5.00. Capacity and queue management is considered to beat the fifth number in the ranking with a 4.48 mean value. This means that capacity and space both are very close in the ranking, and both are important success factors in the study. Then the ranking of success factors is interesting for all consumers that is involvement and interactivity which is sixth in the ranking of success factors with a mean value of 4.36 out of 5.00. All these six factors starting from safety and security, quality, design, space, capacity, and involvement are highly important to success factors for consumers to have theme parks.

Moving towards moderately important success factors the seventh-ranked number of ranked success factor is Continuity with a 4.33 mean value in the respondents' responses. The other ranked factor that is moderately important is innovation with a 4.33 mean value which is almost the same value as the value of continuity. This indicates that continuity and innovation are equally important for consumers. Then the rank of functionality is there with the mean value of 4.30 out of 5.00 which is also positive and not so bad but compared with the above ranked factors, functionality is moderately important for consumers to have a theme park. The tenth number of ranked success factors for making theme parks is uniqueness with a mean value of 4.25 out of 5.00. this shows that respondents are the least concern with uniqueness in the park but are more concerned with the innovation level of park. After uniqueness, the next success factor is branding which is almost 4.23 in ranked and considered to be comparatively least important. The least important factors are environmental integration, impression and emotion, authenticity, imagination, and weather dependency. Ranking them in order includes that environmental integration has a mean value of 4.22 out of 5.00 while the mean value of impression and emotion in the success factor ranking is 4.21. The third and last success factor that is less important is authenticity. This means that consumers are less concerned with the authority level of the theme park but are more concerned about its quality. The second last success factor is imagination with a 4.19 mean value while the most unimportant factor for the respondents was weather dependency with a mean value of 4.18 out of 5.00.

The results showed that each success factor is important as all the mean values are above 4.00 out of 5.00. This indicates that every success factor has some value and is important for some respondents. In general, modern customers want experiences, which has complicated the consumer economy. The trend towards self-actualization reflects a search for a purpose greater than material possessions. Marketing concerns in general were regarded just as much as providing the correct service to meet consumer expectations. The literature makes clear that the interaction of theming, authenticity, and experience staging is essential to giving theme park visitors an unmatched and enthralling experience. These elements drive the growth and appeal of these types of entertainment facilities, acting as the cornerstones of theme park success. The results showed that design, space, and capacity are important for consumers because they are more concerned about the area and design factors of the park as compared to weather dependency, imagination, and authenticity. The study shows how theme parks are important for people, and they are ready to spend money

while visiting them. The creation of theme parks will be a better decision for the public as the results are positive and it is observed that most people like parks and wants to visit them along with their family and friends. The people are very concerned about the security and quality level of the park regardless of their infrastructure.

Furthermore, respondents are willing to spend time and money at theme parks so its construction would be an asset for the state. In Pakistan, people are happy to visit parks and beautiful places for refreshment and they are very much the least concerned about environmental integration and weather dependency and are more concerned about the quality and security of the theme parks. Results showed that people are motivated to visit parks with innovation and good infrastructure. Hence the figure shows the success Factors into three main domains: firstly, very important secondly moderately important, and least important. The results have shown that people considered many success factors to be important and fewer factors are unimportant to them such as weather as they want to enjoy instead of getting worried about the weather and authenticity of the theme parks.

An open-ended question has been asked by visitors and industry experts. We found mixed opinions from industry experts that many factors may cause hurdles in the development of theme parks such as poor management and services, failed location and catchment, improper marketing, inept pricing and hidden costs, poor landscape, and missing food spots. Some of the visitors also responded that there is less parking space and negative innovation in theme parks. Some industry experts also highlighted that there is a lack of theming and a failure of customer expectations. These are points that should be important to consider for the development of theme parks. All these flaw factors are important and need to be addressed.

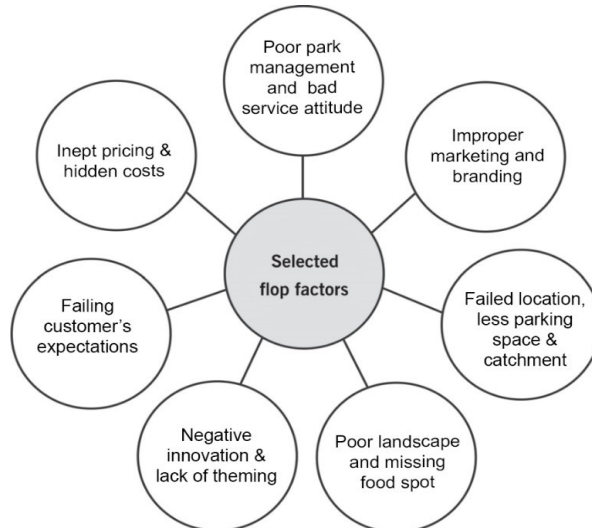**Selected Flop Factors Of Theme Parks**

Figure 3: Flop Factors of Theme Parks

The most important thing is the willingness and positive responses of respondents to have theme parks in Pakistan. They are ready to invest their time and money, some people are willing to spend more than 1500 PKR in theme parks just for the sake of enjoyment and memorable visits. They want the theme park to be unique with maximum capacity and good infrastructure. People in their responses are pretty much sure about their spending and visits to theme parks and are strongly willing to invest spend and money in visiting theme parks. There are very less individuals with more age and less interest in not going to the park they are those people who are aged and seldom go out of their homes and like to spend maximum time with their family.

Summarizing this discussion, it is assumed that the construction of theme parks is important for consumers. Consumers are very concerned about their safety and security and the capacity of the park. Respondents are very clear about their responses; they have given highly positive and interesting responses regarding theme parks. Respondents have rated success factors on which they prefer to have theme parks in Pakistan. They are very much willing to visit and spend time and money there. People have also rated each success factor according to their preferences and rated the importance of these factors based on mean values. Statistically, we have tested the mean values of each success factor and concluded with Figure 3 in which all factors are arranged starting from most important to least important and unimportant factors.

Conclusion

The study concludes with a thorough examination of the main elements affecting theme parks 'attractiveness and popularity in Pakistan. In contrast to certain claims made in the literature, findings show that customers place a significant value on elements like "Safety and Security," which came in the first place and reflects guests' top priority for their safety while visiting the park. The study goes on to emphasize the importance of elements like "Supplied Quality to Consumers, "Design/Storyboarding," and "Space," all of which had high mean values and are therefore essential to improving the theme park experience.

The results indicate that visitors give priority to features about the park's layout, design, and operational effectiveness; "Capacity and Queue Management" stands out as a critical success factor. The study has shown how income range can impact the visit to theme parks. It is noticed that people with more income are more likely to visit Theme parks and are willing to spend more at parks even more than 1500PKR. This is noteworthy that people are more willing to visit parks and are willing to spend more which will increase the overall revenue of the country and add more to the current GDP of the nation. In conclusion, the study not only clarifies the key success elements for theme parks in Pakistan but also indicates a positive attitude among consumers towards the building and use of these kinds of recreational facilities. A possible path for economic growth and community engagement is suggested by the respondents' favorable responses and readiness to spend time and money on theme park activities. The findings highlight how important it is for legislators and theme park developers to give top priority to elements that appeal most to visitors to strike a healthy balance between innovation, safety, and overall experience quality. With theme parks emerging as a major force in Pakistan's leisure and entertainment sector, this study offers insightful information that can help inform strategic choices for the development of sustainable theme parks.

Recommendations

The study emphasizes how crucial it is to comprehend customer preferences, showing a clear preference for themes that emphasize quality, safety, and well-designed places. Significantly, the results show that participants were quite enthusiastic and that they had a strong desire to spend money on well-thought-out parks that put quality and safety first. The affirmative answers highlight theme parks' potential for growth and sustainability in Pakistan, where they may be an important resource for both the nation and the local community. It is advised that theme park developers and operators give special consideration to elements like safety, quality, design, and capacity management considering the study's findings. Another point of interest according to experts is that many flaws factors should be kept in mind while researching theme parks such as improper marketing, inept pricing and hidden costs, poor landscape, and missing food spots.

Theme parks are a good source of revenue for the country. The main source of operating revenue for theme parks is the selling of entry tickets, with extra money coming from the sale of food, drink, and souvenirs. For instance, Six Flags' admission ticket sales

accounted for almost 54% of its total income 52.4% in 2007 (Six Flags 10-K, 2008) and 6.4% in 2006 (Business Week, 2007). Sales of food, beverages, and goods have a strong correlation with the sales of entry tickets, making this revenue source a factor of overall revenue. The overall allure of theme parks can also be increased by adding creative components and upholding thematic coherence. The study emphasizes how crucial it is to match theme park offers to customer expectations to give guests memorable and pleasurable experiences. Given the findings attitude in Pakistan, this study is an important resource for anyone hoping to support the expansion and prosperity of the theme park sector there. Conversely, theme park management is only now realizing that the transfer of experiences and feelings is what opens new markets and customer groups and connects existing patrons to theme parks. There's still more potential here.

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